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UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT
Washington, D. C. 20523

LAC REGIONAL

PROJECT PAPER

LEGISLATIVE DEVELOPMENT

AID/LAC/P-523

Project Number: 598-0770

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AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT DATA SHEET		1. TRANSACTION CODE <input type="checkbox"/> A = Add <input type="checkbox"/> C = Change <input type="checkbox"/> D = Delete	Amendment Number	DOCUMENT CODE 3
2. COUNTRY/ENTITY LAC Regional		3. PROJECT NUMBER 598-0770		
4. BUREAU/OFFICE LAC		5. PROJECT TITLE (maximum 40 characters) <input type="checkbox"/> Legislative Development		
6. PROJECT ASSISTANCE COMPLETION DATE (PAGE) MM DD YY 07 31 93		7. ESTIMATED DATE OF OBLIGATION (Under "B." below, enter 1, 2, 3, or 4) A. Initial FY 90 B. Quarter 4 C. Final FY 92		

8. COSTS (\$000 OR EQUIVALENT \$1 =)						
A. FUNDING SOURCE	FIRST FY 1990			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total	733		733	7,250		7,250
(Grant)	(733)	()	(733)	(7,250)	()	(7,250)
(Loan)	()	()	()	()	()	()
Other U.S. 1.						
Other U.S. 2.						
Host Country						
Other Donor(s)						
TOTALS	733		733	7,250		7,250

9. SCHEDULE OF AID FUNDING (\$000)									
A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) SDA	773	980				733		3,000	
(2) ESF	773	980				--		4,250	
(3)									
(4)									
TOTALS									

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)	11. SECONDARY PURPOSE CODE
12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)	
A. Code	
B. Amount	

13. PROJECT PURPOSE (maximum 480 characters)

To actively support the institutional strengthening of legislatures in Latin American and Caribbean democracies.

14. SCHEDULED EVALUATIONS	15. SOURCE/ORIGIN OF GOODS AND SERVICES (Goods)
Interim MM YY MM YY Final MM YY 0 6 9 3	<input checked="" type="checkbox"/> 000 <input type="checkbox"/> 941 <input type="checkbox"/> Local <input checked="" type="checkbox"/> Other (Specify) 935 (Svcs)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a _____ page PP Amendment.)

17. APPROVED BY	Signature <i>Thomas J. Parker</i>	18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
	Title Director, LAC/DI	

PROJECT AUTHORIZATION

Name of Country : LAC Regional
Name of Project : Legislative Development Project
Number of Project : 598-0770

1. Pursuant to Section 106 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Legislative Development Project for the Latin America and Caribbean region involving planned obligations of not to exceed Seven Million Two Hundred Fifty Thousand United States Dollars (\$7,250,000), in grant funds ("Grant") over a three year period from date of authorization subject to the availability of funds in accordance with the A.I.D. OYB/allotment process, to help in financing foreign exchange and local currency costs for the project. The planned life of the project is three years from the date of initial obligation.

2. The project will provide assistance to support the institutional strengthening of legislatures in Latin American and Caribbean democracies. The project has five interrelated components that will operate concurrently: a) collaboration with LAC legislators and staffs to diagnose training, technical assistance, and equipment needs of each legislature; b) regional seminars that will address legislative operations and common public policy issues; c) technical assistance to be provided at the request of individual legislatures; d) design and installation of legislative and management information systems; and e) professional staff development through graduate training and internships.

3. The Project Agreement(s) which may be negotiated and executed by the officers to whom such authority is delegated in accordance with A.I.D. regulations and Delegations of Authority shall be subject to the following essential terms and covenants and major conditions, together with such other terms and conditions as A.I.D. may deem appropriate:

b'

a. Source and Origin of Commodities, Nationality of Services:

Commodities and services financed by A.I.D. under the project shall have their source and origin and nationality as prescribed in A.I.D. Handbook 1B, Section 5 A, 1 d (1)(d), except as A.I.D. may otherwise agree in writing.

James A. Michel
Assistant Administrator
Bureau for Latin America
and the Caribbean

July 5, 1990

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11 JUNE 1990

JUN 20 1990

A
REGIONAL LEGISLATIVE DEVELOPMENT PROJECT
IN
LATIN AMERICA AND THE CARIBBEAN

A PROPOSAL TO
THE AGENCY FOR INTERNATIONAL DEVELOPMENT

SUBMITTED BY

THE CONSORTIUM FOR LEGISLATIVE DEVELOPMENT

THE CENTER FOR DEMOCRACY (WASHINGTON, D.C.)
FLORIDA INTERNATIONAL UNIVERSITY
STATE UNIVERSITY OF NEW YORK (ALBANY, N.Y.)

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TABLE OF CONTENTS

	<u>page</u>
I. EXECUTIVE SUMMARY	
Latin America and Caribbean Regional Legislative Development Project	1
II. PROJECT BACKGROUND	2
A. Background	2
B. Project Goal and Objectives	3
C. Operating Guidelines for the Consortium	3
D. Project Components	6
1. Summary/overview	6
2. Scope of work	
a. Assessment of institutional and development needs	7
b. Regional Training and Policy Awareness Seminars	9
c. Technical Assistance	13
d. Legislative and Management Information Systems: Design and Implementation	15
e. Graduate Degree, Non-Degree and Internship Programs	16
III. PROJECT ADMINISTRATION	19
A. Program Administration	19
CONSORTIUM MANAGEMENT CHART	21
ILLUSTRATIVE PROGRAM IMPLEMENTATION PLAN	22
PROJECTED LEVEL OF EFFORT BREAKDOWN	24
B. Financial Administration	27
IV. PROJECT BUDGET	29
A. Budget Summary	29
B. Line Item Summary	30
C. Comprehensive Budget	31
D. Detailed Program Budgets	32
E. Notes to Budget	39
V. EQUIPMENT PROCUREMENT ARRANGEMENTS	39
VI. PROJECT PERFORMANCE INDICATORS AND EVALUATION CRITERIA	39
Illustrative Output Projection -- LOP	44
VII. THE CONSORTIUM FOR LEGISLATIVE DEVELOPMENT - CAPABILITY STATEMENT	45
A. The Center for Democracy	45
B. Florida International University	47
C. The State University of New York at Albany	49

- 2 -

I. EXECUTIVE SUMMARY

The Consortium for Legislative Development proposes a three-year regional legislative development project for Latin America and the Caribbean.

The Consortium for Legislative Development is composed of three cooperating institutions [The Center for Democracy, (Washington, D.C.), Florida International University, and the State University of New York (Albany)], each of which has considerable experience conducting programs in Central and South America related to legislative development.

The Consortium proposes that participants in the project be from interested legislatures in the Latin American and Caribbean region. The criteria for the selection of the initial participants included degree of interest expressed by the political leadership of the country and the USAID mission in the country. Those countries in Central America with ongoing bilateral legislative development projects (i.e., Guatemala and Honduras) have expressed interest in the regional project, and will participate by using their bilateral funds to "buy-in" to the desired regional activities. In addition, it is expected that other LAC missions may wish to "buy-in" to the regional project for specific bilateral assistance, such as in the case of Nicaragua.

The Project will have five interrelated components:

- 1) Assessments of Needs
- 2) Regional Training Seminars
- 3) Technical Assistance
- 4) Legislative and Management Information Systems
- 5) Degree and Non-degree and Internship program.

These five components will operate concurrently, allowing for existing programs with a proven record of success to continue (such as the Asociacion de Tecnicos Legislativos Centroamericanos-ATELCA) and providing for implementation of needed resource services (such as the technical assistance and information systems programs).

The Project will be administered and managed by the members of the Consortium for Legislative Development. The collaboration between the Center for Democracy and the two universities represented in this consortium, FIU and SUNY-Albany, allows for and enhances the critical mass of experience and expertise on problems of legislative development in the Western Hemisphere--and their solutions. The Project will be administered financially by an independent accounting firm in Washington, D.C.

The total cost of the 3-year project is estimated to be \$3 million dollars as detailed in the following proposal. The Consortium is prepared to commence work on this project in August of 1990 [see illustrative Program Implementation Plan on page 19].

II. PROJECT BACKGROUND

A. BACKGROUND

The Consortium believes that a regional approach to strengthening the legislative institution in the Western Hemisphere is the logical successor to the AID-funded legislative development projects of the 1970's and 1980's.

Over the past ten years these projects had several accomplishments:

- 1) knowledge of and commitment to such programs by legislators and staffs in Central and South America has spread throughout the hemisphere;
- 2) several program prototypes have been developed, demonstrating success in both bilateral and regional settings which can now be extended for implementation throughout Central and South America;
- 3) a climate of underlying support for the role played by these legislative initiatives in the overall process of strengthening democratic institutions in the hemisphere has evolved.

The consortium arrangement presents the optimal organizational and administrative structure within which the implementation of this regional project can best succeed. A recent AID evaluation of the programs one Consortium member, The Center for Democracy, stated:

"AID should accentuate legislative development in its future work to strengthen the Central American legislatures. In this effort, the evaluators would recommend the examination of collaborative arrangements which would build on the Center for Democracy's many strengths while incorporating academic and other institutions with greater experience in legislative development." (Report on The Center for Democracy, Nuccio and Fleischer, Checchi and Co. March 1990)

The collaboration between the Center for Democracy and the two universities represented in this consortium, FIU and SUNY-Albany, allows for and enhances the critical mass of experience and expertise on problems of legislative development in the Western Hemisphere--and their solutions. [see Appendix A for capability statements for the three institutions forming the Consortium]

The following is a proposal developed by the Consortium presenting the program goals, components, and scope of work for a regional legislative development project in Central and South America.

B. PROJECT GOAL AND OBJECTIVES

The goal of the project is to actively support the institutional strengthening of legislatures in Latin America and the Caribbean (LAC) so as to provide maximum assistance to their leaders, members and staff in efforts to legislate effectively.

The objectives of this project are as follows:

1. To identify and meet immediate and short term needs identified by legislators and their staffs, and to develop short term training programs in legislative operations.
2. To organize and facilitate bilateral and regional exchange activities among members and staffs of other democratically conceived legislatures.
3. To encourage the development of LAC legislative institutions with permanent institutional capacity to continuously address their own institutional needs, such as staff training, information systems and public policy analysis.

The Consortium will ensure that activities undertaken in this project are developed in full collaboration with the leaders, members and staff of the legislatures involved, and, in addition, that these faithfully reflect both the priority and intent placed on these initiatives by the men and women who form the legislatures' human component. In addition, the Consortium anticipates consulting frequently with the LAC AID Missions in the development of specific programs within the region and with the individual countries on a bilateral basis.

C. OPERATING GUIDELINES FOR THE CONSORTIUM

Based upon its considerable collective background experience and expertise with Latin American legislatures, the consortium suggests the following guidelines for a regional legislative development project in Latin America and the Caribbean.

1. It is a truism that legislators and their staffs are the principal sources of legislative institution building and maintenance. No project for strengthening the legislature can succeed without the support and ideas generated by the broad spectrum of legislative and staff leadership.

The motivations that drive legislators and staff to enhance or develop their institution can be political, personal or organizational. The forces that retard institutional development, at times, can seem overwhelming. Although legislative leaders may find institution strengthening desirable, they are not always in a position independently to effect such strengthening without outside assistance and

support.

This is where legislative development programs such as the one envisioned in this proposal can play a facilitating role. Such efforts can help in two ways: by bringing legislators into contact with people who can help them develop their ideas, effectively ending the relative isolation that plagues many Latin American legislatures, their membership and staff; and by providing the financing and technical expertise to the members and staff of a legislature to implement new projects or ideas.

