



AGENCY FOR INTERNATIONAL DEVELOPMENT
UNITED STATES A.I.D. MISSION TO PANAMA

(525-0307)
80409

APO Miami 34002 - 0014
Telephone 63-6011

November 30, 1990

Mr. Michael D. Miller
President
America's Development Foundation
600 South Lee Street, Old Town
Alexandria, VA 22314

Subject: Grant No. 525-0307-G-00-0001-00,
Democracy Development in Panama

Dear Mr. Miller:

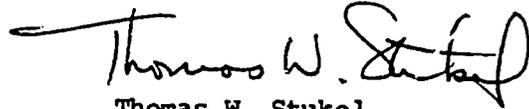
Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby provides to America's Development Foundation (hereinafter referred to as "ADF" or "Grantee") the sum of Two Hundred Forty Thousand Dollars (\$240,000) to provide support for the above referenced program as more fully described in the attached Schedule and Program Description.

This grant is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Grantee in furtherance of program objectives during the period beginning with the effective date and ending November 29, 1992. Funds disbursed by AID but uncommitted by the Grantee at the expiration of this period shall be refunded to A.I.D. AID will not be liable for reimbursing the Grantee for any costs in excess of the obligated amount.

This grant is made to the Grantee on condition that funds will be administered in accordance with the terms and conditions set forth in the Grant Schedule, Program Description, and General Provisions, which have been agreed to by your organization.

Please acknowledge receipt of this Grant by signing all copies of this cover letter, retaining one set for your files, and returning the remaining copies to the undersigned.

Sincerely,



Thomas W. Stukel
Mission Director

Attachments:

1. Schedule
2. Program Description
3. General Provisions

ACKNOWLEDGMENT OF RECEIPT:

BY: Richard D. Miller
TYPED NAME: MICHAEL P. MILLER
TITLE: PREVIDENT
DATE: 12/17/90

FISCAL DATA

| | |
|---------------------------------------------|-------------------------------------------------|
| PIO/T No.: | 525-0307-3-00061 |
| Appropriation No.: | 72-110/11037 |
| Budget Plan Code: | LES09125525IG13 RCN P000055 |
| Total Estimated Grant Amount: | \$240,000 |
| This Obligation: | \$240,000 |
| Amount Pending: | - 0 - |
| Project Number: | 525-0307.02 |
| USAID Technical Office: | USAID/Panama Office of Public Administration |
| Project Officer: | Carol Horning |
| Grantee DUNS No.: | 02304-2815 |
| Grantee IRS Employer Identification No.: | 52-1197547 |

2

| | |
|-------------------------|-----------------|
| FUNDS AVAILABLE | |
| <u>J.C. [Signature]</u> | <u>11/30/90</u> |
| SIGNATURE | DATE |

SCHEDULE

A. Purpose of Grant

The purpose of this Grant is to provide support for activities in the development of democracy in Panama as more specifically described in Attachment 2 to this Grant entitled "Program Description."

B. Period of Grant

1. The effective date of this Grant is November 30, 1990. The expiration date of this Grant is November 29, 1992.
2. Funds obligated hereunder are available for program expenditures for the total period of the Grant as shown in the Grant budget in paragraph D below.

C. Amount of Grant and Payment

1. The total estimated amount for this grant for the period shown in paragraph B.1 above is \$240,000.
2. A.I.D. hereby obligates the amount of \$240,000 for purposes of this Grant.
3. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment 3 - Optional Standard Provision No. 1 entitled "Payment - Letter of Credit."

D. Financial Plan

1. On the following page is the Budget for this grant. The Grantee may not exceed the total estimated amount or the obligated amount, whichever is less (see Paragraph C above). Except as specified in the Mandatory Standard Provision of this grant entitled "Revision of Grant Budget", as shown in Attachment 3, the Grantee may adjust any of the line item amounts in the following budget up to 15% within the total budget amount as may be reasonably necessary for the attainment of program objectives.

