



**Country Activities Record**  
Steven D. Orr

COUNTRY + Total # Visits	Visits per Activity	DESCRIPTION: ACTIVITY, ORGANIZATION, WORK-DATES
<b>Cambodia</b>	<b>1</b>	While a Refugee Officer in Viet Nam, my work alongside U.S. military forces took me across the border on the occasion of investigating the deaths of 21 refugees (USAID, 1967-1968).
<b>Chile</b>	<b>1</b>	Visited while a Peace Corps Volunteer on annual leave from duties with Peace Corps/Panamá (1966). Assessed Peace Corps/Chile activities, as assigned.
<b>China</b>	<b>8</b>	Visited Sheng Shui in 1968. In Hong Kong various times while working in Viet Nam, as well as after political assumption by Beijing. Various visits while working as International Management Consultant.
(Total Number of Official Visits is estimated at 117)	<b>1</b>	International Management Consultant. USAID/Washington awarded a contract to Development Associates to train about 25 USAID Missions representatives from 5-7 countries in the new Contraceptive Procurement Tables (CPTs, designed by the Centers for Disease Control under a USAID contract). DA contracted me to work in four stages throughout this period: Stage 1: Together with DA staff, designed the curriculum and Logframe, and coordinated the travel & per diem arrangements for the Mission representatives from throughout Latin America and the Caribbean; Stage 2: Coordination of a planning meeting with CDC and PROFAMILIA/Bogotá, in Atlanta; Stage 3: Travelled to Bogotá with a DA VP to set up and do final planning, establish on-site procedures etc., for the following week's seminar; Stage 4: Participated as a member of the DA/CDC/PROFAMILIA Training Team in the one-week seminar. Nearly 40 individuals - AID representatives and their host-country counterparts - attended from 7 countries. (Development Associates, Inc., 1730 North Lynn Street, Arlington, Virginia, 22209-2009 USA. From 11/15/86 to 1/20/87.)
	<b>1</b>	International Management Consultant. Working solo, I performed training in hardware/software, DOS, Lotus 123 and WordStar with Managers and Support Staff of the Social Marketing Program of PROFAMILIA (the Asociación Profamiliar de Colombia). Curriculum design was done participatively with seven students. (SOMARC, The Futures Group, Inc., One Thomas Circle, N.W., 6th Floor, Washington, D.C. 20005-5608 USA. From 3/2/85 to 3/17/85.)
	<b>115 (Est)</b>	FPIA's Regional Director for Latin America, stationed in Bogotá from 1978 to 1980, from where I was responsible for the identification, design, development, monitoring, compliance and evaluation of projects under USAID Terms & Conditions throughout the region. While resident in the country, I worked closely with PROFAMILIA (the Asociación Profamiliar de Colombia) to develop 10 decentralized projects throughout the country. Responsible for project, commodity and audit funds. Because of constant travel throughout the region (with occasional official trips to Africa and the U.S.), it is impossible to quantify the number of visits made to the country during 1978-1980, since I was already resident; however, departures and arrivals at Bogotá's El Dorado airport number in the hundreds. Additionally, following transfer of the Regional Office to Miami in 1980, include about another five trips to the country on official visits. (Family Planning International Assistance, 810 Seventh Avenue, New York, New York 10019 USA. From 11/10/78 to 12/12/84.)
	<b>3</b>	Visited while a Peace Corps Volunteer on annual leave from duties with Peace Corps/Panamá (1964-1966). Assessed Peace Corps/Colombia activities.
<b>Congo, Democratic Republic of</b>	<b>1</b>	Assigned for a year by AirServ International as Finance Administration Manager of Goma-based air operations. <ol style="list-style-type: none"> <li>1. Established policies and procedures for the efficient disbursement of funds on a scheduled basis.</li> <li>2. Trained expatriate staff on the proper turn-around schedule of travel requests and travel expense reports. This meant eliminating the previous process of funds disbursed with no backup travel expense reports, eliminating the issuance of funds for personal purposes, and tightening up all financial procedures.</li> <li>4. Maintained precise documentation of cash transactions.</li> <li>5. Managed the daily update of a detailed log of all cash transactions (the "cash box").</li> <li>6. Reconciled and audited monthly cash transactions for submission to the corporate office in Warrenton, Virginia. The work was in the Peachtree Accounting System.</li> <li>7. Commenced the monthly audit of employee timesheets.</li> <li>8. Directly supervised and coordinated the accountant/bookkeeper and a dozen other national staff; Provided financial/administrative support to nine pilots.</li> <li>9. Administered station activities, including flightline and flightline crews.</li> <li>10. Worked closely with Congolese customs and airport security units.</li> <li>11. Rescued AirServ International's \$26,000 from the safe and financial laptop computer at</li> </ol>

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		the time of emergency evacuation from eruption of the Nyiragongo volcano. (See Rwanda entry)
