

# ***F.A.O. JOURNAL*** —

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MARCH 1999



Disaster Relief Ops in Latin America

Adventures in Ghana

Economics and its Importance

Bosnia's Two-Entity Economy

FAO ICT APEC OJT

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# FAO JOURNAL

**Regional Specialists**

**MARCH 1999**

**VOLUME IV, NO. 1**

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# **EDITORIAL**

## **A NEW DAY DAWNING FOR FAO!**

Sometimes editorials just have to be upbeat and this is one of them! Interesting and exciting events have been taking place over the past few months that affect all of the Service FAO Programs, but that also affect the FAO Association. As I have mentioned in past editorials, a DOD Directive was promulgated directing the Services to implement FAO programs. Granted the directive was somewhat watered down and spoke to the lowest common denominator, but it did make key demands on the Services. Further, DOD has continued to push for better FAOs from all the Services. We are seeing direct interest by the Service Secretariats, as well -- all very positive for the professionalization of the FAO defense-wide. The newer programs (the Air Force and the Navy) are making progress, while the Marine Corps and Army programs are seeing the best promotion and selection rates in years (a possible indicator that the Service military leadership also recognizes the value of the specialty).

With regard to the Association, we celebrated our third anniversary and are welcoming our first elected Board of Governors to the helm -- a dream of a professional military association may finally be reality. The FAOA Web Site has undergone a face-lift, there are exciting new columns appearing in the March issue of FAO Journal, and the organization is creating a number of new programs, such as a college scholarship program for members and families, to take the next step in building a viable, serving organization. Clearly, both the specialty and its professional organization are making great strides.

### **The Question is where do we go next?**

As we open a new era for FAO and our association, a number of challenges still remain for us -- both internal to the association and in its relationship to and support of the four Service FAO Programs.

- How can we support and encourage the Service FAO Programs without becoming just another official mouthpiece?
- How can we help frame and focus Defense wide issues that deal with FAOs?
- How can we better bring focus on regional problems and their underlying issues to our members?
- How can we foster healthy professional discussion, without championing some set "school solution?"
- How do we broaden our membership and sponsorship base, to further strengthen our organization?

I don't personally have the answers to these questions, but am very positive that you working with the new Board of Governors will succeed in creating solutions to take FAOA to the next plateau!

Strategic Scouts Out!

Joe Tullbane, President, FAOA

## *From the Field*

### **COMMENT ON "BALANCING THE ICT EXPERIENCE" . . .**

Dear Editor,

The December issue of FAO Journal carried a great article by MAJ Frank Mastovito and CPT Ted Bowling about ICT experience. The advice in travel was valuable, and the thoughts on not spending too much time at a military course are understandable. I returned from my "ICT experience" in Jordan last summer, with a great deal of travel and also language and cultural immersion under my belt. My family enjoyed the experience, and I think we are properly prepared for the next time we are stationed overseas on a FAO assignment. Travel is important, but I think that one cannot make too much of military to military contact in ICT. It is, after all, one of the main reasons we are in ICT. Schools can be long and take up limited time in a short ICT year. I would propose an alternative. Another way to get exposure to a country's military is to participate as a liaison (LNO) in a combined US-host nation exercise, if the opportunity presents itself.

During my time in Jordan, I had the opportunity to interact very closely with the Jordanian Army. I attended a five-month Jordanian Infantry Officer Advanced Course, and was also attached to a Special Forces battalion. But the most valuable experience I had there was acting as a liaison officer on a combined live fire exercise (LFX) involving the Jordanian Army and the US Marine Corps. I had the opportunity to use my language skills in an operational environment, utilize the knowledge I had gained on Jordanian tactics, and also act as a liaison in an actual combined exercise.

The exercise (called Infinite Moonlight) took place during the period 3-4 June 1998, and included a Jordanian mechanized infantry battalion equipped with M113 APCs, and a USMC infantry battalion equipped with LAV and AMTRAK vehicles. The mission was a coordinated deliberate attack on four objectives. Two were Marine objectives, and two were Jordanian. The Jordanian battalion I was attached to had the mission of conducting a deliberate breach and seizure of one of the objectives. I was with the battalion throughout its rehearsal and during the actual LFX. During the conduct of the exercise, I rode in the battalion commander's M113 and relayed the unit's movements to the exercise coordinator, LTC Robert Newman (Ops Officer, US Military Assistance Program - Jordan). He then relayed the information to the USMC task force commander. Two other FAOs, MAJ Coyt Hargus and CPT Don Wisyanski also acted as LNOs with the other Jordanian units participating in the exercise.

The Jordanian soldiers and American marines that participated were extremely motivated and worked together well. The real value of the exercise, in my opinion, was the experience that both sides gained working with one another and the trust that developed between regular soldiers on both sides. The marines were able to see a Middle Eastern army in action,

as opposed to the usual media portrayals.

Coming as it did just before my graduation from the advanced course, the exercise was also a valuable experience for me. I had the opportunity to use the Arabic military terminology I had learned during the course. I also got to see the "schoolhouse doctrine" of the course put into actual practice. The authors of the December article stated that the schoolhouse is "not a place to get an in-depth understanding of a country's military capabilities." I fully agree. The exercise graphically demonstrated that point. In the course, I saw the "theory." By participating in the exercise, I saw the "practice."

ICT is a great experience, with interesting travel and immersion in a different culture. But immersion in the country's military is just as important, and it is this kind of expertise that gives FAOs their value. Participation in a combined exercise gives the ICT FAO a unique perspective on the way an army actually operates in the field. These exercises may not be available to every FAO, but if they coincide with the ICT tour, they are an opportunity that demands to be taken advantage of.

— Robert E. Friedenber, CPT, SF, Middle Eastern FAO

Dear Editor:

I always read with interest the articles concerning in-country training (ICT) because my experience seems so different from what today's young Foreign Area Officers undergo. I believe that it is in our community's interest to stabilize ICT duration. The 12 to 15 month ICT does not properly acculturate an officer to a region or to future assignments. Members of the FAO community serve on higher-level staff, in the security assistance field, the political-military field, or the attaché arena - with few exceptions. Attendance at another nation's PME and touring does not properly expose an officer to future responsibilities coming or provide insight into a career direction. An idea often rejected or overlooked: ICT as an on-the-job training (OJT) experience along with regional travel and course attendance. This strategy would result in an ability to stabilize the ICT tour at 24 months (hardship countries) or 36 months (all others). The ICT tour can then "count" as advanced education utilization. OJT also exposes the officer to the workings of an American embassy and Geographic Command's staff. Additional benefits to this plan include: Providing force augmentation to the field, without compromising current manning levels; and, minimizing "down-time" occurring from off-cycle graduations from language or graduate schools.

Rather than being "selfish time in the professional life of a FAO" as Major Mastovito and Captain Bowling ("Balancing the ICT Experience," Page 6, FAO Journal, Volume III, Number 4, December 1998) have stated, ICT functions as part of a continuum for the Department of Defense and the United States

Army. The best ICT program satisfies a CINC's engagement strategy and trains the officer for future employment in the career field. Future useful employment must drive the program. In "Balancing the ICT Experience," the two authors state that the current FAO training program (graduate school, language training, and ICT) is "designed to create *regional experts* [sic]," ignoring the aspect of utilization and usefulness. While more appropriately, the existing program creates regional specialists -- the expertise comes with time and experience, if ever. Two or three years in a region, even with the bulk of the time spent in one country, working under a more senior FAO's mentorship could go a long way in developing expertise in the new FAO, while helping to alleviate critical shortages in our embassies.

Frank L. Rindone, LTC, Infantry/South Asian FAO

### **COMMENT ON "The Conflict in Kosovo — A Primer For The Layman" . . .**

Dear Editor,

I read the article on Kosovo with some interest. Having been a Yugoslav FAO for nearly 16 years, I appreciated the Greek FAO perspective. As expected, I do have a somewhat different view — why else write.

As with so many other people analyzing this conflict, they merely start with the Yugoslav government changing autonomy status for Kosovo and Vojvodina in 1989. Using that as the starting point makes it very easy to blame the Serbs for the troubles in Kosovo. A short study, however, shows that the Kosovo Albanians (Kosovars) have rebelled against Serb rule at least four times in this century. Each time was more organized and with more violence. The revolt in the early 80s was put down forcefully with tanks and armor personnel carriers. It was during this time that the Kosovars began talking of creating a Greater Albania. Adem Demaci, now a prominent Kosovar dissident, spent considerable time in Yugoslav jails for his participation. So the idea that this war for liberation began in 1989 after Milosevic's speech on Kosovo Polje, and the withdrawal of autonomy, is false. The war of liberation for the Kosovars has been ongoing for some time.

In recent history, most reporters have neglected the events of 1996. The fledgling UCK (Kosovo Liberation Army) conducted a terrorist campaign against Serbs living in Kosovo, and against the Serb/Yugoslav police force. Finally in 1997 the Serbs began a crackdown. The crackdown was fierce -- attempting to separate the guerilla terrorist from its citizen support -- and drew the focus of the human rights activists with the current Clinton Administration leading the way.

The existence of Autonomous regions and provinces didn't occur until after World War II. Tito subdivided territory that had been held by the Serbs into three new republics: Macedonia, Montenegro, and Bosnia Herzegovina (Croatia and

Serbia controlled most of BH -- Bosniak nationality didn't exist in name until around 1995 when they began to rewrite their history) and two provinces within Serbia: Vojvodina and Kosovo. This subdivision weakened Serb influence in Yugoslavia considerably. They may feel they have lost enough over the past 50 years.

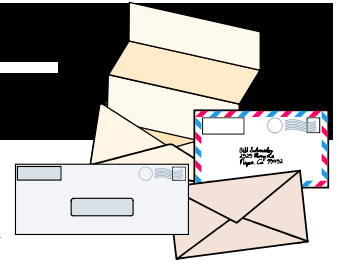
Another statistic that is mentioned often is the Kosovar population with 90 percent of the total Kosovo population. It is now but it wasn't always. After World War II the population was just about 50/50 for Kosovars and Serbs. With the Kosovar high population birth rate and the Serb low rate, the Kosovar population soon outnumbered the Serbs. As they grew in numbers so did their activities against the Serbs. It may not have been called ethnic cleansing but the results have been the same. Serbs, under the influence of many factors, have left the province. The author also mentioned the Yugoslav attempt to place displaced Krajina Serb refugees into Kosovo. They did attempt this but the attempt failed.

It is also interesting how numbers are used to justify who rules in Kosovo. They may have 90 percent of the population in Kosovo but only 25 percent of the population in Yugoslavia. The Krajina Serbs had approximately 750,000 people in Croatia of the total population of 4.5 million -- or a little less than 25 percent but that didn't gain them the independence they sought from Croatia. The Albanian population in Macedonia is a little more than 25 percent of the total population. Will they follow the precedent being set by the Kosovars? If 25 percent of Yugoslavia is permitted autonomy, with talks of independence in three years, will 25 percent of Macedonia be granted the same political rights? If so, we have the creation of Greater Albania.

Finally, the article mentions three political options: Independence, autonomy, and republic status. Independence is unacceptable to the Serbs and the international community -- as well, I presume for Macedonia. Autonomy is unacceptable to the Kosovars -- nothing less than Independence is acceptable. Therefore many assume a compromise position of republic status. If population is a criteria, it only seems reasonable that a Kosovar population of nearly two million be granted the same political rights as the Montenegrins with a population of a little less than 700,000. But it is more than that. The Yugoslava watched the international community dismantle Yugoslavia by granting four republics independence. What guarantee would the international community give to Yugoslavia that it would not recognize Kosovar independence after it served a few years in republic status within Yugoslavia? The precedent is established. The Yugoslavs have been "burned" once, doubt they want to experience the same again so soon.

The analyst does raise a daunting demographic

(From the Field, Continued on page 25)



## *Disaster Relief Operations in the Dominican Republic: FAOs on the Frontlines*

By Major Jeffrey H. Fargo, Latin American FAO

### **Background**

Hurricanes threaten the Caribbean every year and Caribbean nations have learned to deal with them. It seems that about every twenty years a particularly devastating one strikes the Caribbean. Hurricane David in 1979 was the most recent particularly devastating one until 1998, when Hurricane Georges struck the Eastern and Northern Caribbean island nations. Hurricane Georges reached Category V status, the most powerful hurricane, prior to smashing the Eastern Caribbean and cutting its swath of death and destruction across the Northern Caribbean. After initially hitting Antigua-Barbuda and St. Kitts and Nevis, the Hurricane continued on its westward track and shattered Puerto Rico's infrastructure. Not veering from its westward track, it continued its furious advance across the Dominican Republic, Haiti, Cuba, and the Florida Keys before ending its path of Caribbean destruction.

Hurricane Georges had spent some of its force by the time it reached the Dominican Republic; however, it still had 120 mile per hour winds and extremely heavy rains, both of which resulted in a substantial loss of life, a large number of homeless, and a serious damage to its infrastructure. The Hurricane struck the Dominican Republic on September 22<sup>nd</sup>. Its winds severely damaged the southeastern portion of the country as it traversed the island of Hispaniola in a southeast to northwest direction. It severely damaged the capital, Santo Domingo, as it moved through the mountainous central region, inundating the southwestern portion of the country as it continued into the northern part of Haiti.

The final toll of death and destruction in the Dominican Republic was tragic. Over 280 dead and many more injured. Over 45,000 homeless living in temporary shelters. Infrastructure damage was estimated at over \$1.4 billion. Hardest hit were electricity and water systems, telecommunications, roads and bridges, airports, and seaports. The road network to the rural area was seriously damaged, with 54 bridges destroyed and 58 more damaged.