The legislature is not a sterile environment in which to work. Legislatures are, by nature, highly politicized institutionally. Developing legislatures tend to be highly politicized organizationally as well. Therefore, institutional development steps can, in such an environment, be interpreted as moves by specific leaders or staff to secure greater personal influence within the legislature, so that outside organizations supporting such development must be careful to counter any potentially-negative perceptions.

Legislators serve successfully to the extent that they serve the interests and values of their constituencies. To cite a relatively noncontroversial example, a computer-based bill tracking service, if highly valued by a significant number of legislators and particularly if it is viewed as an integral part of a community-valued legislature, cannot be arbitrarily disbanded by a new legislative leadership. By addressing fundamental development concerns, these types of programs provide core institutional support that transcends changes in legislative leadership.

2. As indicated in point 1 above, elected members and staff of organizationally and institutionally developing legislatures, to a large extent function isolated from useful resources and expertise that exist both within their countries and abroad. Contact by participating country legislatures with those more developed, such as the national and state legislatures of Brazil and the United States and with other domestic and foreign resource institutions must be integrated into the development of needs assessments.

3. Organizational strengthening techniques must conform to the values and priorities of the legislatures and contribute to institutional development. The infusion of fifty outside technical experts in legislative operations is conceivably less valuable than training one technically adept but politically trusted staff member.

4. The Consortium will need to maintain sufficient programmatic flexibility to respond to unforeseen needs and opportunities as these arise in the development of the project. Flexibility must be allowed at all stages of legislative institution building, and the process should be viewed as a long and continuous series of interrelated, programmatic efforts.

5. Some training workshops and educational processes (for example, short term non-degree programs and identification of candidates for degree programs) should be instituted during the development of the needs assessments, since these advance basic organization-strengthening components of institution-building by creating a more fully trained professional staff. In addition, by participating in such activities, legislators and staff members are better able to identify legislative institution building activities for themselves and their legislature. These activities would be outgrowths of successful regional programs sponsored by AID and organized by individual members of the Consortium. Programs such as the Asociacion de Tecnicos Legislativos Centroamericanos (ATELCA) will continue under this project and similar efforts may be undertaken in other LAC regions.

6. Legislative institution building efforts must be sensitive to the political process in the host country. In order to avoid misinterpretations of outside (especially U.S.) help, program implementation decisions cannot be taken outside of or "out in front" of the legislative leadership. This is true for the development of all activities, whether exchanges, educational or technical programs. Therefore, an early task in the development of needs assessments must be to determine the availability of local human resources to assist in project implementation, as well as identifying institutions, especially universities, research institutions and public policy organizations, which could collaborate with the Consortium and the legislatures in carrying out program activities.

Regular consultations with USAID Missions and American Embassy Political and Public Affairs Sections are essential. The Consortium values their input in identifying individuals and developing issues to discuss with local leaders as extremely useful and important. In addition, the Consortium will actively seek to be kept informed of potentially-sensitive areas of U.S. foreign policy in each country. The Consortium also would assure coordination with other AID democratic initiatives that might have a relationship to the legislative assistance project, such as existing bilateral and regional projects in the Administration of Justice. The Consortium would make a concerted effort to continue the participation and contributions of organizations such as the American Society of Legislative Clerks and Secretaries and the National Conference of State Legislators in this regional project.

It is a priority of the members of the Consortium to work wherever possible with local support mechanisms in the participating countries. Members of the Consortium have worked in the past with several public policy and other institutions in Central and South America and recommend continuing to work with such institutions as INCAE, the Instituto Latinoamericano de las Naciones Unidas para la Prevencion del Delito y Tratamiento del Delincuente (ILANUD), the Instituto Interamericano de Derechos

Humanos (IIDH), the Fundacion de Educacion Superior (FES) and the Andean University. These and similar institutions would become ongoing local support mechanisms to enhance the legislatures capacity to maintain programs after A.I.D. funding terminates.

D. PROJECT COMPONENTS

1. SUMMARY

The project has five interrelated components that will operate concurrently, allowing for the continuation of existing programs with a proven record of success (such as ATELCA) and providing for implementation of needed resource services (such as the technical assistance and information systems programs).

The resources and services of the project will be offered to the legislature of any LAC country eligible for A.I.D. assistance, upon the request of the host country's political leadership and the U.S. Mission. The extent of each country's participation will vary according to the needs of the legislature and the existence of other assistance sources. Countries with ongoing bilateral legislative development projects (e.g., Guatemala and Honduras) have expressed interest in the regional project, and will participate by using their bilateral funds to "buy-in" to the desired regional activities.

The first component is an assessment of the institutional development needs of the different LAC legislatures, developed in collaboration with the leaders, members and staff of participating legislatures.

Integral to the assessment phase will be a comprehensive region-wide meeting, to be held immediately after the completion of the preliminary needs assessments. This meeting will bring together Latin American legislative leaders, USAID officials, and the Consortium in Miami to review the findings in the targeted countries and to identify common interests and needs which would form the core of a strategy for a regional program.

The second component is a series of regional seminars that will address selected areas of legislative operations and common public policy issues. These seminars will make use of successful participant-generated regional organizations such as the Asociacion de Tecnicos Legislativos Centroamericanos (ATELCA). A major goal of these seminars is to develop networks, along natural regional definitions, among legislators and staffs, to pool scarce resources and continue periodically to discuss issues of concern to legislative development. Ultimately, the goal of these seminars will be to work with legislators and their staffs to develop ongoing self-sustaining regional professional programs for the exchange of information, resources and training in addition to encouraging informal legislative interchange. For example, a self-sustaining regional program might be developed in Central America in

conjunction with the Central American Parliament and would integrate other existing regional mechanisms such as ATELCA.

The third component is the coordination of technical assistance in selected areas to the legislatures in the participating countries. This technical assistance would respond to requests from cooperating legislatures received by the Consortium directly or through existing bilateral legislative cooperation programs in participating countries and, in the absence of bilateral programs, at the request of the cooperating legislatures. This assistance could take the form of specialized training or support for specific activities, such as conferences, deemed useful by the legislatures.

The fourth component is the development of long range professional staff capacity through a combination of graduate degree programs at the State University of New York at Albany and six-month to one-year internships in U.S. state legislatures.

The fifth component is the design and implementation of legislative and management information systems. This component also includes the provision of additional infrastructure items such as photocopiers, fax machines and other commodities needed to upgrade technologically the participating legislatures and to facilitate internal, national and international information sharing.

2. SCOPE OF WORK

a. NEEDS ASSESSMENTS

An early focus of the Consortium's initial efforts will be the development of country-specific needs assessments that will provide base-line data on the state of the legislative art in each participating country. These analyses will also promote a direct working relationship between the consortium and legislators and their staffs in each country. Specifically, the consortium proposes the following:

- 1) The Consortium views the analysis of country-specific needs as determined in consultation with legislatures as the vital first step for the project. These assessments allow consortium members and their U.S. Government sponsors to work directly with legislators and staffs to identify common needs and interests in each country by developing a regional assistance program. During the first twelve months of operation, an assessment team from the consortium will visit each of the participating countries for five-seven days.

Each Consortium team normally will consist of one or more member from each of the institutions in the consortium. Each of the visits shall be directed by a team leader, appointed by the lead institution in the Consortium, The Center for Democracy. A typical Consortium needs assessment team would include at least one member of each partner in the Consortium and would

endeavor to assemble the best possible combination of expertise, as illustrated below.

Political Scientists and other scholars:

Dr. Abdo Baaklini of SUNY/Albany; Professor Allen Weinstein of The Center for Democracy; Dr. Allan Rosenbaum of Florida International University; Dr. David Fleischer of the Universidade de Brasilia

Legislative Practitioners:

Donald Schneider, chief clerk of the Wisconsin state senate; John Phelps, chief clerk of the Florida House of Representatives; Eduardo Pereira of the Brazilian Congress

Legislative Development Experts:

Dr. Charles Dawson of SUNY/Albany, Caleb McCarry of The Center for Democracy and Gerald Reed of F.I.U

The team will meet with senior legislative and party bench leaders and staff, academics, public affairs analysts, private sector leaders, AID officials and American Embassy officials, in each country during these 5-7 day visits. From these preliminary visits, an analysis will be developed that will identify needs for further legislative assessments, training and technical assistance. During these trips the following issues will be addressed:

- o A. The role of the legislature in the country's democratic development;
- o B. The interest of legislators in strengthening their institution and the specific proposals that they forward;
- o C. The legislature's current technical capacity and the likely problems and benefits resulting from efforts to expand the institution's capacity;
- o D. The legislature's relationship to other governmental and non-governmental institutions and the likely impact of enhanced legislative capacity.

Upon completion of each site visit, the consortium team will prepare and provide LAC/DI and the USAID missions involved with a report of its preliminary findings on the country in question.

2) Upon completion of all the country-based assessments, a comprehensive review of the findings and their implications for consortium planning will be held involving legislators and staff

from each country, USAID officials, and appropriate consultants. The 2-3 day meeting will identify common needs and interests for all the countries.

3) A comprehensive project will then be designed to address the problems and opportunities that have emerged from the assessments. This design will reflect the input of Consortium, the participating legislatures, the USAID missions in the field and AID/Washington. Building upon the consensus developed at the review meeting and with the goal being a specific product, the consortium will then present a plan with specific program objectives and targets (some of which are outlined generally in this document).

b. REGIONAL TRAINING AND POLICY AWARENESS SEMINARS

Regional seminars held during the needs assessment process will also contribute information about legislative needs. These seminars would continue the regional program initiatives begun by members of the Consortium, both under AID auspices and through private efforts. These seminars have a twofold purpose: 1) creating opportunities for meaningful exchange and informal regional dialogue and 2) creating opportunities for technical assistance through practical training on specific technical topics and legislative development themes. These established regional programs have been focused primarily on Central America. Similar programs would be developed in South America and the Caribbean.

The regional seminars will address selected areas of legislative operations and common public policy issues. The seminars help develop networks (along natural regional definitions) among legislators and staff, to pool scarce resources and periodically discuss common issues of concern to legislative development. The seminars will make use of successful participant-generated regional technical training vehicles such as the Asociacion de Tecnicos Legislativos Centroamericanos (ATELCA).

The Regional Seminars will have the following themes:

Technical Training Workshops
Multilateral Public Policy Seminars and Workshops
Interregional Legislative Dialogue
National Legislative Seminars (with legislators from the region in attendance)

The Regional Seminars will address the following topics:

Roles and functions of legislatures in contemporary democratic societies: including constitutional role of legislatures; policy and bureaucratic oversight; the budgetary process; Deputy/Constituent relations; the media and legislative process; legislative leaders and consensus building; legislative staff training

Legislative operations: including structures of legislatures, bill-drafting, legislative procedures

Policy issues: Economic policy and trade, national and regional security, Human rights and social rights, environment and economic development

The regional seminars have five basic objectives:

1. To reinforce and expand the capacity of the legislature to enhance the separation of powers;
2. To develop the technical capacity of national legislative staffs in areas such as law drafting, impact analysis and budget review;
3. To reinforce the progressive elements in national legislative systems in furthering reforms, particularly in the areas of the professionalization of the legislatures, accountability and legislative autonomy;
4. To increase popular awareness of the role of legislatures in their society and to enhance popular support for the rule of law.
5. To increase a legislature's institutional capacity to train new members and enhance the professional development of staff during or upon the conclusion of this assistance.

Most of the technical training seminars and workshops will be carried out regionally. Major emphasis at the beginning of this project must be on defining the roles of the legislature in developing democratic societies, and in providing a thorough grounding in the technical aspects of their function.

Depending upon the needs as determined by the country-specific needs assessments, more sophisticated legislative management skills involving law drafting, reference services, scheduling, delay reduction, information systems, and budgeting and financial management concepts can be integrated into the seminar design.