2. Budget (in U.S. Dollars)

| <u>Cost Element</u> | <u>USAID/FUNDING</u> | | | <u>CIVIC CRUSADE FUNDING</u> | | |
|----------------------------------------|----------------------|----------------|----------------|------------------------------|----------------|----------------|
| | <u>YEAR 1</u> | <u>YEAR 2</u> | <u>TOTAL</u> | <u>YEAR 1</u> | <u>YEAR 2</u> | <u>TOTAL</u> |
| <u>FOR CIVIC CRUSADE:</u> | <u>106,058</u> | <u>105,388</u> | <u>211,446</u> | <u>142,550</u> | <u>135,550</u> | <u>278,100</u> |
| Personnel | -0- | -0- | -0- | 21,600 | 21,600 | 43,200 |
| Office Rental/Utilities | -0- | -0- | -0- | 7,800 | 7,800 | 15,600 |
| Office Supplies/ Equipment/Services | 5,000 | 1,500 | 6,500 | 16,250 | 9,250 | 25,500 |
| Transportation | | | | | | |
| International | 6,508 | 4,338 | 10,846 | -0- | -0- | -0- |
| Local | 7,500 | 7,500 | 15,000 | 3,400 | 3,400 | 6,800 |
| Activities | | | | | | |
| Workshops | 8,600 | 8,600 | 17,200 | 20,500 | 20,500 | 41,000 |
| Youth Leadership | 22,200 | 22,200 | 44,400 | 1,600 | 1,600 | 3,200 |
| Study Seminars | -0- | -0- | -0- | 11,250 | 11,250 | 22,500 |
| Civic Education | 48,000 | 53,000 | 101,000 | 60,150 | 60,150 | 120,300 |
| Program Evaluation | 8,250 | 8,250 | 16,500 | -0- | -0- | -0- |
| <u>FOR ADF TECH ASSISTANCE:</u> | <u>14,277</u> | <u>14,277</u> | <u>28,554</u> | <u>-0-</u> | <u>-0-</u> | <u>-0-</u> |
| Personnel | 8,240 | 8,240 | 16,480 | -0- | -0- | -0- |
| Travel/Per Diem | 4,503 | 4,503 | 9,006 | -0- | -0- | -0- |
| Office Supplies/Svcs | 1,534 | 1,534 | 3,068 | -0- | -0- | -0- |
| <u>TOTAL AMOUNT</u> | <u>120,335</u> | <u>119,665</u> | <u>240,000</u> | <u>142,550</u> | <u>135,550</u> | <u>278,100</u> |

NOTE: Additional program funding is being provided by the National Endowment for Democracy (NED). Budget is included in the attached Program Description.

E. Reporting and Evaluation

1. Oral Presentations

Grantee and/or Sub-grantee will provide on-site, quarterly oral presentations to the USAID/Panama project committee on project activities and performance.

2. Written Reports

Grantee will provide USAID/Panama with quarterly written reports on project activities and performance.

3. Unscheduled Reports

Between the required performance reporting dates, events may occur that have significant impact upon the program. In such instances, the Grantee shall inform AID as soon as the following types of conditions become known:

- a. Problems, delays, or adverse conditions that will materially affect the ability to attain program objectives, prevent the meeting of time schedules and goals, or preclude the attainment of project work units by established time periods. This disclosure shall be accompanied by a statement of the action taken, or contemplated, and any AID assistance needed to resolve the situation.
- b. Favorable developments or events that enable time schedules to be met sooner than anticipated or more work units to be produced than originally projected.

F. Special Provisions

1. Beneficiaries/Outputs

- a. Within 45 days of signature of this Grant, the Grantee will provide USAID/Panama with a consolidated list of annual projections of the number of beneficiaries for each USAID-funded component and subcomponent of the proposed program (e.g., Civic Education Campaign--numbers of beneficiaries for each of the following: TV spots and programs, radio spots and programs, democracy fairs at universities, democracy exhibits, printed materials, etc.).

- b. Within 45 days of grant execution, the Grantee will provide USAID/Panama with a consolidated list of estimated outputs to be used in measuring progress for the indicators identified in the Monitoring and Evaluation Section of the Program Description proposal (page 7).

2. Implementation Plan Updates

Grantee will provide USAID/Panama with an updated implementation plan on a semiannual basis or whenever Grantee becomes aware of significant changes to the implementation plan schedule.

3. Audits

The Grantee agrees to have an audit performed annually on each sub-activity to determine application of program funds.

4. OMB Circular A-122

For the purposes of this grant, references to "OMB Circular A-122" entitled "Cost Principles for Nonprofit Organizations" shall include the AID implementation of such Circular, as set forth in subpart 731.7 of the A.I.D. Acquisitions Regulations (AIDAR) (41 CFR Chapter 7).

5. Relationships

Grantee will work under the general policy guidance of the Director, USAID/Panama. Grantee will report to the Project Officer, Office of Public Administration.

G. Title to Property

Grantee agrees that the Subgrantee (Civic Crusade) shall have title to the USAID-funded computer equipment for the duration of the authorized Life of Project of this Grant, provided that the Subgrantee agrees that this equipment will be for the exclusive use of the Centro Pro Democracia Office of the Civic Crusade Foundation. Grantee shall include the standard provision entitled "Title to and Use of Property (Grantee Title)" included in Attachment 3 in the subagreement.

H. Authorized Geographic Code

The authorized geographic code for procurement of goods and services under this grant is 935.

PROGRAM DESCRIPTION

DEMOCRACY DEVELOPMENT IN PANAMA

SUMMARY

America's Development Foundation (ADF) in collaboration with the National Civic Crusade in Panama (the Crusade) seeks USAID/Panama financial support for the Crusade's institutional development and program activities to guide its national business, professional, grassroots organizations and the people of Panama through the transition path to a fully democratic society. The Crusade's program includes the organization of the Centro Pro Democracia (Center for Democracy) to implement the following activities: organizing workshops to bolster the democratic participation of interest groups in the development of public policy; conducting youth leadership training; holding study seminars for interdisciplinary groups of people to assess and report on major social, economic and political issues relating to democracy in Panama; increasing public understanding and support for democratic values and processes through training in civic education, and the production and distribution of civic education information and materials. ADF will assist the Crusade's institutional development, provide technical assistance support to its programs and help facilitate the Crusade's increased self-sufficiency.