<p><b>Costa Rica</b></p> <p>(Total number of Official Visits = 4)</p>	<p><b>1</b></p> <p><b>3</b></p> <p><b>3</b></p>	<p>International Management Consultant. Performed training in hardware/ software, DOS, Lotus 123 and WordStar with Managers and Support Staff of the Social Marketing Program of the national Family Planning Association. Curriculum design was done participatively with five students. (SOMARC, The Futures Group, Inc., One Thomas Circle, N.W., 6th Floor, Washington, D.C. 20005-5608 USA. From 4/8/86 to 4/15/86.)</p> <p>Responsible as FPIA's Regional Director for Latin America for the identification, design, development, monitoring, compliance and evaluation of projects under USAID Terms &amp; Conditions. Initiated a free-standing clinic service delivery project and worked with the National Family Planning Association. Responsible for project, commodity and audit funds. (Family Planning International Assistance, 810 Seventh Avenue, New York, New York 10019 USA. From 11/10/78 to 12/12/84.)</p> <p>Visited while a Peace Corps Volunteer on annual leave from duties with Peace Corps/Panamá (1964-1966). Assessed Peace Corps/Costa Rica activities, as assigned.</p>
<p><b>Denmark</b></p>	<p><b>1</b></p>	<p>Free-lance photographer for a Madrid-based English-language newspaper (1961).</p>
<p><b>Dominican Republic</b></p> <p>(Total Number of Official Visits = 4)</p>	<p><b>1</b></p> <p><b>3</b></p>	<p>International Management Consultant, working solo with the Dominican Republic Family Planning Association's Social Marketing Program. Trained the management and support staff group in hardware/hardware/software, DOS, Lotus 123 and WordStar. Curriculum design was done participatively with the six students. (SOMARC, The Futures Group, Inc., One Thomas Circle, N.W., 6th Floor, Washington, D.C. 20005-5608 USA. From 4/2/88 to 4/14/88.)</p> <p>Responsible as FPIA's Regional Director for Latin America for the identification, design, development, monitoring, compliance and evaluation of projects under USAID Terms &amp; Conditions. Initiated 2 decentralized projects with NGOs and worked with the Ministry of Public Health's Department of Maternal-Child Health Care. Responsible for project, commodity and audit funds. (Family Planning International Assistance, 810 Seventh Avenue, New York, New York 10019 USA. From 1978 to 1984.)</p>
<p><b>Dubai</b></p> <p>(Total Number of Official Visits = 3)</p>	<p><b>4</b></p>	<p>Staging and de-staging country regarding my long-term assignment to Afghanistan. (Management Systems International, 600 Water Street, SW, NBU 7-7, Washington, D.C. 20024).</p>
<p><b>Ecuador</b></p> <p>(Total Number of Official Visits = 10)</p>	<p><b>1</b></p> <p><b>9</b></p>	<p>International Management Consultant. Performed training in hardware/ software, DOS, Lotus 123 and WordStar with the Manager and Support Staff of CEMOPLAF (Centro Médico de Orientación y Planificación Familiar - an NGO). Curriculum design was done participatively with seven students. (SOMARC, The Futures Group, Inc., One Thomas Circle, N.W., 6th Floor, Washington, D.C. 20005-5608 USA. From 7/12/85 to 7/28/85.)</p> <p>As FPIA's Regional Director for Latin America, responsible for the identification, design, development, monitoring, compliance and evaluation of projects under USAID Terms &amp; Conditions, developing two decentralized free-standing service delivery clinics, and helping CEMOPLAF (the Centro Médico de Orientación y Planificación Familiar) to expand their operations from 2 operational sites to 10. Responsible for project, commodity and audit funds. This work necessitated multiple visits to the country, and included extensive travel throughout the country with CEMOPLAF officials. (Family Planning International Assistance, 810 Seventh Avenue, New York, New York 10019 USA. From 11/10/78 to 12/12/84.)</p>

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(Total Number of Official Visits = 14)	1	As Field Programs Delegate on assignment to the ARC Bilateral Operation Hurricane Mitch Program headquartered in Guatemala, my mission was to carry out a Cash Management and Expenditures Reporting Review of all four Operation Mitch countries, including the bilateral Country Program attached to the El Salvador Red Cross Society in San Salvador. American Red Cross / International Relief and Development Unit (six-month contract 10/4/99 through 4/4/00).
	1	Technical Assistance as Logistics Resident Advisor, working with the Ministry of Health. Served as liaison between USAID & APSISA (Health Systems Support Project #519-0308). Procurement, importation, and distribution of \$369 million in pharmaceuticals and medical supplies for the national Essential Drugs Program. Assessment of distribution of AID-purchased commodities down to the smallest, most isolated Health Posts. (Clapp & Mayne, Inc. 8601 Georgia Avenue, Suite 504, Silver Spring, MD 20910 USA. From 10/21/91 to 10/20/92.)
	1	International Management Consultant. Working as a member of a team of three professionals, we did the Impact Evaluation of the USAID-funded CONARA Special Projects Program, in the war-torn Provinces of Chalatenango, Morazán, San Miguel and La Union, under a tight military security umbrella. Worked with CONARA (National Restoration Council), President Alfredo Cristiani B., presiding. (Research Triangle Institute, P.O. Box 12194, Research Triangle Park, NC 27709-2194 USA. From 7/4/90 to 7/24/90.)
	n/a	International Management Consultant. Working solo, wrote the Financial & Accounting Section of MCD/I's bid on the USAID 519-0320 El Salvador Infrastructure Improvement Project. (Medical Care Development/International, 1742 R Street, N.W. Washington, D.C. 20009 USA. From 3/31/90 to 4/2/90.)