REGIONAL SEMINARS: DETAILED DESCRIPTION

The regional seminars would address both policy issues and technical issues related to the institutionalization of the Congress. The following is a detailed exposition of the regional seminars:

1) Technical Training Workshops

These three to four-day training sessions on specific legislative issues will focus primarily on technical and management problems confronting legislators and staff in the region.

These workshops will focus on management and operational problems confronting legislative bodies in general, while emphasizing concerns that are particularly relevant to the functioning of legislatures in the region. Workshops will be conducted by legislative and management experts selected by the Consortium from the region as well as from the United States. While most Workshops will be located within the region, legislative staff will be given an opportunity to attend workshops in the U.S. and to make observational visits to legislatures in other Western Hemisphere democracies.

A special effort will be made to establish institutional linkages in each country for the purpose of insuring program continuity. A local institution, such as a college or university, may be selected as a project partner to help organize, plan and conduct the workshops. This process would transfer the technology required to carry on technical workshops after program funding has ended. As program experience and competence increases over the project's three-year duration, the local partner may assume more of the responsibility for conducting the technical workshops, and in fact, providing the technical assistance as well.

Workshops will be designed to train staff in the use of appropriate techniques for diagnosing legislative operational capacity and, once accomplished, how to implement new planned strategies. Experiential learning will be emphasized with workshop curriculum drawing heavily on simulation and legislative case studies. The workshops will also provide a forum for the sharing of information not only from expert to participants, but between participants as well. This will build commonality of interest and need while fostering positive networking relationships among legislative staff from throughout the region.

The Project recognizes that while certain management and operational commonalities do exist, each legislature is unique and must respond to differing pressures and conditions within its own legal, political and social environments. Therefore, workshops will balance generic issues with specific needs. Legislative staff members will be given ample opportunity for raising issues of specific concern and to meet with workshop leaders for private consultation and discussion. Such discussions will form the basis of follow-on technical assistance agreements. Prior to attending the workshops, participants will be asked to prepare short reports outlining the most critical management and operational issues facing their functional units and their institutions.

Potential workshop topics will be identified through the needs assessment process and other consultations with legislators and staff from throughout the region.

2) Multilateral Legislative Training Seminars

These 3-5 day sessions will bring together multipartisan delegations of legislators legislative experts to address issues and topics pertinent to the entire region.

Topics for study will be chosen in consultation with the legislators themselves. The consortium expects that topics will include but not be limited to the following illustrative list: the budgetary process; structures and responsibilities of congressional committees; deputy-constituent relations and responsibilities; the role of political parties in the legislative process; staff training and structuring; civil-military relations from a parliamentary perspective.

The seminars will be conducted by legislators, staff, lawyers, academics and other experts from Central America, South America, the United States, and the Caribbean. Issues and non-partisan themes of immediate concern to the legislators will be addressed. It is expected that these short term technical training and observation programs will serve to build interest in and bolster political support for specific technical assistance workshops implemented in this project.

The seminars will include on-site visits to U.S. state legislatures, the U.S. Congress, and democratic parliament elsewhere in the Western Hemisphere and Western Europe. The Central American participants will meet with their counterparts in these legislatures as well as with legislative staff both to examine the infrastructure and functioning of these legislative bodies and to discuss common problems. The Consortium will work with national legislative organizations in the U.S., including the American Society of State Legislative Clerks and Secretaries, and the State Legislative Leaders Foundation.

All seminars will conclude with reports containing recommendations written by each delegation addressing the needs of the individual legislatures. The reports will be presented to the leaders and other interested members of the respective legislatures for use in designing future programs and designing strategies for follow-on implementation of improved legislative practices.

3) Inter-regional Policy Seminars & Legislative Dialogues

The Regional Project will sponsor the participation of legislators from the Latin American and Caribbean democracies in a full range of international, interparliamentary meetings. This process continues Consortium members' efforts to promote such regional participation in inter-parliamentary conferences (such as the 1987 Strasbourg Conference on Parliamentary Democracy organized by the Council of Europe and European Parliament). It is anticipated that such policy seminars will

occupy a fraction of the overall project, representing approximately 15% of total project effort.

Gatherings such as those held by other inter-regional democratic groups--i.e., the Council of Europe, the European Parliament, and the Andean Parliament--provided an essential opportunity for the Central American democracies to gain international credibility. They can also bring long-range technical assistance benefits to the region's democracies, through exchanges of personnel and technical expertise.

Attention will also be directed to examining regional policy issues with a strong legislative component or impact. For example, regional discussions by Central American legislators of economic and social integration issues would be of use in the development of bills in this area. Other policy issues of hemispheric importance, such as controlling narcotics trafficking or Indian affairs would be addressed by specific seminars or conferences.

4) National Legislative Seminars

At the invitation of an individual legislature, the Project will develop national legislative seminars, particularly for those countries (for example, Costa Rica and Belize) that have no existing bilateral legislative assistance program. The seminars will complement the technical aspects of the overall project by offering, on request, specific training/instruction programs for the legislatures on subjects discussed in the multilateral training seminars and workshops (i.e. the budgetary process, deputy-constituent relations, etc.), or on other subjects requested by individual legislatures. These programs will be designed to complement and to be coordinated with other legislative assistance programs in the region.

Ultimately, the goal of the Regional Seminars is to work with legislators and their staffs to build regional professional networks and mechanisms for continuing the exchange of information, resources and training in addition to preserving informal interchange. An example of such a region-wide mechanism could be developed in Central America in conjunction with the Central American Parliament and could, integrate other regional mechanisms such as the Asociacion de Tecnicos Legislativos Centroamericanos (ATELCA).

C. TECHNICAL ASSISTANCE

The Consortium will also offer a stand-by technical assistance capability to field teams of experts in various phases of the legislative process and legislative

technologies. The Consortium will assess the need for these services in cooperation with the USAID Missions and AID/W/LAC/DI. These services will be funded under the regional project, augmented by mission "buy-ins", to be negotiated with LAC/DI and the Consortium on a case-by-case basis.

The objective of this component is to provide short-term technical assistance in response to country-specific requests, including institutional support, to develop in-country capacity to continue with the support work after completion of this Project. Information developed in response to country requests will enhance the other technical assistance activities as well as the training component.

Although generally conceived of as short-term, limited cost services, a more accurate conception of technical assistance would be specialized services, selectively applied, at reasonable cost to support the Project goals and the needs of the clients served. In implementing this component, we will analyze with care the functions that the technical assistance capability should serve, the objectives the technical assistance activity should support, the level and type of resources that can be made available to the client agencies served by the program, and the "staging of these resources".

The nature and mix of the technical assistance will be based on factors such as: overall project goals and objectives, range of constituencies to be served; specific needs the technical assistance component should address; longer term uses and purposes the technical assistance component will serve; the range of resources that might be provided and the demand likely for each.

The technical assistance component will be designed to directly support the other components by focusing energies on resolving specific problems or by establishing policies, procedures and processes for enhancing legislative effectiveness. Tasks will be selected based on their impact on legislative effectiveness and commitment of host legislatures to assist in project implementation and follow-on. It is expected that host legislatures will assign specific personnel to work with consultants thereby insuring technology transfer, as well as providing necessary support and technical resources and equipment.

Research indicates that legislatures organize their activities within three functional categories. These are: (1) housekeeping (2) systems, and, (3) operations. Technical assistance will be provided in these three primary functional areas to include: (a) housekeeping activities such as journal and calendar preparation and distribution, budgeting and accounting, space management, procurement, publications, security, maintenance, transportation, auditing and personnel; (b) operational activities such as bill drafting, research, reference and library services, information systems,

staffing patterns, management systems, structural analysis, internal and external communication, and monitoring, and, (c) system maintenance such as bill and committee flow analysis, goal and priority setting, legislative impact assessments, support and collateral decision making structures, legislative membership patterns and policies, new legislator orientation.

Technical assistance will be offered: (1) on-site to an individual legislature; (2) on a regional basis, and, (3) through visits outside the LAC region. On-site assistance will be provided when the issues and problems are highly particularized to a legislature. In this case consultants will work within the identified organizational setting and provide the technical capability and leadership required to solve problems or improve functioning within the three functional areas.

Regionally-based technical assistance will be provided when concern or requisite improvement strategies have a more generic applicability. For example, if several legislatures wanted to develop management information systems it would be advisable to adopt common software and system applications and then train specialists in one location with on-site follow-ups.

Foreign based technical assistance will be considered when either the economies and the technology and its applications dictate that visits outside the region are required. This might be a valuable alternative when it is necessary to observe legislative processes and procedures in other democracies or to evaluate and assess the potential applicability of an operational system or technology not yet available in Latin America.

The Project will also provide programmatic support and technical assistance to develop indigenous institutional capacity to continue with this development effort beyond the completion of this Project.

Specific activities will vary from country to country because the target institutions will have varying needs. For example, in one country, the need might be to train members of academic institutions, to facilitate future training; while in another, the need might be to give support for the establishment of a "legislative support services center".

d. LEGISLATIVE AND MANAGEMENT INFORMATION SYSTEMS

In addition to designing and implementing legislative and management information systems in the legislatures where they are needed, this component would also provide for limited commodity procurement for infrastructural support. Examples of such items would be photocopiers, word processors, fax machines, and other technologically advanced equipment for use by the members and staff of the legislatures to foster information sharing and internal and external communications.

This component is designed to enable the Consortium to react with flexibility and speed in anticipation of the immediate needs of the participating legislatures. In the Consortium's experience working with legislatures in Latin America, the procurement of a limited amount of equipment is often an important first step in a legislative development program. The immediate boost in productivity in addition to increasing technical expertise has been demonstrated in projects in Central America.

e. MASTER'S DEGREE IN LEGISLATIVE/PUBLIC POLICY STUDIES/INTERNSHIPS WITH STATE LEGISLATURES

A Master Degree and Internship program component will be offered on a limited basis to five (5) individuals from the participating countries, spending up to two years at the State University of New York at Albany in a Masters program or, in some cases, 6 months to 1 year in an internship at U.S. state legislatures and other institutions which provide support services to legislatures. It is anticipated that the Florida and New York state legislatures will be the sites of the internships, under the supervision of Florida International University and the State University of New York at Albany.

Selection of participants:

The Consortium in cooperation with the leadership of the participating congresses will form a selection committee that would also include: members of the steering committees of the Congresses, the Party bench leaders, members of the bar association, private sector business leaders and appropriate university officials. Selection will be made in consultation with the appropriate USAID mission official in the participating country.

Selection will be based upon the following professional criteria:

- 1) Participants in the degree programs must occupy staff support positions within the legislatures, or have commensurate experience (e.g., a member of the staff at a legislative institute attached to a university in the participating country) for consideration under this program.
- 2) Both the current position and the future leadership role of the candidate in the legislature will be considered.
- 3) The prospective student must obtain three confidential letters of reference from people familiar with his or her work, including one from his or her immediate supervisor.

In addition, the following academic criteria will be required and considered by the State University of New York:

- 1) Competence in the English language as determined by a TOEFL score of 550;
- 2) Degree from an accredited university equivalent to a U.S. Bachelor's Degree, with an overall academic average of B+;
- 3) Other factors, such as life and work experience.

A condition of training will be that the prospective students agree in advance to return to and occupy a predetermined position on his or her home legislature's staff. Reciprocally, the sponsoring legislature would guarantee a position for the returning degree student upon completion of the program or internship. Such a guarantee would also constitute approval of the degree candidate's selection by the leadership of the participating legislature. In addition, The Consortium will strongly recommend that the participating legislature and the individual conclude a work contract to ensure full integration of the trained individual in the professional life of the legislature upon his or her return. This contract will include a clause granting the student a leave of absence for the duration of the study program.