### **U.S. Southern Command's Role in Disaster Relief Operations in the Dominican Republic**

The Caribbean lies within the U.S. Southern Command's Area of Operational Responsibility (AOR), so the disaster caused by Hurricane Georges was being monitored at the Command's headquarters in Miami. Southern Command's (SOUTHCOM) mission is to command and control all U.S. military activities in its AOR and to coordinate DOD assistance to

U.S. Government (USG) disaster relief operations when directed. SOUTHCOM carries out its efforts primarily through the use of its headquarters staff in conjunction with the U.S. military representatives assigned to the embassy, the Security Assistance Office and the Defense Attaché Office personnel. Due to the large scope and extended nature of the anticipated disaster relief operations, SOUTHCOM stood up its Crisis Action Center (CAC) with representatives from the different staff elements to coordinate the Command's response to the Hurricane and to the projected disaster relief operations.

In the days following the disaster that struck the Dominican Republic, the SOUTHCOM staff was in constant communication with the U.S. Embassy Country Team, especially with the Chief of the Military Advisory and Assistance Group (MAAG) and the Defense Attaché and the Army Attaché. The Chargé (Ambassador's position was vacant) spoke directly to the SOUTHCOM Chief of Staff and to the CINC by telephone several times throughout the extended disaster relief operations. In addition to the Country Team, SOUTHCOM was also in constant communication with the Office of Foreign Disaster Assistance (OFDA), the USG agency that coordinates U.S. disaster relief operations to assist foreign nations.

OFDA is the agency that conducts the on site assessment following the disaster and then coordinates for disaster relief supplies and services to assist the foreign nation. Although many of these needs are satisfied more efficiently through civilian contracts, the military has some unique capabilities that are often required to meet the needs immediately following a disaster. SOUTHCOM remained in close contact with the OFDA representatives on the ground in the Dominican Republic so as to be able to respond quickly when OFDA identified a request for military assistance and provided a fund cite for those supplies or services.

### **U.S. Military In-Country Representatives Role in the Disaster Relief Operations**

The Chief of the MAAG and the Defense and Army Attachés were the in-country military representatives doing the on the ground coordination with the Dominican military and the Country Team to provide assistance necessary to the Dominican led disaster relief operations. They provided military representation at the Embassy's Emergency Action Center (EAC) that stood up immediately after the disaster, serving as a central coordination center for the U. S. assistance to disaster relief operations.

Since the MAAG and DAO were quite small, with only two officers and one officer assigned respectively, they quickly became overwhelmed by the amount of coordination required to deal with the disaster. The Chargé requested that the CINC augment the MAAG, which works for SOUTHCOM. This provided the opportunity for me, the J5 desk officer for the Dominican Republic, to participate in the disaster relief operations. A week after the Hurricane struck, I was dispatched to the Dominican Republic for ten days to assist the MAAG.

As a FAO and the country desk officer, I had been to the Dominican Republic on several occasions and spoke the language well. This made me the logical choice from my Command to augment the MAAG. The MAAG Chief was extremely busy when I arrived on 1 October and with my prior experience in country I did not require any assistance getting in or getting to and from the embassy. My experiences during the next ten days with the Embassy staff, the Dominican military, the Red Cross, and the Catholic Church established the importance of my FAO training.

The coordination efforts of the MAAG and the DAO during the emergency relief phase of the first three weeks were focused in four main areas: coordinating U.S. helicopter emergency food delivery missions, liaison with the Dominican military, representing DOD to the Country Team and to OFDA, and coordinating for incoming military aircraft with relief supplies.

U.S. Army South (USARSO) deployed four UH-60 helicopters and U.S. Special Operations Command South (SOCSOUTH) deployed two MH-60 helicopters to deliver food to rural villages that had been cut off by destroyed roads and bridges. Both units flew for a week until the decision was made that food could be delivered to the rural areas by truck, using by-passes and fords. The Army Attaché worked daily with the Dominican Army to identify the hardest hit areas and to determine where the helicopter missions should deliver food the following day. The Defense Attaché usually participated in the helicopter missions and brought back a daily assessment of which areas were still cut off and needed food, based on aerial observations and from talking to local leaders in the rural areas. Each day the Embassy had a meeting to review the daily progress in disaster relief operations and to coordinate the ongoing interagency effort. At that daily meeting, the DAO and MAAG identified the rural villages for the next day's missions to the Operations Officer for the aviation units.

Twice I participated in the food delivery missions. We received the food from the Red Cross in 100-pound bags, with 10 pound family bags inside, and delivered them to a few villages before returning to the Dominican military base to load more. We flew these emergency relief missions for six to eight hours before returning to base. Aircraft maintenance and a debriefing to the Country Team on the results of the day's missions followed shortly after our return. The aviation units used a Dominican Air Force base as their staging and living area. Having been briefed before the mission on where to deliver the food, we often had an intermediate stop to pick up a Red Cross or a Catholic Church guide to help us spot the remote villages from the air. Since the aircraft crew did not always have a bilingual crewmember, having the Defense Attaché or me on the aircraft was essential to coordinating with the POC on the ground and to navigating to the proper village. The guide would tell me where to go in Spanish and I would translate for the pilots. Frequently translation and coordination would also be necessary at the food pick up or drop off points. To ensure accountability and that the food was getting to the right people, we were told who the POC would be at the village. When we offloaded the food, we talked to the POC there

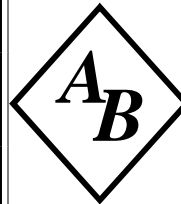
(either a Red Cross or Catholic Church official or the mayor), turned the food over to him, and made him responsible for an equitable distribution to the local families.

The Army Attaché spent most of his time at the Dominican Armed Forces Secretariat, their Joint Staff Headquarters. There he monitored new information about the disaster-stricken areas and determined what possible U.S. assistance the Dominican military might need in its disaster relief operations. He attended the daily Embassy meeting, provided valuable input as to where the next day's relief flights should go, and coordinated with OFDA to ensure that Dominican relief supply requirements were understood. When OFDA agreed to fund a requirement, he would assist coordination for delivery of the supplies.

The MAAG Chief was primarily focused on coordinating the daily flight missions and resolving any issues that arose with the aviation units' operations at San Isidro Air Base. He also maintained constant communication with SOUTHCOM

*(Disaster Relief, Continued on page 6)*

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*(Disaster Relief, continued from page 5)*

headquarters, both by telephone and by submitting frequent Situation Reports (SITREPs). Part of his time was spent in the Embassy's EAC, coordinating with other agencies, with OFDA, and keeping the Chargé informed of DOD issues and actions. Since the MAAG Chief couldn't monitor everything, I assisted him by spending part of my time at the air base monitoring aviation operations and collecting information on food deliveries and projected areas for the next day's missions. When I wasn't involved in relief flights, I stayed at the MAAG, preparing SITREPs and coordinating with SOUTHCOM by telephone and fax. Toward the end of the emergency relief phase, I accompanied the MAAG Chief when he briefed the Secretary of the Armed Forces (Dominican equivalent to CJCS and SECDEF) on the New Horizons exercise concept. SOUTHCOM proposed this exercise to provide engineering and medical assistance to the Dominicans, while providing valuable training for U.S. troops.

The Defense Attaché was also responsible for obtaining host nation flight clearances for U.S. military aircraft bringing relief supplies. The Denton Amendment authorizes humanitarian assistance supplies to be transported on a space available basis and SOUTHCOM was able to coordinate this to a limited extent. The MAAG's station manager, an Air Force NCO, was heavily involved in the offloading of these supplies, as well as in the deployment and redeployment of the two aviation units.

### **U.S. Interagency Coordination for Dominican Disaster Relief Operations**

I was able to see first hand during my ten days in the Dominican disaster relief operations what a coordinated, inter-agency effort the U.S. Embassy provided. The Country Team attended daily meetings chaired by the Chargé and participated in manning the EAC. Each agency looked to its own capabilities and area of expertise to provide a portion of the overall Embassy assistance effort. The major agencies that I saw coordinating the relief effort as I sat in the daily meetings were the Department of State (DOS – Chargé, Agriculture, Political/Economics, Communications), U.S. Agency for International Development (USAID), the Office for Foreign Disaster Assistance (OFDA), the Peace Corps, and the Department of Defense (DOD – MAAG, DAO). Each agency would do its own external coordination with Dominican agencies, other U.S. agencies and Non-Governmental Organizations (NGOs) during the day and then do its internal coordination within the Embassy at the daily meeting.

The Peace Corps had a large (150 volunteers) well-established presence in the Dominican Republic that proved important to disaster relief efforts. The volunteers were living in rural communities and helped coordinate the relief effort by providing telephonic reports to the Peace Corps office in the embassy, which helped identify the remote areas in most need of emergency food delivery. They were also instrumental for on site coordination with the Red Cross and the Catholic Church. They were often present when we landed with food deliveries

and helped locate the proper POC, translate, and provide information about local conditions. Their presence throughout the countryside aided in the distribution of the emergency relief supplies as well as seeds for new crops purchased with Peace Corps funding. The volunteers were also able to teach the rural people how to purify water, since contaminated water was one of the major problems following the passage of Hurricane Georges and the destruction of many water lines.

### **Host Nation Coordination for Disaster Relief Operations**

The Dominican relief effort was called the "Plan Social," which encompassed their reconstruction and relief plan. It was coordinated by an interagency and NGO committee, which included the Red Cross and the Catholic Church. A General Officer was placed in charge of the committee and made responsible for executing the "Plan Social." The committee formed a crisis action cell to monitor the disaster and to coordinate the disaster relief operations. It operated from the Dominican Secretariat, the Joint Staff Headquarters. To maintain strict accountability and to ensure that the international aid received was effectively distributed to the Dominican people, the Dominican Government designated the Dominican Red Cross as the agency to control the relief supplies.

The Red Cross received the supplies at the airport, inventoried them, packaged them into family size bags, loaded them into 100-pound sacks, and stockpiled them at key distribution points. Some were delivered by aircraft to remote areas unreachable by road, while other food supplies were delivered by truck to stricken areas still reachable by road. During the initial emergency phase, both fixed wing aircraft (Dominican) and rotary wing aircraft (Dominican, U.S., and French) delivered food to areas unreachable by road. Three weeks after the Hurricane hit, aerial deliveries of food ceased because the rural areas could be reached by road.

The Dominican Government also had a major problem with electrical blackouts and a tremendous amount of trees in the city streets and in the secondary roads. These were focal points of their relief effort and progress was noted daily. Additional portions of the capital, Santo Domingo, and the rural areas had electrical power restored on a daily basis. Crews with chainsaws and dump trucks cleared the streets in the capital, streets that were severely constricted by debris. It took five weeks to fully clear the streets. The secondary roads were cleared as quickly as possible by cutting the downed trees and getting them off the road. Large piles of debris remain beside the roads and some debris was being burned. Some of the burning was to avoid the health hazard of standing garbage, since garbage collection was another problem after the Hurricane. Garbage collection returned to normal once the streets were cleared of debris.

The Dominican Republic is 95% Catholic and the Church was widely recognized as a key player in the relief effort. The Government included it in their coordination efforts at

*(Disaster Relief, Continued on page 22)*



## ***NO WORRIES: One of Many Adventures in Ghana***

By Major James P. Toomey

I fumbled with my luggage in the steamy, crowded airport in Abidjan, finally reaching the information desk of Air Afrique to get some guidance on my connecting flight to Ghana from Niger. As I patiently waited for the attendant to finish her conversation with a local jewelry salesman, my thoughts turned anxiously to my arrival in Accra and the beginning of my first “long” FAO in-country (ICT) trip: a 12 day tour of Ghana, Togo, and Benin, with emphasis on Ghana.

I thought that I was well prepared. The already well-worn copy of Lonely Planet’s Africa on a Shoestring was tucked away in my travel bag, along with plane tickets, maps, passport, and a mixture of CFAs and dollars, all carefully organized into separate, zippered pockets within easy reach... even new laces on my boots.

Unfortunately, one of the first lessons that the ICT FAO in Sub-Saharan Africa must grasp is that plans seldom come to fruition in this part of the world with the precision and timing of a French train schedule. This lesson would be reinforced several times with me during the coming days . . .

I met the acting DATT in Accra (CW2 Smith) on that same Friday night over a beer at the Labadi Beach Resort, and we talked about some changes to a well conceived itinerary she had graciously composed for me. She would not be able to show me around Ghana that weekend, but could loan me a beat-up Peugeot for a trip up-country to a tiny village named Hweddiem. There, Nana (Chief) Anarfi had prepared a fabulous harvest festival celebration for some TDY guests of the American Embassy, complete with a hired brass band and a freshly slaughtered goat. Unfortunately, these guests could not attend the event and I was asked to fill in for them. So, we found Hweddiem on the map the next morning at the Embassy, and I set out on a day trip to Kumasi, prepared to leave the following morning from there for Hweddiem.

After a sweltering drive (no air conditioning/no fan), I arrived late at my hotel in Kumasi, just in time to get a call from CW2 Smith with some last minute cultural tips and advice that I needed to bring along a bottle of schnapps for the ceremony. I quickly found the hotel clerk (Andrew), who agreed to bring a bottle of schnapps to my room around 8 a.m. This cost a lot of cedis.

After a sleepless night (a calypso band at a nearby bar played Peter Gabriel music until midnight and a drunk tried to break into my room at 2 a.m.), I waited for Andrew to bring by the schnapps. Nine O’clock came and went, and still no Andrew! Searching for some new options, I searched out another clerk (Steven – Andrew’s brother) and made the same request to him, but with a little more urgency. We hopped in a car and he took

me on a wild ride down the backstreets of Kumasi, passing crumbling colonial era buildings and crashing through clouds of scurrying chickens, while he recounted his recent bad luck at losing his art school scholarship. Finally, we came across a small tin shack patched with Coca-Cola signs, and Steve jumps out of the car and disappears behind a tattered curtain door.

I waited for quite a while, slapping mosquitoes and chugging down the last warm bottle of water. Eventually he emerged with a bottle of Ghanaian schnapps in a beautifully printed box. After another twenty minutes careening back through the streets and back alleys, and Steve’s second story (why he really needed a visa to go to America), I got back to the hotel and finally set off for Hweddiem – late, again, of course.