	1	Technical Assistance, employed with the USAID-funded 519- 0210 Population Dynamics & Reproductive Health Project as Resident Advisor for MIS/Logistics/Maintenance. Installation of 21 free-standing computer systems in four GOES Ministries for the purpose of helping to reduce maternal-infant mortality/morbidity rates in the country. Preparation of Contraceptive Procurement Tables in concert with CDC/Atlanta. Managed the procurement, distribution and maintenance of laparoscopic kits. Managed the procurement and distribution of contraceptive methods and related medical equipment, totalling \$278 million. (Cambridge Consulting Corporation, 1893 Preston White Drive, Reston, Virginia USA. From 6/1/89 to 3/16/90.)
	1	International Management Consultant. Working as a member of a team of eight professionals, served as the Financial Analyst in the Project Paper Design of the USAID-funded Infrastructure Improvement Project #519-0320. A secondary assignment was to survey the computerization needs of ANDA (National Water Company), FENADESAL (National Railways), CEPA (Ports Authority), CEL (Electric Company), AME (Heavy Equipment Administration) and CAMINOS (of the Ministry of Public Works). (Development Associates, Inc., 1730 North Lynn St., Arlington, VA 22209-2009 USA. From 3/28/89 to 5/1/89.)
	5	International Management Consultant. At the direct request of the Dept. of Health, Population & Nutrition of USAID, I carried out five short-term visits providing Technical Assistance to the Social Marketing Program of the Salvadoran Demographic Association. (Academy for Educational Development, 1255 23rd Street, N.W., Washington, D.C. 20037 20037 USA. Visit 1: from 4/26/87 to 5/13/87; Visit 2: from 6/22/87 to 7/10/87; Visit 3: from 8/16/87 to 9/5/87; Visit 4: from 10/13/87 to 10/30/87; Visit 5: from 11/9/87 to 11/21/87.)

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<b>El Salvador</b> (continued)	1	International Management Consultant. Working as a member of a team of 2 professionals, we performed two tasks: 1) evaluated an advertising agency's (Publicidad Comercial, S.A.) involvement with two USAID-funded public health projects, in terms of the quality of the agency's services and the enhanced market share of the projects' products resulting from the agency's efforts on their behalf; 2) did a Feasibility Study of Spin-Off of the Social Marketing Program of the Salvadoran Demographic Association. (Juárez & Associates, Inc., 12139 National Boulevard, Los Angeles, California 90064 USA. From 8/2/86 to 8/18/86.)
	1	International Management Consultant. Working solo, evaluated the Social Marketing Program of the Salvadoran Demographic Association. (SOMARC, The Futures Group, Inc., One Thomas Circle, N.W., 6th Floor, Washington, D.C. 20005-5608 USA. From 6/12/86 to 6/27/86.)
	1	International Management Consultant. I performed training in hardware/software, DOS, Lotus 123 and WordStar with the Manager and Support Staff of the Social Marketing Program of the Salvadoran Demographic Association. Curriculum design was done participatively with the 6 students. (SOMARC, The Futures Group, Inc., One Thomas Circle, N.W., 6th Floor, Washington, D.C. 20005- 5608. From 1/13/86 to 1/22/86.)
	1	As Regional Director for Latin America, I made an official visit to the Salvadoran Social Security Institute (ISSS) for the purpose of assessing its FPIA-funded project with a view in mind to refunding it for another 1-3 years. Continuation of the project was not possible, however, because of the onset of the country's 12-year-long war (Family Planning International Assistance, 810 Seventh Ave., New York, NY 10019 USA. February, 1979.)
<b>France</b>	4	Multiple prolonged visits while working as a free-lance photographer for a Madrid-based English- language newspaper (1961).
	?	Multiple transit visits in connection with my work as International Management Consultant (1978-1985)
	2	Most recently visiting family in Gonesse (1997, 1998).
	2	In the country in connection with my work in Iraq (2003 and 2004).
<b>Germany</b>	3	Multiple prolonged visits while working as a free-lance photographer for a Madrid-based English- language newspaper (1960-1961).
	1	In the country in connection with my American Red Cross work in Kosovo, Macedonia and Albania (1999).
	2	In the country in connection with my work in Iraq (2003 and 2004).
	4	In the country in connection with my work in Afghanistan (2004 and 2005).
	2	In the country in connection with my work in Belarus (2005).
<b>Gibraltar</b>	1	Visited while working as a free-lance photographer for a Madrid-based English- language newspaper (1960-1961).
<b>Guatemala</b>	2	As Field Programs Delegate on a mission to the ARC Bilateral Operation Hurricane Mitch Program headquartered in Guatemala, my mission was to carry out a Cash Management and Expenditures Reporting Review of all four Operation Mitch countries, including the bilateral Country Program attached to the Guatemala Red Cross. Returning after working in Honduras, Nicaragua and El Salvador, I presented on the findings of this Mission to the Monthly Operation Mitch Regional Meeting. (American Red Cross / International Relief and Development Unit - six-month contract 10/4/99 through 4/4/00)
	1	International Management Consultant. There were doubts in USAID/G concerning the alleged illegal sale of contraceptives in the country, without knowing definitely what organization was guilty. At USAID's request, I investigated three subject organizations: APROFAM, IPROFASA

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(Total Number of Official Visits = 14)		and AGES, determining that APROFAM (the Guatemalan Family Planning Association) was the source of the leak. At the request of USAID and APROFAM, I designed a Restructuring Plan that resulted in: 1) cessation of the identified illegal sale; and 2) preventing the Government of Guatemala from shutting down APROFAM. (SOMARC, The Futures Group, Inc., One Thomas Circle, N.W., 6th Floor, Washington, D.C. 20005-5608 USA. From 5/25/86 to 6/13/86.)