Advanced professional education in legislative administration better qualifies an individual to assume a leadership position for self-sustaining development activities in their countries. For example, Eduardo Periera became Secretary-General of the Brazilian Congress after receiving a Masters of Public Administration degree from SUNY-Albany. This component will address specifically the stated project goal of developing long-range professional staff capacity.

1. Degree Programs.

- o The Master of Public Administration (MPA) degree in Legislative Administration

The MPA in Legislative Administration at SUNYA is a two-year regular graduate degree program. The MPA in Legislative Administration provides students with both a foundation in public administration and a specialization in the unique organizational environment of a legislature. A special requirement and opportunity of the Legislative Administration program is a guided internship in the New York State Legislature, the U.S. Congress, or another state legislature. All students must take comprehensive written examinations in both the core curriculum and in the Legislative Administration program.

- o The Core Curriculum

Students specializing in Legislative Administration take seven core (required) courses in Public Administration. These core courses are:

- Introduction to Public Administration

- Budgeting and Accounting
- Human Resource Development
- Economic Analysis for Public Administration
- Computing for Public Administration
- Research Methods and Statistics
- Legal Environment of Public Administration

o The Legislative Administration Curriculum

The Legislative Administration program builds upon the core foundation with five additional courses, plus a seminar for legislative internship participants. A description of the three required courses and the internship seminar follows:

Introduction to Legislative Administration: This course introduces students to the major characteristics of legislatures and the functions they perform in contemporary societies. The emphasis is on the internal dynamics of legislatures and how their structural characteristics and internal dynamics shape their administrative, informational, research and staff needs. Among the specific topics discussed in the course are: legislative information needs; staffing patterns; the committee system and legislative procedures; administrative support systems, such as bill drafting, library and other research services; member office operations, including constituent/ombudsman services and relations with the press, interest groups, and the executive branch; budget analysis; legislative oversight; and, norms of conduct, ethics, and conflicts of interest.

Legislative Research: Designed to enable students to develop skills in the utilization of methods of legal research, with particular reference to legislative staff work. Techniques of bill drafting and writing bill memoranda and reports. Use of standard legislative documents. Includes other research techniques in fact-finding and analysis appropriate for legislative research.

Seminar in Legislative Administration: The problems and techniques and alternate administrative structures for administering the legislature and providing legislative support services, including, for example, the preparation of the legislative personnel, scheduling and coordination of hearings, routing of bills, procurement of supplies and handling of archival materials. Original research project on a current problem of legislative administration is required.

Seminar for Legislative Internship: Designed to supplement the required internship in Congress, New York State or a local legislature, the course supplements the student's work experience by requiring written reports, the reading of relevant literature, and attendance at scheduled biweekly seminars.

c The Ph.D. Program in Legislative Administration

The Center offers a Ph.D. program in Legislative Administration as well. The Ph.D. program involves an additional two to three years of academic course work with a greater emphasis on research. It also requires a dissertation. More information about this program is available upon request. (N.B. This information is capability illustrative. No Ph.D. level participation is anticipated under this proposal).

2. Non-Degree Programs

The Center offers a number of non-degree program opportunities, as follows:

Legislative Institutes - one-month intensive series of seminars, workshops, and on-site fieldwork in state legislatures. The Legislative Institute provides legislators and staff with a broad overview of recent technological and managerial innovations.

Professional Programs - a six to twelve-month program is especially designed for senior staff who prefer not to pursue a degree program. It includes graduate seminars offered under the M.P.A. program as well as internships in specialized areas of the New York State Legislature, including bill drafting, legislative research, legislative policy analysis, budgeting, and information systems. This program provides participants extensive contact with other professionals, scholars, and professional associations involved in the field of legislative management.

Custom Designed Training for Special Groups - The Center is able to offer virtually any kind of training related to legislative administration and has done dozens of specialized programs for special constituencies over the years.

III. PROJECT ADMINISTRATION

A. Program Administration:

The Project will be managed by the three members of the Consortium for Legislative Development: The Center for Democracy, Florida International University, and the State University of New York/Albany. The Center for Democracy is the lead institution in the Consortium. The primary administrative structure will be the Consortium Committee, composed of representatives from each of the three institutions in the Consortium. The Committee will meet quarterly to determine the project schedule, program priorities, AID program report responsibilities, and other administrative matters (refer to organizational chart below).

In the interim between the quarterly meetings, the members of the Consortium will consult regularly to insure program coordination.

Principal Representatives for the three institutions will be as follows:

The Center for Democracy

Prof. Allen Weinstein
President

Florida International
University:

Dr. Allan Rosenbaum
Dean
School of Public Affairs and
Service

State University of
New York, Albany

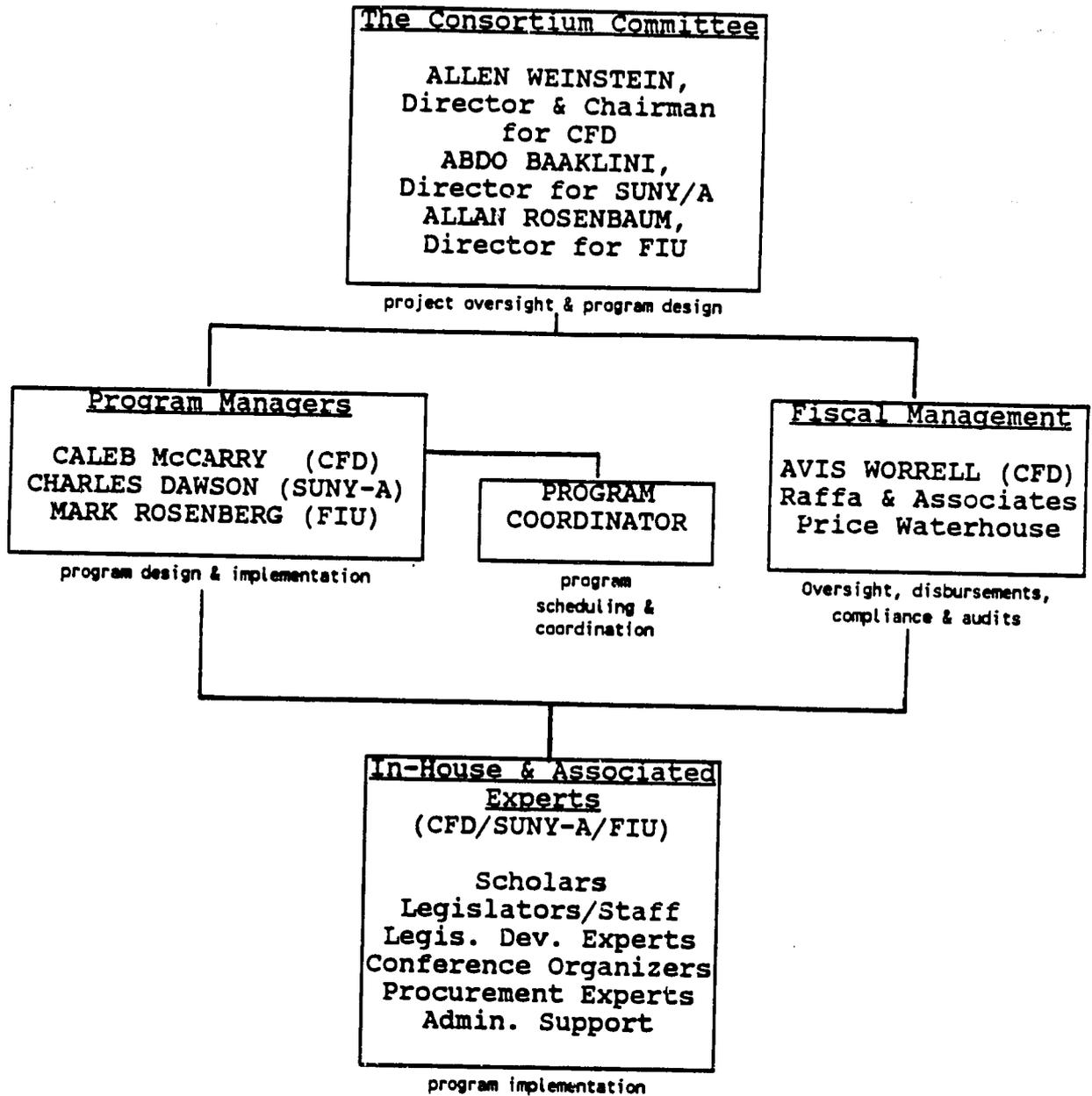
Dr. Abdo Baaklini
Director, Comparative
Development Studies Center

In addition, each institution in the Consortium will maintain a program manager with day-to-day responsibility for program design, development and implementation. Also, institutional staff and outside technical experts will be used, according to the program needs as described in the AID-approved implementation plan.

TIME MANAGEMENT SCHEDULE
(over a 2 year period)

NAME	TITLE	HOURS	% DEDICATED
A. WEINSTEIN	DIRECTOR	1216	29.23%
A. BAAKLINI	DIRECTOR	1043	25.07%
A. ROSENBAUM	DIRECTOR	1043	25.07%
C. MCCARRY	MANAGER	1314	31.59%
C. DAWSON	MANAGER	1141	27.43%
M. ROSENBERG	MANAGER	1091	26.23%

Figure 1: Consortium Management Diagram:



Illustrative Program Implementation Plan
YEAR 1
Consortium for Legislative Development

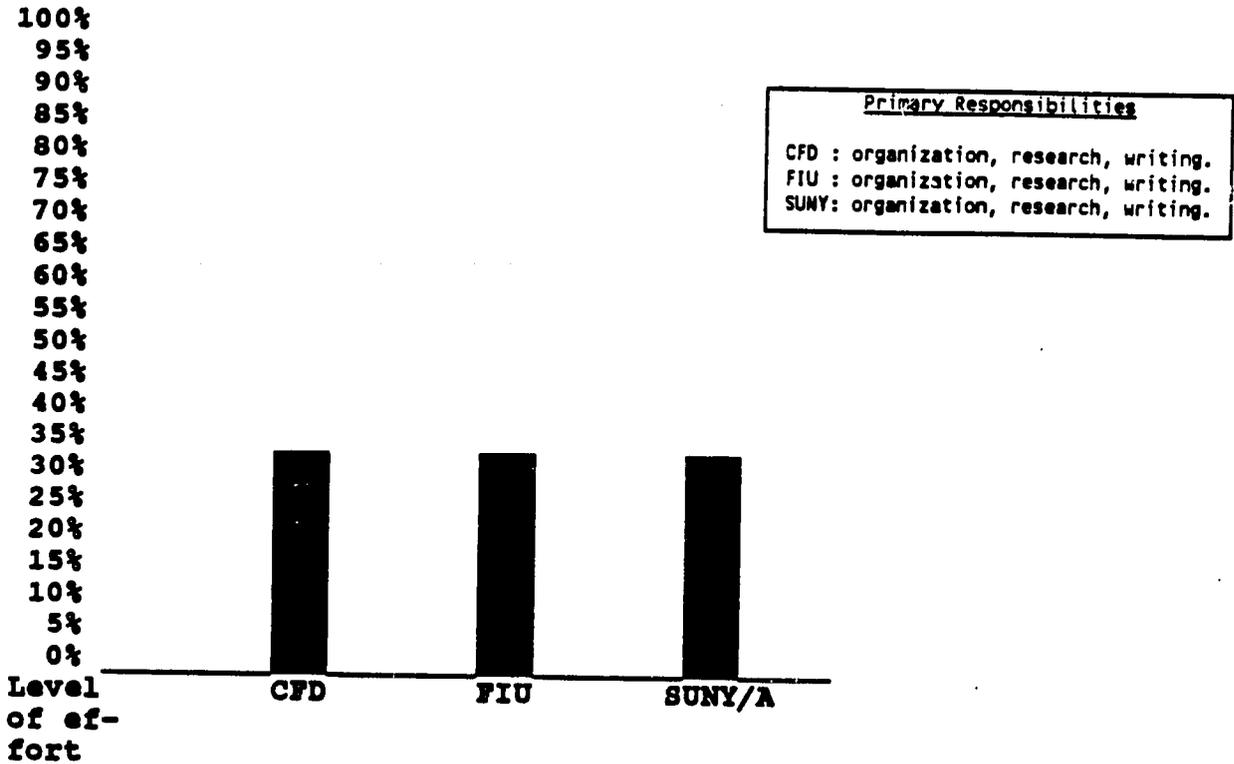
Implementation Activities	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
<u>NEEDS ASSESSMENTS</u>				
Identify countries	██████████			
Assemble Assessment teams	██████████			
Field Teams in:				
Nicaragua	██████████			
Panamá	██████████			
Andean Region		██████████		
Southern Cone			██████████	
Caribbean				██████████
Develop findings for:				
Nicaragua		██████████		
Panamá		██████████		
Andean Region			██████████	
Southern Cone				██████████
Caribbean				██████████
In-country review of findings:				
Nicaragua		██████████		
Panamá		██████████		
Andean Region			██████████	
Southern Cone				██████████
Caribbean				██████████