The map was flawless and I made amazingly good time, arriving in Hweddiem at about half-past noon. I wasted no time in my search for Nana Anarfi, questioning taxi drivers and gas station attendants at every corner of the town, until some puzzled children decided that they should take me to the “palace,” which turned out to be a Spanish-styled house in the middle of the town, where the regional chiefs’ council was just getting underway.

I was led into the middle courtyard of this square structure, before an old man -- the regional chief – adorned in a colorful toga-like gown and pounds of gold chains and bracelets. He sat quietly for a moment on his throne, in the middle of a raised platform surrounded by a dozen town chiefs from the local hamlets; after a long drawn out silence, he asked me to “state my mission.”

I slowly and carefully explained that I was there to attend their harvest festival on behalf of the U.S. Ambassador. He replied that no harvest festival was going on, but handed me a printed brochure of their last festival that had taken place several weeks before. After much discussion and a consultation with the other chiefs as they poured over the map that I had brought with me, the regional chief announced that I must be in the wrong Hweddiem. Apparently, there was another Hweddiem on the other side of the country – it, as you might guess – was nowhere to be found on my embassy map. Embarrassed, I offered him the schnapps anyway and got a Star beer in return. While we drank, we talked casually about New York City (he had visited there as a young man) and about our families and backgrounds. We took several pictures of each other with our cameras and he had one of the local chiefs take me on a tour of some of the self-development projects in the area, including a school and a new road. After that it was a friendly goodbye and a request that I send him copies of my pictures.

Although my day in Hweddiem was unexpected and prevented me from attending another cultural experience, it was an incredibly unique adventure in Ashanti culture, and an unforgettable memory that I will cherish for a lifetime. Someday, I will tell my grandchildren about Hweddiem, along with the tale of my car accident, trip to an African rural health clinic, and arrest at Saltpond, Ghana, a few days later – but that is another tale . . .

# NATO's 50th Birthday

By LTC Mike Fallon



The North Atlantic Treaty Organization (NATO) is celebrating its fiftieth birthday with a host of activities throughout 1999. After the celebratory smoke has cleared, NATO will have expanded, reformed, and published its new strategic concept.

## NATO expands

On March 12<sup>th</sup>, 1999 NATO expanded its membership for the fourth time in its history, and for the first time in the post-coldwar era. The ceremony took place at the Truman Presidential Library in Independence, Missouri, where the foreign ministers of Poland, Hungary and the Czech Republic (all former members of the Warsaw Pact alliance) formally signed the protocols of accession and presented them to U.S. Secretary of State Albright. The three nations join the sixteen other nations already in NATO. The expansion is still viewed as controversial by many security experts who claim it destabilizes NATO relations with a Russia that views the expansion as every bit as humiliating as the Versailles Treaty was to Germany after World War I. The expansion ceremony was originally scheduled to occur in April 1999 at the alliance's 50<sup>th</sup> anniversary celebration in Washington D.C., but the date and location were changed to avoid embarrassing Russian officials, attending the Washington summit. President Truman and his Secretary of State Dean Acheson broke with 150 years of US tradition against becoming entangled in alliances with Europe by signing the North Atlantic Treaty, also known as the Treaty of Washington in April 1949. Secretary of State Albright selected the Truman library, site of both of their historical papers, to honor the former president and his secretary of state.

## The Washington Declaration

NATO's biannual summit, attended by its member heads of state and government, will take place in Washington D.C. (April 24-25, 1999) to celebrate NATO's 50<sup>th</sup> anniversary. The summit promises to be one of the most dramatic and far reaching in recent memory. With the celebratory aspects of NATO expansion having already taken place in Independence, Missouri, the focus of the summit will shift to the more substantive issues of NATO's evolution. NATO members seek to resolve many critical issues which include additional NATO expansion, the reorganization of NATO's command structure, a broadening of NATO's mission, and an outline of NATO's security agenda for the next decade. In essence, NATO will be redefining itself for the next millennium. The results will be announced in the Washington Declaration.

Although the NATO summit has not yet taken place, one can make educated guesses on what the results will be, based upon

recent speeches by various NATO members. Unlike the Madrid Declaration of 1997 (which invited Poland, Hungary and the Czech Republic to join) there will be no invitation for additional countries to join NATO. Instead NATO will reiterate that its doors "remain open" for future membership. There will probably be at least a two-year pause in NATO expansion, to integrate the three new members into the structure. This will also give Russia time to adjust to possible additional expansion. Slovenia, Romania, Slovakia, Bulgaria and the Baltic States (all possible candidates this year) will be severely disappointed by this decision.

The Washington Declaration will announce that NATO will take on broader global security threats from terrorist, chemical, biological and even cyber attacks. It will not dramatically expand NATO missions, despite US pressure for NATO to take on more out-of-the-region operations independent of the UN Security Council, because many European NATO members oppose the expansion of NATO's role in Europe. The Washington Declaration will reinforce the establishment of a European Security and Defense Identity (ESDI), that is a strengthening of European-only military capabilities, inside NATO. Finally, NATO's new strategic concept adopts a new military command structure for NATO and addresses the unlikelihood of NATO's first use of nuclear weapons. The military command restructuring will entail a reduction from 65 headquarters to 20, and will merge Allied Forces North West (AFNW) with Allied Forces Central (AFCENT), resulting in only two regional commands under SACEUR — a Regional Command North based in Brunnsun, NE, commanded by a European, and a Regional Command South based in Naples, commanded by an American. NATO will not renounce the first use of nuclear weapons (a key proposal from Germany's left of center government) but will probably announce the deemphasis of any nuclear weapon use. NATO's current strategic concept of deterrence relies on the first use of nuclear weapons to create uncertainty, which deters adversaries from attacking NATO members. These changes should strengthen NATO associate organizations such as the NATO-Russian Permanent Joint Council as well as Partnership for Peace now consisting of more than two dozen nations that conduct joint military operations with NATO.

## Conclusion

This year, NATO's fiftieth anniversary will result in the expansion of NATO to 19 members, a streamlining of the North Atlantic Alliance's military command structure and a strategic concept and security agenda for the new millennium in Europe. These dramatic changes will enable the Alliance to perform a host of new missions from peacekeeping to out-of-area engagements, with or without US participation. It will have a dramatic impact on US military personnel assigned to Europe, from the locations they will be stationed at, to the types of missions they will or will not have to perform.

*LTC Michael Fallon is a European Foreign Area Officer teaching the NATO course at the US Army CGSC. He attended the NATO expansion ceremony in Independence, Missouri and will be at the Washington Summit in April 1999.*

## ***ECONOMICS AND ITS IMPORTANCE TO THE EUROPEAN FAO*** *By Major Eric Hartman*

There can be no mistaking the fact that we in the FAO business tend to view the world through a political-military prism where much of our opinion and advice is derived. Our viewpoint is understandable given the fact that most of us have taken our cues from history and the traditional ways of looking at things. By design, many of our graduate degrees and FAO job descriptions fall neatly into this Pol-Mil arena. We preoccupy ourselves with regional military history and geopolitical relationships which have at their root a nationstate focused realpolitik bent.

Our familiar way of viewing reality needs to be reexamined as we enter the 21st Century. Increasingly, the Pol-Mil arena as we know and understand it is not being driven by traditional Pol-Mil issues. Rather, these most traditional arenas are being influenced by economic and business interests. It is tempting to resist this economic intrusion because many of us are not familiar with it. Yet, just at the time when economics has risen in importance, we are as a group ill prepared to apply it to our broader understanding of European regional issues.

A 1991 study conducted for the FAO Proponent assessed the preparedness in 16 categories of our 48Cs. Ranking next to last on the preparedness spectrum was an understanding of "regional economic issues." Another 1991 study by a different research firm analyzed the European FAO program and concluded much the same. Speaking directly to graduate school training, the study concluded that, "Economics is key to understanding the transition process occurring in Europe. Curricula should cover a multitude of subjects related to the transition from command to market economies; i.e. privatization, industrial restructuring and conversion, currency stabilization and convertibility, banking reform, multinational trading organizations, international financial institutions, and foreign investment – to name but a few." Our training has changed little since the two studies were conducted. Why is an understanding of economics so important? Afterall, what does economics have to do with European security policy and diplomacy?

Since the Treaty of Westphalia in 1648 we have commonly defined terms in a nation state context. It makes it easy for us to look at common peoples, languages, and histories and analyze what it is the "French" feel, or the "British" etc. It can also certainly be argued that today in the military and political arenas that this basic nationstate assumption still remains valid. Nevertheless, the economic arena for the moment appears to be an entirely different matter.

Traditional nationstate economies are increasingly influenced by what the economists call "free floating capital." This free floating capital is predominantly controlled by non-government organizations such as hedge funds, multi-national corporations, currency speculators, and even the common mutual fund investor. This money which knows no home, and which has no boundaries, is free to seek out the highest return regardless of location. There is arguably no longer a world organization or central bank which is large enough with appropriate control levers to control this capital. Billionaire investor George Soros will be the first to tell

you how easy it is to rapidly move enormous sums of money around the globe.

The result is a new world of free floating capital which means that Europe's traditional nationstate economies and political systems have lost much of their sovereignty and must compete against each other and the global economy to attract this capital and ensure acceptable living standards. Those systems which are deemed unattractive for capital investment suffer accordingly; witness the capital flight from Russia, Indonesia, Thailand, and Korea. Ultimately, when enough capital flees a country, it collapses politically (Indonesia) with a possible corresponding outflow into a changed military strategy. Europe's national economies have largely maintained stability through the judicious use of widely different monetary policies.

The countries that comprise the European Union certainly bring to mind an image of stability and prosperity. They have now arguably been the bedrock of U.S. foreign policy for nearly half a century. With this mental image of stability firmly entrenched in our consciousness, it is hard to imagine anything other than our familiar status quo. One of this Century's major events has yet to enter our active consciousness but it has the potential to profoundly transform Europe in many ways. The marriage of Europe's major currencies into a common single currency (the Euro) managed by an independent European Central Bank occurred in January 1999. Although the potential policy implications for this momentous change are profound, there is scant mention of what the advent of the Euro means for Europe's traditionally independent nationstate players.

As we focus our efforts East for political and security reasons, we must remember that there is a major economic transformation occurring in the heart of Europe. The transformation might take years to develop, but suffice it to say that Europe's heartland will change, and the change will probably be significant. The two key players for any European integration and eventual economic union are Germany and France. These two giants dominate the scene. Simply put, without their cooperation a unified Europe can not work. However, monetary union will force to the surface a fundamental difference between the two, and their long-term cooperation on a host of issues can not be assumed.

France, for example has, as an independent nationstate economy, historically masked economic structural weakness by using its national currency as a buffer. The politically controlled French Central Bank could devalue the Franc and French exports which were expensive to produce domestically would be cheap enough to compete in the global economic arena. There is no secret why a dollar buys six French Francs. The French have therefore resisted an independent European Central Bank (ECB) whose monetary policy could no longer be heavily influenced by



(Continued from page 9)

Paris. In effect, an independent ECB means that the French have lost their traditional best economic lever. French policymakers have good reason to fear a strong currency. Suppose that a strong Euro protected by an independent ECB no longer masks the French economic structural weaknesses. If the underlying structural weaknesses can no longer be masked by a weak currency, then the weaknesses would inevitably come bubbling to the surface. The result might lead to thousands of French workers suddenly out of work which would further inflate the already high unemployment rolls. Might this series of events strain the French relationship vis-à-vis Europe? Germany? The U.S.? It would certainly cause not only the French, but the other European systems which came under duress to reassess their traditional relationships.

What about the Germans? In particular the well-to-do, powerful German middle class which runs the country. In giving up the D-Mark for Euros, they have surrendered their most prized possession. After witnessing the total collapse of their currency two times this century, German Central Bank policy has been dominated by the almost fanatical desire to maintain a strong, stable Deutsche Mark. Since the founding of the Federal Republic at the conclusion of WWII, the very independent, largely apolitical Bundesbank has consistently achieved this goal which has certainly been a major factor in the country's Wirtschaftswunder which led to higher living standards. German insistence on an independent ECB modeled after the Bundesbank goes to the core of their historical experience: maintain a strong currency at all costs.

What does this all mean? It means that at the core of European economic union we have a fissure that could break wide open at any time with a political fallout which could be quite severe. The implications for military policy are also correspondingly profound as fissures in the economic arena might eventually lead to the preexisting political and security arrangements. It is a catch-22 that will take extraordinary efforts to resolve.

Unfortunately, if the Euro does not remain stable, someone will get hurt. Given the wretches we have seen through the global economy, there is no guarantee that the ECB has sufficient leverage to maintain a stable Euro. If the Euro weakens significantly, it could be political suicide to the governing coalition in Berlin. If the Euro is strong it could be political suicide to the governing coalition in Paris. As such, the governing bodies in Brussels will come under increasing pressure from within their domain. This predicament means that if the ECB cannot maintain equilibrium, there will undoubtedly be clear cut winners and losers. The losers will exert enormous pressure on both their national governments (who now have little leverage after surrendering monetary policy to the ECB) and the European governing bodies to solve the dilemma. The fallout of this is unpredictable; Europe could either come together in a protective regional trading block, or it could fracture along its traditional nationalistic seams. Either case would be disastrous for U.S. foreign policy. On ei-

ther end of the spectrum we can envision a scenario which at present might seem severe, but is certainly not out of the question.

If Europe develops into a protectionist trading block, then it will need some greater form of political union centered on Brussels. Should this occur, then the WEU will out of necessity rise as the preeminent European security architecture, NATO's influence will decline, and if NATO's influence declines, so too does U.S. influence. There is no doubt that the U.S. has a lot riding on NATO's long-term viability. Without NATO, we lose much of our ability to influence European affairs. What sort of political personality a unified Europe might take is open to conjecture, but by sheer size alone it would impact U.S. global hegemony.