<b>Guatemala</b> (Continued)	<b>1</b>          <b>10</b>	International Management Consultant. Performed training in hardware/software, DOS, Lotus 123 and WordStar with Managers and Support Staff of the national Social Marketing Program (I PROFASA). Curriculum designed participatively with three students. (SOMARC, The Futures Group, Inc., One Thomas Circle, N.W., 6th Floor, Washington, D.C. 20005-5608 USA. From 2/15/86 to 3/2/86.)  As Regional Director for Latin America, carried out identification, design, development, monitoring, compliance and evaluation tasks with projects funded under USAID Terms & Conditions, i.e., with the Guatemala Coffee Institute and with the Guatemala Rural Association. Responsible for project, commodity and audit funds. (Family Planning International Assistance, 810 Seventh Avenue, New York, New York 10019 USA. From 1978 to 1984.)
<b>Haiti</b>  (Total Number of Official Visits = 3)	<b>3</b>	As FPIA's Regional Director for Latin America, responsible for the identification, design, development, monitoring, compliance and evaluation of projects under USAID Terms & Conditions. I developed a surgical sterilization project with the Ministry of Health, and developed a natural family planning project with the Bishopric of Port au Prince. Responsible for project, commodity and audit funds. (Family Planning International Assistance, 810 Seventh Avenue, New York, New York 10019 USA. From 11/10/78 to 12/12/84.)
<b>Republic of Honduras</b>          (Total Number of Official Visits = 6)	<b>1</b>          <b>2</b>          <b>1</b>          <b>2</b>	As Field Programs Delegate on assignment to the ARC bilateral Operation Hurricane Mitch Program headquartered in Guatemala, my mission was to carry out a Cash Management and Expenditures Reporting Review of all four Operation Mitch countries, including the bilateral Country Program attached to the Honduras Red Cross Society (American Red Cross / International Relief and Development Unit - six-month contract 10/4/98 through 4/4/00).  International Management Consultant. Working solo, carried out the USAID-commissioned Economics Study of ASHONPLAFA (Asociación Hondureña de Planificación Familiar), in two back-to-back visits. This was the Cost Effectiveness/Cost Evaluation/Cost Potential Study of the entire organization, requiring travel to selected Regional Offices and Distribution Posts in La Ceiba, Olanchito, San Pedro Sula, Danlí, Santa Rosa de Copán, Catacamas, Comayagua and Choluteca. (University Research Corporation, International Development Group/CHS, 7200 Wisconsin Avenue, Suite 600, Bethesda, Maryland 20814-4820 USA. From 8/29/88 to 9/22/88 and from 10/18/88 to 10/28/88.)  International Management Consultant. Working as a member of a team of four professionals, I designed the new MIS/Computerization System for the USAID-funded agriculture project with IHCAFE (Instituto Hondureño del Café). Upon identifying interest by the President of IHCAFE in cooperation with the family planning Community-Based Distribution (CBD) efforts of ASHONPLAFA, I coordinated a working dinner with the Presidents of the two organizations. (Development Associates, Inc., 1730 North Lynn Street, Arlington, Virginia 22209-2009 USA. (From 6/1/88 to 6/25/88.)  As FPIA Regional Director for Latin America, I investigated the alleged theft of \$4,000 of FPIA's funds and an FPIA-donated Jeep Cherokee. FPIA funded a Community-Based Distribution project through ANACH (the Asociación Nacional de Campesinos Hondureños - a labor union), operated since 1976 in San Pedro Sula and Comayagua. The allegation was that the president of ANACH was the culprit. Under USAID Terms & Conditions, FPIA was obliged to invoke an emergency audit, however, no audit firm was willing to undertake the assignment. My meetings with ANACH's executive board confirmed the allegation. With no audit report available, USAID regulations required FPIA to shut down the project. Concerned about the cessation of CBD activity in the country, I initiated steps to see that ASHONPLAFA (the Asociación Hondureña de Planificación Familiar) assume all CBD activity. Eventually, that happened, and by 1988, I learned, the CBD effort in the country amounted to over 2,100 ASHONPLAFA CBD posts. (Family Planning International Assistance, 810 Seventh Avenue, New York, New York 10019.

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<b>Hong Kong</b>	<b>8</b>	See China entries
<b>India</b>	<b>2</b>	In the country in connection with my work as International Management Consultant during 1985-1989.
<b>Iraq</b>	<b>1</b>	Deputy Chief of Party/Operations of the \$60 million RISE Project (Rehabilitation of Iraqi Schools and Stabilization of Education). Operational Management of all Regional Offices (Erbil, Hillah and Basrah) the Baghdad Headquarters, and the Kuwait Support Office. Supervision of Administration, Human Resources, Logistics, Finances, Facilities, Transportation, Security and Fleet Management. Managed Teacher Training Program. Creative Associates International, Inc., from 10/16/03 to 3/1/04 (project foreshortened by error of USAID/Baghdad Cognizant Technical Officer).
<b>Ireland, Northern</b>	<b>1</b>	Visiting through while visiting extended family in the Republic of Ireland, 2002.
<b>Ireland, Republic of</b>	<b>1</b>	Visits with extended family. 2002
<b>Italy</b>	<b>1</b>	Multiple visits while working as a free-lance photographer for a Madrid-based English-language newspaper (1961).
