



**PARTNERS
OF THE AMERICAS**

**Final Report to the
The United States Agency
for International Development
(USAID)**

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Latinos and Latin America: Local – Global Messages and Linkages

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Latinos and Latin America: Local-Global Messages and Linkages

Grant Period: 9/99 – 8/01

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1. Executive Summary

Partners of the Americas (Partners), in collaboration with the Hispanic Council on International Relations (HCIR), the National Council of La Raza (NCLR), and the Hispanic Link Journalism Foundation, implemented a two-year development education project, *Latinos and Latin America: Local-Global Messages and Linkages*, to promote the informed participation of Latinos in the shaping and formulation of U.S. foreign assistance and foreign policy toward Latin America and the Caribbean. Shortly after launching the project, collaborators Latinized the project name to *NEXOS: Expanding the Latino Voice in U.S. Foreign Aid to the Americas*.

Expanding significantly on the successful groundwork laid by previous development education projects, Partners utilized its experience in international development and its extensive volunteer network in the United States to implement *NEXOS*. Equally important, Partners has reached the Hispanic American community with its development education message through a continued collaboration between Partners, HCIR and NCLR. Adding to the breadth and impact of *NEXOS*, the Hispanic Link Journalism Foundation joined the collaboration to advise on message development and strategy.

With *NEXOS*, Partners achieved its two principle goals: 1) to increase Latino awareness of, involvement in, and support for international development programs in Latin America and the Caribbean; and 2) to promote a Latino perspective in U.S. foreign policy towards the Americas. Partners also achieved the following secondary goals: 1) raise the awareness of Hispanic American journalists about international development issues; 2) develop and refine messages for Latino audiences; and 3) strengthen the ability of Partners chapters, NCLR affiliates and HCIR members to do public outreach.

Over the past two years, *NEXOS* has advanced the goals of USAID's Development Education Program through effective outreach to Latino communities in the following eleven states: Alabama, Arizona, Arkansas, California, Colorado, Florida, Illinois, New York, Oklahoma, Texas and Wisconsin. Six of these states initially were not targeted for outreach. However, due to shifting priorities among Partners chapters and local Latino-serving organizations, Partners chose to redefine its geographical focus. In each of the aforementioned states, Partners has worked with project collaborators to host issue forums and training workshops, disseminate information regarding international development, engage Latino community leaders and perform media outreach. Through *NEXOS*, Partners has reached over 500,000 people, with 13,000 serving as the primary audience; 53,000 serving as the secondary audience; and 450,000 serving as the tertiary audience.

During year one of *NEXOS*, project collaborators held three working groups in strategic locations across the country where significant Latino populations reside. Project collaborators designed these working groups to train community leaders and define and refine messages with which to engage Latino communities on international development issues. Through this message development stage, Partners discovered a wellspring of Latino support for development assistance in Latin America and the Caribbean. As a result, the project generated considerable enthusiasm at the grassroots level for continued discussion of development issues connecting the Americas.

In year two, project collaborators focused on materials development and dissemination through five events held in major cities throughout the United States. Partners also continued to train community activists to do their own local outreach. Over the past two years, approximately 75 people received training. In addition, six Partners chapters currently are implementing local public outreach campaigns in collaboration with Latino-serving organizations in their communities. As another positive element of the project, collaborators engaged over 500 members of the media through two Hispanic journalism conferences and a *NEXOS*-sponsored media forum. The media forum was unplanned at the conception of the project, but was an innovative addition as project collaborators found it necessary to target the media as both an avenue and an audience for the *NEXOS* message.

NEXOS results affirmed that the U.S. Latino population is not homogeneous – rather it is a complex mosaic of cultures grouped together. Complexity also characterizes the broad topic of international development, which challenged collaborators to craft specific messages that would resonate with target Latino communities. This careful process enabled project collaborators to identify development issues around which Latinos could mobilize. Finally, the complexity mentioned above also manifested itself in the form of shifting organizational priorities in groups such as NCLR whose board decided to reduce their attention to international issues. Nevertheless, Partners, HCIR and Hispanic Link strengthened the *NEXOS* collaboration by adjusting to these challenges by adapting and improving outreach to the U.S. Latino population, engaging grassroots Latino organizations, Hispanic journalists and other community leaders. These efforts and others outlined within the report made a discernible impact in the field of development education by promoting a Latino voice in U.S. foreign assistance towards the Americas.

II. Project Activities

NEXOS project activities included: 1) conducting focus groups to define and refine public outreach messages; 2) holding training workshops on community organizing and media outreach; 3) organizing issue forums to highlight issues and raise awareness and support 4) attending Hispanic media conferences to promote the project; 5) developing outreach materials such as fact sheets, media kits, media guides, issue booklets and WWW web sites; 6) implementing local public outreach campaigns in six target states; and 7) performing media outreach for project events.

Focus Groups

Through existing research, Partners learned that Latinos have a significant interest in foreign affairs and, in many ways, support international development. Therefore, Partners devoted year one to developing messages that would resonate and cultivate this support. Due to the diversity of the Latino population, the message development phase took longer than project collaborators had anticipated initially.

- **Los Angeles, California:** On February 12, 2000, Partners, HCIR, NCLR and Hispanic Link held the first *NEXOS* focus group at the University of California at Los Angeles. Participants included twelve Latino journalists and community activists from Arizona, New Mexico, California, Texas and Washington.

Conducting the focus group, a professional facilitator addressed educational themes on international development such as trade and economic development, citizen participation, disaster relief and redevelopment, and immigration and migration. Key messages and recurring themes were identified for further development. The group also discussed development of materials such as fliers, posters, public service announcements and media kits.

- **Washington, DC:** On May 20, 2000, Partners, HCIR, NCLR and Hispanic Link conducted the second focus group at NCLR headquarters for eight Latino journalists and community activists from Illinois, Florida and New York as well as leaders from various foreign affairs organizations based in Washington, DC.

In order to refine the messages developed from the first focus group, a professional facilitator tested the messages on the second group. The messages developed during this session were analyzed to measure structure, content, impact and sustainability when utilized for campaign purposes. Major themes were refined for nationwide promotion.

- **San Diego, California:** On July 3, 2000, Partners, HCIR, NCLR and Hispanic Link sponsored the third and final focus group for *NEXOS*. This event was conducted in conjunction with NCLR's annual conference, which drew over 12,000 participants. Integrating the *NEXOS* event into the conference fostered participation from a broad-based group of Latino leaders and helped generate interest for future involvement in grassroots and international development initiatives. Over 50 representatives from various community-based organizations in the San Diego area and throughout the country attended.

As an introduction to *NEXOS* and a brief discussion of development issues, the following speakers addressed the group: Rita DiMartino, Vice President of Congressional Relations and Federal Government Affairs for AT&T; and Ambassador Abelardo Valdez, Former Assistant Administrator for Latin America and the Caribbean at USAID.

Immediately following the opening speeches, a professional facilitator convened the focus group session. The participants had the opportunity to engage and provide feedback on the messages developed through the two previous focus groups. Six strong public education messages were refined and made ready for implementation at the local level.

Issue Forums

After the message development phase, Partners and HCIR took the lead in year two in organizing issue forums in Chicago, Miami, and New York to utilize the *NEXOS* messages and to highlight development issues affecting the Americas. These forums provided a space for Latino business leaders, community activists, clergy, professors, students, and journalists, among others, to discuss “local-global links” between the United States and Latin America and the Caribbean.

- **Chicago, Illinois:** On November 17, 2000, Partners, HCIR and the Chicago Council on Foreign Relations hosted the forum, “Local Latino Communities and the Americas: Points of Intersection, Dialogue and Cooperation.” Over 40 Latino community activists and journalists attended the forum.

In a panel discussion format, participants addressed economic and social development as it relates to the United States and Latin America and the local-global linkages of these issues. Speakers included: Frank Gomez, Chairman of the Hispanic Council on International Relations; The Honorable Juan Andrade, President of the U.S. Hispanic Leadership Institute; The Honorable Roberto Maldonado, Commissioner of Cook County; Liza Gross, President and Publisher of *Exit* Magazine; and Zeke Montes, President of the National Association of Hispanic Publications.

The panel and ensuing discussion demonstrated the keen interest in the Americas among Latino participants and revealed many points of “intersection, dialogue and cooperation.” Many participants, however, despite being from the same metropolitan area, were unaware – or insufficiently aware – of the activities of the various groups involved in international development and foreign affairs. Consequently, a consensus emerged at the end of the discussion on the need for representatives of the organizations to come together periodically to share information and coordinate activities that relate to common agendas.

- **Miami, Florida:** On February 23, 2001, Partners, HCIR, Hispanic Link and the North-South Center of the University of Miami hosted the forum “Business and Economic Outlook for the Americas: A Latino Perspective.” Over 50 Latino community activists, business leaders and journalists attended the forum.

Recognizing the pivotal role business and economic development play in U.S.-

Latin American relations, the forum addressed economic development and trade as it relates to the United States and Latin America and the important role U.S. Latinos have in this growing relationship. Speakers included: Frank Gomez, Chairman of the Hispanic Council on International Relations; Dr. Eduardo A. Gamarra, Director of the Latin American and Caribbean Center at Florida International University; Ambassador Ambler Moss, Director of the North-South Center at the University of Miami; Remedios Diaz Oliver, President of All American Containers; Antonio Villamil, CEO of The Washington Economics Group, Inc; and Carlos Castaneda, Publisher of El Nuevo Herald.

The discussion was provocative and addressed current economic developments such as the proposed Free Trade Area of the Americas (FTAA) and how this intersects with social and economic development throughout the hemisphere. The overarching theme, though, was the importance of social and economic development in Latin America and the Caribbean to Latino communities in the U.S.

- **New York, New York:** On May 4, 2001, Partners, HCIR and Hispanic Link hosted a forum at the Americas Society, themed "Media Coverage of Latin America: Quantity, Quality and Impact." The purpose of the event was to explore from a uniquely Hispanic American perspective how United States media coverage of Latin America and the Caribbean shapes perceptions of the realities of that region. It assessed the quality and comprehensiveness of coverage and the impact on policy-makers and publics interested in forging improved ties with their neighbors.

Panelists included: Rafael Moreno, Bureau Chief of EFE Spanish News Agency; Ambassador Philip V. Sánchez, Publisher of Noticias del Mundo and Tiempos del Mundo; Rossana Rosado, Editor in Chief of El Diario; Armando Trull, Vice President of Cohn & Wolfe/Washington; and Frank Gómez, Chairman of the Hispanic Council on International Relations.

Given the importance of Latin America and the Caribbean to the U.S., given the growth of the Latino population, and given the professed interest of Hispanics in the region, the following questions were addressed: 1) Is coverage enough? 2) Is it comprehensive? 3) How does coverage impact international understanding and cooperation? 4) Have mainstream media surrendered the coverage to Spanish language media? 5) Do the media consider demographic change and emerging communities in their coverage/editorial decisions? and 6) Does the low number of Hispanics in newsrooms inhibit coverage?

Approximately 30 people attended, which primarily included members of the media but also academics and representatives of Hispanic-serving organizations. However, project collaborators had invited over 600 media representatives to the forum. While the turnout was rather low, many people expressed interest but could not attend due to media assignments. Senior

journalists from major magazines, newspapers and TV networks responded positively to the forum, requesting information about similar events in the future.

Training Workshops

As a way to combine issue identification with hands-on, participatory training experience, Partners held four public outreach training sessions for community activists in conjunction with the focus groups and issue forums. With the exception of NCLCR's annual conference, a skills assessment of each participant was conducted prior to the workshop. This preparation allowed training facilitators to best meet the needs of the participants.

- **Los Angeles, California:** On February 11-12, 2000 at the University of California at Los Angeles, Partners and Hispanic Link conducted outreach training for seven community activists from California, Washington, Arizona, New Mexico, and Texas. Workshop trainers focused on message development, audience targeting and media outreach tools and techniques. Discussions were held regarding implementation strategies for the project, the development of media messages, and the importance of collaboration at national and local levels for developing an effective public education campaign.

As part of their role in the *NEXOS* project, Hispanic Link journalists provided the media outreach training. Specifically, the journalists offered interactive opportunities for participants to practice interview techniques, to pitch story ideas and to contact media outlets. Equally important, these journalists learned about development issues from the perspective of Partners volunteers during other sessions of the workshop. Approximately five Hispanic journalists attended.

As a result of the training, Partners volunteers in Arizona are launching a local public outreach campaign in order to highlight cross-border issues between Arizona and Mexico and to involve more Hispanics in the policy making process.

- **Washington, DC:** On May 19, 2001, Partners and Hispanic Link conducted a training workshop for ten community activists from Illinois, New York, Florida and the District of Columbia.

Prior to the training session, Partners organized a roundtable discussion to highlight important development issues. Speakers included Ines Bustillo, Director of the Washington Office of the Economic Commission for Latin America and the Caribbean; Neil Levine, Director of the Office of Central American Affairs at USAID; and Dr. Jorge Rios, Professor of International Public Health at George Washington University. Each speaker discussed issues of a social and economic nature that involve the Latin American and Caribbean region.

As an in-kind contribution to the *NEXOS* project, representatives from Cohn and Wolf, a public relations firm, facilitated the training session on media outreach. Participants learned successful outreach models and practiced developing their

own media campaigns. Training sessions included: (1) message development; (2) techniques for audience targeting; (3) media campaign development and media techniques; and (4) strategies for outreach.

As a result of the training, Partners volunteers in Florida are launching a local public outreach campaign in order to engage Latinos in Central Florida on social and economic development issues affecting the Americas.

- **Chicago, Illinois:** On November 17, 2000, Partners held a training workshop for eight college students and other community activists. A professional facilitator from the Chicago area led the training, which included: 1) message development and audience targeting; 2) strategies for outreach and advocacy; 3) inventorying media outlets; 4) contacting the media; and 5) materials development

The group practiced developing messages to promote international development within their communities. Since the majority of the participants studied or worked in domestic-related fields, the topic of international development and the major players involved were not very familiar to them. Therefore, the facilitator integrated development themes into the training sessions and highlighted the potential role of *Latinos in the development process*.

As a result of the event, the International Latino Cultural Center of Chicago had planned to implement a local *NEXOS* public outreach campaign. Unfortunately, due to scheduling conflicts, the organization was unable to implement the project. However, the local Partners chapter in Chicago is discussing with them future opportunities in which to collaborate.

- **Milwaukee, Wisconsin:** On July 16, 2001, Partners held a training workshop at the National Council of La Raza's annual convention, which drew over 12,000 people. Due to the convention's large draw and the uniqueness of the *NEXOS* workshop, over 100 people attended. Workshop attendees included grassroots Latino activists from all over the U.S. as well as representatives of government, media, academia, and business.

Prior to the training, a panel discussion was held in order to highlight important social and economic issues facing the Americas and how Latinos can make an impact in U.S. foreign policy towards the region. Ambassador Abelardo Valdez, Former Assistant Administrator for Latin America at the USAID, and Benjamín Escarcega, Program Coordinator for HCIR, discussed the current and future role of Latinos in shaping US foreign policy. The audience and presenters engaged in a heavy dialogue on development issues and U.S.-Latin American relations.

Next, a professional facilitator conducted the training sessions, focusing on community organizing and media outreach. Since such a large number of people attended, the training was not as participatory as the previous workshops. However, the diversity of the group and the varying levels of experience created a

rich learning environment. Working drafts of a revised Partners' media guide were distributed during the training.

Due to the domestic nature of the NCLR convention, the *NEXOS* forum was the only one focusing on international issues. It was apparent that opportunities for Latinos to discuss U.S. foreign policy towards Latin America and the Caribbean are very limited. In this regard, the workshop was very successful in generating interest in development issues and promoting future involvement.

Media Conferences

In both years of the project, Partners and Hispanic Link staff attended the annual conference of the National Association of Hispanic Journalists (NAHJ). Each year, the NAHJ conference attracts over 1,200 journalists – Latino and non-Latino – who come from all over the country as well as Latin America and the Caribbean.

- **Houston, Texas:** On June 22-23, 2000, Hispanic Link and Partners co-sponsored a presentation booth for the *NEXOS* project at the annual conference of NAHJ. Partners and Hispanic Link took advantage of the opportunity to present *NEXOS* to hundreds of Hispanic journalists and media representatives, successfully generating interest and establishing contact with various media outlets throughout the United States.
- **Phoenix, Arizona:** From June 19-21, 2001, Partners and Hispanic Link organized a similar presentation booth to promote *NEXOS*. This year's conference drew over 1,300 participants. The emphasis of this exhibit was to disseminate materials developed from *NEXOS* issue forums and to share with journalists the project successes. Over 100 journalists spoke with project staff about *NEXOS*, expressing their interest and requesting follow-up.

Local Public Outreach Campaigns

As an integral part of implementing *NEXOS*, Partners launched a small grants program to support local public outreach efforts across the United States. Since project collaborators had underestimated the length of the message development phase, the small grants program did not begin until the spring of 2001. Currently, six Partners chapters are implementing outreach projects in collaboration with local Latino-serving organizations in Alabama, Arizona, Arkansas, Colorado, Florida and Oklahoma. While ten states originally were identified as priority areas for *NEXOS*, Partners needed to adjust to the shifting priorities of its local chapters and other organizations.