If Europe fractures at the seams due to its monetary fissures, one could expect a corresponding rise in nationalism. The Euro would fail miserably, and the individual nationstate economies would probably respond to this nationalism by dropping out of the European Economic Community (EEC) and erecting national trade barriers to protect their home industries from the wrath of global competition. We already have the beginnings of this scenario in parts of Southeast Asia. Europe might then eventually revert back fifty years to rampant nationalism and the U.S. strategic goal of regional stability would be seriously threatened.

Though the above scenarios might appear extreme, I offer them as an example of how the economic environment could influence Europe. There can be no mistaking that economics and monetary policy have risen in importance for strategic policy as the world evolves through the information age. We as FAOs, the Army's community of experts on such things, need to reexamine the importance of this non-traditional sphere and focus our training efforts accordingly. We cannot afford to miss the next "break-up of the Soviet Union" simply because it appears radical. It's

our responsibility to examine these issues and figure out how they're going to impact our Army and our national security interests. Is this a time to divest ourselves of our Pol-Mil perspectives? Certainly not. We are after all military officers, serving our service first and then the joint and inter-agency community. But the key here is that the importance of these international economic factors and the impact they have on countries and regions have grown enormously, while we have largely ignored their effect on the political and military realms in which we typically operate. Understanding regional economic levers is another significant arrow in the quiver of a FAO. We ignore them at our peril.

*Major Eric Hartman is a European FAO serving as the European/ Eurasian Regional Desk Officer for the Army FAO Proponent Office. He trained in Germany and earned his Master's Degree from Indiana University.*



## BOSNIA'S TWO-ENTITY ECONOMY GROWING BUT STILL WEAK

by Michael Wyzan

**EDITOR'S NOTE:** The following article is reprinted by permission of RFE/RL. It appeared in Vol. 3, Number 48, Part II, RFE/RL Newline issue, dated 10 Mar 99. Our thanks for their cooperation.

The economy of Bosnia-Herzegovina is a unique case among transition countries, its most striking feature being its division into the economy of the Croatian and Muslim-dominated Federation of Bosnia-Herzegovina and that of the Republika Srpska.

There has been slow progress on trying to integrate the economies of the two entities. The Central Bank of Bosnia-Herzegovina, which functions as a currency board and is headed by IMF-appointed Peter Nicholl, put the convertible mark (KM) into circulation on 22 June 1998, supposedly for use in both entities.

However, in mid-January, Nicholl observed that "four currencies [the KM, the Deutsche mark, the Yugoslav dinar, and the Croatian kuna] are still in use here. The KM is developing well and is used all over all the country, but its use is still uneven and we have a long way to go in Herzegovina and the Republika Srpska before the KM can be described as the dominant currency of the whole country."

The economies of the two entities display different trends, with the Republika Srpska generally performing worse. However, the two entities share the feature that economic growth has slowed from the rapid rates displayed beginning in 1995, as the immediate reconstruction tasks have been completed. Industrial production in the federation rose by 25.6 percent during January-September 1998, compared with the same period in 1997.

This figure is less impressive when one takes into consideration the extent of the country's economic collapse in the early 1990s and the fact that such production grew by 341 percent in 1995 and 30 percent in 1997. Industrial production in the Republika Srpska grew by 26.3 percent during January-September compared with the same period in 1997, down from 34 percent in all 1997. However, Republika Srpska has not experienced as rapid an industrial recovery as the federation.

In 1994, the monetary authorities in both entities agreed to avoid using central bank credit to finance budget imbalances. This policy, along with the successful pegging of the federation's former currency, the Bosnia-Herzegovina dinar (since replaced by the KM), to the Deutsche mark and increased imports of consumer goods financed by foreign credits, have brought inflation

down, especially in the Federation.

Inflation is running faster in the Republika Srpska than in the Federation. Retail prices in January-September 1998 were 5.9 percent higher in the Federation than on average in 1997, compared with 13.4 percent in 1997 (December-to-December). The equivalent figures for the Republika Srpska were 26.1 percent for January-September 1998 and 12.8 for 1997, so inflation is accelerating there, in keeping with developments in the Federal Yugoslavia, whose currency is still used heavily in the Republika Srpska.

The labor market is more depressed in the Republika Srpska than in the Federation, where employment has risen from 244,488 in December 1996 to 289,922 in September 1998. The numbers "waiting," that is, workers who are not working but for whom social contributions are made, have fallen over this period from 94,168 to 71,598. Fully 246,341 individuals were seeking work in September, although the IMF estimates that the unemployment rate has fallen from 70-80 percent to 30-40 percent since the end of hostilities. The unemployment rate is higher in Republika Srpska.

Net monthly wages are larger in the Federation, although they are rising faster in the Republika Srpska. Those wages came to DM 339 (\$200) in the Federation in September 1998, compared with DM 206 a year earlier and DM 14 in November 1994. The equivalent figures for the Republika Srpska are DM 180 in September 1998, DM 64 in September 1997 and DM 49 in November 1994.

Foreign trade has been highly unbalanced, with trade

*(Bosnia's Two-Entity Economy, Continued on page 27)*

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## FAO ICT APEC OJT

By John Dacey

Even though I knew way back in May of 1985 when I was commissioned that I wanted to be a FAO, I never really considered that I would someday be involved in a Presidential visit to Kuala Lumpur, Malaysia, let alone end up as point man for VP's motorcade.

After two weeks of assistance to the DAO effort at the Langkawi International Maritime and Aerospace (LIMA) Exhibition in December of 1997, the DATT called on me to assist the DAO for the Asia Pacific Economic Council (APEC) ministerial meetings and leaders' summit in Kuala Lumpur during November 1998. Intense activity was expected during this period, as the Secretary of State, the U.S. Trade Representative, the Secretary of Agriculture, the President himself, along with all of their assorted civilian and military VVIP staffs and retainers were all coming. I was granted a two-week leave from instruction at the Malaysian Armed Forces Staff College to participate and by the time I became available on 8 November, I was already behind the power curve (as the Team APEC Flight Logistics Commander).

### Sunday, 8 November

Two mysterious, black White House Communications vehicles have already been delivered by C-5 and are now stored behind a security cordon deep in the Embassy inside-the-building parking area. The Air Attaché (AIRA), as the DAO Team APEC Commander plans a coordination social at an open-air Malaysian Chinese restaurant outside Kuala Lumpur (KL). Present are: the Air Force 1 Advance Team leader (USAF CPT) and his replacement-in-training (USAF MAJ), the USMC Major from the Marine 1 (HMX-1) Advance Team, and DAO TDYers from Guam, Hawaii, the embassy in Wellington, New Zealand, as well as TDY reservists from Washington and Ohio, and the local head of airport ground services, one Sarbjeet Singh. We eat tons of Chinese food washed down with cold Tiger beer. Then we move to a *the tarik* stand so our guest can experience the local tea mixed 50/50 with impossibly sweet condensed milk. Then it's another move to Bangsar, a very trendy and upscale suburb of KL for a look at the night life. Most of us pass on the night life and opt for bed. Home and asleep by 2330.

### Monday, 9 November

I am still somewhat lost, but by talking to the folks who really know what is going on--the DAO NCO's—I get quickly up to speed on the current situation and how I can help. Aircraft arrivals and departures are changing by the minute, so I need to get that into my schedule and alter the planning for transportation and lodging. The rest of the day is taken up with telephone calls, coordination, and double-checking the information we already have for incoming personnel. Home by 1800.

### Tuesday, 10 November

Even more TDYers arrive to support the DAO effort, so they have to be brought up to speed, issued Embassy security badges,

listed for airport access and badges, and given site recons. Today my work centers on getting everyone passes to the various APEC venues and the two airports. I accompany the DATT on a site recon to the New World and Renaissance hotels (lodging locations for SecState and the President, respectively). Specifically, we are looking for the lodging areas for one each LTG (USAF) Foglesong, the official Joint Chiefs representative accompanying SecState, as well as the communications centers locations and overall general operations locations.

Already the entire 4th floor of the New World hotel has been completely taken over by the Department of State and other TDYers, turning the entire floor into an office suite. Everything is here, from budget and finance, transportation, an Internet room, an ops room, and the displaced Embassy commissary. For the President's visit we expect almost 3000 people in support. Security is already high, with Malaysian police officers manning all of the stairwells, elevator access, and doorways. They are bored out of their minds.

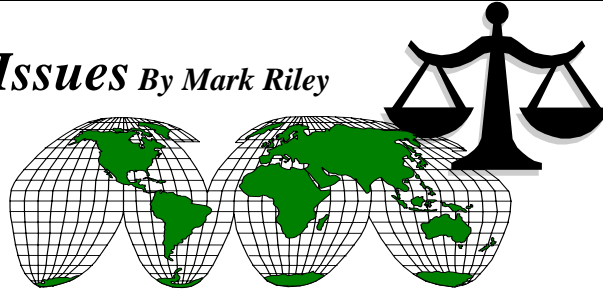
I'm back to the Embassy by 1100 for the first formal DAO Team APEC meeting, chaired by the AIRA. At the top of the agenda is getting contact information for everyone, arranging for our own transportation during the upcoming two weeks, coming up with a draft game plan, and filling in gaps in information. There are hundreds of things to be done, from securing airport passes for both the old and new international airports, getting cell phones for everyone, finalizing the aircraft sortie schedule, arranging for site recons, to making sure that the VVIP aircraft get their wet and dry ice shipments delivered on time. My specific responsibilities as the Flight Logistics Commander are to review and validate the hotel reservations and transportation requests, coordinate aircraft arrivals with the embassy GSO for immigration and customs, assist in welcome briefs and all other miscellaneous logistics aspects, and then plan and execute operations at both the old airport (Subang) and the new airport (KLIA). Most Team APEC officers will have to become general experts on all aspects of the operation (more important as things get more intense and less planned). Operations are divided into Flight Ops and Flight Logistics Ops. I get the logistics and the Deputy SAO Chief, a USAF LTC, is the Flight Ops Commander. We are trying our best to establish a logical chain of command and organizational structure, but it's way too early to be set. I have been given two USAF CPTs, a USN CW3, and a USAF SSG. The CW3 is the OPSCO from the embassy in Wellington, New Zealand, and he is up to observe the DAO ops as New Zealand will be hosting next year's APEC meeting.

### Wednesday, 11 November

All day long I prepare for the arrival by C-5 of HMX-1, verifying their transportation and lodging arrangements. This is our first real test, with 33 personnel arriving, and it's our "moist" run for the 29 remaining arrivals and departures in the next nine days. In the afternoon we have the first POTUS arrival meeting at KLIA. Everyone is there and the meeting goes surprisingly well. Some of the White House Advance Team members are quite pushy and forceful, seeming to forget that we are in Malaysia, but others quickly step in to be more diplomatic. In the end we get all of the concessions we want and things seem to be well on

(FAO ICT APEC, Continued on page 14)

## Quarterly Column

*FAO Legal Issues* By Mark Riley**HYPOTHETICAL SITUATION**

Colonel T.E. Lawrence (hereafter, “Tom”), an Army FAO, had just returned from a year of fun and games in the Middle East. Late one Saturday afternoon, Tom’s 16 year-old son, Wingate (hereafter, “Winnie”), a straight-A student and star athlete, sprained the big toe of his left foot when he fell off a sofa while watching (for the sixth time) “The Lion of the Desert.” Tom loaded Winnie on the family camel and they humped their way to the nearby DoD hospital, Welostanother Army Medical Center. During a “minor” surgical procedure performed by the attending emergency room physician, Dr. (Major) Oopsyslipsy, Winnie developed severe seizures and then sank into a coma. After Winnie emerged from his coma ten days later, it was determined that he had developed permanent mental and physical disabilities, faces months if not years of rehabilitative therapy, and will be on medication for the rest of his life. Tom and his family are now facing the prospect of financial disaster because of this tragedy. Rocket scientist that Tom is, he thinks that someone at the hospital might have made a serious mistake. Is there anything Tom can do about this problem?

**ANSWER:** Congress enacted the Federal Tort Claims Act (FTCA) in 1946 in order to provide an avenue whereby victims of *torts* (private or civil wrongs or injuries) committed by the U.S. Government can obtain remedies for the harm done to them. The FTCA, with a number of significant exceptions and exclusions I will discuss later, waives the Government’s sovereign immunity to tort liability and makes the Government liable in the same manner and to the same extent as a private person under the same circumstances. Under the FTCA, a victim can obtain financial compensation (“damages” in legalese) for the loss or damage of personal property or for personal injury or death caused by the wrongful or negligent act of a U.S. Government employee who was acting within the scope of his employment. Examples of situations in which an FTCA claim may be cognizable include medical malpractice by a military or civil service doctor, a “slip and fall” on the wet floor in the commissary, or being struck by a Government vehicle. Thus, Winnie may be eligible for compensation from the Government. However, he will need to demonstrate that he suffered an injury, that the injury resulted from the negligence or wrongdoing of a Government employee, and that the employee was acting within the scope of his Government employment at the time he caused the injury.

In order to proceed under the FTCA, Winnie (the “claimant”), or Winnie’s agent acting on his behalf, must file a

written administrative claim with the responsible Government agency, in this case, the Department of the Army. If Winnie’s agent (i.e., Tom or his attorney) files the claim for Winnie, he must have a valid Power of Attorney from Winnie. The claim must be filed not later than two (2) years after the date the injury occurred or the date Winnie learned of the injury or its cause (the “Statute of Limitations” period). There is no requirement that Winnie

know that the injury resulted from a negligent or wrongful act or omission. Claims are usually submitted on SF Form 95 (Claim for Damage, Injury, or Death), to which supporting documents can be attached. However, as long as Winnie’s claim is in writing, there is no requirement that it be made on SF Form 95. The claim must describe the facts and circumstances of the injury and the act or omission which caused it in sufficient detail to permit an investigation thereof, state a specific dollar amount of damages (the “sum certain”), and be signed by either Winnie or his legal representative. The claim may be submitted either through the mail or by facsimile to the appropriate agency, which, in this hypothetical case, is the Army.