Illustrative Program Implementation Plan
YEAR 1 (continued)
Consortium for Legislative Development

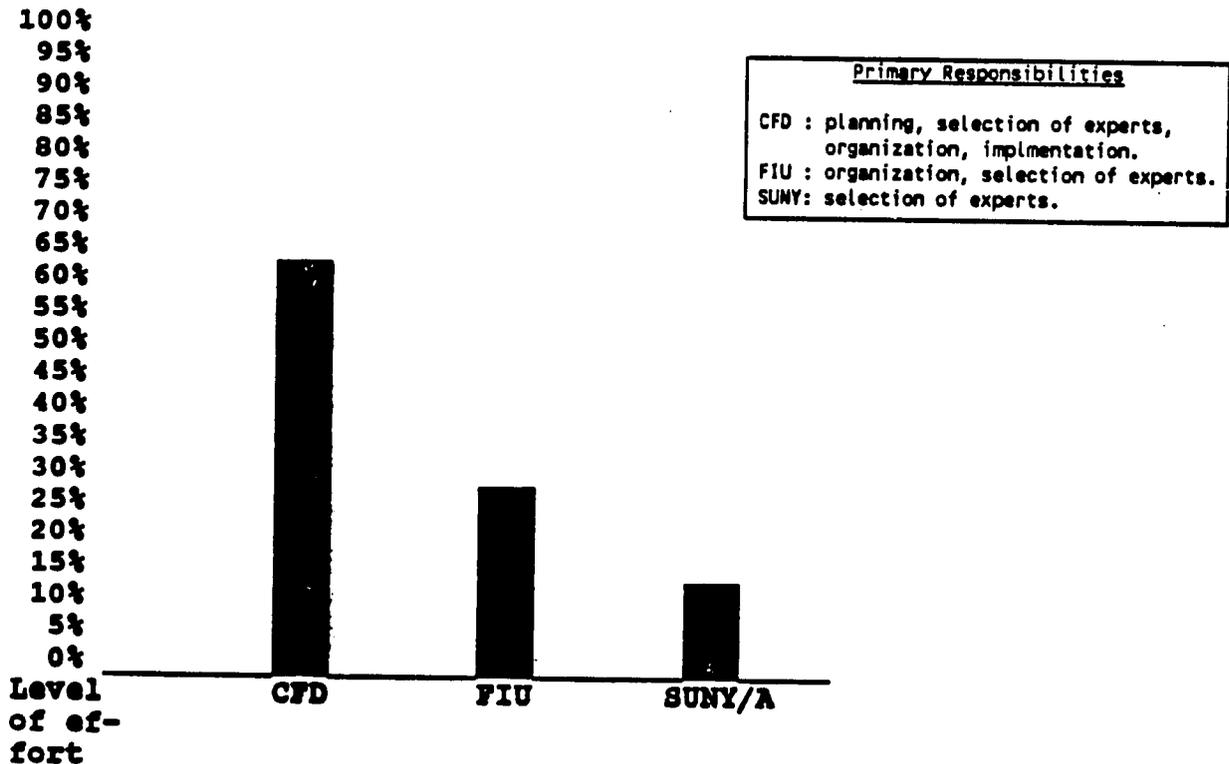
Implementation Activities	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
REGIONAL SEMINARS:				
Region-wide Strategy Seminar (Miami):				
Legislative Training Seminar				
TECHNICAL ASSISTANCE:				
ATELCA Activities				
San Salvador Meeting				
Exploratory/Training visit to UNAM/JURE				
Participation in ASLCS Meeting				
Panama City Meeting				
Bilaterally requested technical assistance				
DEGREE PROGRAMS:				
Candidate selection				
First enrollment				
COMMODITIES ASSISTANCE				

ILLUSTRATIVE LEVEL OF EFFORT FOR EACH INSTITUTION BY PROGRAM

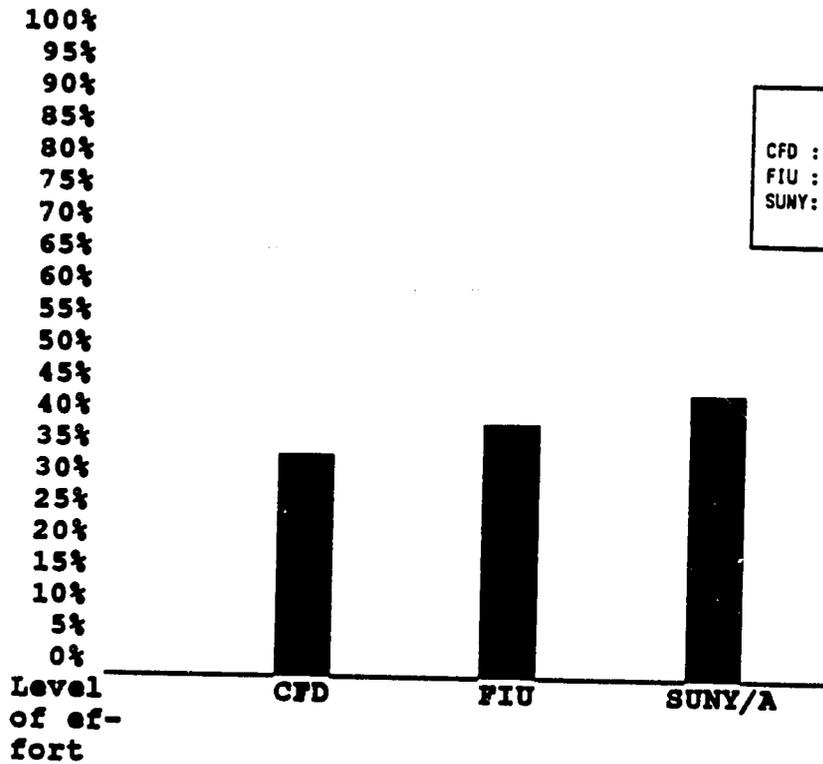
NEEDS ASSESSMENTS



REGIONAL TRAINING AND POLICY AWARENESS SEMINARS

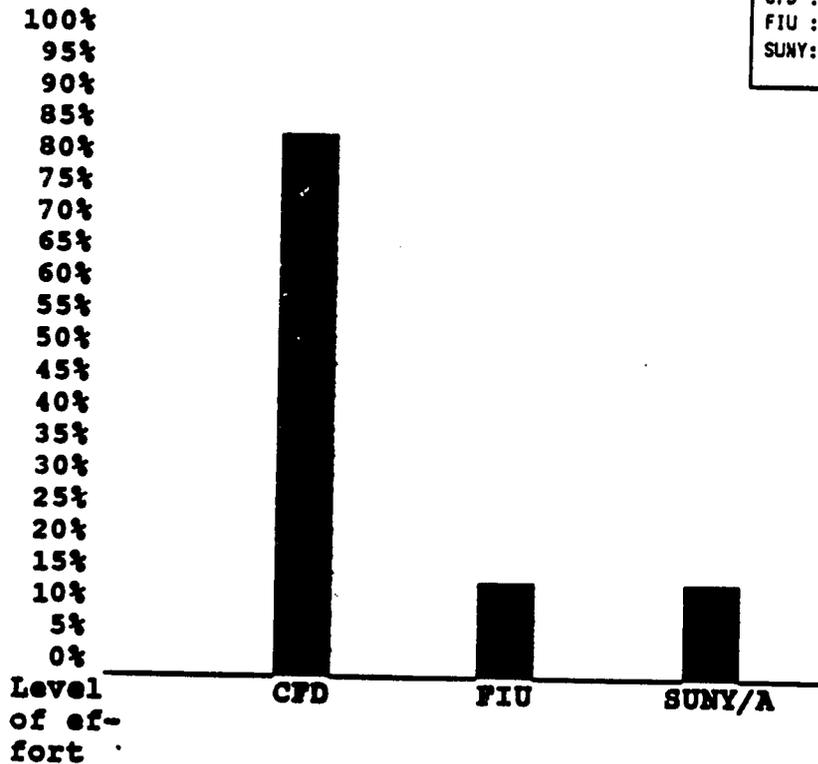


TECHNICAL ASSISTANCE



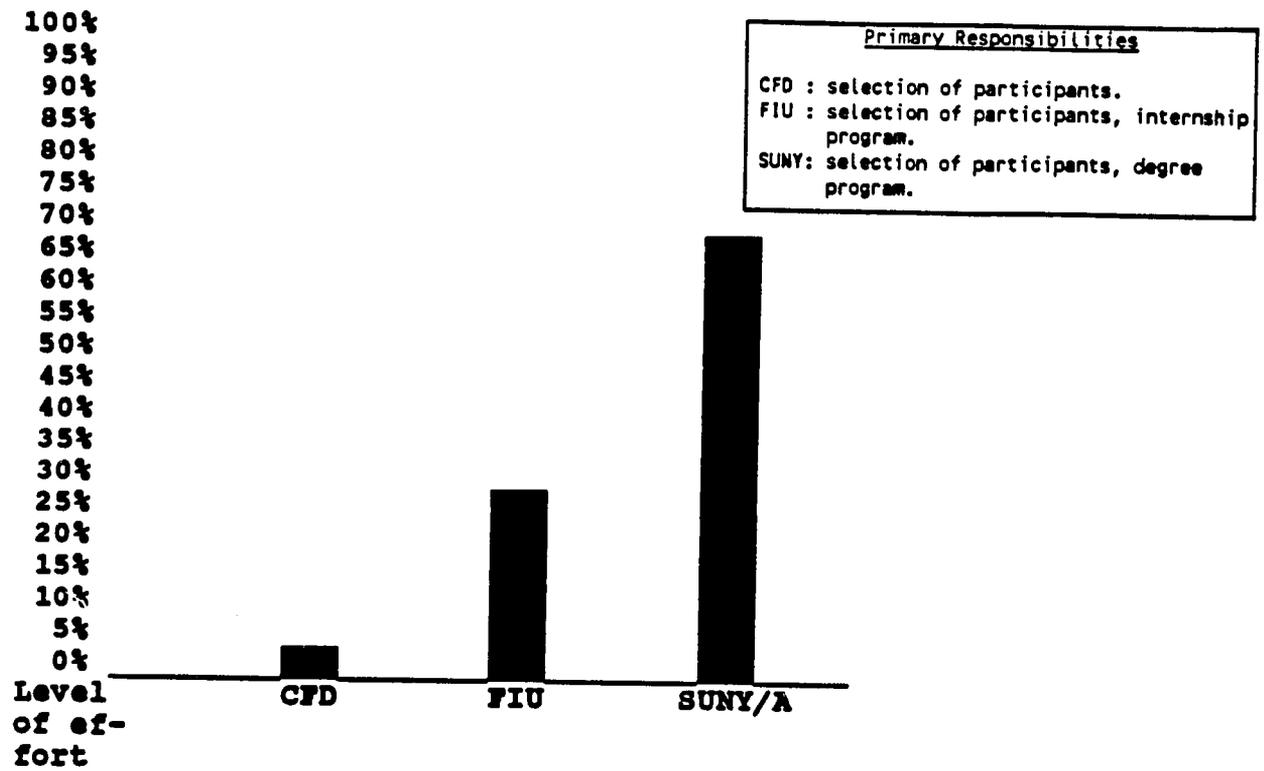
Primary Responsibilities
CFD : selection of experts, organization.
FIU : selection of experts, organization.
SUNY: selection of experts, organization.