- **Colorado:** In Colorado, the local Partners chapter has teamed up with the Community Colleges of Colorado, the Colorado Office of International Trade and Development and key Latino groups to implement the project "Community Partners" in order to increase support for international development programs in Latin America. Within a period of five months, the Colorado Partners aim to increase understanding among Latino leaders of practical opportunities for how

their organizations can support economic and workforce development projects in Brazil and other countries in Latin America. Also, through the project, Latino leaders are learning about projects in Brazil that are producing benefits for Colorado-based organizations and Latino communities throughout the state.

- **Arizona:** In Phoenix, the Arizona Partners are working with the Arizona-Mexico Commission (AMC), the Hispanic Leadership Institute (HLI), and Valle del Sol, Inc. to raise awareness in Latino communities of cross-border issues. The AMC is a public-private non-profit corporation with a mission to strengthen economic and cultural relations between Arizona and Mexico. Historically, there has been limited participation of diverse sectors of the Hispanic community in plenary sessions of the AMC. Therefore, the goal of this project is to engage Arizona Hispanics, working in a leadership capacity on a local level, in developing a bi-national vision for the region.
- **Oklahoma:** With the project, "Influencing Sound Decisions Affecting Local & Global Latin Americans," the Oklahoma Partners are working to increase awareness, active involvement and support for development issues within the Hispanic community and their representative organizations in Oklahoma. Project coordinators are targeting the 100,000 Hispanics in the Oklahoma City area through issue forums, web site development, materials development and media outreach. Organizations such as the Hispanic Chamber of Commerce, the Hispanic Community Service Group and the Oklahoma Hispanic Professional Association have agreed to participate and actively reach out to their own constituencies.
- **Arkansas:** In Arkansas, the local Partners chapter is implementing a five-month project, themed "The Heartland and Latin America: Multi-Faceted Development Links." The Arkansas Partners aim to educate and inform local Latino communities on existing and potential development needs and activities in Latin America. Also, through the project, Partners is strengthening the determination of Latino organizations and individuals to influence U.S. foreign policy towards effective international development efforts. The League of Latin American Citizens and the Hispanic Women's Organization of Arkansas are co-sponsoring project activities. In addition, project coordinators are launching a media campaign designed to reach local community leaders, politicians and policy makers.
- **Alabama:** Throughout Alabama, the local Partners chapter is implementing the project, "Building Local Understanding of Hemispheric Issues in Alabama." In collaboration with the Latin American Association of Alabama (ALAS), Partners is developing "local-global" links through the Alabama League of Municipalities, the state Department of Education and several other schools and community organizations. The project aims to inform citizens in Alabama of the importance of the relationship between the United States and Latin America, with emphasis on how this relationship affects municipal and state levels. Over a twelve-month period, project coordinators are carrying out a minimum of 20 presentations

within Latino communities. Media outreach serves as a major component in raising awareness and increasing understanding of development issues.

- **Florida:** In Orlando, Florida, the local Partners chapter is reaching out to Latinos through the project, "Media Campaign for Central Florida Hispanic Audience." In order to raise awareness, involvement and volunteerism within the Hispanic population of Central Florida, Partners is emphasizing economic development and pro-democracy programs in Latin America. Major newspapers such as the *Orlando Sentinel*, *La Prensa* and the *News-Journal* are targeted for media outreach. This media outreach coincides with the international convention of Partners of the Americas, to be held in Orlando, Florida in November 2001. The Florida Partners aim to involve the Hispanic community in the convention and increase their understanding of the development issues Partners chapters are addressing throughout the Americas.

Materials Development

In order to implement *NEXOS*, Partners and HCIR developed several materials for distribution at the local level. Materials include: 1) *NEXOS* media kit 2) two fact sheets 3) two issue booklets 4) *NEXOS* public outreach guide and 5) WWW Web sites.

At every *NEXOS* event, including the focus groups, issue forums, training workshops and Hispanic media conferences, project collaborators distributed the *NEXOS* media kits and fact sheets. Also, project collaborators have disseminated media guides and issue booklets to 200 NCLR members, 1,700 HCIR members, 60 Partners chapters and 100 Hispanic Link journalists. See Appendices II and III for project materials.

In order to reach an even wider Latino audience, Partners has developed its web site to serve as a resource on international development issues for Hispanic Americans. Latinos who surf the web are more than twice as likely than the general population to use the Internet to read international news. Therefore, Partners has focused on accessing this growing Latino audience by using the Internet as a medium for outreach. Specifically, Partners has developed the Spanish version of its web site to serve the Hispanic American community. The web site also features chat rooms for discussion on development topics, and *NEXOS* publications are available in PDF format for downloading.

Media Outreach

As a major component of *NEXOS*, Partners performed media outreach for every event. Press releases and media advisories were distributed to national and local media outlets in order to advertise the project and events. For example, after disseminating a press release on the launching of *NEXOS*, Partners received the opportunity to participate in a bi-lingual radio interview with a radio station in McAllen, Texas. This interview was broadcasted in both Texas and Mexico, and it described the project and its desired impact. Equally important, the publisher of *Noticias del Mundo*, a Spanish and English daily newspaper with a readership of approximately 110,000, wrote a substantive editorial on *NEXOS*.

With Hispanic Link as a project collaborator, Partners was able to bring *NEXOS* to a nationwide audience. The Hispanic Link Weekly Report, which has a news service syndicated through the *Los Angeles Times*, served as an advertising space for *NEXOS* events and materials. Editors of the Weekly Report donated this space as an in-kind contribution to the project.

Engaging the media directly through the New York media forum and the Hispanic media conferences also proved highly valuable to the project. Many of the journalists have requested information on project events and have asked project collaborators to inform them of future story ideas for their media outlets. As a result, Partners has connected local Partners chapters and Latino-serving organizations with these media outlets in order to further advance the *NEXOS* project at the grassroots level.

III. Project Evaluation

In order to identify Latino interest in and awareness of international development, Partners utilized existing research from NCLR and the Tomás Rivera Policy Institute. This research and the three *NEXOS* focus groups served as the baseline survey for the project. These methods enabled project collaborators to identify key issues for message development and dissemination.

While the baseline survey revealed a keen Latino interest in foreign affairs, project collaborators discovered that few opportunities existed for Latinos to discuss these issues. For example, at the NCLR conference, Latinos attending the *NEXOS* event complained that this was a rare opportunity for them to discuss U.S. foreign policy towards Latin America and the Caribbean. Therefore, project collaborators believe that the *NEXOS* project filled an unexplored niche for Latino community activists.

The following project goals and corresponding indicators detail *NEXOS* performance results over the past two years:

- **Goal 1:** to increase Latino awareness of, involvement in, and support for international development programs in Latin America and the Caribbean.

Indicators:

- 1) Six Partners chapters are currently implementing grassroots public outreach projects in collaboration with local Latino-serving organizations
- 2) A *NEXOS* public outreach guide was produced and distributed to 155 community organizations throughout the United States.
- 3) 300 members of the primary target audience attended *NEXOS* events
- 4) Articles on the *NEXOS* project appeared in the Partners newsletter (reaching 18,000 people in the U.S.) and the NCLR newsletter (reaching 25,000 people in the U.S.).

- 5) Three national media articles appeared in Noticias del Mundo (reaching 110,000 people in the U.S.) and Hispanic Link Weekly Report (reaching 1,200 people in the U.S.).
- 6) One bi-lingual radio interview on the *NEXOS* project was broadcasted in southwest Texas.
- 7) Local news coverage of *NEXOS* events occurred in Chicago, Miami and New York.
- 8) Partners' website has received 240,000 hits since the initiation of the project.

Note: Due to the late start in the six local public outreach projects, some indicators will not be assessed until year 2002.

- **Goal 2:** promote a Latino voice in U.S. foreign policy towards Latin America and the Caribbean.

Indicators:

- 1) Seven forums were held for 300 participants, presenting an opportunity for Latinos to discuss U.S. engagement with the world.
- 2) Two issue booklets were produced and distributed to 2,700 people detailing Latino perspectives on U.S. foreign policy and international development.

IV. Lessons Learned

Challenges:

- The proposed international development topics (trade and economic development, migration and immigration, disaster relief and redevelopment and community development through citizen participation) proved too numerous and dispersed for a two-year development education project. In some instances, this broad focus exceeded the resource capacity of collaborators to fully meet project objectives. Therefore, Partners narrowed the project focus to trade and economic development and immigration and migration, which met the interests and concerns of the target Latino communities.
- The project collaboration was weakened by NCLR's decision to play a smaller role. In year one of the project, NCLR staff played an important role in focus group planning, issue identification and participant selection. However, due to an internal decision to remove foreign policy as a priority issue for the organization, NCLR decided only to play an advisory role in year two. As a result, Partners and HCIR had to perform more tasks with fewer staff. Nevertheless, project collaborators capitalized on existing resources and utilized NCLR's infrastructure to reach over 200 Hispanic-serving organizations throughout the United States.

Successes:

- *NEXOS* tapped into a wellspring of unrealized Latino support for development assistance in Latin America and the Caribbean. As a result, the project generated great enthusiasm at the grassroots level for continued discussion of development issues connecting the

Americas. With recent research on remittances compiled by major development banks such as the Inter-American Development Bank, project collaborators learned that Latinos already are involved in substantial ways in the development of the region. Therefore, Partners successfully used remittances as a way to discuss development issues with Latino community activists.

- The connection to Hispanic journalists through the Hispanic Link Journalism Foundation proved highly valuable to the project. The National Association of Hispanic Publications noted that Hispanic Americans are twice as likely to read Hispanic publications over mainstream publications. Therefore, collaborators reached target Latino audiences with *NEXOS* messages much more directly through expanded relationships with Hispanic media outlets.
- The collaboration between Partners and HCIR worked extremely well and proved mutually beneficial for both organizations. HCIR utilized Partners' existing grassroots network while Partners took advantage of HCIR's connection to significant Hispanic American communities throughout the United States. In particular, HCIR's board is comprised of important leaders in foreign affairs and Hispanic Members of Congress. Therefore, as an unintended impact, Partners gained important recognition among these Hispanic leaders in the U.S. The resulting synergy impacted the success and sustainability of the project as well as the outlook for future collaboration.

V. Conclusion

Partners and its collaborators are grateful to the United States Agency for International Development for its continuous support of its nationwide development education efforts. Through *NEXOS*, Partners has reached a critical audience within the U.S. population in which to promote development programs in Latin America and the Caribbean. While certain challenges arose during project implementation, Partners was resourceful in its efforts to adjust accordingly and realign project priorities. Partners anticipates that the project will sustain itself due to the growing interest within the Latino population, the materials produced, and the determination of project collaborators to leverage funding from additional sources.

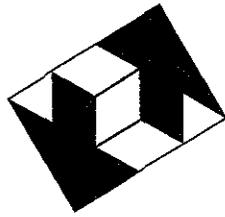
VI. Financial Report

See the attached financial report.

Appendix I

NEXOS Event Agendas, Participants Lists and Press Releases

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**Latinos and Latin America
Working Group Meeting
Bradley International Hall, UCLA**

Agenda

Thursday, February 10

Arrivals

Friday, February 11

8:30-9:30 Breakfast

9:30-10:00 Introduction to the Program

10:00-10:30 Icebreaker

10:30-12:00 Developing a Message and Targeting an Audience

12:00-1:00 Lunch

1:00-4:00 Working with the Media - Tips and Role plays

7:30-9:30 Reception

Saturday, February 12

8:30-9:30 Breakfast

9:30-12:30 Message Development Focus Group

12:30-1:30 Lunch

1:30-4:00 Strategies for Outreach and Advocacy

4:00-4:30 Closing

Dinner on your own

Latinos and Latin America: Local-Global Messages and Linkages

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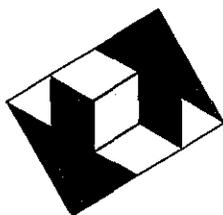
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**Latinos and Latin America
Eastern Regional Workshop
May 19-20, 2000**

Agenda

Friday, May 19

8:30-9:00 Breakfast

9:00-9:30 Introductions

9:30-10:00 Introduction to the organizations and to the project

10:00-12:00 Panel Discussion: What are the links to the US Latino Community?

- *Economic Development/Integration, Ines Bustillo, Director, Washington Office, Economic Commission for Latin America and the Caribbean*
- *Health Issues Challenging the Hemisphere, Dr. Jorge Rios, Professor of Medicine and International Health, George Washington University*
- *Status of US International Assistance, Neil Levine, Director, Office of Central American Affairs, United States Agency for International Development*

12:00-1:30 Lunch

1:30-2:30 Planning and Implementing an Outreach Strategy

2:30-4:30 Working with the media – Tips and Role Plays

Saturday, May 20

9:00-9:30 Breakfast

9:30-12:00 Focus group to refine message

Latinos and Latin America: Local-Global Messages and Linkages

Eastern Regional Working Group
Washington, D.C.
May 19 & 20

Participant List

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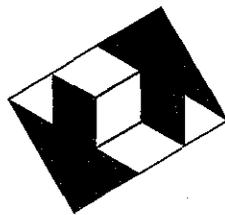
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*Nexos: Expanding the Latino Voice
in U.S. Foreign Aid to the Americas*

Agenda

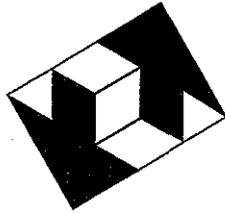
July 2, 2000

2:30 - 4:30 pm

San Diego Convention Center

- 2:30 - 2:35 Opening Remarks
 Ms. Rita DiMartino
 Vice President of Congressional Relations
 and Federal Government Affairs, AT&T
- 2:35 - 2:50 Keynote Speech
 Ambassador Abelardo López Valdez
 Former Chief of Protocol at the White House
- 2:55 - 3:00 Introductions
 Ms. Nhelly Saleh Ramírez
 Program Director, Partners of the Americas
- 3:00 - 4:30 Workshop
 Dr. Layla Suleiman
 Visiting Professor, De Paul University of Chicago

**PARTNERS
OF THE AMERICAS**



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Media Advisory

June 21, 2000

Contact: Nhelly Saleh (202) 637-6211
E-mail: nsr@partners.poa.com

National Partnership Seeks to Expand Latino Influence in US Foreign Policy

As part of the on-going collaboration with the National Council of La Raza, the Hispanic Council on International Relations, and the Hispanic Link, Partners of the Americas will conduct a workshop at the upcoming NCLR conference in San Diego, CA, on July 2, 2000. The workshop entitled *Nexos: Expanding the Latino Voice in U.S. Foreign Aid to the Americas* will introduce a national public education/media campaign to engage Latinos in international development issues and foreign policy. As the workshop's keynote speaker, Ambassador Luis Lauredo, Permanent Representative of the United States to the Organization of American States will discuss the current and future role of Latinos in shaping US foreign policy.

This is the third of several working groups we will be offering in order to link Partner volunteers with Latino community activists and journalists. Partners is excited about this collaboration and its potential to continue delivering a clear and resonating message on the importance of U.S. global involvement to the Latino community. Funded by the United States Agency for International Development (USAID), this unique effort seeks to increase awareness of, involvement in, and support for international development programs and issues in the Hispanic American community. The project will also provide opportunities to expand and enhance the Latino voice in U.S. foreign policy-making.

Founded in 1964 as the "people-to-people" component of President John F. Kennedy's Alliance for Progress, Partners of the Americas has grown to 60 partnerships linking 45 states and the District of Columbia with 31 countries in Latin America and the Caribbean. Please visit the Partners web site at www.partners.net for a full description of the different program areas.

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LOCAL LATINO COMMUNITIES AND THE AMERICAS:

POINTS OF INTERSECTION, DIALOGUE AND COOPERATION

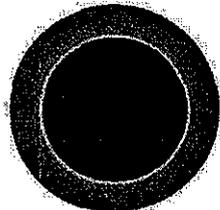
Partners of the Americas, in collaboration with the Hispanic Council on International Relations, National Council of La Raza and Hispanic Link Journalism Foundation, would like to cordially invite you to a forum, themed "Local Latino Communities and the Americas: Points of Intersection, Dialogue and Cooperation." In a panel discussion format, we will discuss economic development and trade as it relates to the United States and Latin America and the local-global linkages of these issues.

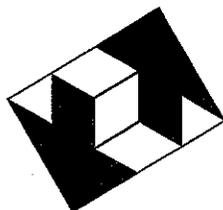
The issue forum will take place on **November 17th, 9:30 – 11:30 a.m.**, in Chicago at the Chicago Council on Foreign Relations, 116 South Michigan St. 10th Floor, and will feature the following panel speakers:

- **Frank Gomez, Chairman of the Hispanic Council on International Relations**
- **The Honorable Juan Andrade, President of the U.S. Hispanic Leadership Institute**
- **The Honorable Roberto Maldonado, Commissioner of Cook County**
- **Liza Gross, President and Publisher of Exito Magazine**
- **Zeke Montes, President of the National Association of Hispanic Publications**

This forum is part of an on-going collaborative public education campaign, "NEXOS," with the goal to increase awareness of, involvement in, and support for international development programs and issues in the U.S. Latino community. The campaign also seeks to provide opportunities to expand and enhance the Latino voice in U.S. foreign policymaking. Through each of the collaborating organization's nation-wide networks, we are building a grassroots media campaign that highlights the interconnection between Latin America and the United States and the importance of international development programs and foreign aid.