Once the administrative claim is filed, the Government agency has six months within which to investigate the claim and to either approve it, negotiate a compromise settlement, or deny the claim. During this period, the claimant cannot file suit against the United States Government. If, at the end of the six-month period, the claimant is satisfied that the Government agency is investigating and negotiating in good faith, the administrative time period will be automatically extended until the Government takes “final administrative action.” If the Government does take final administrative action and the claimant is dissatisfied with the Government’s action, the claimant has six months from the date of the certified letter notifying him of the final administrative action to file suit against the Government in Federal District Court. If the initial six-month period expires without the Government taking final administrative action, the claimant may treat the Government’s inaction as a denial of his claim and file suit in Federal District Court, regardless of the status of ongoing negotiations with the Government. When the claimant files suit, he becomes the “plaintiff” and the Government is the “defendant.” As soon as Plaintiff Winnie files suit, the Federal agency (in Winnie’s case, the Department of the Army) loses control of the claim. Thereafter, the Department of Justice or the U.S. Attorney will represent the Government both during settlement negotiations and, if negotiations break down, at trial.

Although the case will be litigated in Federal court, the FTCA provides that state substantive law applies. In other words, if the injury occurred at a military hospital in Virginia, then Virginia tort law will apply. This can dramatically affect the plaintiff’s ability to prevail in his claim against the Government. For example, negligence that may be actionable under Maryland law may not be actionable under Georgia law. Thus, if two plaintiffs suffer an identical injury under identical circumstances

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*(FAO ICT APEC, Continued from page 13)*

track. My team takes a recon ride through the security gate to the flight line and the parking area for Air Force 1 (AF1), which will turn out to be crucial in a few days.

At 2130, HMX-1 arrives via C-5. The President's traveling helicopter is a VH-60N, a modified Blackhawk, painted in a glistening dark olive with the traditional white top. Security is very tight, as is expected. The best part of this download operation is the HMX-1 team's Coleman pop-up camper, with air conditioning and its very own Seal of the President of the United States on each of its squat little doors. Most of the Team APEC folks are a little in awe of the President's aircraft, the realization hitting that he is due in just four days. The helicopter and all of its support equipment roll off the C-5 and into the hangar, where the crew assemble the helo in no time flat. They finish just as the monsoon rain breaks at 0300. Then it's on the buses and off to the hotel. Tomorrow is the test flight. I've tried to wrangle a seat on the test flight, but it is not to be. Home and in bed sometime after 0300.

#### **Thursday, 12 November**

The C-5 that delivered HMX-1 (Marine 1) has already departed, so that is one less crew and aircraft to deal with. I've instructed my team members to sleep in as we know we won't get much sleep in the coming week. I'm at the embassy by 0900. It's our only free time left before all of the flights begin arriving, virtually non-stop. I focus once again on hotel reservations, transportation arrangement, and customs and immigration clearances. The admin personnel at the Subang airport are very helpful and obliging; those at KLIA are not so easy to work with. They are not being difficult, they just aren't bending the rules for us. Meals for the stranded air crews and the TALCE (USAF Tactical Airlift Control Element) folks out on the flight line, where the TALCE has an ops center, is already an issue. Box lunches are out, and catered airline meals are not looking too good either, so it looks like the TALCE will be on its own to head to the local A&W restaurant for their meals, and can shuttle air crews if need be.

#### **Friday, 13 November**

We don't have any time to dwell on the fact that it's Friday the Thirteenth – way too busy. At 2300 another C-5 arrives, this one with all of the Secret Service vehicles on board. Out come the two Presidential limousines, as well as another 8 highly modified Chevy Suburbans. Very impressive vehicles from the outside alone, and we aren't even allowed to peek inside. While the motorcade departs quickly enough, the C-5 has now broken. It taxis over to a parking area, and we make arrangements for the crew. Already we have a C-141 arriving tomorrow, as well as a special mission aircraft to support the President's visit -- a C-20. Home and asleep by 0200.

#### **Saturday, 14 November**

SecState arrives tonight at Subang. She is due at 2200 or later, so I want all of my vehicles, two sedans and a coach, out to the location by 2100. I coordinate with dispatch and the three drivers, even faxing one of them written directions to the marshaling location. Again, my Bahasa Indonesia—"bahasa"—comes in very

handy. I have collected the names, ID numbers, and vehicle numbers of my contract transportation, but there is no way to guarantee that they'll get in. I take a drive out to Subang and do a site recon of the arrival area, and the Malaysian airport guy, after a bit of bahasa conversation, says there will be no problems with me getting my vehicles through the gate I wish to use. My hotel guys are double-checking the hotel reservations, which are good to go. My backup plan for vehicles is for the hotel to provide transportation, and the Hyatt is very accommodating in making preparations to do that if they have to. Finally, we have all of the welcome packets ready and in position for the air crew to take upon arrival at the hotel.

I coordinate with the embassy GSO for customs and immigration, which they will handle both for the VVIP party and for the air crew.

I arrive out at the airport by 2000 and things are going fine. I drive over to the VVIP complex and my vehicles are waiting there, early, which is surprising. I speak briefly with the gate guard, ask him if he's eaten, how his family is doing, when he'll be off ship, and my vehicles are immediately cleared through his gate. I take my little convoy of two sedans and one bus out to the apron and park them well out of the way of the developing circus of the motorcade staging.

The plane arrives slightly late, at about 2230. The E-4B is an impressive aircraft, a 747 with the "United States of America" emblazoned down the side. Even more impressive is what the plane's actual mission is. The aircraft is called the NEACP, "kneecap", and is also known as the "Doomsday Plane". This is the National Emergency Airborne Command Post, one of four USAF aircraft with the mission of serving as a flying White House in the event of a national emergency. Up until just a couple of years ago, one of these aircraft was airborne 24/7. The plane itself is not that luxurious, after all it is a working aircraft with a highly specialized mission. But lately it has become an increasingly used VVIP aircraft as it allows cabinet secretaries, primarily SecDef and SecState, to conduct all aspects of their business and stay in constant touch with DC.

SecState comes down the stairs, the motorcade forms up, and they're off. I then move to the plane and pick up the passports for the GSO rep, who heads off to get that done. I speak with the head of the aircraft security's detail, tell him I've his two sedans for his security use.

As the plane taxis to its parking location, the Team APEC Flight Ops commander and I board the plane to give the welcome brief. Most of the air crew is concerned with golfing, shopping, and getting some sleep. The crew chief and his men are done by 0300, which gets me home by 0400. I set my alarm for a 0500 wake-up.

#### **Sunday, 15 November**

Overnight and while the sun was on the other side of the planet, more important events overcame our own. The President is no longer coming, but is sending the Vice President in his place. Word has also come down that SecState will depart this evening due to the Iraq crisis, moving up her departure by two days. The majority of the day is taken up with revisions to the aircraft arrival and departure schedule. The special mission support air-

*(FAO ICT APEC, Continued on page 15)*



*(FAO ICT APEC, Continued from page 14)*

craft (C-20) for POTUS is scratched. A number of other aircraft arrivals and departures have changed, among them AF1 itself. Now only AF1 is coming, and this aircraft apparently is actually *The* AF1. There will be no backup, as is usual for a POTUS visit, and there will be no press 747. Apparently POTUS is taking the AF1 backup on his trip to Japan, Korea and Guam, and this AF1 will meet up with him later. We're told that this is only the second time in the entire Clinton Administration that the VP's party has been permitted to use AF1.

As I sic my CW3 on confirming the transportation and hotel details for the VP arrival, I begin to work transportation for the SecState departure. It comes together amazingly quickly and it appears we are ready for the 2300 departure.

We are all out at the flight line for the departure by 2100, and the 2300 departure turns into 2330, then to 0015, and finally 0100. The monsoon breaks and it is pouring. I, the only Army guy in the group other than the DATT himself, am the only one who has his wet weather parka with him, so I get to do a lot of the ground crew duties in the driving rain. I pull back the security cones and signs we've had especially made for this aircraft, as well as reposition the fire extinguishers so that the motorcade can reach the plane. The air crew is aboard, their passports have been returned, and they are ready to go, on another 20-hour direct flight to DC. As we wait for SecState to arrive, I catch a few minutes of sleep in my vehicle. Finally, she shows, shakes some hands, boards, and the plane finally takes off. I'm back home by 0300, and again set my alarm for 0500.

### Monday, 16 November

Today is showtime -- the Vice President arrives at KLIA at 0900. Complicating things slightly are the two Presidential backup C-141s at Subang that are departing. My crew splits to handle both. Although I have been arranging this for a week, I am still not comfortable with the way things will work. My sole mission this morning is to get transportation for the AF1 crew, move them through the security gate, and then get them all to their hotel. The appointed time of gathering for the vehicles comes and goes. Panic is setting in. It appears that the AF1 Advance Team CPT has given the vehicles different instructions, simply telling them to be at the plane by 0900. He's totally forgotten about the security arrangements, the fact that none of the Malaysian drivers know where the aircraft will park, and that they need to be led to the site by someone who can take charge of them. Sitting by the main road into KLIA, we watch the VP's motorcade go in at about 0800, and then come back out 20 minutes later to fill with gas at the station across from us. Helicopters are up, and things are beginning to happen. The Canadians pull up behind me at the gas station, staging for the 1000 arrival of PM Chretien. Still no air crew vehicles. More calls back to the DAO and relays to the transportation and dispatch desk finally confirm that vehicles are on the way. At about 1030, we watch the VP's motorcade leave the airport, with all of its black Suburbans, ambulances, commo vans, etc. This means that AF1 is now free to depart the VVIP location and taxi to its parking spot. Time is now critical. At approximately 1050 one sedan shows up, followed by the other sedan and finally the bus. The van is a no-show, and I call to inform the AIRA that I'm going to proceed with what I've got as it

is enough to accomplish the mission. Since I don't have individual security passes for my drivers, I hand out passes with other persons' names on them. We head for security, which proves to be very accomodating, and they wave us through with barely a look at my badge scam.

As we pull up to the AF1 ramp, it is just finishing its taxi and is stopping engines. Our timing could not have been better. Eventually the van shows, but it is a modified 5 pax van and not the 8 pax van that the AF1 Advance Team CPT had ordered (not requested). I ask him how many folks will be using the van and his answer is four. Apparently the AF1 crew is used to being treated very very, very, well wherever they go.

The majority of the crew disembark and I send them off in their bus to their hotel. The two sedans will be held at the plane to be used by the Secret Service. One will be parked at the plane as a stationary guard post, so they don't need the driver who brought the car out. I now have to get him back to dispatch. The other car will be the guard shuttle, and they are fully prepared to take care of the driver of the car. I again use my bahasa to explain to the two drivers the exact situation. The remaining driver is very excited about his duties, while the relieved driver wonders how he will get his car back. Finally, the remaining four crew members have finished the AF1 servicing and fueling, so they are ready to depart in their van. They descend the steps with an ice-cold six pack of Samuel Adams beer, hop in their van and depart without so much as a thank you. I head for Subang to make sure that all is well with the earlier C-141 departures, which went off

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**Administrative Boards**  
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(FAO ICTAPEC, Continued from page 15)

as planned. Then I head back down to the Renaissance hotel to drop off the stranded driver. Back to the embassy by 1600, and home by 1700.

### Tuesday, 17 November

After the first night's sleep in five days, it's off to the embassy at 0800 to learn of a violent riot at the Petronas Twin Towers shopping mall, with police firing shots into the air. This mall is approximately 500m from the embassy, and the VP's hotel is the same distance away in the opposite direction. Also making the news, and increasingly dominating the local news as the day goes on is coverage of VP Gore's speech of the previous night in which he praised Malaysian *Reformasi* and (in diplomatic terms) criticized Malaysia's apparently increasingly authoritarian government. The word goes out to expect some fallout and reaction to the speech that may affect our operations.

Already the airlift is arriving that will take out all of the equipment that was sent ahead for the POTUS visit. As long as the VP is here, he is using the equipment, specifically Marine 1, the commo vehicles, and the Secret Service special mission vehicles, but they are also preparing to quickly depart. The incoming airlift are all C-5s, and I begin to look to getting them their transportation and hotel arrangements. Also, I am beginning to look to send my TDY'ers home as quickly as possible, or at the very least give them a couple of days off to enjoy and see some of Malaysia.

At Subang, the TALCE guys want to take on the transportation and logistics support mission for the air crews. This is fine with me, the Flight Ops commander, and the AIRA, so we hand it off to them. This means that in many ways I'm now out of the business. Now we prepare for the VP's departure. I take a couple of hours off for a haircut and to pick up and order some more of the official DAO Team APEC hats. They are very popular, and I'm picking up 15 of them for the TALCE crew and ordering another 6 for a C-5 crew that arrived yesterday.

### Wednesday, 18 November

The fallout from Gore's speech continues and grows, with the papers screaming criticism and condemnation. The Malaysian Foreign Minister has weighed in on the issue, preemptively blaming the US for all future Malaysian demonstrations and/or riots. There could be problems with getting the AF1 air crew to its plane, so I head straight off to their hotel to collect information, and then to KLIA to coordinate directly with their security people to make sure that their vehicles will pass through the security gates without problems. This is the only aircraft at KLIA right now, and once the VP is gone tonight at 1800, we will be done at KLIA and overall things will lighten up considerably.