	<b>1</b>	In the country in connection with my work with Family Planning International Assistance (1979)
<b>Jamaica</b>  (Total Number of Official Visits - 1)	<b>1</b>	International Management Consultant. Performed training in hardware/software, DOS, Lotus 123 and WordStar with the Manager and Support Staff of the Social Marketing Program of the JNFPB (Jamaica National Family Planning Board). Curriculum design was done participatively with five students. (SOMARC, The Futures Group, Inc., One Thomas Circle, N.W., 6th Floor, Washington, D.C. 20005-5608 USA. From 9/23/86 to 10/9/86.)
<b>Japan</b>  (Total Number of Official Visits - 5)	<b>2</b>	U.S. Army dependent - 1947-1949 and 1951-1952.
	<b>2</b>	In the country on R&R while employed by USAID in Viet Nam (1967, 1968).
	<b>1</b>	In the country in connection with my work as International Development Consultant.
<b>Jordan</b>  (Official Visits)	<b>3</b>	While employed in Iraq, Amman, Jordan was my transit point to other countries while on Rest and Relaxation, or upon departure from Iraq, where I interviewed with contacts about job possibilities.
<b>Kenya</b>  (Total Number of Official Visits = 5)	<b>1</b>	Represented Latin America at Worldwide Conference of Family Planning International Assistance (1979).
	<b>4</b>	Passing through Nairobi International Airport on other occasions, most recently, while working with AirServ International in the Congo (DRC), I had occasion to visit NIA in conjunction with scheduled maintenance of a Grand Caravan aircraft.
<b>Kosovo</b>  (Total Number of Official Visits = 1)	<b>1</b>	As Field Programs Delegate assigned to the ARC bilateral Balkans Regional Program headquartered in Skopje, Macedonia. Purpose: to carry out a formal Program Review of Finances, Logistics, Administration and Personnel matters. This assignment included training key staff in USAID Rules and Regulations (A-133, 22CFR226 and PL480) in anticipation of expected Food For Peace and other USAID grants in Kosovo. (American Red Cross / International Relief and Development Unit - six-month contract 10/4/99 through 4/4/00)
<b>Kurdistan Iraq</b>	<b>3</b>	My work as the Baghdad-based Deputy Chief of Party/Operations took me to this region, where I worked with the RISE Project's Northern Region Director, providing technical assistance in transfer of the office to Erbil following a grenade attack on the office when it was located in Mosul.

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<b>Kuwait</b> (Official Visits)	<b>5</b>	The Kuwait Support Office of Creative Associates International, Inc., came under my purview as Deputy Chief of Party/Operations, while employed in Iraq.
<b>Lebanon</b>	<b>1</b>	Transit country to and from my work in Iraq.
<b>Luxembourg</b>	<b>1</b>	Free-lance photographer for a Madrid-based English-language newspaper (1960-1961).
<b>Macau</b>	<b>1</b>	Visited in 1968 on R&R from Viet Nam.
<b>Macedonia</b>  (Total Number of Official Visits = 3)	<b>3</b>	As Field Programs Delegate assigned to the ARC Bilateral Balkans Regional Program headquartered in Skopje, Macedonia. Purpose: to carry out a formal Program Review of Finances, Logistics, Administration and Personnel matters. This assignment included training key staff in USAID Rules and Regulations (A-133, 22CFR226 and PL480) in anticipation of an expected grant of \$680,000 in Food For Peace funds. (American Red Cross / International Relief and Development Unit - (six-month contract 10/4/99 through 4/4/00).
<b>México</b>  (Total Number of Official Visits is estimated at 51)	<b>1</b>	International Management Consultant, working solo with the Mexican Government's General Directorate of Family Planning (DGPFP). Accomplished two objectives: 1) Trained 25 managers, professionals and support staff in Lotus 123, in three groups (starters, experienced and advanced); 2a) Assessment of the DGPFP Reporting System, and 2b) Analysis of Demographic Survey Data of the advertising firm, ECCO, S.A. (SOMARC, The Futures Group, Inc., One Thomas Circle, N.W., 6th Floor, Washington, D.C. 20005-5608 USA. From 7/25/87 to 8/10/87.)
	<b>50</b>	As FPIA's Regional Director for Latin America I was responsible for the identification, design, development, monitoring, compliance and evaluation of FPIA projects under USAID Terms & Conditions in the country. I initiated Government projects in 15 Mexican states and 21 NGO decentralized projects. Responsible for project, commodity and audit funds. This work required more than 50 visits throughout the country during my tenure with FPIA. (Family Planning International Assistance, 810 Seventh Avenue, New York, New York 10019 USA. From 11/10/78 to 12/12/84.)
<b>Monaco</b>	<b>1</b>	Free-lance photographer for a Madrid-based English-language newspaper (1960-1961).
<b>Morocco</b>	<b>1</b>	Free-lance photographer for a Madrid-based English-language newspaper (1960-1961).
<b>Mozambique</b>  (Total Number of Official Visits = 1)	<b>1</b>	International Management Consultant. Worked as a member of a team of four professionals. We wrote the USAID Project Paper Design of the \$20 million Mozambique Primary Health Care Project #656-0227 (first USAID project). I wrote the \$600,000 Family Planning IEC piece, the \$14 million Essential Drugs Program piece, and helped write the Paper's Constraints Section. (Research Triangle Institute, Post Office Box 12194, Research Triangle Park, NC 27709-2194 USA. From: 6/5/91 to 7/14/91.)