To RSVP for the forum or to request more information, please contact Jennifer Young at (202) 637-6205 or jy@partners.poa.com.





Media Advisory

November 7, 2000

Contact: Nhelly Saleh (202) 637-6211
E-mail: nsr@partners.poa.com

National Partnership Holds Forum in Chicago to Expand Latino Influence in US Foreign Policy

Partners of the Americas, in collaboration with Hispanic Council on International Relations, National Council of *La Raza*, and Hispanic Link Journalism Foundation, will host the forum, "Local Latino Communities and the Americas: Points of Intersection, Dialogue and Cooperation." A diverse panel of community leaders will discuss economic development and trade as it relates to the United States and Latin America and the local-global linkages of these issues.

The issue forum will take place on November 17th, 9:30 – 11:30 a.m., in Chicago at the Chicago Council on Foreign Relations, 116 South Michigan St. 10th Floor, and will feature the following speakers:

- **Frank Gomez, Chairman, Hispanic Council on International Relations (Moderator)**
- **Juan Andrade, President, U.S. Hispanic Leadership Institute**
- **The Honorable Roberto Maldonado, Commissioner, Cook County**
- **Liza Gross, President and Publisher, ¡Exito! Magazine**
- **Zeke Montes, President, National Association of Hispanic Publications**

This forum is part of an on-going collaborative public education campaign, "NEXOS: Expanding the Latino Voice in U.S. Foreign Aid to the Americas." The goal is to increase awareness of, involvement in, and support for international development programs and issues in the U.S. Latino community. The campaign also seeks to provide opportunities to expand and enhance the Latino voice in U.S. foreign policymaking. Through each of the collaborating organization's nation-wide networks, we are building a grassroots media campaign that highlights the interconnection between Latin America and the United States and the importance of international development programs and foreign aid.

Founded in 1964 as the "people-to-people" component of President John F. Kennedy's Alliance for Progress, Partners of the Americas has grown to 60 partnerships linking 45 states and the District of Columbia with 31 countries in Latin America and the Caribbean. Please visit the Partners web site at www.partners.net for a full description of the different program areas.

####

Business and Economic Outlook for the Americas: A Latino Perspective

Partners of the Americas, in collaboration with the Hispanic Council on International Relations, National Council of La Raza, Hispanic Link Journalism Foundation, and North-South Center, would like to cordially invite you to a very important issue forum and media training session themed, "Business and Economic Outlook for the Americas: A Latino Perspective."

This event is part of an on-going, collaborative public education campaign, *NEXOS*, with the goal to increase awareness of, involvement in, and support for international development programs and issues in Latin America. Since Latinos in the U.S. have a unique connection to this region, the campaign seeks to provide opportunities to expand and enhance the Latino voice in U.S. development programs and foreign policy issues.

As business and economic development play a pivotal role in U.S.-Latin American relations, the *NEXOS* campaign aims to promote U.S. Latino involvement in this growing relationship. Therefore, the event will address economic development and trade as it relates to the United States and Latin America and the local-global linkages of these issues.

The event will take place on **February 23, 2001** at the University of Miami Faculty Club, 1550 Brescia Avenue, Miami, Florida 33124. A continental breakfast and forum will be held in the morning, **8:30AM-11:00AM**, and a media training session in the afternoon, **12:00PM-**

4:30PM. Lunch will be provided for those who attend the training session.

The forum will feature the following speakers:

- > **Frank Gomez**, Chairman, Hispanic Council on International Relations
- > **Dr. Eduardo A. Gamarra**, Director Latin American and Caribbean Center, Florida International University
- > **Ambler Moss**, Director, North-South Center, University of Miami
- > **Remedios Diaz Oliver**, President, All American Containers
- > **Antonio Villamil**, CEO, Washington Economics Group, Inc.
- > **Carlos Castaneda**, Publisher, El Nuevo Herald

In addition to the issue forum, a training session on media outreach will take place for individuals and organizations interested in promoting the *NEXOS* campaign within their communities. *NEXOS* aims to empower community leaders with the outreach tools necessary to engage Latino communities on international development issues. In addition to the training, participants will be given guidelines for applying for small project assistance grants (\$1,000-2,000) to support local outreach efforts.

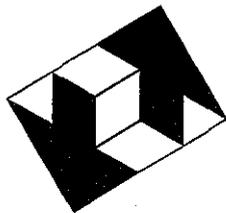
To RSVP for the event, please mark the appropriate boxes:

- Yes, I would like to attend the issue forum.
- Yes, I would like to attend the training session.
- Please send me more information regarding the *NEXOS* campaign.

Name: _____

Address/Phone/Fax/E-mail: _____

Please send to:
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202/628-3306 (fax) or jy@partners.net



Media Advisory

February 23, 2001

Contact: Jennifer Young (202) 637-6205
E-mail: jy@partners.net

National Partnership Holds Forum in Miami to Expand Latino Influence in US Foreign Policy

Partners of the Americas, in collaboration with the Hispanic Council on International Relations, National Council of *La Raza*, and Hispanic Link Journalism Foundation, will host the forum, "Business and Economic Outlook for the Americas: A Latino Perspective." The forum will take place on **February 23, 8:30 – 11:00 a.m.**, in Miami at the University of Miami Faculty Club, 1550 Brescia Avenue, Miami, Florida 33124. A diverse panel of community leaders will discuss economic development and trade as it relates to the United States and Latin America and the local-global linkages of these issues.

As heads of state throughout the Western Hemisphere prepare to meet in Quebec City, Canada this April for the Summit of the Americas, the governing framework for the Free Trade Area of the Americas, it is crucial that the fastest growing minority population in the U.S. have a say in this process. Therefore, in the shadow of this upcoming event, the Miami forum will provide an opportunity for Latinos to voice their concerns about economic integration, trade, and development in the Americas.

The issue forum will feature the following speakers:

- > **Frank Gomez**, Chairman, Hispanic Council on International Relations
- > **Dr. Eduardo A. Gamarra**, Director, Latin American and Caribbean Center, Florida International University
- > **Ambler Moss**, Director, North-South Center, University of Miami
- > **Remedios Diaz Oliver**, President, All American Containers
- > **Antonio Villamil**, CEO, Washington Economics Group, Inc.
- > **Carlos Castaneda**, Publisher, El Nuevo Herald

This event is part of a nation-wide, collaborative public education campaign, ***NEXOS: Expanding the Latino Voice in U.S. Foreign Aid to the Americas***, with the goal to increase awareness of, involvement in, and support for international development programs and issues in Latin America. The campaign also seeks to provide opportunities to expand and enhance the Latino voice in U.S. foreign policymaking.

Partners of the Americas is the largest private volunteer-based organization in the Western Hemisphere engaged in community development and training, linking 45 states and the District of Columbia with 31 countries in Latin America and the Caribbean.

Hispanic Council on International Relations (HCIR) is the only non-profit, non-partisan national organization representing U.S. Hispanics' concerns on foreign policy issues, founded in 1994.

National Council of La Raza (NCLR) is the nation's largest national Hispanic constituency-based organization, serving over 20,000 Hispanic groups in 37 states throughout the country.

Hispanic Link Journalism Foundation was established to provide Hispanics with opportunities to pursue journalism careers and educate the general population - nationally and internationally - on issues relevant to U.S. Hispanics.

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Media Coverage of Latin America Quantity, Quality and Impact

Friday, May 4, 2001

8:30 a.m.

Continental Breakfast

9:00 – 11:00 a.m.

Forum

The Americas Society
Conference Room
680 Park Avenue (68th Street)
New York, New York

Partners of the Americas, Hispanic Council on International Relations, National Council of La Raza and Hispanic Link Journalism Foundation invite you to attend a very important forum, "Media Coverage of Latin America: Quantity, Quality and Impact." The purpose of the event is to explore from a uniquely Hispanic American perspective how United States media coverage of Latin America/Caribbean shapes perceptions of the realities of that region. It will assess the quality and comprehensiveness of coverage and the impact on policy-makers and publics interested in forging improved ties with our neighbors.

The forum occurs only days after the III Summit of the Americas in Quebec City, weeks before the next General Assembly of the Organization of American States, and amidst renewed discussion of the Free Trade Area of the Americas (FTAA) and Trade Promotion Authority (fast track authority) for the Executive Branch. At the same time, Mexico will soon replace Canada as our largest trading partner, and the United States will soon have more trade with Latin America than with Europe and Japan combined.

Panelists

Rafael Moreno, Bureau Chief, EFE Spanish News Agency

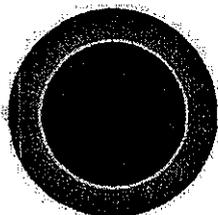
Ambassador Philip V. Sánchez, Publisher, Noticias del Mundo

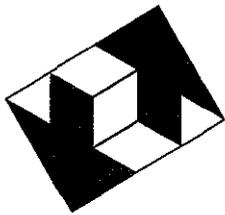
Rossana Rosado, Editor in Chief, El Diario (Invited)

Armando Trull, Vice President, Cohn & Wolfe/Washington

Frank Gómez, Chairman, Hispanic Council on International Relations (Moderator)

To RSVP, please contact Jennifer Young at 202/637-6205, 202/628-3306(fax) or
jy@partners.net





Latinos and Latin America: Points of Intersection and Action

Agenda

July 16, 2001

3:30 – 5:30 pm

Milwaukee Midwest Express Center

- 3:30 – 3:35 Welcome
Jennifer Young
Program Officer, Public Education and Outreach
Partners of the Americas
- 3:35 – 3:55 Keynote Speech
Frank Gomez
Chairman, Hispanic Council on International Relations
- Ambassador Avelardo Valdez
Former Chief of Protocol, The White House
- 3:55 – 5:30 Public Education and Media Outreach Training
Dr. Layla Suleiman
Visiting Professor, De Paul University of Chicago

FOR IMMEDIATE RELEASE
July 23, 2001

Contact: Jennifer Young (202) 637-6205
E-mail: jy@partners.net
Website: www.partners.net

Partners Holds Forum in Milwaukee to Expand Latino Influence in US Foreign Policy

Washington, D.C. - Partners of the Americas, in collaboration with the Hispanic Council on International Relations, National Council of La Raza, and Hispanic Link Journalism Foundation, hosted the forum, "Latinos and Latin America: Points of Intersection and Action," at the National Council of La Raza's annual conference in Milwaukee, Wisconsin on July 16, 2001.

With approximately 100 Latino activists attending, the forum highlighted the important social and economic issues facing the Americas and how Latinos can make an impact in U.S. foreign policy in the region. Ambassador Abelardo Valdez, Former Assistant Administrator for Latin America at the United States Agency for International Development (USAID) discussed the current and future role of Latinos in shaping US foreign policy. Directly following, Dr. Layla Suleiman of De Paul University in Chicago facilitated a training session on community organizing and media outreach.

The forum is part of a nation-wide public education campaign, *NEXOS: Expanding the Latino Voice in U.S. Foreign Aid toward the Americas*. NEXOS aims to empower community leaders with the outreach tools necessary to engage Latino communities on development issues affecting Latin America and the Caribbean in order to create a stronger Latino consensus and voice in U.S. foreign affairs.

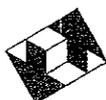
Partners of the Americas is an active network of committed citizens from Latin America, the Caribbean and the United States working together to improve the lives of people across the Americas. Partners was founded in 1964 as the people-to-people component of the Alliance for Progress and today is the largest volunteer-based organization in the Western Hemisphere engaged in international development, cooperation and training. Each of Partners' 60 "partnerships" links states of the U.S. with a country or region in Latin America and the Caribbean. (www.partners.net)

Hispanic Council on International Relations (HCIR) is the only non-profit, non-partisan national organization representing U.S. Hispanics' concerns on foreign policy issues, founded in 1994. The current membership is a mix of U.S. Members of Congress, state and local elected and appointed officials, business leaders, community activists and distinguished scholars. (www.hcir.org)

National Council of La Raza (NCLR) is the nation's largest national Hispanic constituency-based organization, serving Hispanic groups throughout the country. Headquartered in Washington, D.C., NCLR annually reaches more than a million Hispanics through a formal network of "affiliates" - more than 200 organizations serving 37 states, Puerto Rico and the District of Columbia. (www.nclr.org)

Hispanic Link Journalism Foundation was established to provide Hispanics with opportunities to pursue journalism careers and educate the general population - nationally and internationally - on issues relevant to U.S. Hispanics.

####



Appendix II

NEXOS Media Kit

NEXOS

Expanding the Latino Voice in U.S. Foreign Aid to the Americas

NEXOS is a nation-wide public education campaign that aims to promote the informed participation of Latinos in the shaping and formulation of U.S. foreign assistance and U.S. foreign policy toward the Americas. U.S. foreign policy decisions are directly linked to Latino concerns about immigration, trade, economic prosperity, democracy and human rights, among others.

Throughout the Americas, issues such as environmental preservation, children's access to education, economic integration, disaster preparedness, women's political participation, and adequate healthcare cross borders and inescapably link the people of the United States to the people of Latin America and the Caribbean. Therefore, this nexus between domestic and international concerns makes it important that Latinos expand their involvement in international issues.

our purpose

Create an engaged constituency for social, economic and political development in Latin America and the Caribbean.

Provide opportunities to expand and enhance the Latino voice in U.S. foreign policy.

our plan of action

Convene issue forums and media training workshops for community activists throughout the United States.

Support local media and public outreach campaigns through small grants.

Develop outreach materials such as fact sheets, media kits and media training guides for dissemination to local organizations.

Establish clear and recognizable links between the media and community activists.

our organizations

Partners of the Americas was founded in 1964 as the 'people to people' component of President John F. Kennedy's Alliance for Progress. As the largest volunteer-based organization in the Western Hemisphere engaged in international development and exchange, Partners has grown to 60 partnerships linking 45 states and the District of Columbia with 31 countries in Latin America and the Caribbean. (www.partners.net)

Hispanic Council on International Relations is the only non-profit, non-partisan national organization representing U.S. Hispanics' concerns on foreign policy issues, founded in 1994. The current membership is a mix of U.S. Members of Congress, state and local elected and appointed officials, business leaders, community activists and distinguished scholars. (www.hcir.org)

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Hispanic Link Journalism Foundation grew from the success of the Hispanic Link News Service and in 1995 was established to provide Hispanics with opportunities to pursue journalism careers and educate the general population - nationally and internationally - on issues relevant to U.S. Hispanics.

This project is funded by the United States Agency for International Development.

For more information, please contact:

Partners of the Americas

1424 K Street, NW #700

Washington, D.C. 20005

202/628-3300, 202/628-3306 (fax) or jy@partners.net



Growing Ties: A Look at our Hemisphere

FACT SHEET

Trade and Economic Development in the Americas

- According to the *Business Alliance for International Development*, "U.S. foreign assistance helps build strong democratic societies and develop new markets in developing countries by investing in the people that live and work in them. Only when individuals are healthy and educated will they seek to participate in the global economy. New export markets cannot be developed without strong consumer bases. And, in many cases, there would be no new consumers without foreign assistance programs."
- Today, exports account for 10% of the entire U.S. economy and are the fastest growing part of the economy. In fact, the massive increase in exports and investment in Latin America in the 1980s and 1990s is tightly linked to U.S. foreign assistance expenditures in the 1960s and early 1970s in the region (*Business Alliance for International Development*).
- In the 1980s alone, U.S. market share in Latin America grew to 57%. In the six countries where the U.S. concentrated its foreign aid, the U.S. market share was 71% (*Business Alliance for International Development*).
- Total U.S. economic assistance to Latin America between 1947 and 1995 came to a little over \$30 billion. Yet, in just one year, 1997, U.S. exports to Latin America were more than twice that amount (*Business Alliance for International Development*).
- Of the 502 million people living in Latin America and the Caribbean, 289 million are consumers (*Latin American Trade and Technology Consulting Group*).
- In Latin America and the Caribbean, trade accounted for 51.5% of GDP from 1998-2000 (World Bank).
- Today, one in five goods exported by the United States goes to Latin America, just below the ratio with Europe and Canada. Over the last five years, total U.S. exports to Latin America have grown by 81% (*Federal Reserve Bank Of Atlanta*).
- U.S. direct investment in Latin America has risen from over \$17 billion to \$23 billion over the last four years, comprising 14% of all U.S. direct investment abroad as of 1998. And Mexico is actually not the largest recipient in the region of U.S. investment—Brazil is (*Federal Reserve Bank Of Atlanta*).
- As far as trade is concerned, Brazil purchases about \$16 billion in U.S. exports per year. This total is just over 2 percent of all U.S. exports, making Brazil our eleventh largest export destination (*Federal Reserve Bank Of Atlanta*).
- In the U.S., Hispanic purchasing power is estimated to be growing by \$1 billion every three weeks (this statistic is based on the growth of U.S. Hispanic Purchasing power between 1990 (\$211 billion) and 1997 (\$348 billion). In fact, the U.S. Hispanic market is growing faster than the general market and has a market buying strength of \$480 billion.