I spend the entire day coordinating the passage of the embassy's and the AF1 crew's vehicles through the KLIA security checkpoint to access the flight line. It is a never-ending odyssey of collecting vehicle license numbers, drivers' names and ID numbers, and then having the list changed again. I depart from the embassy at 1345 for the Subang airport to deliver hats and souvenirs to the TALCE unit and to help coordinate the airlift for one of my team members. The flight schedule if arriving and de-

parting C-5's has changed again, but this is something to worry about only after the VP departs without complication. I get to KLIA at 1515 and the AIRA and security assistance folks have already passed through the main security checkpoint. I am expecting a number of GSO vans and the men who will be handling the AF1 immigration and customs clearance, as well as two AF1 crew vans and one passenger coach. While I wait I schmooze the guards at the gate with extended conversations in bahasa. I also give each of them an America/Malaysia flag pin that the embassy commissary sells for \$1.10 each as well as USA Rugby pins that I always keep with me. The immediate passage of the vehicles is now guaranteed. The last vehicle to pass through is the passenger coach, and I go through the gate in the lead, taking the bus over to AF1. Everyone is now essentially in place and all we have to do is help clear the ramp of the signs, cones, and ropes used for security. We take some outside pictures for posterity and the AF1 Advance Team guys finally come up with a tour of the aircraft. There are ten of us and only 8 spots for the tour, so the SAO guy and I opt out to let others go. All emerge about 30 minutes later very happy and with some nice AF1 goodies.

But problems have begun to arise. The Japanese Prime Minister is late to the airport's VVIP complex, then has a photo shoot, a press conference, and decides to change his clothes. It is now 1750 with his 747 ready to go outside, and we have yet to even begin taxiing AF1 to the complex for VP Gore's boarding at 1800. So the decision is made for the VP to skip the VVIP complex and head straight to our location. This is an entirely new and unexpected crisis. I am tasked to immediately go to the VVIP complex to pick up some Secret Service agents and the White House Communications Agency (WHCA) representative and get them to the aircraft. I get there in no time, breaking all flight line speed limits in the process, only to be halted at every entry by surly Japanese security men. While the Malaysians are very helpful, everywhere I turn there are Japanese security officials. I finally find a side door through the customs and immigration offices, whisk my targets out of the building, and head back toward AF1. As I'm driving through the airport on the way to AF1, I can see that the airport police have responded very quickly and have posted route monitors to guide the VP's motorcade to the proper ramp. I look in my rearview mirror to see the VP's motorcade about 300 meters behind me, all 30-odd vehicles and a dozen police outriders. I am now the point man for the VP's motorcade and everyone is waving me through to AF1. I speed up, put the motorcade farther behind me, disgorge my passengers and their equipment even before I'm fully stopped, and speed away to the edge of the ramp just in time to see the motorcade pull up and the VP step out. The motorcade completely by-passed the AIRA who is still waiting back at the security checkpoint.

The VP departs without incident, and we are officially done. As I'm leaving the airport, the AIRA calls me to say that he has found a White House Staff contract van abandoned on the flight line with the keys in it. I swing back and take charge of the vehicle. I search it and discover a WHCA radio inside. After securing the vehicle outside the security checkpoint, I set off to town to drop off my team members and find the owner of the radio and the van. About two hours later, I finally find a WHCA rep and unload the radio, as well as communicating the van situa-

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in military hospitals in Georgia and Maryland, respectively, then only the plaintiff who was injured in Maryland will be able to file suit. Likewise, some states have lower ceilings than others on the damages that may be awarded in various types of tort actions.

As I mentioned at the beginning of this article, there are many exclusions and exceptions to the FTCA, several of which may impact on the ability of some of my fellow FAOs to make claims against the Government. I'll briefly mention a few.

The best known (and from the perspective of many active duty military personnel, the most unfair) exception to the FTCA is the "*Feres Doctrine*" (*Feres v. U.S.*, 340 U.S. 135 (1950)). The *Feres Doctrine* bars members of the U.S. armed forces from making claims against the U.S. Government for personal injury or death occurring "incident to service." The courts have held that the term "incident to service" means more than simply performing military duties. Thus, if the service member suffered the harm either while on military property, when he was on duty, as the result of a command relationship, or while using a military benefit (i.e., space-available transportation, commissary privileges), then he is barred from making a claim against or suing the Government. Probably the most well publicized application of the *Feres Doctrine* is the barring of military malpractice claims by military personnel. If an active duty soldier, sailor, or airman is injured as the result of the malpractice of a military or DoD civilian doctor, then he is barred from making a claim against the Government.

Fortunately, the *Feres Doctrine* does not apply to military dependents or retirees. They are treated like all other civilians under the FTCA. If your spouse slips in the commissary, is a victim of malpractice in a military hospital, or is struck by an Abrams tank, she may be able to file an FTCA claim against the Government. In the above hypothetical, since Dr. Oopslipsy is an Army officer/Government employee, Winnie may file a claim under the FTCA. However, the question of who exactly is a "Government employee" in a DoD hospital can be problematic. As a result of the military draw down of the last decade, many of the healthcare providers in military hospitals are no longer either active duty military personnel or federal civilian employees. Today, many of the doctors, nurses, and other medical personnel serving in DoD hospitals are independent contractors or employees of independent contractors. These independent contractor healthcare providers are not supervised by the Government and are covered by their own malpractice insurance. If the person who negligently caused the injury (in legalese, the "tort-feasor") is an independent contractor, the victim's remedy is to sue the independent contractor rather than to file a claim against the Government under the FTCA.

There are other important exclusions to the right to sue the Government under the FTCA. For example, the Government generally cannot be sued under the FTCA and will not pay claims on torts committed by Government employees in foreign countries or resulting from combat operations. So, if young Winnie's injury had occurred in an U.S. Army hospital in Germany, he would have been barred from filing suit under the FTCA. However, he may have recourse under another claim

statute such as the Military Claims Act.

Other FTCA exclusions include when a Government employee commits an intentional tort, such as assault, battery, false imprisonment, false arrest, malicious prosecution, abuse of process, libel, slander, misrepresentation, deceit, on interference with contract rights. As in the case of independent contractors in a Government hospital, the remedy may be to sue the tort-feasor individually. However, the courts have supported the right of a victim to file an FTCA claim against the Government for an assault or battery committed by a federal investigative or law enforcement officer empowered by law to execute searches, seize evidence, or arrest persons for violations of Federal law. Thus, the Government may be liable when a military policeman commits an assault or a battery.

As you can see, this is a fairly complicated area of the law. The foregoing discussion only scratches the surface, and for every "rule" I have listed, there may be one or more exceptions. This article is of an informational nature and is not designed to answer all of the questions you may have on the subject. Every case has its own unique set of facts and circumstances. If you believe that you have a legitimate claim against the Government, particularly if it involves serious injury or death, you should seek competent legal counsel.

*Lieutenant Colonel (Ret.) Riley is a former Military Intelligence officer and Sub-Saharan Africa FAO. He currently practices law in Annapolis, Maryland. This is the first installment of a regular column to be written by LTC Riley for the F.A.O. Journal. Any F.A.O. Journal readers wanting him to address a particular legal topic in future articles, can contact him via e-mail at [mrileyesq@aol.com](mailto:mrileyesq@aol.com).*

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# ASSOCIATION NEWS



## Election Results -- Introduction to the New Board of Governors!

As many of you know, we originally appointed an interim Board of Governors to get the FAOA "show on the road." The members of that Board served for the first three years of the Association's existence and did "yoeman work" bringing FAOA from an idea to a living, breathing entity. To admit that there were a lot of fits and starts would be an understatement. As a group, the Board learned about non-profit status, about taxes (Federal and State), and about such esoteric subjects as business permits and copyright laws. **Every member of the FAO Association owes these 10 men a real vote of thanks.**

Well, the fits and starts are over and it is time to welcome our first elected Board of Governors (a major milestone in itself). Our new Chairman of the Board (CEO) is BG Karl Eikenberry. General Eikenberry is currently serving as the Defense Attaché to Beijing. He, like all of our newly elected Board, is a veteran FAO, was a member of the original Board of Governors and brings that continuity and experience to his new position. The new Vice-Chairman of the Board is MG Alfred Valenzuela. He is the senior FAO in the Army and, although incredibly busy in his current position as the Deputy CINC of SOUTHCOM, has expressed a desire to be very actively involved in the Association. Our treasurer remains Mr. Bob Olson, who brings an excellent blend of regional experience and three years of background watching the fiscal working of the Association. The other new members of the Board -- COL Mark Beto (Eurasian FAO), COL Dave Smith (South Asian FAO), COL Rich Welker (China FAO), LTC Paul Gendrolis (Middle Eastern FAO), and LTC Rick Herrick (European FAO) -- bring great active duty FAO credentials to the table, while COL Stephen Poulos (Army Reserves) and Mr. Ramon Fernandez-Conte bring unique views of the reserves and retirees to bear on Association issues. Our other returning members -- COL Michael Ferguson and Dr. Joe Tullbane, like BG Eikenberry, bring conti-

nunity and a vast experience in FAO to us. The entire new Board has already shown an eagerness to "get the job done." This Board offers a good mix of retiree/ reserve/ active components and if it has a weakness it is in a lack of multi-Service representation (something that we hope to deal with shortly).

The new Board of Governors appointed Dr. Joe Tullbane as the President/Executive Director of the Association, for a second three-year term.

**We can only make things better! And WE WILL!**

## Notes From the WebMaster!

Notes from the WebMaster: I hope that you've noticed that we've recently upgraded the FAOA home page to add more technology, make it more pleasing to the eye and hopefully make it more user friendly. **We have also added a 'Bulletin Board'** option which will allow FAOA members and FAOs to post bulletins containing opinions, information, interesting anecdotes, praise and criticism for all to read. Give it a try!!! In the coming weeks, we're going to reorganize the FAOA Journal articles on the web to a regional basis, that way you can simply "dial up" your region to read those articles that pertain to it. Finally, just a note to emphasize how Foreign Area oriented the Foreign Area Officer Association really is, your FAOA WebMaster is currently serving as the Defense Attache in the Republic of Yemen.

FAOA Web Site is:

- Modernized, simplified, and readable!
- Improved Regional sections!
- A Bulletin Board!!
- Added Links -- has become the go anywhere site
- Board of Governors section -- current and emeritus.

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- Update on Resume service.

### **New Additions to the FAO Journal!**

Don't be deceived by the fact that the basic format of the FAO Journal remains the same. Inside the traditional cover is a revolution in the making. In an effort to increase what we offer the association a new groups of "Columns" have been added to the Journal. The idea for this new element was broached last issue (December 1998), when we went out asking for volunteers interested in serving as regional editors. The original idea was interesting, but the way it has evolved since then is, frankly, very exciting! The latest version of the idea has us publishing short reviews of regional articles, books and web sites. If the editors (now called columnists) find a truly spectacular article, we will request reprint rights and publish it in our journal. All of the reviews will go to the appropriate regional section of the FAOA web site to produce a "top 40" for the year.

On a lesser, but more eye pleasing note, we are trying to add a few more pictures and graphics to the articles that appear in the Journal. The content will stay at the same reasonably high quality, but hopefully this change will make the Journal more reader friendly. If you have other ideas for the Journal let us know at: FAOA, Attn: Journal, P.O. Box 523226, Springfield, VA 22152.

### **Introducing the FAOA Scholarship Program.**

There are thousands of small scholarships out there, so why should FAOA add its small contribution to the list? First, it is a method of honoring a past FAO who has contributed to the specialty, and second, it does help some member or family member to achieve their goal of bettering themselves. Moreover, it improves the understanding of the international arena and foreign language in our country.

So, in the spirit of trying to return something to the FAO community, the Association will offer a college scholarship program for the school-year 1999-2000. More details SOON!

### **An Idea Whose Time Has Come -- Honorary Memberships**

A couple of years ago, the first Board of Governors envisioned that a few influential key military and civilian figures, who have done good things for FAO (a maximum of about 10 per year), would be given an honorary membership in the Association and that of the above honorees a very special few would be given the added distinction of being named as honorary Board members (1-3 per year). The concept of honorary members and honorary board members is above and beyond the Board members "emeritus" list that honors past Board members and should grow naturally with every new election.

As with many of our better ideas, this one has languished on the shelf while we busied ourselves with the day-to-day requirements of standing up the organization, including creating both a firm fiscal foundation and membership base for it. WELL THIS IDEA'S TIME HAS FINALLY COME!! In the next few months, we will be working intensely on this effort to see where it takes us. We welcome informal suggestions to the Board for possible candidates for the above honor. These candidates can be active duty personnel or retirees, but the criteria should be that their contribution should have been significant. Being a nice guy or good mentor is not enough! Send those nominations to either: FAOA, Attn: Honorary Members, P.O. Box 523226, Springfield, VA 22152 or FAOA@EROLS.COM.

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## Quarterly Column

**LATIN AMERICAN**  
*Article/Book Reviews*

It goes without saying that anyone with an interest in Latin America should have at least one or two books on Brazil, one of the region's largest and most important countries.



**Hudson, Rex A., ed. *Brazil: A Country Study*. Washington: Library of Congress, 1998.** Reviewed by MAJ Robert Fagan.

This 1998 version of the famous white covered country study series printed by the U.S. Government was in dire need of updating since the last version in 1983. This version is not the same encyclopedic tome of data like the last version. It's easier to use, better organized and presented in a clearer format. For example, the editor has included two tables at the front of the book. One for easy reference to selected acronyms and abbreviations, which is a must for anyone reading primary sources in Brazil. The second is a chronology of important events in Brazil's history not easily found in other sources.

One very important chapter for FAOs is the updated chapter on national security. This chapter includes the military's role in the intelligence services, defense industries and the latest developments on armed forces missions in the Amazon,

counterdrug operations and civic action. Another important new chapter for FAOs in this version is the new chapter on science and technology which not only includes the historical evolution of science and research development, but also important sections on Brazil's nuclear, space, and missile programs.

It's obvious that we needed the update of this work since it comes in at a full 250 pages larger than its predecessor. We can only hope than our government will not wait another fifteen years to document the changes in one of Latin America's most dynamic countries.

**Page, Joseph A. *The Brazilians*. New York: Addison-Wesley Publishing Co., Inc., 1995.** Reviewed by MAJ Robert Fagan.

For a self-proclaimed non-academic "Brazilianist" he does a fantastic job of exploring the contrasts that make up modern day Brazil. He explores just enough history to explain current events and phenomenon without becoming tedious. But history only makes up a small part of this book. I would call it more of a cultural guide that includes economics, sociology, film and literature. Page has written a very complete one-volume guide that explains the complexities of this continent-sized nation. After reading Page's work one understands why Brazil is so different from her neighbors.