BACKGROUND

ADF is a U. S. private non-profit organization whose priority program is international development of democracy. ADF provides technical assistance and other resources in support of indigenous non-partisan efforts to build democratic institutions, strengthen democratic processes and promote human rights. As a registered private voluntary organization with the U. S. Agency for International Development (USAID), ADF receives U. S. government grants and other assistance. In the field of democracy development, ADF's ongoing program activities include grant support from USAID/Haiti and the National Endowment for Democracy (NED) to assist local nonpartisan organizations in Haiti and in Panama and Nicaragua. (For detailed information on ADF's democracy program and its project activities please see the attachment). ADF has enjoyed a very positive experience serving as the U. S. grantee for the NED in providing assistance to the Crusade. At this time, ADF and the Crusade seek complementary funds from USAID/Panama through an operational program grant or cooperative agreement to support the institutional development of the Crusade and its program activities in support of democracy.

The Crusade was organized in June 1987 as a national nonpartisan coalition of business, labor, professional, civic, women's, student, and rural organizations and groups working toward building democracy in Panama. The Crusade represents over 200 nonpolitical organizations and its geographical reach extends to most of Panama's major cities. Also, the Crusade has developed a wide base of grassroots neighborhood organizations throughout the country which function as important communications networks. An executive committee of 22 representatives from the largest and most important associations in Panama runs the Crusade.

The Crusade served as the recognized leader of the civic opposition forces in Panama in mobilizing public support for democracy to replace the repressive Noriega regime. It earned the confidence of the Panamanian people through the following types of non-violent activities: establishing informal communications channels to overcome the ban of independent news media, informing the public about the requirements for a transition to democracy, mobilizing mass participation in the May 1989 national elections, safeguarding human rights by denouncing individual violations and the annulment of the elections, holding mass public demonstrations and rallies, and broadening support among other countries for the Crusade's democratic objectives. With the overthrow of the Noriega regime as a result of the U. S. invasion and the installation of the democratically elected officials of a new government, the Crusade considers it opportune now to build a stable democracy in Panama.

CRUSADE OBJECTIVES

The Crusade recognizes that democracy is not achieved through the overthrow of an autocratic ruler like Noriega or through a single democratic election but consists of democratic institutions, habits, procedures, and values that must evolve over time. The Crusade seeks to foster the necessary public understanding and the exercise of democratic rights and to strengthen the institutional and cultural framework of organizations and individuals committed to democracy in Panama.

An essential precondition to democracy is the existence of a variety of independently organized groups representing diverse interests. The exercise of the basic right of association enables individuals with common interests to combine into strong and independent organizations that can represent the views and protect the rights of their members. The Crusade recognizes that as such pluralism is allowed to develop and mature, the political system in Panama will better accommodate itself to democratic processes.

Also, the Crusade recognizes that democratic institutions need to be supported by a strong civic culture and by people and organizations who are committed to such ideas as the rule of law, individual liberty, freedom of expression, free and open debate, majority rule, and the protection of human rights. A genuine and lasting democracy

requires that its people understand and appreciate democratic processes and values. In brief, the objectives of the Crusade include the following:

- to provide leadership and support to independent private sector organizations in promoting the development of individual rights and freedoms essential to the functioning of a democratic society and democratic institutions;
- to assist business, labor, professional, civic, women's, student, rural and other private sector organizations in democratic institution-building and in democratic training activities;
- to promote democratic governance and democratic processes including the rule of law and the administration of justice;
- to provide civic education and training in democratic principles to increase public understanding and support for democratic values and processes; and
- to bolster cooperation and confidence among democratic forces in the society.

The Crusade is well suited to support the participation of private sector organizations in democratic processes and provide civic education services. It recognizes that the development of vigorous business, labor, professional, civic, women's, student, rural and other organizations is critical to ensure the participation of representative interest groups in democratic processes in Panama and to provide a voice for the people in the development of public policy. The Crusade's efforts in civic education will assist the people of Panama to better understand their roles as citizens in a democratic culture and system of government.

CENTER PRO DEMOCRACY

The Crusade is bolstering its organizational structure to provide additional program services. With the demise of the repressive Noriega regime, the Crusade is now operating openly in Panama as a legal personality through recently formalizing itself as a nonprofit, nonpartisan organization call the **Fundación Cruzada Civilista Nacional**. At the present time, resources are being mobilized to organize a center for promoting democracy, called **Centro Pro Democracia**, which will include a headquarters office with a small full-time staff to better support the administration of this highly voluntary organization, strengthen its working committees, improve communications among its broad-based membership and coordinate its program activities in support of its objectives.