The following websites have useful information on trade and economic development in the Americas:

- www.usfcc.com (United States Hispanic Chamber of Commerce)
- www.fintrac.com/alliance (Business Alliance for International Development)
- www.summit-americas.org (Summit of the Americas)
- www.usaid.gov (United States Agency for International Development)
- www.eclac.org (United Nations Economic Commission on Latin America and the Caribbean)



Growing Ties: A Look at our Hemisphere

Immigration and Migration in the Americas

- 51% of all foreign-born residents in the U.S. are from Latin America, with one-third of the foreign-born population from Mexico or Central America (*U.S. Census Bureau*).
- Among the foreign born in 2000, 39.5% entered the United States in the 1990s, another 28.3% came in the 1980s, 16.2% entered in the 1970s, and the remaining 16% came before 1970 (*U.S. Census Bureau*).
- In 1999, 16.8% of foreign-born residents in the U.S. were living below the poverty level compared with 11.2% of natives (*U.S. Census Bureau*).
- Immigrants contribute about \$10 billion to the U.S. economy each year (*National Council of La Raza*).
- The flow of remittances – the portion of international migrant worker's earnings sent back to countries of origin – to Latin America and the Caribbean reached an estimated \$20 billion for the year 2000. Migrant workers typically send home an average remittance of \$250 eight to ten times a year (*World Bank*).
- The value of remittances in the region exceeds official foreign aid and is equal to one-third of the region's foreign direct investment (*World Bank*).
- Three fourths of the remittance income in Latin America and the Caribbean is received by Mexico and Central America, and it is growing at an average annual rate of 12% (*United Nations Economic Commission on Latin America and the Caribbean*).
- Since the 1980s, remittances have averaged 26% annual growth in Mexico, the Dominican Republic, El Salvador, Guatemala, and Colombia. Today, officially recorded remittances to these countries total \$8 billion (*Inter-American Dialogue*).
- In Mexico, remittances exceed 160% of the agricultural exports and are more than two-thirds of the oil exports (*World Bank*).
- Jamaica receives the highest volume of remittances per capita, followed by El Salvador (*World Bank*).
- According to the World Bank, "at current growth rates, cumulative remittances to Latin America and the Caribbean for the coming decade (2001-2010), will reach more than \$300 billion.
- In the past two years, 1.1 million Colombians have migrated, with the U.S. as the most popular destination. The remittances sent back home comprise half the value of Colombia's coffee exports (*World Bank*).
- In the 1990's, 4.5% of the population in Central America immigrated to North America (*World Bank*).
- In El Salvador, remittances account for 12.6% of GDP. More than a million Salvadorans live in the U.S. (*World Bank*).
- According to the United Nations High Commission on Refugees, the primary reasons for migration are: 1) economic underdevelopment and overpopulation 2) ecological crises and resulting famines 3) violation of human rights, intolerance and use of violence 4) war and civil war and 4) suppression of minorities.

The following websites have useful information on immigration and migration in the Americas:

www.iadb.org (Inter-American Development Bank)

www.worldbank.org (World Bank Group)

www.lanic.utexas.edu (Latin American Network Information Center)

www.nclr.org (National Council of La Raza)





NCLR
NATIONAL COUNCIL OF LA RAZA

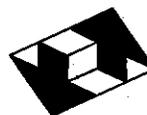


NEXOS:

**Expanding the Latino Voice
in U.S. Foreign Aid to the Americas**



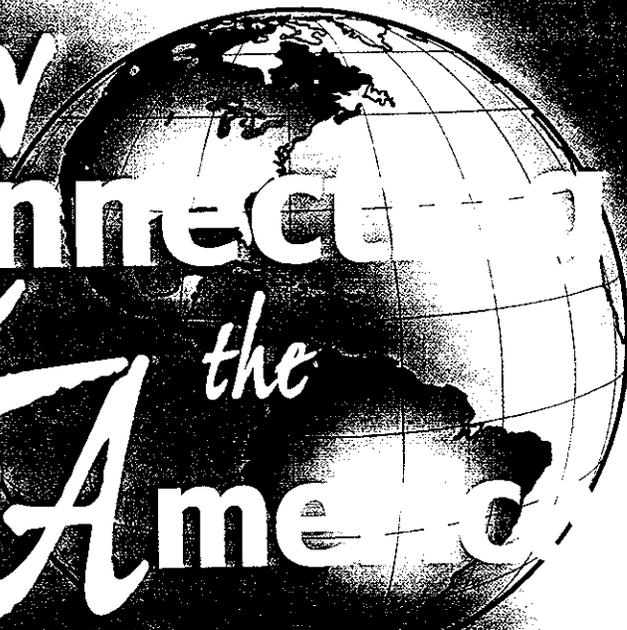
Hispanic Council on International Relations



**PARTNERS
OF THE AMERICAS**

Appendix III

NEXOS Publications



Connecting the Americas

SHARING VISIONS FOR INCREASED
HEMISPHERIC COOPERATION

Presented by the Hispanic Council of the Americas, Partners of the Americas, and the Frank Journalism Foundation



**PARTNERS
OF THE AMERICAS**

NCLR
NATIONAL COUNCIL OF LA RAZA

NEXOS: EXPANDING THE LATINO VOICE IN U.S. FOREIGN AID TO THE AMERICAS*

NEXOS is a collaborative public education campaign that aims to promote the informed participation of Latinos in the shaping of U.S. Foreign Assistance and U.S. Foreign Policy toward the Americas. U.S. foreign policy decisions are directly linked to Latino concerns about immigration, trade, economic prosperity, democracy, and human rights. This nexus between domestic and international concerns makes it important that Latinos expand their involvement in international issues.

HOST ORGANIZATIONS

Hispanic Council on International Relations (HCIR), founded in 1994, is the only nonprofit, non-partisan national organization solely dedicated to representing U.S. Hispanics' concerns on foreign policy issues. The current membership is a mix of U.S. Members of Congress, state and local elected and appointed officials, business leaders, community activists, and distinguished scholars. www.hcir.org

Partners of the Americas was founded in 1964 as the "people to people" component of President John F. Kennedy's Alliance for Progress. As the largest volunteer-based organization in the Western Hemisphere engaged in community development and training, Partners has grown to 60 partnerships linking 45 states and the District of Columbia with 31 countries in Latin America and the Caribbean. www.partners.net

*This project is funded by the United States Agency for International Development (USAID).

National Council of La Raza (NCLR) is the largest national Hispanic constituency-based organization, serving Hispanic groups throughout the country. Headquartered in Washington, D.C., NCLR annually reaches more than a million Hispanics through a formal network of "affiliates" — more than 250 organizations serving 40 states, Puerto Rico, and the District of Columbia — and a broader network of 25,000 groups and individuals nationwide. www.nclr.org

Hispanic Link Journalism Foundation grew from the success of the Hispanic Link News Service and in 1995 was established to provide Hispanics with opportunities to pursue journalism careers and educate the general population — nationally and internationally — on issues relevant to U.S. Hispanics. The news service was created in 1980. It syndicates articles of interest to Hispanics through the *Los Angeles Times* Syndicate and publishes *Hispanic Link Weekly Report*, a national newsweekly that reports on Hispanic issues.

For more information or to find out how to become involved in NEXOS, please contact:

Partners of the Americas
1424 K Street N.W. #700
Washington, DC 20005
tel: 202-637-6205, fax: 202-628-3306

ACKNOWLEDGMENTS

The Hispanic Council on International Relations (HCIR) thanks Partners of the Americas, National Council of La Raza, Hispanic Link Journalism Foundation, and the Chicago Council on Foreign Relations for their collaboration on this program.

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Philip Morris Inc

Verizon Communications

Pitney Bowes, Inc.

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INTRODUCTION

On November 17, 2000, the Hispanic Council on International Relations joined with Partners of the Americas, the Hispanic Link Journalism Foundation, and the National Council of La Raza to host a forum entitled: "Local Latino Communities and the Americas: Points of Intersection, Dialogue, and Cooperation."

This forum, hosted by the Chicago Council on Foreign Relations, was part of a series of such dialogues with local community leaders held in various cities, among them Los Angeles, Houston, and Boston. The purpose is to support the mission of HCIR to increase the awareness and involvement of Hispanic Americans in foreign affairs.

Following is a summary of the dialogue that took place at the Chicago forum. It illustrates both current involvement and interests as well as opportunities for expanded participation.

**LOCAL LATINO COMMUNITIES
AND THE AMERICAS:**

**POINTS OF INTERSECTION, DIALOGUE AND
COOPERATION**

9:30 – 11:30 a.m.

10th Floor

CHICAGO COUNCIL ON FOREIGN RELATIONS

FRIDAY, NOVEMBER 17, 2000

116 SOUTH MICHIGAN AVENUE

Frank Gómez

CHAIRMAN

HISPANIC COUNCIL ON INTERNATIONAL RELATIONS

Moderator

Juan Andrade, Ph.D.

PRESIDENT

U.S. HISPANIC LEADERSHIP INSTITUTE

International Components in Hispanic Leadership

The Honorable Roberto Maldonado

COMMISSIONER

COOK COUNTY, ILLINOIS

Local Government and Foreign Relations

Liza Gross

PRESIDENT AND PUBLISHER

¡ÉXITO! NEWSPAPER

Local Media Influence

Zeke Montes

PRESIDENT

NATIONAL ASSOCIATION OF HISPANIC PUBLICATIONS

Media as a Bridge to the Hemisphere

FRANK D. GÓMEZ, MODERATOR

SPEAKERS' COMMENTS

Mr. Gómez expressed the appreciation of the organizers for the support of and cooperation with HCIR provided by the MacArthur Foundation, the U.S. Agency for International Development, the Partners of the Americas, and the Chicago Council on Foreign Relations. He called participants' attention to the HCIR timeline in the forum packets, noting that the Council is the only Hispanic organization devoted exclusively to foreign affairs. The April 26, 2000 day-long seminar at the State Department and the evening gala honoring Secretary of State Madeleine Albright were cited as examples of recent activities. In the fall HCIR planned a forum on the Summit of the Americas with United States Permanent Representative to the Organization of American States Luis Lauro, a founding member of HCIR. Also mentioned were similar forums planned for Miami and Dallas, a spring program on Cuba, telecommunications, and high technology.

Why should local communities be concerned with the Americas? Mr. Gómez indicated that the World Trade Organization conference in Seattle, NAFTA, the Free Trade Area of the Americas, the Mexican elections, natural disasters, and "intermestic" issues such as immigration, drugs, the environment, and others all impact local communities in countless ways. These realities notwithstanding, Latinos traditionally have not been well-represented in organizations (whether local or national) concerned with hemispheric affairs and have been grossly underrepresented in the federal foreign affairs agencies. Attention to Latin America is sporadic, and U.S. economic assistance has been whittled away.

The forum panel, with participants from different walks of life and different perspectives, was ideally suited to explore experiences and opportunities. Dr. Andrade addressed international aspects of Hispanic leadership, while Commissioner Maldonado took up the role of local government. Ms. Gross spoke to the local media, particularly Spanish language media, as key influencers in providing

timely information; and Mr. Montes focused on the media as a bridge to the hemisphere.

**PRESENTATION BY
DR. JUAN ANDRADE**

Until recently, there was a lack of a democratic tradition in Latin America. In fact, the military remains a powerful institution in many countries. But it is important to keep in mind the similarities and commonalities that we have with the region and to build on the growing prosperity. Our country, including Hispanics, can help nurture and strengthen democratic institutions.

Our country used to be fixated on East-West relationships, particularly with Western and Eastern Europe. But our new front door will face south; it will no longer be a "back door."

During the last ten years, when my activities have carried me throughout the hemisphere, we've gained what I call a "new front door." Our country used to be fixated on East-West relationships, particularly with Western and Eastern Europe. But our new front door will face south; it will no longer be a "back door." Europe may be an artificial front door, but the real "traffic" in ideas, capital, trade, and technology will increase in a southward direction — to and from our hemispheric neighbors.

Hispanics, in this process, need to be in decision-making positions. We can and must deal with the Americas with more respect and less arrogance. Latinos in key positions are helping to bring about change in our nation's traditional attitude toward Latin America and the Caribbean. It is not up to others to involve us in these processes — it's up to us to get involved. It is time for us to create opportunities to influence policy, to influence decision-making across the board. I believe that as our numbers grow our influence will grow.

And since we are talking numbers, it is important to note that Census 2000 will include Puerto Rico for the first time. This means

that the official number of Latinos will be some 35 or 36 million. By 2040 or 2050 we will have some 100 million Spanish speakers in the United States, and one in four Americans will be of Hispanic heritage.

In terms of economic interests, we will be more dependent on the region. The implications of the demographics and the economics are of enormous consequence. It is important that we have a useful dialogue on a sustained basis, such as this we're having this morning, but with regularity and with more participants in local communities around the country.

**PRESENTATION BY
HONORABLE ROBERTO MALDONADO**

I am delighted to participate in this panel and thank HCIR for inviting me to share some perspectives on local governance and the Americas. From my perspective, local officials tend to be parochial. When major events or trends occur, we often think we're not involved, that somehow it does not affect us. Nothing could be farther from the truth. I am fond of pointing out, for example, that if Cook County, Illinois (Chicago area) were a state, we would be the 17th largest. Cook County has 5.5 million people and has the 21st largest economy in the world.

It is clear, then, that by economic force alone, Cook County is a world player. Like other cities, Chicago has Sister Cities in other countries. I am a county official, so I like to point out that we have ties also with counties in Ireland and with similar jurisdictions in Italy. We are now creating a special relationship with Puerto Rico, the entire island, since our overall economies are more parallel.

In this regard, County Commission President John Stroger has begun to develop a relationship with Governor Roselló, but has moved cautiously in light of the recent elections. While Governor Roselló is pro-statehood, Governor-elect Calderón is pro-common-

*Data from Puerto Rico were not included in the Census Bureau's 2000 report.

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wealth. These kinds of policies and policy shifts in the government must be weighed carefully as we construct stronger relationships.

As Latinos, we have many possibilities of being able to influence policies and decisions. The fact that we will be the nation's largest minority by 2005 — perhaps, according to new projections, by 2003 — should not be lost on anyone. The numbers will provide increased opportunity, but we must seize it and be involved constructively.

I recall that the state government participated recently in what was described as a "humanitarian" visit to Cuba. Unfortunately, the program did not involve local leaders from Chicago. The trip was the initiative of an Ecuadoran American who lost an election. But it doesn't matter. There was a tremendous uproar from the Cuban American community here and elsewhere. Had this invitation been discussed with us here in our community, the problems might have been avoided and the energies directed in perhaps more constructive ways. In the future, therefore, such initiatives must engage local leaders and organizations and they must be given some degree of ownership.

In closing, I would like to recommend that the Chicago Council on Foreign Relations take up Puerto Rico as a policy and trade issue. The future of Puerto Rico is closely tied to the local community in Cook County, given our large Puerto Rican population. Equally important, we should not overlook the largest economy in the Caribbean and the fifth largest trading partner of the United States.

PRESENTATION BY

LIZA GROSS

When I was interviewing for a position at *Hispanic Magazine* in 1989, I was asked what I knew about the Latino community. I responded that I did know about it, but I soon realized I didn't. I knew a lot about Latin Americans in Latin America, but not Latinos in the U.S.

I am pleased to comment about the role of the media as a bridge between the Americas and the Latino communities on the local level. As I am sure you know, *¡Exito!*'s Latin American coverage is far more extensive than that of its parent newspaper, the *Chicago Tribune*. The same applies to *La Opinión* in Los Angeles, *El Diario Las Américas* in Miami and other Spanish-language newspapers. The reasons are obvious: our readers, for the most part, have attachments to the rest of the hemisphere. Many are themselves

immigrants. All want to know what is occurring in at least one country in particular and in the region in general. Many remit monies to help their families in the lands of their birth.

Latino media in the United States are not on the minds of Latin American governments and media. In fact, when we travel to the region or receive visitors from it, they are shocked when they see the quality and reach of our papers.

It is clear that they will not find the kind of information about the region in the English-language media. So this presents an interesting dichotomy. On the one hand, we in the Spanish-language media have played a positive role. We are the experts because we have the information. On the other, there is a negative factor in that much of what we do is circumstantial, because our information network is not as extensive as it should be. We should not merely re-print wire service stories. We should be contacted and should maintain contact with newsmakers from the region. Latino media in the United States are not on the minds of Latin American governments and media. In fact, when we travel to the region or receive visitors from it, they are shocked when they see the quality and reach of our papers.

So there you have it. We have information that reaches the community and that keeps readers informed on issues of vital importance to them. We're proud of our role, but we must improve the quality of our reporting and our product. Our role is not to affect policy, necessarily, but to inform. We connect two worlds whose importance to one another is growing at an amazing pace.

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Visitors from Latin America who want to relate to local communities often do not do a good job because of class issues. They miss opportunities to communicate because of the condescending way in which they look at what they perceive to be a predominantly immigrant, impoverished community. On the other hand, immigrants often look at government with mistrust, so they miss opportunities to reach out to foreign visitors who in many cases represent the government of a given country.