MIS/EQUIPMENT



Primary Responsibilities
CFD : project design, implementation.
FIU : project design.
SUNY: project design.

GRADUATE DEGREE/INTERNSHIP PROGRAM



P. Financial Administration:

The Consortium will be financially managed by a team of financial experts lead by CFD's controller, Avis A. Worrell. This project will be fiscally administered through the offices of Tom Raffa & Associates. Under these terms the association: (1) assists in the procurement of sponsored programs (2) submits all formal applications for funds; (3) will administer sponsored funds in accordance with terms agreed to by the consortium. The association will provide the following described services:

1. Establish an accounting system for the joint venture with appropriate controls in compliance with AID and Federal Acquisition Regulations and in accordance to generally accepted accounting principles.
2. Document the system in an accounting procedures manual and instruct the responsible persons within the joint venture of the forms and requirements detailed in the manual.
3. Process all authorized check request and Federal letters of credit and submit the documents to the responsible person (s) of the joint venture for approval and signature. (Two signatures will be required on all transfer checks. The checks will be drawn on United States bank account in Washington D.C.
4. Assist in the accumulation of all supporting documentation which is to be supplied by the joint and its responsible staff for any checks issued and transfers made. Maintain the same in their office on behalf of the Consortium.
5. Process all cash disbursements, journal entries from supporting documentation supplied by the members of the Consortium. Assure that the accounting software used on their system meet all audit and reporting requirements of the Consortium, AID, the Consortium's independent auditing firm and Price Waterhouse.
6. Reconcile the Consortium's Monthly bank statements to the computer-generated cash account balances.
7. Respond within a reasonable time to any accounting and business issues and questions that may arise. Particularly in regard to questions which may arise from the quarterly audits performed by Price Waterhouse.

Price Waterhouse under the direction of Paul Loehnise has been designated by the consortium herein to serve in the capacity of Auditor. Price Waterhouse will perform compliance audits in accordance with AID program grant audit guidelines and Government Auditing Standards, issued by the Comptroller General of the United States, and accordingly will include the procedures enumerated below:

Prior to implementation of grant activities-

1. Review the Grant, AID and Federal Acquisition Regulations to identify significant compliance requirements.
2. Perform a Pre-Audit Survey at each of the grantee locations and identify the control structure surrounding grant expenditures to determine that it provides reasonable assurance the AID funds are expended in accordance with the grant provisions and AID restrictions. Recommend changes to the remaining work plan as appropriate based on the results of the Pre-Audit Survey.

Post implementation

1. Examine a representative sample of expenditures for each six month period following award of the grant sufficient to determine whether expenditures are made in accordance with applicable laws and regulations and whether the control structures continue to exist as prescribed. Examination procedures will include:
 - Examining payment vouchers to determine recorded expenditures are genuine
 - Examining approved budgets to determine that expenditure activity has been approved by AID.
 - Examining vendor invoices to determine that recorded expenditures are recorded in their proper amounts, that expenditures are recorded in the period which they occurred, and that the budget codes charged with the expenditures are reasonable based on the nature of the goods and services received.
 - On site supervision by Price Waterhouse Engagement Partner, Paul Lohnies and Engagement Manager to determine that expenditures are made only for goods and services authorized by appropriate officials and that Federal Acquisition Regulations have been complied with.
 - Provide a written report describing the work performed by Price Waterhouse and resultant findings. The report will summarize cumulative expenditure activity since grant inception as of the end of the six month period under audit, compare expenditures to AID approved budgets, and identify grant expenditures that appear questionable. The report will also contain an opinion on whether the Center, FIU, and SUNY/Albany have complied with appropriate laws and regulations, and an opinion on whether the control structure provides reasonable assurances that errors and irregularities would be detected in a timely manner by employees in the normal course of operations.

IV. BUDGET

The estimated budget for this three year program will total approximately \$3 million dollars. The budget detail provided divides activities into a two year time frame as the bulk of program activity will be conducted during year one and two of the project. The three year LOP is designed principally to accommodate Mission buy-ins and the completion of the Master's degree program. Budget figures for Mission buy-ins are not currently available.

The table below represents the summary budget for the use of the \$3 million to be obligated under a Grant in support of the proposed Regional Legislative Development Project in Latin America and the Caribbean. Whereas, all funds will be disbursed to U.S. organizations amounts were recorded in U.S. dollars negating the need for rate conversions.

REGIONAL LEGISLATIVE DEVELOPMENT PROJECT LATIN AMERICA AND THE CARIBBEAN

THE CONSORTIUM FOR LEGISLATIVE DEVELOPMENT

A. BUDGET SUMMARY

NEEDS ASSESSMENT	471,637	14.75%
REGIONAL SEMINARS	699,884	21.89%
TECHNICAL ASSISTANCE	440,430	13.77%
ATELCA (TECH ASST)	206,500	6.45%
DEGREE PROGRAMS/ INTERNSHIPS	335,837	9.38%
LEGISLATIVE AND MANAGEMENT INFORMATION SYSTEMS	598,804	10.50%
ADMINISTRATION	449,726	14.06%
TOTAL	3,196,781	100.00%

B. LINE-ITEM SUMMARY

SALARY & FRINGE	\$ 674,603	21.10%
ADMIN/AUDIT	125,000	3.91%
EQUIPMENT RENTAL	5,000	.15%
AIRFARE	261,842	8.19%
HOTEL	359,000	11.23%
GROUND TRANSPOR	15,400	.48%
CONF EXPENSE	89,030	2.78%
SUPPLIES	24,720	.77%
CONSULTANT/TECH	171,800	5.37%
OFFICE EXP	49,464	1.54%
MAINT. AGREEMENT	30,000	.94%
ACADEMIC TUITION	206,840	6.78%
TOTAL DIRECT COST	\$2,042,939	64.70%
INDIRECT 29.57%	653,842	20.45%
EQUIPMENT PURCHASE	500,000	15.64%
TOTAL	\$3,196,781	

Regional Legislative Development Project: Comprehensive Budget

<u>FUNCTION</u>	<u>NEEDS ASMNT</u>	<u>REGIOHL SEMHARS</u>	<u>TECH ASSTCE</u>	<u>ATELCA</u>	<u>DEGREE/ INTERM</u>	<u>MIS/ EQUIP</u>	<u>ADMIN</u>	<u>TOTAL</u>
3 PROJECT DIRECTORS @ 3,305 HOURS.....	16,116	57,422	38,281	7,376		6,380		125,575
3 PROJECT MANAGERS @ 3,550 HOURS.....	64,500	21,500	38,925	2,500		4,325		131,750
PROJECT COORDINATOR (2 YEARS).....				3,750			60,000	63,750
RESEARCH COORDINATOR @ 880 HOURS.....	22,500	4,500				1,200		28,200
ASST RESEARCH COORDINATOR @ 865 HOURS.....		4,152	4,152			2,076		10,380
SECRETARIES PROGRAM & ADMIN.....	7,800	2,249	2,249	2,000		1,040	25,000	40,338
LEGISLATIVE EXPERTS @ 1,270 HOURS.....	12,327	12,327	12,327	5,400		2,850		45,231
FINANCE OFFICERS (CFD, SUNY/A FIU)...							60,000	60,000
BOOKKEEPER.....							25,000	25,000
TOTAL SALARY.....	123,243	102,150	95,934	21,026		17,871	170,000	530,224
FRINGE @ 27.23%...	33,559	27,815	26,123	5,725		4,866	46,291	144,379
TOTAL SAL & FRINGE..	156,802	129,965	122,057	26,751		22,737	216,291	674,603

DIRECT COSTS

AIRFARE.....	77,000	90,000	45,500	43,622	5,720			261,842
PER DIEM.....	100,000	150,000	65,000	44,000				359,000
GROUND TRANSPORT....	3,000	5,000	7,400					15,400
CONFERENCE EXPENSE..	15,500	26,230	30,300	17,000				89,030
SUPPLIES (TELEPHONE, POSTAGE, ETC.).....	1,500	7,000	2,860	8,000		3,360	2,000	24,720
CONSULTANTS/ TECHNICAL EXPERTS...	10,000	100,000	50,000			11,800		171,800
OFFICE EXPENSE.....	200	31,964	11,800			3,700	1,800	49,464
MAINTENANCE AGREEMENT.....						30,000		30,000
INTERPRETATION.....				20,000				20,000
ADMIN/AUDIT.....							125,000	125,000
TEMP STAFF.....							2,000	2,000
ACADEMIC/TUITION....					206,840			206,840
SUPPLIES/BOOKS.....					5,040			5,040
HOUSING.....					3,200			3,200
EQUIPMENT RENTAL....			5,000					5,000
TOTAL DIRECT COSTS..	364,002	540,159	339,917	159,373	220,800	71,597	347,091	2,042,939
IDC @ 29.5%.....	107,635	159,725	100,513	47,126	115,037	27,207	102,635	653,842
EQUIPMENT PURCHASE..						500,000		500,000
TOTAL COST.....	471,637	699,884	440,430	206,500	335,837	598,804	449,726	3,196,781
YEAR 1 SUBTOTAL	400,891	314,947	132,129	123,900	83,959	538,924	227,619	1,845,600
YEAR 2 SUBTOTAL	70,745	384,936	308,301	82,600	251,877	59,880	222,107	1,351,181
COUNTERPART CONTRIBUTIONS		238,026	267,053	43,541	95,549	58,055		702,224
OVERALL PROGRAM COST								3,899,005
AID FUNDED PORTION								3,196,781

31

REGIONAL LEGISLATIVE DEVELOPMENT
BUDGET BY PROJECT COMPONENT

NEEDS ASSESSMENT:

3 PROJECT DIRECTORS @437 HOURS	16,116
3 PROJECT MANAGERS @ 860 HOURS	64,500
RESEARCH COORDINATOR @500 HOURS	22,500
SECRETARIES @ 200 HOURS	7,800
LEGISLATIVE EXPERT @ 346 HOURS	12,327
TOTAL SALARY	123,243
FRINGE @ 27.23%	33,559
TOTAL SALARY AND FRINGE	156,802
AIRFARES 1 TRIP PER COUNTRY 10 PERSONS	77,000
PER DIEM 100 TRIPS 8 DAYS @ \$125	100,000
GROUND TRANSPORTATION	3,000
CONFERENCE EXPENSE	15,500
SUPPLIES	1,500
CONSULTANTS	10,000
OFFICE EXPENSE	200
TOTAL DIRECT COST	364,002
INDIRECT COST @ 29.57%	107,635
(FIU OVERHEAD OF 55% ON SALARIED EMPLOYEES ONLY)	
(CFD OVERHEAD @ 38% ON ALL DIRECT COST)	
(SUNY/A OVERHEAD @ 31.50% ON CAMPUS- 52.1% OFF CAMPUS MTDC)	
PROJECT COST	471,637

REGIONAL SEMINARS:

SALARIES:

3 PROJECT DIRECTORS @ 1557 HOURS	57,422
3 PROJECT MANAGERS @ 860 HOURS	21,500
RESEARCH COORDINATORS @ 300 HOURS	4,500
ASST. RESEARCH COOR @ 346 HOURS	4,152
SECRETARIES	2,249
LEGISLATIVE EXPERT @ 346	12,327
TOTAL SALARY	102,150
FRINGE @ 27.23	27,815
TOTAL SALARY AND FRINGE	129,965

AIRFARE 150 TRIPS @ APPROX \$600	90,000
PER DIEM 150 TRIPS @ 8 DAYS @ \$125	150,000
GROUND TRANSPORTATION	5,000
CONFERENCE EXPENSE	26,230
SUPPLIES (TELEPHONE, SUPPLIES, POSTAGE)	7,000
CONSULTANT/ TECH EXPERTS	100,000
OFFICE EXPENSE	31,964
TOTAL DIRECT COST	540,159
INDIRECT COST @ 29.57%	159,725

(FIU OVERHEAD OF 55% ON
SALARIED EMPLOYEES ONLY)
(CFD OVERHEAD @ 38% ON ALL DIRECT COST)
(SUNY/A OVERHEAD @ 31.50% ON CAMPUS-
52.1% OFF CAMPUS MTDC)

PROJECT COST	699,884
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TECHNICAL ASSISTANCE:

SALARIES:

3 PROJECT DIRECTORS @ 1038 HOURS	38,281
3 PROJECT MANAGERS @ 1557 HOURS	38,925
ASST RESEARCH COOR @ 346 HOURS	4,152
SECRETARIES @ 173 HOURS	2,249
LEGISLATIVE EXPERTS @ 346 HOURS	12,327
TOTAL SALARY	95,934
FRINGE @ 27.23	26,123
TOTAL SALARY AND FRINGE	122,057

EQUIPMENT RENTAL	5,000
AIRFARE 65 TRIPS @ \$700	45,500
PER DIEM 65 TRIPS @ 8 DAYS @ \$125	65,000
GROUND TRANS	7,400
CONFERENCE EXPENSE	30,300
SUPPLIES	2,860
CONSULTANT/TECHNICAL EXPERTS- INCLUDES TRAVEL AND PER DIEM)	50,000
OFFICE EXPENSE (TEL, POSTAGE, DUPLI, ETC)	11,800
TOTAL DIRECT COST	339,917
INDIRECT COST @ 29.57%	100,513

(FIU OVERHEAD OF 55% ON
SALARIED EMPLOYEES ONLY)
(CFD OVERHEAD @ 38% ON ALL DIRECT COST)
(SUNY/A OVERHEAD @ 31.50% ON CAMPUS-
52.1% OFF CAMPUS MTDC)

PROJECT COST	440,430
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ASOCIACION DE TECNICOS LEGISLATIVOS CENTROAMERICANOS (ATELCA):

2 PROJECT DIRECTORS @ 100 HOURS	7,376
2 PROJECT MANAGERS @ 100 HOURS	2,500
PROJECT COORDINATOR @ 250 HOURS	3,750
LEGISLATIVE EXPERT @ 152 HOURS	5,400
SECRETARY @ 160 HOURS	2,000
TOTAL SALARY	21,026
FRINGE @ 27.23%	5,725
TOTAL SALARY AND FRINGE	26,751

AIRFARE

6 STAFF/US CLERKS US/SAN SAL/US @ \$757	4,542
6 STAFF/US CLERKS US/ PANAMA/US @ \$930	5,580
6 STAFF/US CLERKS US/HONDURAS/US @ \$650	3,900
PRES. OF ATELCA TO COUNCIL OF EUROPE	2,400
8 MEM ATELCA EXEC COMM TO MEXICO @ 650	5,200
8 PRES OF ATELCA US CLERKS MEETING	6,000
5 PANAMANIAN/SAN SAL/HON	3,000
5 COSTA RICANS/SAN SAL/PAN/HON	4,500
5 NICARAGUANS/SAN SAL/PAN/HON	5,000
5 HONDURAS/SAN SAL/PAN	3,500

TOTAL AIRFARE	43,622
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PER DIEM

55 TRIPS @ APPROX \$200 @ 4 NIGHTS	44,000
INTERPRETER/EQUIPMENT	20,000
TRANSCRIPTS	3,000
OFFICE SUPPLIES/PRINTING/TELEPHONE	5,000
CONFERENCE EXP	17000
TOTAL DIRECT COST	159,373
INDIRECT COST @ 29.57	47,126
PROJECT COST	206,500

DEGREE/INTERN PROGRAM:

AIRFARE 5 STUDENTS	5,720
HOUSING	3,200
SUPPLIES/BOOKS	5,040
ACADEMIC/TUITION	206,840
TOTAL DIRECT COST	220,800
MTDC @ 52.1% (SUNY/A)	115,037
PROJECT COST	335,837

MANAGEMENT INFORMATION SYSTEM
EQUIPMENT:

SALARIES:

1 PROJECT DIRECTOR @ 173	6,380
1 PROJECT MANAGER @ 173	4,325
RESEARCH COORDINATOR @ 80 HOURS	1,200
ASST. RESEARCH @ 173 HOURS	2,076
SECRETARIES @ 80 HOURS	1,040
LEGISLATIVE EXPERTS @ 80 HOURS	2,850
TOTAL SALARY	17,871
FRINGE @ 27.23	4,866
TOTAL SALARY AND FRINGE	22,737

SUPPLIES

CONSULTANT/TECH EXPERT	3,360
OFFICE EXPENSE	11,800
MAINTENANCE AGREEMENT	3,700
TOTAL DIRECT COST	30,000
INDIRECT COST @ 38% (CFD)	71,597
EQUIPMENT	27,207
PROJECT COST	500,000
	598,804

ADMINISTRATION:

PROJECT COORDINATOR (2 YEARS)	60,000
SECRETARIES	25,000
FINANCE OFFICERS (SUNY, CFD, FIU)	60,000
BOOKKEEPER	25,000
TOTAL SALARIES	170,000
FRINGE @ 27.23%	46,291
TOTAL SALARY AND FRINGE	216,291
ADMINISTRATION/AUDIT	125,000
SUPPLIES	2,000
TEMP STAFF	2,000
OFFICE EXPENSE	1,800
TOTAL DIRECT COST	347,091
INDIRECT COST @ 29.57	102,635
PROJECT COST	449,726

E. NOTES TO BUDGET

FRINGE AND OVERHEAD RATES WERE CALCULATED BASED ON THE FOLLOWING:

CENTER FOR DEMOCRACY	FRINGE	23.3%	
	INDIRECT	38.0%	
STATE UNIVERSITY N.Y	FRINGE	26.0%	
	INDIRECT	31.5%	(OFF CAMPUS)
	INDIRECT	52.1%	(ON CAMPUS)
FLORIDA INTNL UNIVERSITY	FRINGE	30.5%	
	INDIRECT	55%	(SAL & FRINGE ONLY)

V. EQUIPMENT PROCUREMENT ARRANGEMENTS

The Consortium, through each member, will procure most of the goods and services required under the Project. Naturally, we will follow all of the AID regulations applicable to U.S. organizations that are recipients of grants under a project agreement. All of the participating institutions have wide experience in procurement of goods and services under federal regulations and have designated direct or indirect cost to cover the need for carrying out these tasks. Procurement, common to all institutions will be handled by CFD, the lead contractor. The Center has abundant experience in procurement and each year handles hundreds of individual procurement requests in support of their offices in Guatemala, Strasbourg and Managua. The Center recently completed a major equipment procurement bidding process, in order to equip the Guatemalan congress with copiers, office machines and Management Information System.

VI. PROJECT PERFORMANCE INDICATORS AND EVALUATION CRITERIA

The Consortium's Regional Legislative Development project in Latin America and the Caribbean lends itself to evaluation in three time periods:

- 1) Short-term: tied to the life of the Project;
- 2) Medium-term: achievement of Project objectives is assessable in the years immediately following the conclusion of the Project, with perhaps some overlap with the end of the Project;
- 3) Long-term: achievement of Project goals is able to be assessed perhaps ten years after the conclusion of the Project.

Some activities of the Consortium will only lend themselves to evaluation in one or another time period, while the appropriateness of evaluation criteria may vary for each time period. Furthermore, some evaluation criteria of the

Project will and must be a function of negotiated expectations with the participants (see evaluation caveats, below). Finally, some evaluation criteria may only be truly appropriate after the second phase of the Project has been concluded.

Evaluation Caveats:

Before criteria for evaluating the legislative development objectives of the Project are fixed, a word of caution, based upon the lessons of past technical assistance efforts, is in order. A 1987 report to the LAC Bureau of AID, prepared by Creative Associates International, Inc., (p. II-8), is instructive:

Legislative development is not a concept or process defined a priori; it is a field variant concept linking values, needs and limitations of actors and their environments.

... Legislative development is seen as a set of structural, procedural, and value changes that are identified by the political actors themselves as requisites for their legislature to function. It begins with the actors in a specific political system defining the problems and then moves to the formulation of solutions considered useful in that particular system.

... Legislative development can manifest itself in a variety of forms. In some political systems it may be the provision of strengthening of staff capabilities; in others it may be providing the legislators with more information based on their specific needs, while in others it may be a process of image building to establish public trust and confidence. [Abdo Baaklini and Lenore Heaphey, "Legislative Development: A New Direction in Technical Assistance," Comparative Development Studies Center, SUNYA, 1975.]

Thus, it would be premature and indeed inappropriate to attempt to determine all of the evaluation criteria, particularly on a country-specific basis, without first conducting the needs assessments to figure out just what developmental objectives are mutually agreeable. Once these developmental objectives are determined, and their (relative competing) importance prioritized by the actors, Consortium, and AID/LAC, it will be reasonable and legitimate to more precisely define the associated evaluation criteria and, ultimately, proceed with measurements.

In the meantime, however, there are certain generic capabilities and support services required by all effectively functioning legislatures in democratic societies which can be created or enhanced, with the help of the technical assistance

efforts of the Consortium. (The measurement of qualitative improvements in existing capabilities will in some cases understandably be more difficult to capture than the evaluation of the provision of a valued and desired capability or support service that was nonexistent prior to commencement of the Project.) How then can these generic capabilities, which are expressed in the Project's "five interrelated and simultaneously implemented components (activities) be evaluated? A general approach and discussion, with illustrations provided, follows. However, it should be noted that the Consortium will develop specific evaluation criteria for each program activity during the first six months of this regional project.

Short Term Evaluation Criteria:

In the short term, the output of activities of the Consortium will be a direct function of what is being contracted for, that is, how much of this or how many of those services or commodities are supposed to be delivered, were delivered, and were satisfactorily delivered? Evaluation criteria applicable to the short range, therefore, are potentially the most concrete and measurable.

For example, the "Degree and Non-degree Academic programs in Legislative Administration/Public Policy Studies/Internship" component lends itself to evaluation as follows:

- o # of participants and the # of participating countries availing themselves of the opportunity;
- o # of participants successfully completing degree and non-degree academic programs;
- o type of employment that has been acquired by the newly-trained individual.

The Needs Assessment component lends itself to evaluation as follows:

- o the depth and thoroughness of the analyses provided in the briefings and reports submitted to AID/LAC/DI;
- o the consistency and uniformity of presentation across all countries analyzed (as as to enable regionwide needs assessments to be readily formulated);
- o the extent and breadth of cooperation and participation by the participating legislatures and their evaluation of the assessments utility.

Medium Term Evaluation Criteria:

The key legislative actors and their regional and in-country institutes share at least equally in the successful institutionalization of and ultimate outcome to which their acquired capabilities are put to use.

In the medium term, where the measure of Project success

shifts from strictly contractual obligations of the Consortium to deliver discreet services and commodities to the objectives of developing specific institutional capabilities, the focus and the locus of evaluation must shift to the assisted institutions.