<b>Kingdom of Nepal</b>  (Total Number of Official Visits = 2)	<b>1</b>	International Management Consultant. Working solo, at the request of USAID, I designed a distribution plan and developed a budget, regarding four Family Planning film spots in four languages to be shown in the country's 57 cinema halls. (Academy for Educational Development, 1255 23rd Street, N.W., Washington, D.C. 20037 USA, and Johns Hopkins University, Population Comm. Svcs/PIP, 527 St. Paul Place, Baltimore, MD 21202 USA. From 1/1/88 to 1/18/88.)
	<b>1</b>	International Management Consultant, working solo with the Nepal Contraceptive Retail Sales Company, Pvt., Ltd. I carried out the Study of the Distribution System of Contraceptives and ORT, nationally. Additionally, at direct requests of USAID/Nepal, I studied the feasibility of nationwide installation of a computer network for the Sales Department of the CRS Company, and designed a two-year Management Logframe for 1987-1988. (SOMARC, The Futures Group, Inc., One Thomas Circle, N.W., 6th Floor Washington, D.C. 20005-5608 USA. From 2/6/87 to 3/18/87.)

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<b>Netherlands</b>	<b>1</b>	Free-lance photographer for a Madrid-based English-language newspaper (1960-1961).
	<b>5</b>	In the country numerous times in connection with my work as International Development Consultant.
	<b>1</b>	Most recently in the country in connection with my American Red Cross work in Europe (1999).
<b>Nicaragua</b>  (Total Number of Official Visits = 2)	<b>1</b>	As Field Programs Delegate on assignment to the ARC bilateral Operation Hurricane Mitch Program headquartered in Guatemala, my mission was to carry out a Cash Management and Expenditures Reporting Review of all four Operation Mitch countries, including the bilateral Country Program attached to the Nicaragua Red Cross Society. This country visit included work in Managua, Puerto Cabezas, and the Miskito community of Waspam, on the Río Coco (American Red Cross / International Relief and Development Unit - six-month contract 10/4/98 through 4/4/00).
	<b>1</b>	As FPIA's Regional Director for Latin America, responsible for the identification, design, development, monitoring, compliance and evaluation of projects under USAID Terms & Conditions. Responding to two requests (in Bluefields and in Managua), my 1979 trip was aborted on the ground by a Sandinista embargo of the Managua airport. Responsible for project, commodity and audit funds. (Family Planning International Assistance, 810 Seventh Avenue, New York, New York 10019 USA. From 11/10/78 to 12/12/84.)
<b>Norway</b>	<b>1</b>	Free-lance photographer for a Madrid-based English-language newspaper (1960-1961).
<b>Panamá</b>  (Total Number of Official Visits = 5)	<b>4</b>	As FPIA's Regional Director for Latin America, responsible for the identification, design, development, monitoring, compliance and evaluation of projects under USAID Terms & Conditions. Developed a Community-Based Distribution project with APLAFA (the Asociación de Planificación Familiar de Panamá). Responsible for project, commodity and audit funds. (Family Planning International Assistance, 810 Seventh Avenue, New York, New York 10019 USA. From 11/10/78 to 12/12/84.)
	<b>1</b>	Peace Corps Volunteer. Acted as Volunteer Leader, responsible for operation of Central Provinces Regional Office, transportation logistics, resource management. Helped develop the Vocational Institute of Veraguas. Helped establish 40 rural libraries on behalf of the National Library. Community Development and Public Health work. Coordinator of in-country training for new groups of Volunteers. (U.S. Peace Corps, Washington, D.C. USA. From 7/15/64 to 7/15/66.)
<b>Perú</b>  (Total Number of Official Visits = 32)	<b>1</b>	International Management Consultant. Worked as a member of a team of four professionals evaluating the USAID-funded Child Survival Action Project. Evaluated the Medical Logistics part of the project, designed a strengthened commodities delivery system, and wrote a decentralization think-piece. (Medical Services Consultants, Inc., 1716 Wilson Boulevard, Arlington, Virginia 22209 USA. From: 8/9/90 to 9/6/90.)
	<b>1</b>	International Management Consultant. Working solo, trained the Management Group of the USAID-funded project, APROPO (Population Programs Support Project), in hardware and software, DOS, Lotus 123 and WordStar. Curriculum design was done participatively with the four students. (SOMARC, The Futures Group, Inc., One Thomas Circle, N.W., 6th Floor, Washington, D.C. 20005-5608 USA. From: 11/29/87 to 12/12/87.)
	<b>30</b>	As FPIA Regional Director for Latin America, expanded operations from 2 projects to 9 decentralized projects throughout the country. This involved the identification, design, development, monitoring, compliance and evaluation of the projects under USAID Terms & Conditions. Responsible for project, commodity and audit funds. (Family Planning International Assistance, 810 Seventh Avenue, New York, New York 10019 USA. From 1978 to 1984.)
	<b>1</b>	Visited while a Peace Corps Volunteer on annual leave from duties with Peace Corps/Panamá. Assessed Peace Corps/Perú activities (1966).

**Country Activities Record**  
Steven D. Orr

<b>COUNTRY + Total # Visits</b>	<b>Visits per Activity</b>	<b>DESCRIPTION: ACTIVITY, ORGANIZATION, WORK-DATES</b>
<b>Portugal</b>	<b>1</b>	Free-lance photographer for a Madrid-based English-language newspaper (1960-1961).