It is critically important that together we work to overcome these barriers and to counter the stereotypes. Our media are handicapped by the perceptions I just mentioned, and by the same token, misperceptions between local communities and regional figures get in the way of good communications and understanding.

I would like to see something akin to *The Economist* for the Hispanic community, that is, with advertisements, job listings, correspondent reports from other countries, profiles on economic and social issues. Such a publication, if widely disseminated, would help to bring people closer together.

PRESENTATION BY ZEKE MONTES

I am deeply honored by the invitation extended to me to address you this morning. Today I will focus on five key areas and show you how the Latinos have grown in the United States, and the importance of creating relationships in media across Latin America that will benefit our community.

1. TECHNOLOGY

We are experiencing an incredible time in the history of the world. The events and advancements of the past century are humbling. What is becoming increasingly clear is that the once unimaginable is possible. This new century holds enormous promise for all of us.

As a child I can recall watching Flash Gordon on Saturday mornings. I was fascinated with the James Bond gadgets, and became a Star Trek addict. I was also fascinated with a program my kids used

to watch, *The Jetsons*. I thought to myself, "What a fun fantasy, wouldn't it be great if people could see one another when they spoke on the phone, communicate instantly wherever they are, travel from planet to planet, send documents instantly?"

Well it is not a fantasy any longer. We are living it NOW! What's more amazing is that we've come to take for granted all the blessings technology has given us.

I don't believe that our ancestors ever imagined that the "zero" of the Maya would one day end being half of the digital language, which consists of "1's" and "0's" and drives the transfer of data around the world at light speed.

The unimaginable is possible. We have email!

.....
I don't believe that our ancestors ever imagined that the "zero" of the Maya would one day end being half of the digital language, which consists of "1's" and "0's" and drives the transfer of data around the world at light speed.
.....

In the print industry we are all concerned on how we can make the transition for our readers: from paper to web page; from subscription home delivery to download-

ing information to e-book tablets able to hold millions of pages; from print ad sales to Internet banners. Now anyone in the world can read my publication because of new translation software that instantly transforms the articles into the preferred language.

Our world is getting smaller, and it is imperative to change with the times and look to how we can create strength while making sure our Hispanic community does not get left out.

2. LATINO GROWTH

I recall the reports forecasting the 1980s as the decade of the Hispanics. Then it was supposed to be the 1990s. The problem with the forecast was that the experts had not yet come to understand the magnitude of Hispanic growth, once viewed more like a passing fad. It's become increasingly clear that Latino growth and

participation in America's development began well before the American Revolution and will expand significantly into the next century. We are not talking about a fad — we are talking about a fundamental change in American culture.

We all know that the Hispanic community is young and fast - growing, but it is difficult to fathom the magnitude of that growth. Over the last decade the Hispanic population grew seven times faster than the nation's population as a whole.

.....
It's become increasingly clear that Latino growth and participation in America's development began well before the American Revolution and will expand significantly into the next century. We are not talking about a fad - we are talking about a fundamental change in American culture.

A recent census projection indicates that Hispanics will be the largest minority population by 2005, and that by 2050, 96.5 million Americans will be of Hispanic descent. Our purchasing power went from \$211 billion in 1990 to \$348 billion in 1997, and is estimated to be growing by \$1 billion every three weeks.

Latinos are now an undeniable political force to be reckoned with, and that power will continue to grow with each election. The trial we are having with our presidential election is due to the power of the immigrants becoming citizens and exercising their new right to vote.

With this increased visibility comes increased responsibility. In a world in which we take note that salsa outsells catsup, and nachos have become more popular than hot dogs at baseball games, we have to remember that the changes that are occurring go much deeper.

3. COMMUNITY INVOLVEMENT

There's an old Mexican proverb that says, *"El que no siembra, no levanta,"* or, he who does not sow does not harvest. We Latinos have been sowing our way through the United States with hard

work, contributing to our communities, and are beginning to harvest not only for our families here but helping our families in Latin America. Latinos contribute by: a) sending money to their homelands, b) consuming enormous amounts of products from the region, and c) traveling to the region and spending tourism dollars.

In Chicago and throughout the U.S., clubs and organizations exist for the sole purpose of helping towns in Latin America to improve the quality of life. They are organized by ties to a country or state in Mexico, for example, and are now coalescing and increasing their political and economic power.

I am heading a pilgrimage to Mexico City on December 9. In promoting the trip, I discovered that our group will become the bridge to help train future priests (who are badly needed in Chicago where there are only 16 Hispanic priests). Part of our mission is to promote Hispanic understanding among Anglo religious leaders, and for them to address our Hispanic communities both here and in Mexico.

I've joined fellow Hispanics to help raise money for disaster victims, and twice have led medical missions to Mexico. Like me there are many. But on a national level, I am part of two coalitions: the National Hispanic Leadership Agenda and Hispanic Association on Corporate Responsibility. We promote economic empowerment, inclusion, equality, partnerships, market reciprocity, collective advancement, unity, collaboration, mutual support, *confianza*, and respect. Together we have the capacity to affect decision-making and to strengthen communities.

Corporate America is an economic giant — the big Goliath. Hispanic organizations do not have the power or resources to influence this global force alone. It is only through the strong Hispanic Association on Corporate Responsibility (HACR) partnerships that a unified voice for Hispanic America can be heard. HACR increases the presence and impact of Hispanics with Corporate America through strategic alliances with the most influential Hispanic Organizations. HACR also has the potential to harness the buying power of the growing Hispanic community through promoting

unity among different Hispanic subgroups and sectors. Through these partnerships we can shape a larger Hispanic Economic Agenda.

For the Hispanic community, diversity is both an asset and a challenge. HACR's strength is its ability to fashion a national network for the community to share knowledge, ideas, economic models, labor practices, and support for common goals.

Why do I mention this?

4. NAHP PUBLICATION GROWTH

I mentioned the previous because the important bridge, the glue to bring communities together, is better communication among coalitions of all kinds. The National Association of Hispanic Publications (NAHP) represents 192 publications across the country, reaching 58 markets in 30 states with a circulation of over 10 million copies. Our publications are used weekly by 50% of U.S. Latino households. We reflect our community's interests and its growth. So as the population grows, our member publications increase. Our membership has increased dramatically in the last two years.

A national survey we do annually reveals that one of the biggest interests of readers is news from back home. They are interested in the politics, economy, music, social affairs — everything. Publishers are the best ambassadors for businesses to Latin America. There are countless examples of how many of our newspapers help businesses network with their counterparts in the Americas.

.....
Publishers are the best ambassadors for businesses to Latin America. There are countless examples of how many of our newspapers help businesses network with their counterparts in the Americas.

VP

5. PUBLICATIONS IN MEXICO: A BRIDGE TO AMERICA

We have relationships in the USA with black publishers and members of the National Newspaper Association (mostly Anglo), but more important are our ties with Mexican publishers. There are concerns there about freedom of speech stemming from the threat of reduced advertising revenues resulting from support of one political party or another. By forming coalitions and addressing these and other issues we can have enormous influence on outcomes.

We're also asking how we can meet our responsibility as media in being part of the strategy for a successful America. How many people can we help by working together? How many more children can benefit from increased communication? How can we help the Hispanic community nationally and locally?

In Latin America we are mostly a Spanish-speaking community that remains committed to the family dream. We can use our ties to the Americas to strengthen communities through hard work, faith in a higher being, and looking beyond family to the community and getting involved to help each other reach our goals. We need to have *pasión, valor y ganas* to help everyone in Latin America achieve the American Dream.

DISCUSSION PERIOD

The lively period of questions and answers illustrated vividly *the keen interest of participants in foreign affairs and in increased involvement in inter-American affairs.* Among the topics discussed at some length were:

- ▶ The Puerto Rican Island of Vieques, particularly the manner in which United States Navy bombing practice is perceived in Latin America. The consensus appeared to be that it greatly harms America's standing in the region because of the lack of Puerto Rican representation in the Congress and the use of mainland power to impose its will.
- ▶ The class issue drew many observations. The role of Hispanic Chambers of Commerce was raised as a positive factor in international relations. Liza Gross mentioned that when regional dignitaries go to Chicago they pay "social visits" but don't really get into issues and promote a substantive dialogue. She reiterated that Hispanic Americans must work harder to shed stereotypes that raise barriers to effective communication.
- ▶ On business issues, Mr. Montes mentioned that Overseas Private Investment Corporation President George Muñoz, a Chicagoan, went to Mexico to explore how to help develop small businesses. He added that the Governor of Illinois visited Mexico to promote economic ties. Government, non-governmental organizations, media, and others, he said, can help unite to address issues.
- ▶ Much discussion followed about the ties of local ethnic-based groups with local communities in Mexico and other countries. Also, the fact that Mexicans in the United States can vote in Mexican elections was raised as an important factor in relations between the two countries. Hispanic Americans, Dr. Andrade noted, can help guide their Mexican friends on political issues.
- ▶ The political nature of development drew several observations. One view expressed was that development programs often disre-

gard local needs and the political impact of foreign assistance. It is useful to consider various models of development in the region and elsewhere. Fundamental change has not taken place in societal and political structures, for instance, in El Salvador and other countries, despite massive amounts of economic aid and encouragement.

- ▶ Illinois Governor Ryan's visit to Mexico, mentioned in the panel presentation, drew the question about how to assure that such relationships are not used for self-serving purposes and how to avoid becoming pawns in influence games and policy formulation. Commissioner Maldonado mentioned the role that the Latino community, including many in the labor movement, played in the NAFTA debates several years ago. Several speakers mentioned organizations and universities that have or are promoting ties with Cuba.
- ▶ A priest mentioned that the role of the Catholic Church must be borne in mind, inasmuch as it is a critically important institution and a "majority" religion in Latin America and a "minority" religion in the United States.

CONCLUSION

The panel and the ensuing discussion demonstrated the keen interest in the Americas among participants and revealed many points of "Intersection, Dialogue, and Cooperation." Many participants, however, despite being from the same metropolitan area, were unaware — or insufficiently aware — of the activities of the various groups functioning in the arena of inter-American affairs. Consequently, there emerged a consensus at the end of discussion on the need for representatives of the organizations to come together from time to time to share information and perhaps coordinate activities that relate to common agendas.

It was suggested that the United States Hispanic Leadership Conference, held in Chicago in the fall, be used as an opportunity to bring together participants and others interested in the subject. Dr. Andrade agreed that his conference would be open to this proposal. The conference regularly includes a seminar on international relations, and related topics could be incorporated into the agenda.

The Chicago Council on Foreign Relations, with active Hispanic members, could also play a role in sustaining a local dialogue and increased Hispanic involvement.

The Chicago affiliate of the Partners of the Americas is linked to Sao Paulo, Brazil. Therefore, its focus is on a single city rather than on the region as a whole. Nonetheless, its members have broad interests in the Americas and considerable expertise. It, too, is a resource that should be considered when planning events to involve Hispanic Americans.

ABOUT THE SPEAKERS

FRANK GÓMEZ

CHAIRMAN OF THE HISPANIC COUNCIL ON
INTERNATIONAL RELATIONS

A former career Foreign Service Officer, Frank Gómez was Deputy Assistant Secretary of State for Public Affairs. While at State, he founded and was president of the Hispanic Employees Council and founder-president of the Coalition of Federal Hispanic Employee Organizations. In 1982 he was a founder of the National Association of Hispanic Journalists. He was a principal force behind the creation of the National Hispanic Leadership Agenda. He has served on many boards, including the National Hispanic Quincentennial Commission, where he led efforts to publish and was co-editor of a seminal work, *Hispanic Presence in the United States*. Mr. Gómez holds an MPA from George Washington University, completed a graduate fellowship at Princeton University's Woodrow Wilson School of Public and International Affairs, and completed Northwestern University's Kellogg Graduate School of Management's Advanced Executive Program.

DR. JUAN ANDRADE

PRESIDENT OF THE U.S. HISPANIC LEADERSHIP INSTITUTE

Dr. Andrade has worked in Guatemala, Nicaragua, Panama, Colombia, Paraguay, Bolivia, Mexico, Guyana, Suriname, and Haiti with key leaders in promoting democracy; and has held Q&A sessions via satellite for journalists, academicians, and political leaders in Venezuela, Uruguay and Peru. He was a political commentator on WLS-TV, the ABC affiliate in Chicago, providing commentary on current political issues two to three days per week for six years, and was one of the few Hispanics in the nation doing commentary on English-language radio and television.

He still makes occasional appearances on both English and Spanish television as a political analyst. Dr. Andrade has earned a doctorate, an Honorary Doctorate of Humanities, two master's, and a bachelor's degree. He is currently a Graduate School Fellow in a Master of Arts degree program at Loyola University in Chicago, which will be his sixth college degree.

HONORABLE ROBERTO MALDONADO

COMMISSIONER OF COOK COUNTY

Roberto Maldonado, the first Puerto Rican elected to the County Board, is serving his second term as Commissioner of the 8th District. In December 1999, he was appointed Committeeman of the 26th Ward. A champion of senior health issues, Commissioner Maldonado is the Chairman of the Committee on Aging of the National Association of County Officials. His signature legislation is the Cook County Prescription Assistance Coverage for the Elderly program (also known as Cook County P.A.C.E), originally introduced before the County Board in 1998. He also established a Senior Registry, the first-ever database created to track the number of seniors in need of prescription assistance. He is Chairman of the Real Estate Committee of the Forest Preserve District of Cook County, and is the founder and Chief Executive Officer of Chicago-based National Mortgage & Loan Services, Inc., the only Hispanic-owned mortgage banking firm in the Midwest.

LIZA GROSS

PRESIDENT AND PUBLISHER OF ¡ÉXITO! NEWSPAPER

Ms. Gross, a native of Argentina, has 19 years of experience in the field of journalism and communications. She worked as a reporter and editor at the Latin American Desk of *The Associated Press* in New York City, was Managing Editor of *Hispanic Magazine*, and Executive Editor of *Times of the Americas*, a Washington, D.C.-based bimonthly covering Latin America and the Caribbean. Under her stewardship, *Éxito* has won several national awards for news writing and photography. She was

an instructor and editor for the Latin American Journalism Program, an educational initiative of Florida International University. In this capacity, Ms. Gross traveled extensively throughout Latin America, and edited the Spanish-language journalism textbook series of the program. Her articles have appeared in numerous publications in the U.S. and Latin America, including *The Washington Post*, *The Washington Post Sunday Magazine*, *AMERICAS* magazine, *The Washington Report on the Hemisphere*, *El País* (Colombia) and *Punto* (Mexico). She holds a B.A. in History with a minor in journalism from the City University of New York, and a master's degree in Public Affairs Reporting from Ohio State University.

EZEQUIEL "ZEKE" MONTES

PRESIDENT OF THE NATIONAL ASSOCIATION OF HISPANIC PUBLICATIONS

Mr. Montes was born in Mexico City in 1948 and immigrated to Chicago with his parents at the age of one year old. He was educated in Chicago and is proud to have served in the Army during the Vietnam War from 1969 through 1971. For the past fifteen years he has worked hard to develop his family business, Tele Guía de Chicago, which provides television programming, entertainment and consumer information to the Hispanic community. He has been district chair for the Chippewa District of the Boy Scouts, has sat on the board of the Norwegian American Hospital for 13 years, headed two medical missions to Mexico, and has been involved with five local chambers in different positions at various times. Currently a member and having held office in the organization Mexicanos Unidos del D.F., he has helped with relief during several natural disasters in Mexico. He chairs various committees of the National Association of Hispanic Publications (NAHP) and has organized its annual convention for the past nine years. He is presently president of the NAHP, which has 196 publisher members representing publications with a total combined weekly circulation exceeding 10 million copies.



Connecting *the* Americas:

BUSINESS AND ECONOMIC OUTLOOK FOR
THE AMERICAS: A LATINO PERSPECTIVE

Edited by the Hispanic Council on International Relations,
National Council of La Raza, and the Hispanic Chamber of Commerce



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OF THE AMERICAN DREAM

NEXOS: EXPANDING THE LATINO VOICE IN U.S. FOREIGN AID TO THE AMERICAS*

NEXOS is a collaborative public education campaign that aims to promote the informed participation of Latinos in the shaping of U.S. Foreign Assistance and U.S. Foreign Policy toward the Americas. U.S. foreign policy decisions are directly linked to Latino concerns about immigration, trade, economic prosperity, democracy, and human rights. This nexus between domestic and international concerns makes it important that Latinos expand their involvement in international issues.

HOST ORGANIZATIONS

Hispanic Council on International Relations (HCIR) is the only nonprofit, non-partisan national organization solely dedicated to representing U.S. Hispanics' concerns on foreign affairs issues. The current membership is a mix of U.S. Members of Congress, state and local elected and appointed officials, business leaders, community activists, and distinguished scholars. www.hcir.org

Partners of the Americas was founded in 1964 as the "people-to-people" component of President John F. Kennedy's Alliance for Progress. As the largest volunteer-based organization in the Western Hemisphere engaged in community development and training, Partners has grown to 60 partnerships linking 45 states

USAID



*This project is funded by the United States Agency for International Development (USAID).

and the District of Columbia with 31 countries in Latin America and the Caribbean. www.partners.net

National Council of La Raza (NCLR) is the largest national Hispanic constituency-based organization, serving Hispanic groups throughout the country. Headquartered in Washington, D.C., NCLR annually reaches more than a million Hispanics through a formal network of "affiliates" – more than 250 organizations serving 40 states, Puerto Rico, and the District of Columbia – and a broader network of 30,000 groups and individuals nationwide. www.nclr.org

Hispanic Link Journalism Foundation grew from the success of the Hispanic Link News Service and in 1995 was established to provide Hispanics with opportunities to pursue journalism careers and educate the general population – nationally and internationally – on issues relevant to U.S. Hispanics. The news service was created in 1980. It syndicates articles of interest to Hispanics through the *Los Angeles Times* Syndicate and publishes *Hispanic Link Weekly Report*, a national newsweekly that reports on Hispanic issues.