For example, medium range evaluation criteria applicable to the Technical Assistance component could include assessing whether or not an assisted legislature achieved such capacity building objectives (as it helped to choose) as the following, enabling and empowering it to:

- o draft and enact legislation independently of the executive and to do so in a timely manner;
- o analyze the executive's proposed budget and to propose modifications;
- o strengthen the professional (and partisan professional staff to facilitate, for example, information gathering and analyzing capabilities, the provision of effective constituency services, and the ability to conduct meaningful oversight and investigation activities.

An example of a short-term component with spillover to the medium-term for evaluation purposes is in the Legislative and Management Information Systems component. The provision of commodities such as photocopiers, word processors, fax machines, and the like is simple to evaluate; the design and implementation of legislative and management information systems, however, is an ongoing process because the use of and need for these systems evolve with the users' hands-on experience with them.

Long Term Evaluation Criteria:

In the long run, the way that the outcomes of the Consortium's project components can be evaluated is least direct of all. This is because the evaluation criteria must of necessity shift to behavioral outcomes, part of which may reflect factors internal to the institution assisted and part of which may be a function of how the institution interacts with the other components of their respective societies. Though it is among the purposes of the Consortium to help inculcate in the legislative leaders and top staff such institutional values as being informed, accountable, functional, responsive, and independent, the correlation of behavioral outcomes years down the road with a limited technical assistance project undertaken years earlier is stretching the bounds of social science in this field of endeavor; there are too many extenuating circumstances likely to arise in societies in such flux.

It is certainly hoped, however, that the development of their legislative institutions will at least help these countries to grapple with the uncertainties of their futures. The intent is to help legislative institutions from being "boxed

in" by virtue of their inability to participate effectively. These ends are realized only when there exists within the legislature the capability for positive or constructive engagement. This is measurable by such indicators as informed legislative debate in committee and/or on the floor and the initiation and/or substantive amending of legislation based on well-formulated and researched positions.

An example of a long range evaluation criterion for the Degree and Non-degree component would be to assess the impact of participants in this program in helping to develop the long-range professional staff capacity of their legislatures, whether as staffers themselves, or as staff of in-country or regional legislative associations or institutes, as elected officials, as academics, or as citizens acting in any other public or private capacity. This assessment could be conducted via out-year follow-up interviews and surveys.

Another example of a long range evaluation criterion applicable to such components as the Needs Assessments or the Regional Seminars would be evidence of the participating legislatures' ability to engage in self-help either within their own legislature or nation or in cooperation with other countries in the region facing similar future circumstances.

LAC REGIONAL LEGISLATIVE DEVELOPMENT PROJECT
ILLUSTRATIVE OUTPUT PROJECTION
LOP

Program Element	Output	Multiplier ¹ Value	Quantifiable Total
<u>Needs Assessments:</u>	written report	10	10 reports
<u>Regional Training & Policy Awareness Seminars:</u>	3 full regional ² seminars	25 part.	75 part.
	4 subregional ² seminars	12 part.	48 part.
<u>Technical Assistance:</u>	4 in-country ³ training programs	35 part.	140 part.
	3 orientation ³ programs	125 part.	375 part.
	6 ATELCA training program activities	25 part.	150 part.
<u>Legislative Equipment Support:</u>	technical ⁴ support equipment	10	10 legis- latures assisted
<u>Graduate Degree Program:</u>	MA in Public Admin.	5 part.	5 grads.
<u>Intern Program:</u>	hands-on legis expr.	5 part.	5 grads.

1. The Consortium projects, based on past program experience, a 10-15% global potential for repeat participants.

2. Programs to be developed in cooperation with legislatures as part of and in continuation of needs assessment activities.

3. To be provided at the request of USAID missions and counterpart legislatures.

4. Limited commodities assistance to be identified through the needs assessment activity.

VII. THE CONSORTIUM FOR LEGISLATIVE DEVELOPMENT -- CAPABILITY STATEMENTS

THE CENTER FOR DEMOCRACY

The Center for Democracy is a Washington-based, tax-exempt, non-profit and non-partisan institute incorporated in 1984. It is self-governing with a distinguished national board of directors. The president of the Center is Allen Weinstein who has received a number of national and international awards including the 1986 United Nations Peace Medal for what the citation describes as his "extraordinary efforts to promote peace, dialogue, and free elections in several critical parts of the world."

The primary purposes of the Center are to promote the democratic process, encourage dialogue on international conflicts, and work to strengthen democratic institutions in both the United States and abroad. To support these goals, the Center sponsors studies and programs conducted on a non-partisan basis that address the fundamental issues of democratic societies. The Center has won international acclaim for programs conducted on five continents. It works closely on an informal basis with the U.S. Congress and with the legislatures of parliamentary democracies in Latin America, the Caribbean, Western Europe, Africa, and Asia.

A major commitment of the Center for Democracy's work has been to Latin America, particularly to the process of strengthening political institutions in the developing democracies of Central America. The Center has committed a substantial portion of its financial and staff resources since 1986 (in part with the timely and effective support of the Agency for International Development) to organizing a series of forums and seminars in the region. These programs, such as the three-stage Central American Legislative Training Seminars (CALTS), have provided parliamentary leaders and others from throughout Central and South America an opportunity to meet both formally and informally to discuss regional issues. Several programs provided technical and administrative assistance and training to the legislatures of Belize, Costa Rica, El Salvador, Guatemala, and Honduras. The programs, conducted in Latin America, the United States and Europe, have led to the establishment of close collaborative relationships with the legislatures and their leaders, both past and present. Similar ties exist with inter-parliamentary organizations in South America, such as the Andean Parliament.

The Center is currently administering a democratic support program in Guatemala under a three-year (1987-90) cooperative agreement with USAID/Guatemala. (This agreement has been extended to July of 1991 in order for the Center to continue its work with the Congress of Guatemala). This technical assistance program focuses on the National Congress of Guatemala and is

based upon an assessment of needs conducted by the leadership of the National Congress, AID project officers, and Center staff. To date, the Center has organized, among other programs, a training seminar for Guatemalan legislative staff which brought the chief-of-staff (official mayor) and four other technical staff members from the National Congress to the United States for an intensive week of meetings with technical experts from two state legislatures and the U.S. Congress. The staff training seminar has served as a base for the identification and implementation of further programs for restructuring and upgrading staff responsibilities.

The Center also organized legislative training seminars for members of the Congress examining and reinforcing the Congress' role in several critical areas including the budgetary process, press and public relations, and multipartisan cooperation on legislative matters. In 1990, the Center will implement the final stage of a major project to equip the Congress with a computerized bill drafting and tracking system, provide modern equipment to publish its congressional record and update its treasury and accounting procedures.

The Center has continued its work on the regional level this past year with financial and programmatic support for the Asociacion de Tecnicos Legislativos Centroamericanos (ATELCA), a regional association of Central American legislative clerks developed in cooperation with, and modeled after, the American Society of Legislative Clerks and Secretaries.

In addition, following the national elections in Nicaragua in February 1990 (during which the Center was one of the four major international observation missions), the Center for Democracy has been asked by A.I.D. to organize and conduct an assessment of the needs of the newly-elected legislature in Nicaragua. As part of the needs assessment process, the Center will hold a comprehensive orientation seminar in 1990 for all members of the Nicaraguan National Assembly.

The Center, in short, already enjoys extremely close cooperative relationships with the democratically-elected legislatures of the LAC region and has had concrete experience in the legislative training/seminar process. Moreover, the Center conducts its programs within the framework of a distinctive non-partisan approach.

level foreign government officials. The Public Administration department has successfully delivered a multiyear training program for Mexican government officials and the School itself has a number of faculty with experience in Latin America and state and federal policymaking in the U.S.

At FIU, the Latin American and Caribbean Center (LACC) has responsibility for developing and coordinating the institution's efforts on the region. A University-wide center located in the Office of the Provost, LACC has provided leadership to faculty throughout the University through the promotion of undergraduate and graduate language and area studies courses, seminars and independent studies, field research, the provision of support for faculty travel and research; and the sponsorship of education programs for local, national, and international target audiences.

LACC has been a National Resource Center under Title VI three times and is now ranked as one of the country's leading undergraduate Latin American and Caribbean studies centers. In March 1990, LACC received a \$375,000 grant from the Mellon Foundation to support the development of a new Caribbean Research and Training Program at the University.

As a result of LACC's efforts, FIU's area studies and language program has made significant contributions in both scholarship and public affairs. For example:

- o Its faculty has taken the lead in research on the Caribbean and Central America, two areas critical to U.S. public affairs that have been relatively neglected by institutions of higher education.
- o Its public education efforts on Latin America and the Caribbean, particularly those oriented to the U.S. news media and to members of Congress, are now nationally recognized annual events.

LACC has previously worked with legislators through grants from the United States Information Agency and through AID-sponsored research and evaluation projects.

Supporting the logistical needs of the University faculty and staff is the University's Division of Continuing Education with four professionals and a dozen para professionals, the Controller's Office which handles six million dollars a year in federal funding, including two to three million in AID funding; its Center for International Affairs which coordinates all international activities at the University and the Division of Sponsored Research Training, the principal point of contact with USAID contract officers, and the administrators of ten million dollars per annum in contracts and grants.

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THE STATE UNIVERSITY OF NEW YORK AT ALBANY

SUNYA is the senior campus of the largest system of higher education in the United States. The State University system is an interlocking network of sixty-four colleges and universities distributed throughout the State of New York.

The key SUNYA unit for the purpose of this project will be the Comparative Development Studies Center (CDSC). The Center was founded in 1970 with the aim of fostering peaceful social and economic growth in developing countries through the encouragement of democratic institutions. Not content with the traditional focus of developing assistance in government bureaucracies, the Center has championed the notion of the legislature as a key, but neglected component in the social and economic development process. It rejects the view of legislatures as obstructions to development, focusing instead on crucial policy functions that only legislative institutions can perform.

The Center is part of the Nelson A. Rockefeller College of Public Affairs and Policy, located in Albany, New York. The Center's position within Rockefeller College allows it to effectively utilize the relevant resources of the entire State University system, as well as those of SUNYA. The Rockefeller College consists of four public policy oriented graduate schools (Public Affairs, Criminal Justice, Social Work, and information Sciences and Policy) as well as the Professional Development Program, which designs, develops, and administers a wide array of professional development courses and workshops for state and local government officials. In addition, the Provost of Rockefeller College also serves as the Director of the system-wide Nelson A. Rockefeller Institute of Government, which was established to bring the resources of all sixty-four campuses to bear on matters of government policy, operations, and structure.

For the past twenty years, the Center has been in the business of strengthening legislative organizations, at home and abroad, in Central and South America, Africa, the Middle East and Asia. Between 1971 and 1976, the Center was directed by Professor James Heaphey. Since 1977, Professor A. Baaklini has been its director. Dr. Baaklini served for six years with USAID. The Center's Deputy Director, Dr. Charles S. Dawson, worked with the Center in the 1970's before serving in the New York State Legislature as a professional staffer for ten years. The Center brings together resources from a wide range of legislative institutions around the world and utilizes an extensive international network of legislators, professional staff, academics, and professional organizations concerned with legislative development. The faculty associated with the Center includes specialists in public administration, political science, economics, public policy, law, decision making, and systems and information sciences.

More than 700 legislative staff and legislators have graduated from the programs sponsored by the Center. CDSC is the only institution in the world offering academic and/or applied studies in legislative administration, research, and information.

The Center, through its location within the Graduate School of Public Affairs, is able to offer MPA and Ph.D. degrees in Public Administration with concentrations in Legislative Administration. The Center also offers non-degree programs, legislative institutes, and short-term professional programs for senior staff who prefer not to pursue a degree program.