<b>Puerto Rico</b>	<b>1</b>	Training venue for Peace Corps, 1964
<b>Rwanda</b>  (Total Number of Official Visits = 1)	<b>1</b>	While employed by AirServ International as Finance Administration Manager of DRC air operations, upon emergency evacuation on 1/17/02 because of eruption of the Nyirangongo Volcano: <ol style="list-style-type: none"> <li>1. Safeguarded AirServ International's \$26,000 plus additional funds totalling \$45,000 at considerable personal risk.</li> <li>2. Spearheaded establishment of AirServ International's temporary office at the Presbyterian Guest House.</li> <li>3. Initiated the legalization of AirServ International as an NGO with the Ministry of the Interior.</li> <li>4. Initiated the issuance of visas for AirServ International's expatriate personnel with the Foreign Affairs Ministry.</li> <li>5. Initiated AirServ International's account with Total Fuel, Ltd.</li> </ol>
<b>Scotland</b>	<b>1</b>	Visited extended family in 2003.
<b>Singapore</b>		In the country in connection with my work as International Management Consultant during 1985 -1989.
<b>Republic of South Africa</b>	<b>1</b>	In Johannesburg in connection with my work in Mozambique, 1991.
<b>Spain</b>	<b>1</b>	Student at the Universidad de Madrid and Free-lance photographer for a Madrid-based English-language newspaper (1960-1961).
<b>Sudan</b>	<b>1</b>	While employed with Family Planning International Assistance (1978-1984), I was stranded in Khartoum when air connections were disrupted between Nairobi and Rome.
<b>Sweden</b>	<b>1</b>	Free-lance photographer for a Madrid-based English-language newspaper (1960-1961).
<b>Switzerland</b>  (Total Number of Official Visits = 1)	<b>1</b>	As Field Programs Delegate with ARC, my first assignment was to work with the International Committee of the Red Cross and the International Federation of Red Cross and Red Crescent Societies, in Geneva. Purposes: 1) to brief with Administrative, Finance and Logistics personnel about Yugoslavia, Kosovo, Macedonia and Albania; 2) to obtain a long-delayed (due to NATO bombings) Evaluation Report of Yugoslavia Food Program outcomes and cause its transmission to the appropriate desk at ARC/Washington, D.C. (American Red Cross / International Relief and Development - six-month contract from 10/4/99 to 4/4/00).
	<b>1</b>	Itinerant resident of Geneva during 1961, residing with an uncle.
	<b>1</b>	Free-lance photographer for a Madrid-based English-language newspaper (1960-1961).
<b>Syria</b>	<b>1</b>	Transit country to and from my work in Iraq.
<b>Thailand</b>	<b>2</b>	In the country in connection with my work as International Management Consultant during 1985-1989.

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COUNTRY + Total # Visits	Visits per Activity	DESCRIPTION: ACTIVITY, ORGANIZATION, WORK-DATES
Uganda	1	Employed as AirServ International's Finance Administration Manager in the Congo, DRC, it was part of my job to work with the Hangar One staff at Entebbe in terms of their financial and administration systems.
United Arab Emirates	3	See Dubai entry
United Kingdom	1	Frequent traveler through Heathrow and Gatwick Airports; Visited on R&R from Iraq in February, 2004.
United States of America	1	<p>Chief Operating Officer of Neurologistics, Inc. Manager of finance, accounting, administration and marketing in support of Sean C. Orr, M.D. in his multiple Medical Advisory Board and Public Speaking engagements on stroke, prevention of stroke, women and related topics. Coordination of efforts with pharmaceutical corporations and travel agencies. 2006</p> <p>1 Vice President, Treasurer &amp; Business Manager of Orr Legal Nurse Consultancy, Inc., a privately-owned corporation established to provide Medical-Legal File Review, Fraud Investigation, and Case Management work, contracted with law firms, private investigators and major international corporations. MIS Administrator: Windows NT 4.0 Server/Workstation, Windows 98 platform, MS Office 97 applications. Preparation of reports for contractors and marketing. Accounts Receivable/Accounts Payable Management, tax status management. 1998-Present.</p> <p>1 Medical Data Analyst in Quality Improvement Department of United Health Care, Inc. Directly accountable for making the Florida operation compliant in terms of submission of the NCQA HEDIS 3.0/1998 Data Submission Tool (representing 410,000 Medicare, Medicaid and Commercial HMO members); successfully securing the required 2-year certification which would allow the conversion from private to public stock. Analyzed and approved 471 automated management reports; gaining valuable experience in evaluating Length of stay, Rates/1,000, CPT and ICD codes. Designed and developed report cards for participating physicians (highlighting results of Medical Records Audits and Preventive Health Care Audits), that were adopted and used in corporate marketing efforts. United HealthCare, Inc., Sunrise, FL 1998. (National and international health plan)</p> <p>1 Medical Data Analyst in Medical and Quality Improvement Departments of Miami, FL Operations of AvMed Health Plan, Inc. Standardized statewide Quality Improvement statistics, plus documentation of Data Sourcing, with underwriting of National Committee for Quality Assurance (NCQA). Conducted comprehensive program/project analyses and provided verbal/written recommendations toward management decisions on program structures, existing/potential benefit packages, budgets, contracts, and internal audit issues impacting annual insurance. Wrote 150-page manual: "GHAA, HCFA and JCAHO Credentialing Standards Keyed-at-a-Glance to NCQA Credentialing Standards," for distribution corporation-wide to Executive Officers and QI Directors. Full responsibility for reports acceptable to management and committees based on data from AS/400 platform, using MS Office 97 applications. Produced special HEDIS -- Health Employer Data Implementation Set -- Newborn Data Collection Reports. Worked with Utilization Review, Complex Case Managers, LOS, Rates/1,000, CPT and ICD codes. AvMed Health Plan, Miami, FL. 1994-1997. (Statewide health plan, with Medicare, Medicaid and Commercial membership totalling 600,000).