Through the creation of the Center Pro Democracy within the **Fundación Cruzada Civilista**, the Crusade proposes to carry out its civic education, training and research activities to promote the development of democracy in Panama. Through such activities,

the Crusade seeks to reach as many sectors of the Panamanian population as possible, including business, labor, professional, civic, women's and student groups, and the rural sector. In order to pursue its objectives, the Center Pro Democracy will conduct workshops to support development of interest groups; conduct youth leadership training; sponsor study seminars on topics of national and special interest, and undertake civic education activities. The following is a description of these program activities:

PROGRAM ACTIVITIES

Workshops/Development of Interest Groups

Forty-one workshops (eight to be sponsored by USAID with a total of 400 participants) will be organized each year to help private sector organizations develop mechanisms to participate as interest groups in democratic processes and to communicate the interests of the Panamanian people in development of public policy. To have a long-lived democracy, the Crusade believes that the interests of the Panamanian people must be fully integrated into the political mainstream. Its workshops will provide skills training to diverse business, labor, professional, civic, women, student, and rural community organizations in democratic processes. The workshops will include training in leadership development, organization of democratic interest groups, internal organization democratic practices, participation in democratic processes, educational and communications services, etc. The one-day workshops will be presented to 2,050 participants per year (an average of 50 per workshop) that will be selected from different associations and organizations throughout the country in metropolitan and rural areas.

Youth Leadership Training

The Youth Leadership Training program is designed to annually provide orientation on the democratic way of life to about 100 selected girls and boys, ranging in age from 15 to 18 years old, over a period of four weeks during the school vacation period. Seventy-five (75) percent of the cost of this program will be sponsored by USAID. The purpose of this program is to begin the orientation of these future leaders in all aspects of democratic principles and participation in democratic processes. The selection of students for such training will be done by their teachers and will include parental consent. All the non-partisan training will be given by professional instructors who are specialists in their fields. In addition to a one-month initial orientation, the youth will receive additional training through follow-up participation in two civic education workshops (one to be sponsored by USAID). These workshops will be organized in four sessions of 25 participants each. Also, the Center is considering encouraging the formation of democracy clubs in schools to further promote the development of democratic principles and values.

Study Seminars

Seven study seminars will be organized annually for interdisciplinary groups to assess major social, economic and political aspects of democracy in Panama. The Civic Crusade through the Center Pro Democracy, with financial assistance from NED, will sponsor this program in its entirety. The objective is to hold the seminars for selected leaders/experts from business, labor, professional, civic, women's, student, and rural organizations to address topics of national and special interest. For example, the seminar topics will include the following: Organization of the Public Force (Police Force); Justice and the Judicial System; Promotion of Democracy; Human Rights; Public Accountability; Campaign for Moral and Civic Values; Role of Private Enterprise; Role of Organized Labor; Role of Political Parties; etc. The seminars will be organized and programmed by the Center Pro Democracy in cooperation with the Crusade's diverse organizations. The seminars will be designed to facilitate cross-fertilization of ideas and experiences and to exchange insights on particular problems of democratic social and economic change. The study seminars will utilize the contracted services of one or more experts in the topics of the seminars to research and produce base studies and analyses for seminar participants. These "think-tank" groups will be made up of no more than 15 selected leaders/experts and will be individually held over a two-month period. It is anticipated that the seminars will meet two times a week for two to four hours per session. The participants will examine the issues and develop recommendations for consideration and action by individuals and organizations in Panama. Seminar reports will be published and 1,000 copies will be distributed for each seminar.

Civic Education

The Center will annually produce and disseminate civic education materials to increase public understanding and support for democratic values and processes. The Center's civic education materials will consist of messages produced for radio and TV, newspapers and other printed publications, as well as billboards, posters, portable public exhibits and school/public events. USAID will sponsor 38 percent of the cost of the civic education program.

TV and Radio campaign: Television programs will include the development of five 15 and 30 seconds spots to be aired for a total of 200 minutes per year (USAID will sponsor two spots and 33 minutes of air time per year). Additionally, eight roundtables (all sponsored by USAID) of one-hour each duration will be produced and aired during prime time on topics related to democratic initiatives. Also, at least two documentaries (or specials) on issues related to the development of democracy will be produced and aired in prime time, both sponsored by USAID. Similar to the television program, the radio programs will include the production of at least ten 30-second spots to be aired in the most popular radio stations for a total of 1,500 minutes per year (five spots and 425 minutes of air time will be sponsored by USAID). Also a total of 85 one-hour live programs will be aired throughout the year, 25 sponsored by USAID.

Newspapers and printed media campaign: The Center will design and produce short, illustrated messages for newspapers and other important printed publications that have the most circulation. On the average, a total of 2 1/2 pages will be published every week throughout the year. A total equivalent to 20 weeks will be sponsored by USAID. Furthermore, over 5,000 color posters will be produced to campaign for the promotion of democracy, 2,500 sponsored by USAID. These posters will be posted in major public places and educational centers. Also, over 15,000 color pamphlets (8,000 sponsored by USAID) will be printed and distributed in schools to accompany the portable exhibits. Finally, over 50,000 Center Pro Democracy information bulletins will be printed and distributed (at a rate of about 4,000 per month) to organizations and individuals supporting the development of democracy. USAID will sponsor 20,000 bulletins. These bulletins will carry information on all the Center Pro Democracy programs and will assist the Center in promoting its activities and programs.

School/Public Events: The Center will help organize exhibits and forums in schools, universities and at public events, including local fairs in many of the communities. The school and public event programs will be designed to promote basic principles of democracy and democratic participation. These civic education programs include the painting of 10 billboards (seven sponsored by USAID) with messages promoting democracy; the construction of two portable exhibits for presentation at least 75 days/year at major schools, fairs and public events (one exhibit and 60 presentations to be sponsored by USAID); and the celebration of Democracy Fairs at major university campuses through the organization of week-long student activities promoting the virtues of democratic principles and processes. Twenty-two percent (22%) of the cost of the Democratic Fairs will be sponsored by USAID.