For more information or to find out how to become involved in NEXOS, please contact:

Partners of the Americas
1424 K Street NW #700
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ACKNOWLEDGMENTS

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This report was produced through the efforts of Benjamin Escárcega, HCIR Program Coordinator; Eduardo Gómez, RAND; Ofelia-Ardón Jones, NCLR Senior Design Specialist; and Jennifer Kadis, NCLR Editor.

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FOREWORD

EDUARDO J. GÓMEZ

RAND, WASHINGTON, D.C. OFFICE

As a growing Latino community that is actively present and influencing the U.S. economy, it is important that we periodically take two steps back and reevaluate our position in the Western Hemisphere. Addressing these issues in Miami, Florida – considered by many to be the gateway to the Americas – would be the ideal scenario. Thanks to the Hispanic Council on International Relations (HCIR), and our collaboration with the Partners of the Americas, the National Council of La Raza, and the Hispanic Link Journalism Foundation, we made this happen. I am happy to state that this is one of many events to which HCIR is committed as we turn to another century of greater Western Hemispheric economic cooperation, growth, and opportunity for the U.S. Hispanic community.

On Friday, February 23, 2001, with the help of colleagues at the North-South Center at the University of Miami, HCIR organized a very informative discussion on the progress that U.S. Hispanics have made in fostering greater Western Hemisphere trade and business relations. Along with leaders in the Miami community, entrepreneurs, local academics, and community leaders, the conference titled **“Business and Economic Outlook for the Americas: A Latino Perspective”** addressed three primary issues of concern for U.S. Hispanics: the status of our free trade relations with Latin America; the major institutional and domestic impediments to greater economic integration; and the extent to which the media and its coverage influence this process. This highly informative discussion addressed the outcomes and political process of greater economic integration not only from a U.S. and international news perspective, but from the perspective of a vibrant Hispanic community that continues to play a vital role in nurturing local business and making free trade arrangements work – e.g., NAFTA and MERCOSUR.

Our appraisal of the U.S. Hispanic communities' influence on international trade relations comes at a propitious moment. More than ever, our economic relations with Mexico are deepening – especially due to the recent transition of power – while the rest of our trading partners in the Americas are pressing for greater free trade with the U.S. Hispanics are in a key position to lead and contribute to this initiative by working with elected officials, the private sector, the media, and academics. As Hispanics assume more prominent roles in international affairs, and in organizations such as the U.S. State Department and USAID, we will surely have a positive impact on greater trade and political relations with our counterparts in Latin America.

In what follows, several participants of the Business and Economic Outlook Conference discuss how we as a Hispanic community can influence our economic ties with Latin America. As you will note, all of the participants agreed that our community will continue to play a vital role in forging greater business and economic relations in the Americas while standing as a positive role model within the U.S. and abroad.

**BUSINESS AND ECONOMIC OUTLOOK FOR THE
AMERICAS: A LATINO PERSPECTIVE**

University of Miami Faculty Club

Miami, Florida

February 23, 2001

8:30 a.m. – 11:00 a.m.

PANELISTS

FRANK GÓMEZ

Chairman, Hispanic Council on International Relations

Opening Remarks

DR. EDUARDO GAMARRA

Director, Latin American and Caribbean Center

Florida International University

Moderator

REMEDIOS DÍAZ OLIVER

President, All American Containers

Hispanic Business Opportunities in Latin America

AMBASSADOR AMBLER MOSS

Director of the North-South Center, University of Miami

The Future of Free Trade in the Americas: A Political Perspective

ANTONIO VILLAMIL

CEO, Washington Economics Group, Inc.

Economic Trends for U.S.-Latin American Relations

CARLOS CASTAÑEDA

Publisher, *El Nuevo Herald*

U.S. Media Coverage of Latin American News

OPENING REMARKS

FRANK GÓMEZ

CHAIRMAN, HISPANIC COUNCIL ON INTERNATIONAL RELATIONS

Good morning. On behalf of the Hispanic Council on International Relations and the Partners of the Americas, I thank you for joining us for what will certainly be an informative and timely discussion of new realities in the Americas as they relate to our nation's Hispanic communities. We are honored by your presence.

This is the right time to meet; Miami is the best location; the North-South Center is the best venue; and the Partners and the Council are the most appropriate institutions to explore and promote stronger ties between our neighbor republics and Latinos in the United States.

The time is propitious, for we enter a new millennium with a new administration in Washington which appears to be "hemisphere sensitive." A week ago, two former governors of Mexico and the United States met in Guanajuato. Besides bilateral issues, they took up the Free Trade Area of the Americas, an initiative that during the past election year was stalled but which is likely to re-emerge as a top priority for hemisphere leaders. Heads of democratic states will meet at the III Summit of the Americas in Quebec City, April 19-21.

We must remind ourselves that Mexico, already our second-largest trading partner, will become number one within a decade. And in a few years, we will have more trade with Latin America than with Europe and Japan combined. And we have more trade with the Caribbean and Central America than with the much vaunted MERCOSUR countries.

Also, after a decade of promising reform and advancement, Latin America and the Caribbean face new economic, political, and social challenges. The reaffirmation of democratic principles, the strengthening of still fragile democratic institutions, transparency in governance and business, and addressing the plight of the less fortunate are mutually dependent, interrelated issues that are essential to continued progress and hemispheric cooperation.

Miami is appropriate, because, as we say in Spanish, "*podría dictar cátedra*," or, "it could give classes." Miami is vibrant today in large measure thanks to the entrepreneurial spirit of its citizens and their capacity to relate to our neighbors. To mention just one example, CAMACOL, the Latin Chamber of Commerce, long ago created the "Sánchez to Sánchez to Smith" award. It recognizes the potential and value of business connections from Latin America and the Caribbean – through Hispanic entrepreneurs to mainstream companies.

The North-South Center is an appropriate venue because it was the creation of a visionary son of Miami, the late Congressman Dante Fascell. Headed by Ambassador Ambler Moss, to whom we refer as an "honorary Hispanic," the Center is a beehive of intellectual inquiry, discussion, and encounter. Two weeks ago it convened a standing-room-only conference on Plan Colombia. We are grateful for the Center's hospitality.

The Partners of the Americas, through a grant from the Agency for International Development, actively seeks increased Hispanic involvement in its programs. This forum is part of a series in selected cities entitled *NEXOS: Expanding the Latino Voice in U.S. Foreign Aid to the Americas*.

This is the era of the non-governmental organization (NGO), and in the Americas, the Partners have been there for more than a quarter century. NEXOS is also supported by the National Council of La Raza and the Hispanic Link Journalism Foundation. A description is in your packet. The South Florida Partners are linked to Antioquia, Colombia, a key part of a pivotal country in our hemisphere. We thank them for their support.

The Hispanic Council on International Relations, now six years old, has quickly established itself as a credible institution that gives voice to Hispanics interested in foreign affairs. Your seminar packets contain further information about the Council, so I'll not elaborate here.

I remind you of our title: "A Latino Perspective." It is past time for our voices to be heard in myriad arenas, from policy formulation to diplomacy, and from trade and investment to economic

development. For we represent more than 36 million Hispanic Americans – about the same as the population of Argentina and more than that of Canada. We have purchasing power in excess of \$460 billion and operate some 1.5 million businesses that generate more than \$200 billion in revenues. Hispanics in high-technology firms, in finance and trade, in international organizations, and in NGOs have much to offer to the inter-American equation.

We meet at a time when Latin American and Caribbean governments and peoples have taken note of and begun systematically to reach

out to our leaders and our organizations. In the last administration, four of the Council's founding members were in pivotal positions as Assistant Secretary of State for Western Hemisphere Affairs; Ambassador to

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It is past time for our voices to be heard in myriad arenas, from policy formulation to diplomacy, and from trade and investment to economic development. For we represent more than 36 million Hispanic Americans – about the same as the population of Argentina and more than that of Canada.
.....

the Organization of American States; Deputy National Security Affairs Advisor for Latin America and the Caribbean; and Deputy Assistant Secretary of Defense for Inter-American Affairs. The person who held the last position, Pedro Pablo Kuczynski, is with us today. The Council will surely see some of its members and close friends emerge in key positions in the new administration.

With this background, I close by thanking our sponsors for their generous support of this seminar:

- ◆ Juan Santaella, President, Valcorp Securities of Miami
- ◆ Willy Alexander and Adolfo Martinez, Hamilton Bank
- ◆ Sam Verdeja, Publisher, *Hispanic Magazine*
- ◆ Jennifer Young & Nelly Saleh, Partners of the Americas

I am pleased to introduce our moderator, Dr. Eduardo Gamarra, Director of the Latin American and Caribbean Center, Florida International University.

MODERATOR

DR. EDUARDO GAMARRA
DIRECTOR, LATIN AMERICAN AND CARIBBEAN CENTER
FLORIDA INTERNATIONAL UNIVERSITY

Good morning. Thank you very much for the invitation to moderate this panel of distinguished Latinos and “honorary” Latinos. I know that one of the discussions we should have is if we should describe ourselves as Hispanics or Latinos – or whatever else we want to call ourselves. Some of the things that Mr. Gómez was saying are particularly relevant to this group, especially because we are in Miami. And of course, the most significant issue is the question of free trade in the Americas.

A particularly important position played by Miami is in securing the Secretariat for the first three years of the FTAA during which negotiations started. These negotiations ultimately led to what we call a “bracket text” as the Secretariat moved to finalize this proposal. We are now entering a new phase in which we expect in the next couple of years to result in an actual agreement. It will be the first hemispheric-wide negotiated agreement that many of us expect to see as a full-fledged Free Trade Area of the Americas by 2005.

In this sense, I think many of the people on this panel will play an important role, including *El Nuevo Herald* and the North-South Center. As many of you know, Antonio

..... Villamil, for example, served in the previous Bush administration as well as in the local Bush administration, and in the local community

..... there is a tremendous opportunity and need for Latinos to have a greater national leadership role.
(Florida). Most of us who live in Miami are very familiar with Remedios Díaz Oliver, who has been President and CEO of All American Containers, Inc., and has a long record of community activism as well. I say this largely because there is a tremendous

opportunity and need for Latinos to have a greater national leadership role. Something that is very interesting is that Cuban Americans, in particular, have already taken a significant leadership role, having, some would say, perhaps a disproportionate amount of influence in terms of foreign policy-making. This is something that many other Latino communities in this country have not been able to achieve.

Therefore I think, as a non-Cuban, that the example we have before us of Cuban Americans involved in foreign policy issues is one worthy of emulation and one that most of us need to consider very seriously, even though we may disagree on issues. And of course, that's part of the American democratic process – being able to disagree not only about domestic policy, but also about foreign policy issues.

I hope that in the course of this morning, we are going to have a very lively and informative discussion about a number of issues: trade and its significance, immigration, and narcotics. I hope we won't have too much of a discussion on narcotics. It is crucial for us to understand the role democracy plays in Latin America and the challenges this democracy faces. I'm hoping that this panel will examine the ways in which we as Latinos in this country can influence the promotion of these issues in democracy and foreign policy. So, I am pleased to introduce our first panelist, Ms. Remedios Díaz Oliver, and ask her to discuss these key issues.

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HISPANIC BUSINESS OPPORTUNITIES IN LATIN AMERICA

REMEDIOS DÍAZ OLIVER
PRESIDENT, ALL AMERICAN CONTAINERS, INC.

Thank you and welcome. It is my pleasure to be here with you this morning to discuss Hispanic business opportunities in Latin America. As a businesswoman and exporter in south Florida for the past 39 years, I have seen a multitude of changes in the economic development of Latin America. These developments have unquestionably brought a positive economic impact to us here in south Florida. I would like to take this opportunity to touch upon some of these changes.

During the past ten years we have observed many positive developments occurring in Latin America. The 1990s brought about the transfiguration of economic, political, and social reform. We have seen the following:

- Higher standards of living and a return to positive economic growth rates in most of the region
- ◆ Investments in and awareness of social programs that have brought about significant reductions in both fertility and child mortality rates
- ◆ A shift from dictatorships to democratic governments in almost all of the countries in the hemisphere
- ◆ The transition of power from one democratically elected government to another, for the first time ever
- ◆ Significant reductions in human rights violations
- ◆ And a message is being sent that no longer will dictators be permitted to have amnesty. Political standards must be set.

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Recently, it has become apparent that Latin American countries are adopting business standards that parallel those of the United States. With that in mind, I will emphasize certain economic opportunities that have arisen.

I won't spend a great deal of time giving statistical data. However, to highlight a few indicators, the annual average growth rate in percent in 1999, for the Central American Common Market was 4.3%, CARICOM 4.0%, and NAFTA 4.2%. MERCOSUR, however, reported a negative growth rate of less than 1%. According to the statistics and quantitative analysis, the average growth rates in Gross Domestic Product (GDP) indicated a favorable development for investments in the region.

Government officials in Latin America understand the need for continued investment to strengthen their infrastructure. The governments of Central America, many of which have recently experienced several natural disasters in their countries, are especially needy in this area. Business specializing in design, development, and construction of bridges, roads, railroads, power plants, and so on, find themselves in an excellent position to expand their businesses in Latin America if they choose to do so.

An excellent resource for pending projects in Latin America is the Inter-American Development Bank. For those unfamiliar with the Inter-American Development Bank (IDB), it is dedicated to the financing of social and economic development programs in Latin America and the Caribbean. The Bank has a vast array of business opportunities for the suppliers of goods and services from each of the its 46 member countries. In 1999 alone, IDB loans resulted in the award of some 6,000 contracts for civil construction projects, the supply of goods and equipment, and the provision of consulting services. In the same year, roughly \$7.8 billion was disbursed to contractors as a consequence of the Bank's lending program.

The telecommunications industry has experienced extensive growth in this area. For many years this industry had been under the control of the Latin American governments. Recently, we have seen the opening of the telecommunications industry to outside

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competition due to the privatization measures in these countries. As previously stated, due to recent natural disasters in some of

..... these countries, there is an immediate need for telephone hard lines. But even more interesting is the conversion from hard

Economic growth is a direct result of political stability.

..... lines to wireless communication. For example, in Venezuela, 60% of telephone users prefer cellular phone service to hard line telephones.

Another area where great growth is all but guaranteed is in the computer industry. Computer sales should do well as more and more Latin Americans connect to the Internet. Businesses having to do with computers or the Internet through such areas as training, networking professionals, and service technicians, just to name a few, can expect growth in this market.

Of course, these opportunities are all dependent upon the ability to communicate well with our millions of potential customers in Latin America. In this age of facsimile and high-speed Internet access, it is imperative that we be able to communicate, not only verbally, but also in written form.

Where does Latin America stand politically? We have seen a new president elected in Mexico. His programs should bring a new era of political cooperation between the United States and Mexico. Manufacturing in this country is growing significantly due to NAFTA and other trade agreements.

Despite witnessing dramatic changes, Latin America still faces the Colombian guerrillas, uncertainty in policies adopted by the democratically elected president of Venezuela, and the continuation of a criminal and obsolete dictatorship in Cuba. However, the majority of countries are looking to establish a political environment that is conducive to welcoming foreign investors. Economic growth is a direct result of political stability.

In south Florida, where Hispanics are an important economic factor, we have observed the number of opportunities grow

throughout the years. The bridge to the Americas is strengthening, and during this new millennium, we will integrate our knowledge and communication abilities in ensuring that Latin America will be an essential part of the U.S. economy.

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.....

On a side note, I recall that during the late 1962 or early 1963 period, a group of exporters and freight forwarders formed an organization called the Asociación de Freight Forwarders y Exportadores Latinoamericanos (AFELA). I was appointed as the president, and our job was to help our businesses, exchange credit information, develop new sales techniques, marketing research, and so on.

Those were the hard, old times! However, we were the leaders of a new economy for south Florida – visitors coming to Miami instead of New York or New Orleans, bringing their families and their dollars, Miamians going to San Pedro Sula, Managua or Caracas, Buenos Aires or Panama to sell machinery, raw materials, pharmaceutical or cosmetic products, technology services, and even bottles.

We accomplished a difficult task, replacing European suppliers with American-made products. We have also seen Hispanics going to Central and South America to invest in several industries, creating jobs and opportunities for all.

We witnessed a new beginning when Cubans in Miami welcomed other Hispanics joining us in this area. Nicaraguans, Hondurans, Salvadorans, Puerto Ricans, and Dominicans joined us in the Magic City while Colombians, Spaniards, Chileans, Panamanians, Argentineans, and others felt that this was also their home. The impact that was created and will continue in the years to come is based on mutual respect and understanding, speaking the same language, and believing in the same ideals. We are confident that Hispanics will find an ally in the new Bush administration.