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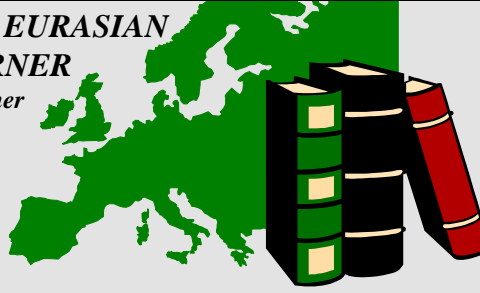
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## Quarterly Column

**EUROPEAN / EURASIAN  
REVIEW CORNER**

By LTC Rick Runner



**Editor's Note:** This first regional column covers both Europe and Eurasia. Stating the obvious and resurrecting an old term, the area extending from the Atlantic to the Urals (ATTU) is vast. I'd be willing to wager that the equally vast amount of published material dealing with issues within ATTU could carpet the region. As regional editor, I will attempt to achieve balance and include reviews covering issues of interest to both 48C's and 48E's, as well as publications specific to each area. **Contributions from readers will greatly assist in this endeavor.** With your help, I hope this will become a stimulating forum for thought and another tool for keeping Europe and Eurasian FAO's current on issues affecting their regions.

**"The Geopolitics of NATO Enlargement."** By John Hillen and Michael P. Noonan. *Parameters*, U.S. Army War College Quarterly, Autumn 1998. Reviewed by LTC Runner.

The Army War College's professional publication, *Parameters*, along with CGSC's *Military Review*, should be basic tools in the FAO's professional reading kit bag. Not only do these journals help keep the FAO "green" and informed on issues important to the Army, they keep the FAO aware of how the Army views regional issues. For the FAO inclined to publish, the journals also provide a very visible means to educate the Army about regional nuances. It is appropriate then that this first review is of an article from the August 1998 issue of *Parameters*.

NATO's future remains the single most important security issue cutting across the Europe/Eurasian landmass. The authors accurately state that the debate over whether NATO should enlarge effectively ended when Poland, Hungary, and the Czech Republic were accepted as new members of the Alliance. They also point out quite accurately in the first seven lines that the enlargement issue subsumed perhaps the more important question of "just what is this enlarged alliance to do?" Rather than add their own specific suggestions to the mountain of existing ideas for NATO's future, the authors remind us that geography and geopolitics matter and must be considered in any discussion concerning NATO's future.

On the down side, the authors plod through textbook discussions of geopolitics and resurrect old geostrategic theorists like Alfred Thayer Mahan to convince the reader that geography matters. In the conclusion, however, the authors' message becomes clearer: "Geopolitical considerations in deciding

what NATO does and who belongs in the Alliance must underpin any collective military grouping that hopes to respond effectively in times of crisis." This should not be a surprise. Geography always has been one of the most important nuances of European security. The warning is that policy makers dealing with NATO's future, particularly in the U. S., have forgotten this basic premise.

The authors contend that the idea held by some, including Secretary of State Albright, that NATO can evolve into "a force for peace from the Middle East to Central Africa" ignores European geopolitical realities. This is a valid contention. The NATO of Lord Ismay that was said to keep the Russians out, the Americans in, and the Germans down is not that far from the NATO that many Europeans still desire. Given its geopolitical history, it is hard to imagine Poland joining NATO in order to bring peace to the Middle East or Central Africa. It is even harder to imagine this motivation for the Baltic nations. Old fears and desires still have an impact on security in the Old World. Despite the graduate school textbook flashbacks, this article is a timely reminder that geography frames many of those fears and desires. It is a primer for anyone dealing with NATO's future.

(Article is on-line at: [carlisle-www.army.mil/usawc/Parameters](http://carlisle-www.army.mil/usawc/Parameters))

**William E. Odom—~~The Collapse of the Soviet Military~~ (New Haven, CT: Yale University Press, 1998).** Reviewed by Dr. Tullbane.

LTG (R) Odom has an impressive history as a Soviet/Russian FAO. He was a noted academician even before his retirement from the Army and continues so today. His military service includes a tour as a permanent professor at USMA, as the Defense Attaché in Moscow, as the military assistant to the Advisor on National Security Affairs to the President, as the Assistant Chief of Staff for Intelligence on the Army Staff, and finally as the Chief of the National Security Agency. He is still probably the United States' top expert on Soviet/Russian military affairs.

Frankly, his book is equally impressive and lives up to his credentials, both military and academic. In it, Odom carefully outlines the evolution of the military, government, and Communist Party mechanisms that made the Soviet military machine operate. He discusses changing Soviet/Russian military strategy, as well as changes in day-to-day operations of the military establishment. He literally covers every facet of the question as he draws a detailed picture of how the Russian military arrived at its current state.

For old Soviet hands, this book is an excellent refresher and for new Eurasian FAO's it is the ultimate primer on the Soviet/Russian military establishment. It is vital to understanding the state of affairs in which the Russian military finds itself today. Last, even for other FAO's, who choose to stray from their own regional studies, it is a very readable and enjoyable book.

*(Disaster Relief, Continued from Page 6)*

the national level and the priests in the rural areas played a key role in coordinating the delivery of relief supplies. They had good credibility with the people and by using them and the Red Cross where possible, instead of the local political leaders, the Government could avoid allegations of favoritism in the distribution of aid. Competition between the three principal political parties is fierce, so involving the Red Cross and the Catholic Church to the greatest extent possible was a wise action.

### Conclusion

My experience in Dominican disaster relief operations once again proved the value of the FAO program. When SOUTHCOM was called upon to send someone to assist the MAAG during this crisis, I was trained and ready to assist with the MAAG's workload. My FAO skills stood me in good stead and enabled me to contribute to the successful delivery of emergency supplies in a critical situation. My knowledge of SOUTHCOM staff procedures and prior experience in the Crisis Action Center also prepared me to assist the MAAG and the Embassy in this important effort. Many FAOs are assigned to high level staffs and don't get much opportunity to do their work in the field or sharpen their skills in a new environment. Based on my disaster relief experience in the Dominican Republic, I highly recommend that any FAO who gets a similar opportunity should take it. I think you will find that you can make a contribution and come away a more experienced FAO, better prepared for the future.

*MAJ Fargo, a 48B/OD officer, is currently assigned as the Dominican Republic Desk Officer with the Political-Military Affairs division of J5 at U.S. Southern Command in Miami, Florida.*

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(FAO ICT APEC, Continued from page 16)

tion to the dispatcher.

There is a wheels-up party in progress for the entire American Team APEC group in the hotel's ballroom, so I stop in for a Coke and some dinner. The Ambassador makes a short thank-you speech and hands out some certificates, and at this point it is most definitely time to head for home. As I'm leaving the hotel, the Malaysian driver who had left his vehicle for the security detail at the airport asks me about his missing vehicle. Happily, the DAO OPSCO has returned it and it is sitting right in front of the hotel -- with that I am finally officially done for the day. It's 2300.

#### **Thursday, 19 November**

Today is almost a vacation as all of the important people are gone and all we have to do is get the rest of the DoD personnel out of the country. The TALCE continues to do its job of taking care of the flight crews, and the Flight Ops commander has decided to handle all of the remaining aircraft and arrivals personally. I take most of the day to begin writing this story and my AAR. I'm actually home by 1700.

#### **Friday, 20 November**

At 0800, I have a meeting with the DSAO and the AIRA to divide up all of the souvenirs and goodies that we have collected for all of our TDYers, the embassy FSNs, and other Malaysians who helped us the most during the past two weeks. It takes nearly an hour to go through the list of those who are and are not deserving of gifts. I come out of it with an AF1 shirt and an HMX-1 sticker for my FAO journal book; it's more than I expected.

The days ends with a mandatory Town Meeting called by the Ambassador for 1500. He speaks very eloquently for an hour to both the American and FSN's about the Gore speech, its context, its media and real-world fallout, and where we all go from here. The gist of his remarks is that there are genuine human rights issues extant in the Anwar situation and also that the Malaysian political leadership for far too long has been allowed to say increasingly irresponsible and inflammatory things about the United States, and that the time for pointed and forceful US rebuttal has arrived. At the conclusion of the meeting, every single member of the embassy staff -- American and FSN -- are given the official APEC '98 shoulder bag, crammed with goodies. I'm home by 1700, and ready for a date with my wife, our first since our son was born here three months ago. Tomorrow it is Saturday morning, back to the Staff College for the management module and another 10 days of instruction before graduation.

#### **APEC MISSION COMPLETE.**

Major John Dacey is a Southeast Asian FAO finishing ICT in Kuala Lumpur, Malaysia. His follow-on assignment is as Chief, Human Intelligence Operations, PACOM, Hawaii.

— RETIRED FAO —

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— RETIRED FAO —

## Quarterly Column

## Asian Regional Reviews

By Steve Rundle



As the new regional editor for Asia, I would first like to let you know that my enthusiasm for the region, its peoples, its diversity is immense, and that I am constantly working to personally develop my understanding of this area. In each issue the space devoted to reviewing and discussing books, articles, and web sites will be more than I can manage alone. I will serve as the central collection point for your inputs, and coordinate with the journal for appropriate space. This should be a joint effort to broaden all of our horizons. So I ask you, the next time you read something of interest, share it with the rest of us.

**Cambodia: Report From a Stricken Land, Henry Kamm, 1998.** This book is particularly relevant in light of the current events in Cambodia. How the Cambodians and the world are going to deal with the still living senior members of the Khmer Rouge will hold many lessons for the future and has applicability to other areas of the world, such as the former Yugoslavia and Rwanda. With the exception of Pol Pot and Son Sen, almost the entire leadership of the Khmer Rouge has turned itself over to the Hun Sen government. With the well-documented history of genocide committed by the Khmer Rouge from 1975 to late 1978, some interesting questions arise and deserve discussion. Will the Hun Sen Government offer total amnesty to these individuals in the interest of national reconciliation and to avoid further bloodshed? How will China, the Khmer Rouge's largest supporter during its time in power and during the Vietnamese occupation, respond if a group of Western nations led by the US attempt to bring Ieng Sary, Khieu Sampan, Nuon Chea and others to trial? How can the US take the moral high ground and lead the prosecution effort when we supported the coalition of Cambodian resistance groups in the 1980's, of which the Khmer Rouge forces under Pol Pot made up the vast bulk of the fighting forces? Did US realpolitick overshadow moral right in this devastated nation?

Henry Kamm's book does provide some valuable insights into Cambodia's recent history and will help shed some light on the above issues. His discussion and first hand observations of Cambodian key personalities, such as Lon Nol, his brother, Lon Non, Prince Sihanouk, and Prince Sisowath Sirik Matak, during the time of the US's involvement in the Indochina Conflict, is a good supplement to previously published works. Another strong suit of Kamm lies in his discussion of the Khmer Rouge years, the Vietnamese Occupation and the subsequent huge UN operation that followed Vietnam's withdrawal.

However, the book does have some significant weak-

nesses. The author has a tendency to jump back and forth in time, which causes the flow of the book to suffer and leads to unnecessary repetition. Also, there are only about 20 pages at the end dealing with the period after the 1993 UN sponsored elections. The book turns out to be not a report from a stricken land, but instead, a short narrative of the last 25 or so years. I was looking for more on the current situation facing the Cambodia leadership. Is it worth reading? Yes, but go in forewarned with the understanding that the book is postured a little deeper in the past than what one would think from the title and book jacket.

**<http://www.usembassy-china.gov>, U.S. Embassy Web Site in Beijing.** This site offers much more than one would expect. All recent speeches and press releases are available in the Press and Cultural Section, including the one Admiral Prueher delivered at Fudan University on 13 November 98 entitled, "Asia-Pacific Security and China: A US Pacific Command Perspective." Another area I found very worthy of exploring was the Economic Section, where one can find many economic statistics as well as fairly in-depth reports concerning the myriad of issues surrounding US-China Trade. The Political Section's link is also a gold mine. One of the more interesting items was a translation in summary of Captain Wu Chunguang's book Competition in the Pacific Ocean: Problems in Maritime Strategy for Modern China. This overview will give one a glimpse of some of the strategic thinking that is ongoing in the PRC. For keeping current in your language, no matter where you are assigned, there is a schedule of Voice of America broadcasts on the site. One can tap into some of these transmissions using RealAudio over the Internet.

I look forward to hearing from all Asian FAO's and including your comments, ideas, and contributions in this column. I can be reached by Internet: [rundles@pom-emh1.army.mil](mailto:rundles@pom-emh1.army.mil) commercial phone: (831)242-5668; DSN 878-5668.

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*(From the Field, Continued from page 3)*

catastrophe though. In time, if things remain the same in Yugoslavia, the Kosovars will become a majority by 2020. Interestingly, the white population in the United States may face minority status in the next century as well.

— COL (R) Doug Fraze, Eurasian FAO

### **COMMENT ON FAO Advanced Civil Schooling” . . .**

Dear Editor,

Having read some of the articles appearing in the Journal on Advanced Civil Schooling, which of course in English is Graduate School, I have some additional points to make that might be of help to us who are returning to school, after ten or so years away from it. My comments focus on considerations during both the admissions process and attendance, itself. One thing that I highly recommend is that if you have not read AFTER-Action Report on Graduate School by CPT Taylor, it appears in the Army FAO Handbook and can be obtained from the FAO Liaison Office at DLI/FLC, Monterey, CA. It is still valid though, frank-ly, some of its points need to be reevaluated and others stressed.

Try applying to the best colleges possible in your region. Do not be afraid of rejection or say to yourself that you have no chance of being accepted. You are literally in a NO LOSE situation. The worst that the admissions people can do is say no. There are very important reasons why you should strive to attend a prestigious grad school.

First, many of the foreigners with whom you will interact approach interpersonal relationships from a perspective of status. You will be initially judged, certainly in part, based on the university or college that you attended. This is not much different from how Americans evaluate new professional acquaintances, for example, which would impress you more -- someone with an Oxford degree or an individual from the University of Northhampton? We don't admit it, but status counts.