PROGRAM REPORTING, MONITORING AND EVALUATION

Reporting and monitoring activities will track the implementation of the program's activities in accordance with the timeline to be established for such activities. Regular monitoring of the program activities will determine whether the program is meeting its schedule of activities and immediate objectives, and to identify any corrective actions needed. Quarterly narrative program reports will be provided to USAID covering a factual account of the work accomplished under the USAID grant. Also, standard procedures for accounting and financial reporting will be utilized consistent with the requirements of USAID. Financial reports will be prepared and submitted to USAID presenting disbursements made in accordance with the approved budget items.

The program activities will be subject to ongoing evaluation to review the program's activities consistency with the implementation plan and to determine what adjustments to the program's activities should be made, if any should become necessary. A final evaluation of the program will be conducted at the end of the grant period. The final evaluation will contain an analysis of the degree to which the objectives described in the

program proposal have been achieved, the quality of the work done during its execution, the difficulties encountered and how they are resolved, and the validity of the methodology in relation to the execution of the program. The program will be reviewed in terms of its effectiveness, significance, and economic efficiency. The evaluation will review all the aspects of the program design, including the feasibility of purpose and the underlying and explicit assumptions.

The critical indicators to be used in the monitoring and evaluation of the program include the following:

- 1) **Assess the managerial and financial structure/capability of the Center Pro Democracy. Indicators are new staff, training sessions for staff, appropriate assignment of tasks, level of moral and level of efficiency in meeting management and financial accountability tasks.**
- 2) **Assess the ability of the Center Pro Democracy to become self sufficient. The indicator include analysis of documentation on the amount of Panamanian and other donor financial and in-kind resources provided and/or committed to the Center Pro Democracy.**
- 3) **Assess the level of interest and participation in the existing programs. Indicators will include:**
 - a) **Review of data collection including the number of participants in activities.**
 - b) **Visits to on-going training activities.**
 - c) **Personal and group interviews with program beneficiaries, current and past participants in the Center's program activities.**
 - d) **Conduct public opinion polls to measure the effectiveness of the Center's civic education and training programs.**
- 4) **Conduct formal, comprehensive interviews and questionnaires with about fifty corporate officers and individuals that contribute financial assistance and sponsor the Center's activities to determine their assessment of current programs and to solicit suggestions for future programs, and to assess their commitment in terms of future support.**
- 5) **Assess through surveys and other techniques the Center's training and civic education materials. Indicators will include the number of these materials produced and calculation of the number of beneficiaries reached and their impact on the beneficiaries.**
- 6) **Assess if the calendar of activities and implementation plan is appropriate with regard to the program's objectives, priorities and accomplishments of outputs.**

AMERICA'S DEVELOPMENT FOUNDATION TECHNICAL ASSISTANCE

Over the last few years, ADF has provided assistance to the Civic Crusade when it was leading the nonviolent struggle against the repressive Noriega regime in seeking democracy for Panama. ADF received two small grants from the National Endowment for Democracy (NED) to help the Civic Crusade with resources to strengthen its capabilities. Now with the installation of an elected government, ADF is assisting the Civic Crusade in its institutional development and program activities to facilitate the transition of Panama to a fully democratic society. The technical assistance inputs that ADF will provide to the Civic Crusade and to its new Center Pro Democracy include the following:

- technical assistance in organizational development and acquisition of financial and in-kind resources for increased self-sufficiency.
- technical assistance in development of financial management and accounting systems to meet USAID/Panama and other donor reporting, including audit, requirements.
- technical assistance in the design and implementation of civic education and other program activities to increase public understanding and support for democratic values and processes.
- skills training in techniques to increase the participation of individuals and organizations in democratic processes.

ADF proposes to assist the Civic Crusade in developing such capabilities by the end of the two-year grant period, so that the USAID/Panama support for ADF's technical assistance to the Civic Crusade could be phased out if so desired.

SUMMARY BACKGROUND ON ORGANIZATIONS:

NATIONAL CIVIC CRUSADE

The National Civic Crusade was founded in Panama on June 9, 1987, and rapidly became the major nonpartisan political group seeking the restoration of democracy in Panama. The Crusade represents over 200 nonpolitical organizations ranging from business and professional associations to workers', students' and women's groups and rural organizations. The Crusade's geographical reach extends to most of Panama's major cities. The Crusade is supported by a wide base of neighborhood organizations (Comites Vecinales). The neighborhood organizations represent the grassroots basis of the people's support for the democratic agenda of the Crusade and function as important communications networks. The Crusade is run by a 22-member Executive Committee. Mr. Agustin Arias, an engineer that represents the workers from the Panama Canal Area, is one of the most active leaders of the Crusade and serves as the NED project coordinator. Other members of the Executive Committee include: Dr. Tomas Herrera, Dr. Fernando Boyd, Milciades Cerrud, Daniel Atencio, Vivian de Janon, Alberto Conte, Jose Raul Mulino. The Crusade receives organizational support from its member business and professional organizations, and it is funded with NED resources and local voluntary contributions. The current economic conditions in Panama, however, make it very difficult for the Panamanian private sector to provide adequate resources for these activities. It is for this reason that the Crusade urgently requests financial support.