And finally, Hispanics have contributed to, and will continue to improve, relations between the U.S. and Latin America, generating new businesses and being instrumental in creating opportunities in health care and education, manufacturing, tourism, etc. This will definitely bring a better understanding and a more solid business climate between the U.S. and our Latin neighbors, and more importantly, respect for our friends and allies.

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.....

Hispanics have a very important place in U.S. history. There is no doubt that progress and success with our neighbors will be brought about by many of those who were wisely described by William Alexander, President of the Congress of Hemispheric Chambers of Commerce, as “the Sánchez to Sánchez to Smith.” Good luck and let’s work together for a better and friendlier hemisphere.

DR. GAMARRA: It gives me great pleasure now to introduce Ambler Moss. Ambassador Moss, of course, is very well-known in the community and nationally. He is best known for his crucial role in securing the Panama Canal Treaties in the 1970s. He has been crucial to the University of Miami in its efforts to promote its role in educational services – and with the important role the North-South Center has played in the last decade-and-a-half in promoting better relations between the United States and Latin America. In particular, Ambassador Moss has been very active in the promotion of the Free Trade Area of the Americas (FTAA). I have heard his thoughtful comments many times, and every time Ambassador Moss is going to say something about the FTAA, I pay great attention because he spends much time in Washington, D.C. and in south Florida thinking about these things. I think this connection is essential to those of us interested in this topic.

THE FUTURE OF FREE TRADE IN THE AMERICAS: A POLITICAL PERSPECTIVE

AMBASSADOR AMBLER MOSS
DIRECTOR, DANTE B. FASCELL NORTH-SOUTH CENTER
UNIVERSITY OF MIAMI

Thank you very much. I really appreciate your kind remarks, Eduardo. I'm very happy to say that the North-South Center and the University of Miami have had great relations with and have great respect for Dr. Gamarra and Florida International University's Latin American and Caribbean Center. In fact, in the back of the room I've left copies of the North-South Center's blueprint offered to the new Bush administration as a coherent, sensible policy for Latin America. One of Eduardo's colleagues collaborated on that effort as well, so we work together on all these things.

I'm supposed to talk today about the political importance of the Free Trade Area of the Americas. I'll leave the economics to Antonio Villamil, who is one of the greatest experts in this town, and who is one of the greatest economists in this country on these issues. But first of all, as you've heard Remedios Díaz Oliver put it very succinctly, quite obviously the Free Trade Area of the Americas is going to be very good for the Latino communities – I use the plural because it will be good for all of them throughout the country, whether they are in Florida, Texas, California, or anywhere else.

There are tremendous economic opportunities in Latin America, and again I will leave this to Antonio Villamil to discuss, but there

is an economic recovery going on in many Latin American countries right now – including in MERCOSUR. I was in

..... Washington yesterday, and I spoke with the Brazilian ambassador about this. There can be no doubt about the benefits for the south Florida community, particularly since we are

Of the \$300 million of trade within NAFTA, only about 1% of that represents trade through Florida, strangely enough.

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right on the flight path. NAFTA largely benefitted Texas and California. Mexico is now the U.S.'s second-largest trading partner after Canada, having surpassed Japan in that capacity – but Florida is still behind. Of the \$300 million of trade within NAFTA, only about 1% of that represents trade through Florida, strangely enough. So we have to do more about that. Governor Jeb Bush has worked very hard leading large delegations to Mexico and Brazil in order to promote NAFTA. Antonio Villamil works constantly on this, and *El Nuevo Herald* does a good job of bringing it to our attention. NAFTA is a good thing – and its support is one of the main recommendations we make in our policy report. I think that this is one of the things that HCIR should get behind. All of us need to keep this in mind when talking to our friends, our legislators, and anyone else who will listen.

I will start with two important messages. First, the U.S. needs to pick itself up and get moving on free trade by passing fast-track authority for the U.S. President; otherwise, the U.S. will have no credibility when President Bush goes to Quebec for the III Summit of the Americas.

.....

I will start with two important messages. First, the U.S. needs to pick itself up and get moving on free trade by passing fast-track authority for the U.S. President; otherwise, the U.S. will have no credibility when

President Bush goes to Quebec for the III Summit of the Americas. Second, and something that will be of particular interest to this community, is the issue of pushing hard to establish the headquarters of the Free Trade Area of the Americas here in Miami – which has been described as "that Latin City which is

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closest to the United States." Miami is special and unique, and we should capitalize on this.

Let me clarify what fast-track authority is. This doesn't mean the authority to negotiate. The Executive Branch, the President of the United States, and the U.S. Trade Representative can negotiate anytime they want, and they can negotiate anything they want. But, when they have a piece of paper, a document, or a trade agreement which has to be sent for approval by both houses of Congress, which is the way trade agreements work, there is a procedural fast-track authority. This means that you send it to the Congress and all they can do is say yes or no, instead of going through all the red tape of sending it to various Congressional committees. Without fast-track, the process takes entirely too long to complete. It's simply a procedure of sending it to Congress for approval or rejection.

.....
In Latin America, when the Latin American trade negotiators see the U.S. coming along without fast-track authority, it undermines the credibility of this country enormously.
.....

In Latin America, when the Latin American trade negotiators see the U.S. coming along without fast-track authority, it undermines the credibility of this country enormously. They think, "If we do negotiate an agreement with the U.S., will they be able to follow through on it? Will they be able to get the agreement approved?" The Latin American negotiators are very aware of how the U.S. Congress works, and how the founders of our Constitution, in their wisdom, built in a constant tension between the Executive and Legislative branches which often complicates policy-making. This is never going to be solved in our time. When President Bush goes to Quebec, he will not have fast-track by then, but he must nevertheless have a credible plan and assure others that fast-track will be forthcoming. That is an absolute necessity.

Aside from that, the negotiations of the Free Trade Area of the Americas are going very well. Eduardo said that there is now a bracketed text, which means there is a text of the FTAA agreement with all the differences in brackets. The differences are

considerable, but at least they are there and identified. You can see them and read them, and if you go into the website of the United States Trade Representative (www.ustr.gov), you will see an outline of all the U.S. positions on all the nine negotiating groups and the three special committees. So, the work is being done, and it has been taking place in Miami at the site of the FTAA headquarters. Hundreds of negotiators have been working patiently in the negotiating groups to get that text ready and to make progress by the year 2005. There is some talk of accelerating the process and having the FTAA ready by 2003, but I think that is illusory. The Brazilians have been quite clear that they don't want it before 2005, and I think that's a big stumbling block right there. Whether it's 2003 or 2005, there is a very good prospect that a lot of the differences that currently exist in the text can be overcome. But to get there, of course, the U.S. has to have fast-track authority to do it.

I would say that the fast-track authority should be broader than simply the FTAA, because the U.S. has undertaken to engage in bilateral agreements with Singapore and Chile. The Chile negotiations, as Antonio pointed out to me, are actually scheduled

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The Business Roundtable pointed out that of the one hundred thirty free trade agreements which have been negotiated in the world, the U.S. is a part of only two of these agreements.

Mexico is part of at least 28, and the European Union is part of 27.

..... to take place right here in Miami. The U.S. has been behind in negotiating all these agreements. Earlier this month, on February 9, The Business Roundtable put out a report called, *The Case for U.S. Trade Leadership: The U.S. is Falling Behind.* The Business Roundtable

..... pointed out that of the one hundred thirty free trade agreements which have been negotiated in the world, the U.S. is a part of only two of these agreements. Mexico is part of at least 28, and the European Union is part of 27.

The United States, consequently, has been falling behind while other countries are signing up for free trade agreements with each

other, and U.S. business has lost out. A famous example is when Canada signed a free trade agreement with Chile – after the free trade agreement was reached, an important electronics contract switched from Southwest Bell in the U.S. to Nortel in Canada simply because there was an 11% price differential advantage that the Canadians had. The contract switched and the Canadians got the contract. This is a perfect example of how U.S. business is falling behind while not following the example on free trade. This doesn't make any sense for us.

There are two big sticking points with fast-track, and these have to do with labor and environmental standards. There must be a deal made, with some good political roles and good negotiating skills to resolve this. This can't be an impasse that will hold this initiative back forever.

Therefore, the prospects of what can happen with a Free Trade Area of the Americas are very important. This is one of the crucial things of importance for this country, and one of the things that will make or break the success of the next Summit of the Americas in Quebec City. I think it is very lucky that this date is already on the calendar as the new U.S. administration comes in. If the date had not already been on the calendar, there probably wouldn't be a Summit because no U.S. president wants to have to scramble to put together a policy so quickly. The fact that the Summit is already on the calendar obliges the U.S. to get its act together, because there will be 33 faces looking down the table at President Bush to see if he is projecting a new, complete, and coherent policy toward the Americas.

The interest is there, and as Remedios said, this is good news. The first expressions of the Bush administration certainly have shown that it wants to take an interest in the hemisphere. That is very welcome. The first visit the new President made was to Vicente

Fox. The last two presidents have first gone to visit their Canadian friends, opting to first go north and not south. So, I think the signs are good. Now these expressions of interest and good will have to be followed up with some solid content because Latin Americans are not going to be fooled with happy words. They want to see some substance and content, and the U.S. has to be prepared to put that forward.

In that sense, I want to urge people to speak to decision-makers and legislators, anybody's ear you can get, because the FTAA is a

.....!..... very crucial thing for the United States. The purpose, in keeping with the spirit of this meeting, is that the Latino communities are the ones that will certainly benefit most by opening all those doors, by nailing down the deals, and quickly reaching an agreement.

The question is, "Where will the site of the FTAA headquarters be?"

Now on to the next topic: FTAA headquarters. There was much discussion about this at the San José trade ministerial meeting in 1998. The question is, "Where will the site of the FTAA headquarters be?" Miami, of course, is vying for it, and there are also about eight or nine other countries all pushing for it. Everywhere from Kingston to Montevideo, somewhere in Brazil, and Buenos Aires in Argentina want to have the FTAA headquarters. As a result, a big compromise was struck that it wouldn't be in any of those places permanently. It was agreed that it would start off in Miami, then sometime in 2001 it would move to Panamá, and then it would end up in Mexico City. When the FTAA charter expires, the issue has to be revisited.

Eventually, some place will be the permanent headquarters of the FTAA. This could, as economic integration continues, end up being akin to the "Brussels of the Americas." Why did the European Union headquarters end up in Brussels? Well, it is quite simple. It couldn't have been in Paris because the Germans would have objected, and it couldn't have been in Germany because the British would have objected. Probably it was everyone's second

choice because it was neutral, with good food, easy communication with other parts of Europe, and so on. It's the same situation here. We can have it if we work for it.

I have personally been working with Katherine Harris on this, and a lot of others in the

community are also working on it. We can have it here if we work for it. The people of Miami are very representative of the

Caribbean people, among all these different places vying for the FTAA headquarters, feel comfortable here.

Americas and the Caribbean. As I said earlier, Miami is kind of a Caribbean city. I have a good friend, Monseñor Walsh, who is at the archdiocese here. He has a theory called "the Caribbean ten percent rule for south Florida." He says that no matter what island you're talking about in the Caribbean, no matter if it is English-speaking or Spanish-speaking or French-speaking, whether it is democratic or authoritarian, ten percent of it is here already! Caribbean people, among all these different places vying for the FTAA headquarters, feel comfortable here. And they know that politically it would be difficult for them to decide on any one particular place in the Caribbean. Also, Mexicans are going to have trouble with the capital being in Buenos Aires, and so are the Brazilians, and so forth. I don't need to get into all these differences, but I think we have a very good shot at being the "Brussels of the Americas" because this is not, in the Latin American mind, a gringo place. This is not the same as sticking it in Washington, D.C., or someplace identified with the U.S. It is neutral ground. It's a place where everybody calls home, and everybody feels comfortable here.

What can we do to get the FTAA headquarters? I think, first, the U.S. has to have the leadership position to get the whole FTAA moving forward. Second, we need to be realistic. Governments are very stingy about the FTAA. The FTAA headquarters here in Miami, prior to its proximate migration to Panama, has been treated very stingily in many ways. It hasn't had the facilities and the resources that it needs. If we're going to have the FTAA

headquarters here, and I have spoken with Alberto Ibarguen' about this as well, the community is going to have to come up with material support. The community must offer nothing less than the land and the building for the official FTAA site. This is something we need to start working on right now. Somewhere in this community, we need to get our act together properly and show that we really want the FTAA sight to be here. The material benefits for the Latino communities here, for the entire Miami community, and for this country in general, of having the "Brussels of the Americas" in Miami, would be so absolutely obvious that I don't need to go on endlessly about it. We need to think about this and we need to get to work on it, because it could happen. I think this is something that HCIR could take on and promote.

I suggest two lines of endeavor for HCIR. The first is to push for fast-track authority. I think the Latino community will have a lot to say about this. This is absolutely critical. The second is that HCIR should promote Miami as the most feasible place to

The material benefits for the Latino communities here, for the entire Miami community, and for this country in general, of having the "Brussels of the Americas" in Miami, would be so absolutely obvious that I don't need to go on endlessly about it.

have the permanent headquarters of the FTAA - to make it literally the capital of the Americas in terms of economics, trade, and immigration. The benefits for all would be great. Thank you very much.

DR. GAMARRA: Thank you very much, Ambassador. I am now going to ask Antonio Villamil to join us. He is CEO of the Washington Economics Group here in Miami, and a Doctorate recipient from FIU. I always introduce him as my colleague because he used to work with me at the Latin American and Caribbean Center. I know he will have some very interesting things to say to us about the FTAA.

* Publisher of the *Miami Herald*, and member of HCIR

ECONOMIC TRENDS FOR U.S.-LATIN AMERICAN RELATIONS

J. ANTONIO VILLAMIL

CHIEF EXECUTIVE OFFICER, THE WASHINGTON ECONOMICS GROUP, INC.

Thank you very much Dr. Gamarra, my good friend. I would like to commend the leadership of the Hispanic Council on International Relations, FIU and the Latin American and Caribbean Center with Dr. Gamarra, as well as the North-South Center with Ambassador Ambler Moss for the tremendous leadership they provide to our communities.

There are a number of fundamental factors that suggest improving U.S.-Latin American economic relations in the early years of the new millennium. However, there are significant challenges to overcome if we are to create Pan-American economic opportunities for all citizens of the Americas from Canada in the north to Argentina and Chile in the south. To address this I will first talk about what I call the "pull" factors which are leading to increased hemispheric relations, and then I will discuss the "push" factors which are pushing us away from improved relations.

"PULL" FACTORS LEADING TO IMPROVED U.S.-LATIN AMERICAN ECONOMIC RELATIONS

The following are fundamental and critical factors that are improving economic relations between the United States and Latin America, and the Caribbean:

First, the globalization of the production function and borderless transactions due to technological advancements:

The biggest pull factor bringing us together into improved hemispheric relations is the fact that the markets are demanding

it. The globe is becoming integrated. Remedios Díaz Oliver talked to us about the business opportunities that exist in the Americas. In reality, as we say in economics, the production function of business has now become fully integrated and globalized. Today, we do business on a global basis. People sometimes think, "Well, let's talk about international trade in a separate sector of the U.S. economy." In reality, we are all in a global marketplace. We have the Internet, we have wireless communications, we have fast-moving transportation. Globalization is here and businesses are

..... becoming global in scope. No longer can we that say we are insular relative to our business activities. The businesses and the leadership in the U.S. and in Latin America are pushing us toward economic integration. Globalization of production is a key factor which is driving us toward improved hemispheric relations, especially on the economic and trade sides.

Second, the recent political, economic, and free market reforms in the top economies of Brazil, Mexico, and Argentina – the "Big 3" in Latin American Affairs:

As Remedios Díaz Oliver mentioned, there have been significant improvements in economic, political, and free market reforms and market openings in many of the countries in Latin America, especially among the Big 3. That is another big pull factor. Remember that, as experts on the region, we can't just talk about Latin America in general. We need to talk specifically about the opinion leaders in Latin America and the countries that influence decision-making in the Americas. Relative to North America and all of Latin America and the Caribbean, obviously the Big 3 are Brazil, Mexico, and Argentina. These are the three countries that have significantly improved both their political and economic reforms. These Big 3 are providing a major pull factor in improved hemispheric relations.

I always say, and Ambler and I have discussed this many times before, that the U.S. needs to get together with Brazil and there will be FTAA very quickly. Brazil is one of the top ten economies in the world, and one of the things we hope to see in the new administration will be improved relations with Brazil. Mexico is a key aspect of North American and Caribbean-based relations, but let's not forget the giant to the south: Brazil. If we improve our relations with Mexico and Brazil, and of course with Argentina with which we already have excellent relations, the whole movement toward improved economic relations in the hemisphere will be strengthened.