Second, there is a great deal of difference in the type of students that attend Ivy League type schools versus the majority who attend our public universities. This is a personal observation after having attended both. In my view, the private university student is a cut above. These people are much more serious about what they are doing and tend to be very, very bright. The competition at these grad schools is very intense. For the most part, these people will comprise the elite of our society. Their attitudes and approach to life are different also. Many are well traveled and have had opportunities that I never dreamed of as a struggling undergraduate.

Third, the quality of their scholarship is superb. The professors are among the best in their fields. These people are professionals and have connections worldwide. They will challenge you to the utmost, while access to them as a resource is a definite plus.

College academicians have their own pecking order and hierarchy within their fields of study and you simply do not find professors from Po-Dunk University teaching at a Yale or a Stanford. I guess my comment here is that while "all pigs are created equal, some are more equal than others" -- again something that a lot of people don't want to read. The school you pick makes a difference.

The other thing you must do is a recon of the school you want to attend. Most importantly, you need to investigate the department with which you are to be affiliated. Try to determine what courses you will have to take and what are the reputations of those who are teaching them. Nothing is worse than walking into a course (which you need and cannot drop) on the first day and having the professor say:

I am a Marxist and I teach the Marxist version of history. You will be expected to understand and relate (read: regurgitate and not deviate from) this idea of history during my course.

This scenario actually happened to one of my fellow officers. He spent the rest of the semester hating/fighting this professor and received a "C" for his efforts. So do your recon.

The graduate school experience will give you a chance to work on areas you have not had time to explore before. Your access to electronic and print resources is almost unlimited. Do independent study whenever possible -- it is a method of shaping your education to your desires and to your FAO needs. In this light, also take time to learn your library's system of operation. Do this as soon as you arrive at school. You will be one step ahead if you do this. If you need books or reports that your library does not have, use inter-library loan. It saves buying the book in question. The other part of the equation is community resources. I have another college near me that allows us the use of its library. This can become a crucial issue when a professor puts a single book on reserve for a course. Get it at the other college and read it at your leisure.

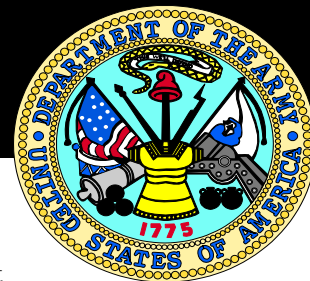
In closing, the graduate school experience is your time in the sun. Like most of us, you will be coming out of a world of 60-80 hour workweeks. This is your chance to enjoy a reintroduction to the civilian community and do things with your family that you wanted to do, like a Cub Scout Den Leader, joining the Jaycees or VFW, or just getting the chance to read a good book one more time. Good Luck!

Robert G. Fausti, CPT(P), Latin American FAO

**IF YOU HAVE COMMENTS ON ARTICLES IN THE JOURNAL OR ON "LIFE IN GENERAL" PLEASE SEND THEM TO: FAOA@EROLS.COM or FAOA, PO Box 523226, Springfield, VA 22152.**

# ARMY NOTES

LTC Richard Pevoski, FAO Coordinator



GREETINGS TO ALL FORMER, SERVING AND FUTURE ARMY FAOs, AS WE BEGIN OUR JOURNEY INTO THE NEXT MILLENNIUM! The year 1999 promises to be an auspicious one for FA 48. As testimony thereof, I'd like to share an announcement of good news with you. At the same time, I have an additional item for which I'd like to ask your assistance.

## FY 98 COLONELS' selection board analysis

Try as we might, we failed to make the Journal's December deadline to submit the results from the latest Army Competitive Category Colonel Promotion Board, released on 17 DEC 99. Now, better late than never, we'd like to show you how well FAOs fared on this board. For the first time in 5 years, the FAO selection rate for officers in the primary zone of consideration exceeded the Army average, by the (not inconsiderable) margin of 8.6%! Our report to the Army Staff, is as follows:

*TOPIC: FY 98 Promotion List for Colonel, Army Competitive Category.*

*STATUS: The FY 98 FAO COL primary zone selection rate was 50.9% compared to the Army average of 42.3%; 8.6% above the Army average. The total number of FAOs selected was 6 of 78 AZ, 26 of 51 PZ. No FAOs were selected below zone for promotion. Directed floors by Area of Concentration (AOC) were: 48B (Latin America) - 8, 48C (Europe) - 8, 48G (Middle East/North Africa) - 3, 48H (Northeast Asia) - 2, 48I (Southeast Asia) - 2 and 48J (Africa, South of Sahara) - 3. Directed goals were: 48D (South Asia) - 1, 48E (Eurasia) - 1 and 48F (China) - 1. All floors were met as were the goals for 48E and 48F. Over the previous past nine years, starting with YG 68, the FAO selection rate in the PZ to COL has averaged 4.9% below the Army average. In light of this, the FAO selection rate for FY 98 represents a significant turn-around.*

An examination of the ORBs of the selected officers revealed that 59% were from YG 77. 41% were former Bn Cdrs and 19% had attained MEL-1. Especially gratifying to observe was that 47% of the officers had attended some type of FAO In-Country Training and 91% had served previously in two or more FA48 utilization tours.

The above results represent good news from a number of perspectives. First, they indicate the Qualification Verification Review (QVR) Board is functioning properly by determining those FAOs eligible for promotion according to DA PAM 600-3 criteria. Secondly, the Army is sending the signal that it intends to recognize FAO contributions by promoting FAOs at or above the Army average. Lastly, I regard these results as an opportune stepping stone as we begin our transition from OPMS 2 to OPMS XXI. Congratulations to our newest cohort of FAO Colonels!

## OPMS XXI POSITION RE-CODING

Even most non-AG types know that proper coding of TDA/TOE positions impacts on position fill. But many are not aware that these codes also have consequences on how the force is trained. If the FAO positions on your unit's TDA/TOE are coded improperly, i.e., language or Advanced Civil Schooling (ACS) codes missing, wrong AOC and/or grade indicated, etc., a number of serious errors can occur. Additionally, there may be positions that by the nature of their duties should be coded as 48 jobs, and are not. These errors reduce FAO language training slots, reduce funds for ACS, "grow" FAOs that do not meet Army requirements and generally wreak havoc with FAO personnel management. In short, we request and hope for your assistance.

The items to look for in your TDA/TOE position coding:

- (1) Is the position coded correctly, by regional area of concentration?
- (2) Does the position carry a language code? Remember: the Army gives us language training quotas based on these requirements.
- (3) Is the position Army Education Requirements System (AERS) validated? A key item as well, because it determines whether FAO gets enough graduate school quotas to train our force.
- (4) Are there positions within the MACOM that should be coded FAO? Every MACOM has qualified personnel who monitor position coding, but a "second set of eyes", especially those eyes that have FAO interests foremost in mind, can assist immensely.

What can you do if you discover errors?

- (1) Work with your unit personnel manager to make the necessary fixes.
- (2) Fight to keep your personnel manager from recoding a position out of FAO so that the unit can get a quick fill. Under OPMS XXI we should have plenty of inventory to fill requirements.
- (3) Search hard for O-4 positions within your command for positions that should be coded as FAO. We are still short of authorizations at the O-4 level. Notify us if you find such positions on your TOE or TDA.

Working together we can correct these problems and improve our program!

STRATEGIC SCOUTS!

# USMC FAO Notes

LT COL Chuck Owens, USMC



By the time the Journal is printed, the MARADMIN soliciting applications for the FY00 FAO/RAO Board will be out. As of now, we expect quotas for the following countries/ regions:

<u>FAO</u>	<u>RAO</u>
FSU (Russian)	Latin America
Middle East (Arabic)	Former Soviet Union
China	Sub-Saharan Africa
India (Hindi)	Middle East
Greece	Southwest Asia
Japan	East Asia
Cambodia (Khmer)	Eastern Europe
Korea	
Turkey	
Philippines	

Note that FAO's who have not had the opportunity to receive their graduate degree may be eligible to do so under the RAO program. See the MARADMIN or call the Program Sponsor.

We often get questions regarding the lack of FAO quotas in Western Europe and Latin America. The reason is simple: over half of the FAO's in the Corps are in one of those two regions, having usually qualified for the MOS through the experience track. We use our scarce resources to train officers for those regions where we are short personnel.

Speaking of the experience track, we need the help of everyone in getting the word out about the program. We have a

lot of resident expertise in our ranks which is often not utilized simply because we do not know about it. The basic criteria for the experience-track are simple: Minimum DLPT score of 2/2 in a language of the region, and the level of regional and cultural expertise possessed by a FAO completing formal training. This usually means at least a year living and working (preferably political-military matters) in the region. Simply being stationed in Okinawa, for example, will not make the grade, and surprising to some, neither will a native speaker who moved to the United States at age 16 with no other experience working in or with the region. In both cases, however, if the officer meets the 2/2 DLPT cut-off, he can be designated as a 9940 (Basic FAO), which identifies him as having some FAO qualifications and desiring to serve as a FAO if the opportunity arises. Thus, they can serve in many FAO billets and acquire the experience that they need to receive their full regional designation. And, if the maximum FLPP goes to \$300/month as recent proposals call for, it will be another incentive!!

A final note — Although we have made some significant improvements in the FAO program over the past several years, we still have a lot of things that we want to do. Much of this involves resource allocations, and thus has been difficult to implement as quickly as we would have liked. However, the new SecNav, Mr. Danzig, has pledged his support to the program, and we now have the opportunity to make some real changes in it — perhaps dramatically. STAY TUNED!

*(Bosnia's Two-Entity Economy, Continued from page 11)*

and current account deficits financed by multilateral and bilateral inflows. Inflows have been large enough that the Central Bank's foreign reserves have been growing, reaching DM 280 million on 15 January, up from DM 144 million at the end of 1997. During January-September 1998, the Federation exported goods worth just \$73 million (up from \$63 million in the same period of 1997), while its imports came to \$674 million (down from \$1.1 billion). Thus, the trade deficit last year was far smaller than the \$1.2 billion racked up in both 1996 & 1997. This is hardly good news, since it results almost entirely from an import collapse.

Imports and exports were down by about the same amount in the Republika Srpska during January-September 1998 compared with a year earlier, yielding deficits of about \$280 million during each period. This suggests that the entity's international borrowing ability is constrained to a relatively small fixed amount each year.

While economic growth rates may remain impressive by the usual standards in both entities, genuine recovery must await economic reintegration between the two entities and with at least

some other parts of the former Yugoslavia as well.

*The author is a research scholar at the International Institute for Applied Systems Analysis in Laxenburg, Austria.*

## DID YOU NOTICE SOMETHING MISSING THIS MONTH????

**Regional Positions Lists are no longer carried in the FAO Journal. They can be found on the FAOA Web Site ([www.faoa.org](http://www.faoa.org)) or the Army Proponent Web Site (<http://fao.army.mil>).**

## ***USAF FAO Notes***

*LT COL Bill Huggins, USAF*

As the Air Force's contribution to the FAO Journal, this article offers a brief update of the program's current activities, including a discussion of several key initiatives.

Recently the Air Force FAO Program has focused on formalizing and integrating FAO support throughout the entire Air Force. Currently, the primary emphasis is on three basic initiatives: outreach, formalizing the FAO's role in the Expeditionary Air Force (EAF), and program management.

The AF FAO proponent office continues to seek ways to publicize the program to both potential FAOs, and AF leadership. During the last month, roughly 3,000 copies of the program brochure were mailed to senior leaders, base education offices, and the 147 AFROTC detachments. A second mailing is now in the works. Articles describing the FAO program are scheduled to appear in Airman magazine and AF Policy Digest. Negotiations are also on the table for AF Television News to do a segment on the program. To better advertise the program, and provide up to date information to AF FAOs, the AF FAO web site has been completely overhauled. The web site continues to be the primary publicity vehicle for the program.

Another forum for discussing the AF FAO program was the recent CORONA SOUTH '99. This meeting of senior AF leadership sets the course for AF programs and policies. The FAO Proponent Office assisted the USAFE commander in preparing a briefing on the FAO program for CORONA SOUTH '99. The briefing not only acknowledges the FAO program, but focuses on the need for a broader program to develop expeditionary language and area expertise skills across the Air Force.

With the growing trend towards an expeditionary AF, leadership has seen the potential role of the FAO to support these missions. In order to formalize FAO's role in the EAF, the AF FAO proponent office provided inputs to the Air Combat Command for inclusion in a directive on Aerospace Expeditionary Force. FAO expertise will enhance deployment preparation in both of these areas by orientating personnel to the political, economic, cultural, and military environment in which operations occur.

As the program itself continues to take shape and grow, so too does the number of FAO qualified officers. The second FAO selection panel recently chose 41 officers for the FAO AFSC from a field of 93 records. The next selection panel will convene mid-March 1999. The FAO proponent office still continues to receive applications from top-notch officers from throughout the Air Force.

While there is still no formal AF training pipeline for FAOs, initiatives are being explored to provide AF FAOs with opportunities for continued professional education. Both AFROTC and Professional Continuing Education (PCE) slots are targeted for expansion to include FAO-related support. Additionally, a proposed Area Studies Advanced Program (ASAP) will provide FAO's with the opportunity for 4-6 weeks of travel and

research in countries of their regional specialty.

In the months to come the FAO Proponent Office will continue to work on these and other issues energetically in order to develop a FAO program that supports and enhances current and future aerospace operations.



***“Get The Word Out” to  
other  
Air Force FAOs.***

***JOIN  
THE  
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ASSOCIATION***

## ***US Navy FAO Notes***

Beginning next issue (June 1999), our Navy members can expect a Navy Proponent section in the Journal. Although currently in high gear putting together the next selection board for the Navy FAO Program, the Proponent agrees that the Journal offers a good way to get the word out to his people around the world, and has committed to producing an article.

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