AMERICA'S DEVELOPMENT FOUNDATION

America's Development Foundation has enjoyed a very positive experience in Panama providing assistance to the Crusade with a limited amount of funds received from the National Endowment for Democracy (NED). ADF is a U. S. nonprofit private voluntary organization established in 1980 and its international development activities include programs supporting the institutional development of democracy organizations. ADF is highly experienced in the development of democracy programs in Panama, and in other countries of Central America and the Caribbean, including Haiti. ADF also serves as the U. S. grantee of the NED for program activities supporting the work of the Centro de Asesoría para La Democracia (CAD) in Nicaragua and the International Haitian Institute for Research and Development (IHRED) work in Haiti. ADF's President, Michael Miller, has considerable experience in the institutional development of indigenous institutions throughout the Latin American region. He was formerly Vice President of the Council of the Americas and Chief Operating Officer of the Pan American Development Foundation.

IMPLEMENTATION PROGRAM FOR CENTER PRO DEMOCRACY

| ACTIVITY | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | July | Aug. |
|----------------------------------------------------------|------|------|------|------|------|------|------|------|-----|------|------|------|
| 1. Hire Personnel | | | | | | | | | | | | |
| 2. Setup Offices and obtain equipment | | | | | | | | | | | | |
| 3. Seminar on Public Force | | | | | | | | | | | | |
| 4. Seminar on Promotion of Democracy | | | | | | | | | | | | |
| 5. PARTICIPA Project 25 workshops | | | | | | | | | | | | |
| 6. TV & Radio Campaign | | | | | | | | | | | | |
| 7. Seminar on Justice System | | | | | | | | | | | | |
| 8. Design and Paint Billboards | | | | | | | | | | | | |
| 9. Construct Mobil Exhibits | | | | | | | | | | | | |
| 10. Youth Orientation Program (100 leaders x 1 month) | | | | | | | | | | | | |

16

| ACTIVITY | Sept. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | July | Aug. |
|---------------------------------------------------------|-------|------|------|------|------|------|------|------|-----|------|------|------|
| 11. Civic Workshops for Youth groups (8 workshops) | | | | | | | | | | | | |
| 12. Seminar on Role of Private Enterprise | | | | | | | | | | | | |
| 13. Seminar on Human Rights | | | | | | | | | | | | |
| 14. 8 Workshops on Formation of Democratic Groups | | | | | | | | | | | | |
| 15. Seminar on Role of Political Parties | | | | | | | | | | | | |
| 16. Democratic Fair at all University Campuses (1 week) | | | | | | | | | | | | |
| 17. 8 Workshops on Leadership Development | | | | | | | | | | | | |
| 18. Seminar on Role of Organized Labor | | | | | | | | | | | | |

About 4,000 monthly bulletins (with 12 to 16 pages) will be produced and distributed to those organizations and individuals that support the programs of the Center Pro Democracy.

Printed material will be produced throughout the year in support of all the programs.

TWO-YEAR OPERATING BUDGET for the CENTER PRO DEMOCRACY

| LINE ITEM | Year 1 | | | Year 2 | | |
|-----------------------------------------|---------------|--------------|---------------|---------------|--------------|---------------|
| | NED/ADF | USAID | CCN | NED/ADF | USAID | CCN |
| 1. PERSONNEL | | | | | | |
| a. Program Director | 12,000 | | 9,600 | 12,000 | | 9,600 |
| b. Associate Director | 6,000 | | 6,000 | 6,000 | | 6,000 |
| c. Steno/Clerk | | | 6,000 | | | 6,000 |
| Total | 18,000 | | 21,600 | 18,000 | | 21,600 |
| 2. OFFICE RENTAL AND UTILITIES | | | | | | |
| a. Office Rental (\$1,000/mo) | 6,000 | | 6,000 | 6,000 | | 6,000 |
| b. Utilities (\$300/mo) | 1,800 | | 1,800 | 1,800 | | 1,800 |
| Total | 7,800 | | 7,800 | 7,800 | | 7,800 |
| 3. OFFICE SUPPLIES AND EQUIPMENT | | | | | | |
| a. Office supplies (\$150/mo) | 600 | | 1,200 | 500 | | 1,200 |
| b. Office Equipment | | | | | | |
| 1. Computer (286 VGA 40MB) | | 2,500 | | | | |
| 2. Laser Printer (HP-IIP) | | 1,500 | | | | |
| 3. Electric Typewriter | | 700 | | | | |
| 4. Two Telephones (2-lines) | | 300 | | | | |
| 5. Training Equipment | 1,500 | | 8,500 | 1,500 | 1,500 | 1,500 |
| Total | 2,100 | 5,000 | 9,700 | 2,100 | 1,500 | 2,700 |
| 4. TRANSPORTATION EQUIPMENT | | | | | | |
| a. Lease a Minibus (\$625/mo) | | 7,500 | | | 7,500 | |
| b. Car Rental (\$25/day x 40 days) | | | 1,000 | | | 1,000 |
| c. Gas and other expenses (\$200/mo) | | | 2,400 | | | 2,400 |
| Total | | 7,500 | 3,400 | | 7,500 | 3,400 |
| 5. COMMUNICATION AND POSTAGE | | | | | | |
| a. Telephone and Fax (\$100/mo) | 400 | | 800 | 400 | | 800 |
| b. Postage (\$200/mo) | 200 | | 2,200 | 200 | | 2,200 |
| Total | 600 | | 3,000 | 600 | | 3,000 |
| 6. CONTRACTUAL SERVICES | | | | | | |
| a. Audit (Book keeping & QTR audit) | 500 | | 2,000 | 500 | | 2,000 |
| b. Custodial Services (\$150/mo) | 250 | | 1,550 | 250 | | 1,550 |
| Total | 750 | | 3,550 | 750 | | 3,550 |