</p> <p>1 Consultant. The Executive Vice President &amp; Treasurer of SAT contracted me to work three months on four objectives: 1) At the Management level, train the President and 5 Vice Presidents in computerization and the Lotus 123, Symphony &amp; WordPerfect applications; 2) At the middle management level, train 20 employees in five departments in computerization and the Lotus 123 and WordPerfect applications; 3) Problem-solving with SAT's computer financial application, FINAL IV (that is, learn the program so as to be able to advise in its improved use); 4) designed macro-driven spreadsheets in Lotus 123 and Symphony, leaving the Executive VP and Treasurer with boiler-plated Daily, Monthly and Annual Operating Statement formats. (Southern Air Transport, Inc., P.O. Box 52-4093, Miami, Florida 33152 USA. From 12/8/88 to 3/15/89.)</p>

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<b>COUNTRY + Total # Visits</b>	<b>Visits per Activity</b>	<b>DESCRIPTION: ACTIVITY, ORGANIZATION, WORK-DATES</b>
	1	Administrator, later Executive Director, of "Project APACHE," a maternal-child health care project helping the White Mountain Apache Indian Tribe. Responsible for the supervision of 13 medical professionals, including physicians and nurses. Implementation of a computerized Management Information System for processing of MCH morbidity/mortality data. Responsible for high-risk maternity air evacuations to Pima Indian Health Center in Phoenix. Simultaneously, served as a Management Training Consultant with the Arizona Department of Health Services, as well as served as a Special Advisor to the Navajo Tribe in terms of MCH program development. Elected President of the Arizona Public Health Assn. (Arizona Medical Association, Arizona Perinatal Program, 810 Bethany Home Road, Phoenix, Arizona USA. From 6/1/76 to 11/5/78.)
	1	Director, Department of Information, Education & Communication. Supervision of 5 professionals and 30 volunteers. Public speaking, radio-TV broadcasting. Responsible for the expansion and decentralization of the organization throughout the southern half of Arizona. (Planned Parenthood Center of Tucson, Inc., 127 Fifth Avenue, Tucson, Arizona USA. From 8/1/73 to 5/5/76.)
	1	Community Action Specialist/Health. Responsible for the identification, design, implementation, monitoring and evaluation of five family planning projects throughout the southern half of Arizona. Management of a WIC project, as well. (Committee for Economic Opportunity, Inc., 120 Stone Avenue, Tucson, Arizona USA. From 8/20/72 to 7/30/73.)
	1	Communications Specialist, traffic management between NY headquarters and branch offices in Perú, Indonesia, and other mining countries. (Cerro de Pasco Mining Corp., New York, New York USA. From 3/10/70 to 5/20/70.)
	1	Manager of two branch offices in New York City. Responsible for contracting of free-lance translators and interpreters (simultaneous and consecutive), for commercial organizations and for the United Nations. (Institute for Modern Languages, Inc., 1666 Connecticut Avenue, Washington, D.C. USA. From 8/15/68 to 3/5/70.)
	1	Student, Editor, Translator and Interpreter, studying and working at corporate headquarters in Washington, D.C., while recuperating from war wounds following surgery at George Washington University Medical Center. Institute for Modern Languages, Inc. 1666 Connecticut Avenue, Washington, D.C. From 6/20/68 to 8/10/68.)
	1	Airman: Communications Specialist (teletype and crypto), in Hawaii. (United States Air Force, Washington, D.C. From 3/12/57 to 11/1/60.)
<b>Uruguay</b>	1	Visited while a Peace Corps Volunteer on annual leave from duties with Peace Corps/Panamá (1966). Assessed Peace Corps activities, as assigned.
<b>Vatican City</b>	1	Free-lance photographer for a Madrid-based English-language newspaper (1960-1961).
<b>Venezuela</b>  (Total Number of Official Visits = 1)	1	As Field Programs Delegate, assigned to the ARC bilateral Venezuela Program headquartered in the Venezuelan Red Cross, Caracas. Purpose: to establish a formal Delegation for development purposes, in transition with Emergency Response and International Response Teams of ARC. Served for 30 days as Finance and Administration Delegate. Designed and implemented systems, initiated legal status, paid local hire and consulting salaries and per diem, port clearances, and work with logistics operations. (Red Cross / International Relief and Development Unit - six-month contract 10/4/99 through 4/4/00).
<b>Viet Nam</b>  (Total Number of Official Visits = 1)	1	Refugee Officer (FSO-7), assigned to the II Corps Regional Refugee Office. Supervision of 13 Refugee Officers in 13 Provinces. Management of air operations logistics, delivering supplies and materials to refugee camps. Investigation of mortality/morbidity cases in refugee camps. Supervision and monitoring of refugee movements throughout II Corps. Reimbursement of farmers whose fields were damaged by US military movement/action. Restoration of bank funds in cases of attacks and robberies by Viet Cong. Investigation of robberies and other criminal acts by U.S. and GVN military personnel. (U.S. Agency for International Development, Washington, D.C. USA. From 1/3/67 to 4/15/68.)