| | Year 1 | | | Year 2 | | |
|---------------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | NED/ADF | USAID | CCN | NED/ADF | USAID | CCN |
| 7. WORKSHOPS (41 workshops) = | 8 | 8 | 25 | 8 | 8 | 25 |
| a. Contractual Services: | | | | | | |
| 1. Two Training Spec. (150 hrs x \$20) | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| 2. Instructors (\$25 x 8 hrs/workshop) | 1,600 | 1,600 | 5,000 | 1,600 | 1,600 | 5,000 |
| 3. Coord./Eval. (\$20 x 5 hrs/workshop) | 800 | 800 | 2,500 | 800 | 800 | 2,500 |
| b. Printing of Materials (\$2/participant) | 800 | 800 | 2,500 | 800 | 800 | 2,500 |
| c. Stipends (\$6/participant) | 2,400 | 2,400 | 7,500 | 2,400 | 2,400 | 7,500 |
| Total | 8,600 | 8,600 | 20,500 | 8,600 | 8,600 | 20,500 |
| YOUTH LEADERSHIP TRAINING | | | | | | |
| a. Initial Orientation (1 month for 100): | | | | | | |
| 1. 5 Training Spec. (250 hrs x \$20) | 840 | 4,160 | | 840 | 4,160 | |
| 2. Instructors (200 hrs x \$25) | 1,400 | 3,600 | | 1,400 | 3,600 | |
| 3. Coord./Eval. (\$20/participant) | 560 | 1,440 | | 560 | 1,440 | |
| 4. Printing Material (\$25/participant) | 700 | 1,800 | | 700 | 1,800 | |
| 5. Stipends (\$75/participant) | 2,100 | 5,400 | | 2,100 | 5,400 | |
| Subtotal | 5,600 | 16,400 | | 5,600 | 16,400 | |
| b. Workshops for Youth Leaders (2-day) = | 4 | 4 | | 4 | 4 | |
| 1. Two Training Spec (150 hrs x \$20) | 3,000 | 3,000 | | 3,000 | 3,000 | |
| 2. Instructors (\$25 x 8 hrs / wkshop) | 800 | 800 | 1,600 | 800 | 800 | 1,600 |
| 3. Coord./Eval. (20 hrs x \$5 / wkshop) | 400 | 400 | | 400 | 400 | |
| 4. Printing Material (\$2 x participant) | 400 | 400 | | 400 | 400 | |
| 5. Stipends (\$6 /participant/day) | 1,200 | 1,200 | | 1,200 | 1,200 | |
| Subtotal | 5,800 | 5,800 | 1,600 | 5,800 | 5,800 | 1,600 |
| Total | 11,400 | 22,200 | 1,600 | 11,400 | 22,200 | 1,600 |
| STUDY SEMINARS | 4 | | 3 | 4 | | 3 |
| a. Coordinator (37.5 hrs x \$20 / seminar) | 3,000 | | 2,250 | 3,000 | | 2,250 |
| b. Experts (\$1,625 / Seminar) | 6,500 | | 4,875 | 6,500 | | 4,875 |
| c. Stipends for participants (\$25/part.) | 1,500 | | 1,125 | 1,500 | | 1,125 |
| d. Publication of reports (\$1,000/sem.) | 4,000 | | 3,000 | 4,000 | | 3,000 |
| Total | 15,000 | | 11,250 | 15,000 | | 11,250 |
| 10. CIVIC EDUCATION | | | | | | |
| a. Television | | | | | | |
| 1. Spot production (\$2,250/spot) | 4,500 | 4,500 | 2,250 | 4,500 | 4,500 | 2,250 |
| 2. Airtime for Spots (200 min x \$150) | | 5,000 | 25,000 | | 5,000 | 25,000 |

| LINE ITEM | Year 1 | | | Year 2 | | |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | NED/ADF | USAID | CCN | NED/ADF | USAID | CCN |
| 3. Roundtable production (\$500 each) | | 4,000 | | | 6,000 | |
| 4. Documentary prod. (\$1,000 each) | | 2,000 | | | 3,000 | |
| Subtotal | 4,500 | 15,600 | 27,250 | 4,500 | 18,600 | 27,250 |
| b. Radio | | | | | | |
| 1. Spot production (\$200/spot) | 1,000 | 1,000 | | 1,000 | 2,000 | |
| 2. Airtime (1,500 minutes x \$3.50) | | 1,500 | 5,250 | | 1,500 | 5,250 |
| 3. Live programs (\$100/program) | 1,000 | 2,500 | 5,000 | 1,000 | 3,500 | 5,000 |
| Subtotal | 2,000 | 5,000 | 10,250 | 2,000 | 7,000 | 10,250 |
| c. Printed material | | | | | | |
| 1. Newspaper (2 x 1/2 pgs/week/yr) | | 5,750 | 9,850 | | 5,750 | 9,850 |
| 2. Color Posters (5,000 x \$0.70) | | 1,750 | 1,750 | | 1,750 | 1,750 |
| 3. Color Pamphlets (15,000 x \$0.35) | 1,500 | 3,000 | 750 | 1,500 | 3,000 | 750 |
| 4. Bulletins (50,000 x \$0.155) | 1,550 | 3,000 | 3,200 | 1,550 | 3,000 | 3,200 |
| Subtotal | 3,050 | 13,500 | 15,550 | 3,050 | 13,500 | 15,550 |
| d. Others | | | | | | |
| 1. Billboards (10 x \$500) | | 3,500 | 1,500 | | 3,500 | 1,500 |
| 2. Exhibits | | | | | | |
| a. Construction (\$1,500 each) | 1,500 | 1,500 | | 1,500 | 1,500 | |
| b. Presentations (75 x \$100/day) | 1,500 | 6,000 | | 1,500 | 6,000 | |
| 3. Democratic Fairs at Universities | | | | | | |
| a. Fair Organizer (\$20 x 50 hrs) | 500 | | 500 | 500 | | 500 |
| b. 14 Coordinator (\$10 x 15 hrs) | 1,050 | | 1,050 | 1,050 | | 1,050 |
| c. Promotion/Publicity | 450 | | 1,550 | 450 | | 1,550 |
| d. Univ. Decoration & refreshments | 2,000 | 1,000 | 2,000 | 2,000 | 1,000 | 2,000 |
| e. Material for Acad. presentations | 1,000 | 2,000 | 500 | 1,000 | 2,000 | 500 |
| Subtotal | 5,000 | 3,000 | 5,600 | 5,000 | 3,000 | 5,600 |
| Subtotal | 8,000 | 14,000 | 7,100 | 8,000 | 14,000 | 7,100 |
| Total | 17,550 | 48,000 | 60,150 | 17,550 | 53,000 | 60,150 |
| 11. OVERALL PROGRAM EVALUATION | | | | | | |
| a. Interview and questioners | | | | | | |
| 1. Design (25 hours x \$20) | | 500 | | | 500 | |
| 2. Conduct (50 x 2 hours x \$20) | | 2,000 | | | 2,000 | |
| 3. Analysis (50 hrs x \$20) | | 1,000 | | | 1,000 | |
| Subtotal | | 3,500 | | | 3,500 | |

| LINE ITEM | Year 1 | | | Year 2 | | |
|---------------------------------------------|---------------|----------------|----------------|---------------|----------------|----------------|
| | NED/ADF | USAID | CCN | NED/ADF | USAID | CCN |
| b. Co-sponsor Public Opinion Poll | | 4,000 | | | 4,000 | |
| c. Evaluation Report | | 750 | | | 750 | |
| Total | | 8,250 | | | 8,250 | |
| TOTAL FOR CIVIC CRUSADE | 81,800 | 99,550 | 142,550 | 81,600 | 101,060 | 136,550 |
| 12. ADF TECHNICAL ASSISTANCE | | | | | | |
| a. Personnel | | | | | | |
| 1. Project Director | 4,160 | 5,200 | | 4,160 | 5,200 | |
| 2. Deputy Project Director | | 2,520 | | | 2,520 | |
| 3. Program Associate | 399 | 520 | | 399 | 520 | |
| Subtotal | 4,559 | 8,240 | | 4,559 | 8,240 | |
| b. International Travel and Per Diem | | | | | | |
| 1. International Travel (\$928/trip) | 1,856 | 2,784 | | 1,856 | 2,784 | |
| 2. Local Transport | 45 | 135 | | 45 | 135 | |
| 3. Per Diem (\$132 day x 16 days) | 1,056 | 1,584 | | 1,056 | 1,584 | |
| Subtotal | 2,957 | 4,503 | | 2,957 | 4,503 | |
| c. Communications and Postage | | | | | | |
| 1. Telephone/Telex | 160 | 240 | | 160 | 240 | |
| 2. Postage/Courier Service | 80 | 120 | | 80 | 120 | |
| Subtotal | 240 | 360 | | 240 | 360 | |
| d. Office Supplies/Services | | | | | | |
| 1. Office Supplies | 180 | 210 | | 180 | 210 | |
| 2. Office Services | 264 | 264 | | 264 | 264 | |
| 3. Accounting/Audit | | 700 | | | 700 | |
| Subtotal | 444 | 1,174 | | 444 | 1,174 | |
| TOTAL ADF TECHNICAL ASSISTANCE | 8,200 | 14,277 | | 8,200 | 14,277 | |
| PROGRAM TOTAL | 90,000 | 113,827 | 142,550 | 90,000 | 116,327 | 136,550 |