Third, the growing strength of the U.S. Hispanic population, including the growing number of elected officials, U.S. government policy-makers, and business executives:

The third pull factor is the fact that we have America's leaders throughout the hemisphere. Not only should we talk about American citizens, but also "Citizens of the Americas" as leaders of the hemisphere. The global leadership is not only the U.S. Hispanic population that is growing in strength, including many of its public leaders who espouse to improve hemispheric relations. It is also people like Ambassador Ambler Moss, who is fully multilingual and a person of the global economy, and a leader in our community and in our nation. And like him, we find many throughout nearly every state and community in the U.S.

So, there is growing Hispanic muscle, if you will, in the U.S. as well as the global leadership of many individuals who may not be of Hispanic descent but who truly are "citizens of the world" or "citizens of the Americas."

So, there is growing Hispanic muscle, if you will, in the U.S. as well as the global leadership of many individuals who may not be of Hispanic descent but who truly are "citizens of the world" or "citizens of the Americas." These people are providing significant leadership. One example is Paul O'Neill, the Secretary of the Treasury. He was the CEO of Aluminum Company of America

(ALCOA). He took a sleepy aluminum producer to a major, efficient, 21st century multi-national company with diversified and integrated production around the world. Paul O'Neill would be a leading player in FTAA and in financial discussions with the rest of the Americas and throughout the world. He is not Hispanic, but

..... these are the kinds of things I am talking about. In other words, the U.S. is changing toward people who have global views, and an Americas view. I think that is a very key factor.

The reason for doing NAFTA was not only economics, because Mexico was already a major trading partner of the U.S. at the time.

Fourth, the overall success of the North American Free Trade Agreement (NAFTA) in promoting economic and political reforms in Mexico, and the advent of North American corporate entities:

The North American Free Trade Agreement has been a success. However, that doesn't mean there aren't some issues that need to be resolved. I was in the former Bush administration and I was very proud to be part of the Cabinet meetings regarding the NAFTA policy aspects.

..... But it was also geopolitical, and there have been significant political changes in Mexico as a result of the NAFTA agreement.

The reason for doing NAFTA was not only economics, because Mexico was already a major trading partner of the U.S. at the time. Now it is the second largest trading partner of the United States. But it was also geopolitical, and there have been significant political changes in Mexico as a result of the NAFTA agreement. Today, we have the advent of North American corporations that call themselves at home whether in Canada, the U.S., or in Mexico because of economic and trade integration. NAFTA has been a success. In spite of all the problems such as in Chiapas, and unequal income distribution, which needs to be resolved, most Mexicans would say that this is why they could vote for and change leadership toward Vicente Fox with a peaceful transition of power and without a peso crisis at the end of the sexenio. All of this has a lot to do with the political opening and

integration which has taken place among Mexico, Canada, and the U.S. on the people side, on the economic side, and on the trade side. So, NAFTA's success pulls us toward improved and increased hemispheric integration.

Fifth, the "Bush Factor":

The new President is strongly committed to improving hemispheric economic and trade relations. It is no coincidence that his first foreign trip was to Mexico and that the new United States Trade Representative (USTR), Ambassador Bob Zoellick, is a strong advocate of the FTAA and has stated that fast-track authority is a legislative priority of President Bush.

I spent fifty percent of my time since 1989 with the first Bush administration in Washington, with Governor Bush in Tallahassee, and most recently with the transition team on the policy side with the new President, George W. Bush. What I call the "Bush Factor" will be very important. People ask me, "Do you think this president is really committed to improving hemispheric relations?" We have to look at the actions he has taken. Look at Jeb Bush here in Florida. Look at former President Bush and his Initiative of the Americas. We have a friend in the White House who likes to see improved trade and hemispheric relations. The fact that he went to Mexico, as was mentioned by Ambassador Moss, is no coincidence - there's a reason for it. I heard some journalists say, "Well, maybe he went to Mexico because he knows that country and he doesn't know foreign policy." That he went to Mexico showed for a fact that he cares about Latinos and that he cares about hemispheric relations. He was the first major presidential candidate to visit Florida International University to give a discussion on hemispheric relations and why we need to work as partners. When you're in an election, FTAA sometimes is a case of "my eyes glazing over." People sometimes don't understand when you're dealing with statistics. There are no votes in the FTAA, NAFTA, and so forth, yet he still wanted to partner with our hemispheric neighbors.

And now, Ambassador Bob Zoellick, the new United States Trade Representative, is a very strong advocate for free trade and the

FTAA. The U.S. government is now starting to make a major push toward Chile and U.S. bilateral free trade. As Ambassador Moss said, the first round of negotiations will be right here in Miami starting at the end of March. We will see what happens because there has been some "beef" that has been put on the table already. We'll see what happens with fast-track legislation, and we will see what happens in Quebec at the end of April. We have a long way to go, but believe me that the Bush administration is strongly committed to improving hemispheric relations because of what President Bush is all about, as well as his father, and Jeb Bush here in Florida. Fast-track will be a key legislative priority, at least from the point of view of the new administration.

"PUSH" FACTORS LEADING AWAY FROM IMPROVED U.S.-LATIN AMERICAN ECONOMIC RELATIONS

While "pull" factors are strong, there are a number of centrifugal forces pushing away from improved economic relations in the years ahead. How we, as partners, solve the "push away" of

..... these forces will determine the shape and discourse of the U.S.- Latin American economic relations. I think the Hispanic Council on International Relations should be commended for putting this forum together today, because we

Sometimes when we talk about U.S.-Latin American economic relations, we talk a lot about Latin America, but we don't talk much about the number one major economy in the world - the United States, which is a big part of the equation.

..... need to discuss this with all you here who are leaders of our community.

Among top "push" factors are the following:

First, a sharply slowing U.S. economy since the second half of 2000, if not corrected in the second half of this year, could begin to cause "creeping unemployment," with a subsequent increase in protectionist sentiment:

Sometimes when we talk about U.S.-Latin American economic relations, we talk a lot about Latin America, but we don't talk

much about the number one major economy in the world – the United States, which is a big part of the equation. We seem to have hit a wall in the second half of 2000. It has nothing to do with the change in the administration. This was starting all the way from the speculation regarding the equity markets and the irrational exuberance, as Greenspan said in 2000.

We have hit a wall regarding the economy, and it is sharply slowing in the U.S. This quarter we will probably see flat to negative growth in U.S. economic activity. Greenspan is now running hard to undo what he did in the last 12 months, which was raise interest rates. Now he is lowering the rates very, very quickly. You might say with hindsight that he should not have increased real rates the way he did. Well, hindsight is 20/20. I am not against Greenspan or the Fed, but the bottom line is that we're slowing. There's a manufacturing recession and an inventory correction going on.

Now the issue for us is whether this will be a "V-shaped" downturn, and whether the economy regains its strength as a result of easier monetary policy. Also of great importance is if Congress, in its collective wisdom,

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If the U.S. economy is not healthy, not only does it impact the economies of Mexico and the Caribbean Basin, who are major exporters to the U.S., but it also creates a protectionist sentiment in the United States.
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decides to give us a tax cut, which we need to improve economic performance. We need a tax cut for the long-term too, in terms of rewarding entrepreneurship. If we make it retroactive for this year, then an easier monetary and fiscal policy will help us out in making this a "V-type" downturn, so that we start coming out of it in the latter part of this year and in 2002.

Some economists are now talking about a "saucer-shaped" downturn, which means we go down and we stay down at the bottom for a while. If that starts to happen, we will have creeping unemployment. There will be a rise in protectionist sentiment and a rise of anti-immigration sentiment. If the U.S. economy is not healthy, not only does it impact the economies of Mexico and the Caribbean Basin, who are major exporters to the U.S., but it

also creates a protectionist sentiment in the United States. This makes it very difficult for the Bush administration, and for all of us who believe in free trade and economic integration, to put together a coalition toward improved hemispheric relations. This is because the American people then begin to say that unemployment is rising, and all of these imports are coming in, and immigrants are coming in, etc., etc. So, the health of the U.S. economy is a critical push-away factor at this time. We will need to get this resolved and hopefully make this a "V-shaped" type upturn. I think it will be, and maybe toward the end of the year it will begin to upturn again – but watch that curve.

Second, the economic and political troubles in the Andean Group (Bolivia, Colombia, Ecuador, Peru, and Venezuela):

There is significant divergence in Latin American economic and political performance. Again, the average is not representative of central tendency, like we say in economics. We have the Andean Group, which is in real trouble. This could lead to an eventual "contagion" impact on the rest of the region, especially if the U.S. economy remains "flat" for a longer period than currently expected.

Mr. Castañeda, today I read in the Latin American news of *El Nuevo Herald*, which I always read and think is terrific, that President Hugo Chávez of Venezuela has decided that state banks will not charge interest "to the poor." This means they will get free loans with no interest. He went to Saudi Arabia and he found out that there is no interest on loans from banks in that country. But, they do charge fees. The Sandinistas tried to do that. They gave free loans with no interest and had hyperinflation. We all know what happened in Nicaragua – it was ten years of tremendous downturn. So, President Chávez is someone who worries me a lot and I'm sure who worries a lot of you. He's got a major economy and is a major provider of petroleum to the United States, and he is a key ally of the U.S. and is in a considerable position. Leadership in Venezuela is what is needed, and I am a little concerned about Mr. Chávez in power and some of the things he is doing there. And of course, a lot of Venezuelan middle class and professional groups are now here. You may have seen some of

the reporting that has called the Weston (Broward) area here the "Westonzuela," and the western Broward area, "Westernzuela." That may be good for Miami's short-term, in terms of people coming in and buying condos and doing business here, but certainly we need a healthy Venezuela to provide leadership in the Andean Group.

Colombia's civil war continues. Hopefully, President Pastrana will be able to put things together with the assistance of the U.S. It is a serious issue. Again, many Colombians are now making Miami their home. It is difficult to talk about free trade and open markets and improved hemispheric relations with these problems going on in this part of the world, in Colombia and in Venezuela in the Andean Group.

In Peru, Fujimori had a golden chance to build the institutions of democracy, and he blew it. He is now exiled in Japan. We don't know what is going to happen in Peru, which is a key Andean Group and Pacific Rim country for us in the Americas.

In Ecuador, the process continues of public marches and counter-marches. The tragedy of Ecuador, unfortunately, continues.

So, the Andean Group countries of Venezuela, Colombia, Peru and Ecuador are in some serious trouble. If this continues it can have a contagious effect on the rest of the Americas. If we have a case of a significant U.S. downturn, as well as increased problems in the Andean Group, then we will be talking about stabilization policies throughout the region as opposed to free trade and economic integration.

Third, there is only tepid support for free trade and bold Latin American initiatives in the U.S. House of Representatives.

The so-called "People's House," in turn, reflects the opinion of many U.S. citizens. In essence, the U.S. Hispanic community, business groups, and key internationally-oriented states such as Florida, Texas, California, and New York interested in improved Latin American relations need to develop a comprehensive grassroots campaign to inform Congress and citizens of the importance of hemispheric relations, Trade Promotion Authority

(TPA) for the President to complete the FTAA, and funding support for the World Bank, Inter-American Development Bank, USAID, and others.

Fourth, protected industries in the U.S., Canada, and Latin America are certainly not supportive of improved economic relations:

There are "winners" and "losers" in free trade. Agriculture and basic industries are a case in point. They are likely to resist efforts at open markets. These are key industries that will require significant worker adjustment assistance in order to gain their support.

Fifth, many countries in Latin America have yet to foster entrepreneurial capitalism, which could lead to a reversal of liberal economic reforms in many nations:

We see popular opinion turning in countries such as Nicaragua, Argentina, Venezuela, and others against free-market reforms. This is due to the failure, that must be corrected, to implement civil society measures leading to entrepreneurial capitalism and to a growing standard of living for all citizens.

CONCLUSIONS

I believe that "pull" factors leading to steadily improving U.S.-Latin American relations will "carry the day." However, there will continue to be "bumps and bruises" along the way. We are currently in such a period, with soft economic

..... activity in the U.S. and many Latin American economies. Therefore, the U.S. Hispanic community and its leadership need to play a more active and constructive role in

U.S. Hispanics, given their multicultural and multilingual capabilities, can be key assets for enlightened U.S. policies toward the emerging markets of the Americas.

..... improving the tone and substance of hemispheric relations. U.S. Hispanics, given their multicultural and multilingual capabilities, can be key assets for enlightened U.S. policies toward the emerging markets of the Americas.

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U.S. MEDIA COVERAGE OF LATIN AMERICAN NEWS

CARLOS CASTAÑEDA

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News coverage of Latin America, or the lack of coverage, is an old topic of debate. Forty years ago, Senator Hubert Humphrey, in a panel discussing this issue at the Washington Press Club, also complained about the lack of interest of the Latin American Press in America. Mr. Humphrey said: "Looking at a list of foreign correspondents permanently assigned to cover the White House and the State Department, I just found one name: Carlos Castanda."

I am Carlos "Castanda."

Those were the days when James Reston, the respected editor and columnist of *The New York Times*, used to say, "Readers are able to do what would be necessary for Latin America *except read* about Latin America."

And, at the peak of the Cold War and Vietnam, the then Secretary of State, Henry Kissinger, alleged about Latin America, "Only Brazil is important in that part of the World."

Fortunately, times have changed. From the "exotic, erotic, and chaotic" coverage, as a Brazilian colleague used to define the American press newsgathering in Latin America, to what it is today, there has been a tremendous improvement. Most of the American correspondents covering the region speak Spanish and Portuguese, or were born in a Latin American country, and they speak the languages fluently. American correspondents have improved their personal backgrounds and have a better knowledge of Latin American politics and economic situations. This improvement has given them a more independent point of view, and they do not

reflect in their stories the position of American diplomats or businessmen, as it used to happen 15 to 20 years ago.

Although the square footage occupied by offices of the American media in Latin America has dwindled, today more correspondents are assigned to this area than in the early 1990's. A legion of

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stringers and contributors are scattered in several countries. Brazil and Mexico are still the main focus of attention, but most of the media keep an eye on Colombia, Venezuela, Chile, and Argentina.

Unfortunately, the echo left by the Reston statement regarding readers' lack of interest still resounds in many newsrooms. Most editors maintain a folkloric vision of this hemisphere. They are only interested in catastrophes, political violence, or drug traffic - these are the only topics, according to them, that deserve headlines, news space, or time in broadcasting networks. Also, readers have been nurtured to keep old stereotypes about Latin American countries and their people.

It is of utmost priority for the press to improve the quality of newsgathering. Latin America deserves more attention. Editors should understand how Latin American countries are becoming political and trading partners of the United States. Mexico and Canada are now the main commercial markets of the U.S.; Brazil and Mexico are among the 20 most important industrial countries of the world. And within ten years, as President George Bush said yesterday in a press

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They are only interested in catastrophes, political violence, or drug traffic - these are the only topics, according to them, that deserve headlines, news space, or time in broadcasting networks.

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conference, a free trade zone should be working at full speed in this hemisphere.

It is time for the press to take a more humble approach and listen to what the Latin American countries want to express and understand their political and economic roles as partners of the United States. It is

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.....

essential for readers and TV viewers to become aware of upcoming international and commercial trends. Writers and editors should be more immersed in understanding the different traditions and cultures that surround us, as well as the political and economic

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.....

backgrounds of all Latin American countries. The press should broaden its vision to improve the perception of local and regional events, with less bias and greater understanding

of everything that is involved – that is, the press should be more “diverse.”

It is a challenge for the media on both sides of the hemisphere. If we fail, the Internet will fill the vacuum.

CONCLUSION

BENJAMIN ESCÁRCEGA

PROGRAM COORDINATOR, HISPANIC COUNCIL ON INTERNATIONAL RELATIONS

The panelists recognize the importance and necessity of a future Free Trade Area of the Americas (FTAA), and increased ties with our Latin American neighbors. The predilection to lead the Western Hemisphere into a future of increased prosperity for all on the basis of trade results from the undeniable recognition that market economies, under the guidance of virtuous leaders, have shown to be the strongest driver for human excellence. Fortunately, there are myriad forms of capitalism, and these can be applied to all sectors of society through increased hemispheric cooperation.

Such cooperation is inevitable as we embark on what, it is hoped, will one day be referred to as “the Century of the Americas.” If we in the United States, by virtue of being the economically strongest and freest nation in the world, wish to expand our prosperity beyond our borders for the benefit of not only ourselves, but also of others, then it must be done under the responsible guidance of our nation’s leaders. As was mentioned many times by the panelists, U.S. Hispanics are in the unprecedented position to help lead the United States, and the rest of the hemisphere, into the new era. We are at the threshold of going from being key participants in making the 20th century the “American Century” to being the drivers of the Century of the Americas. In this new era of globalization, facilitated by such fantastic technologies as the Internet, cellular telephones, satellite-guided global positioning systems, and Handheld Palm™ devices, we are reevaluating the meanings of the words “distance,” “human connectivity,” and “communication.” Never before have we been so interdependent. Prepared U.S. Latinos, therefore, as well as culturally sensitive non-Latinos, as Antonio Villamil said, are needed to make this transition peaceful in the Americas.

Each of the panelists described key necessities for making this a venerable Century of the Americas. Frank Gómez rightly

stated that "the re-affirmation of democratic principles, the strengthening of still fragile democratic institutions, transparency in governance and business, and addressing the plight of the less fortunate are mutually dependent, interrelated issues that are essential to continued progress and hemispheric cooperation."

Remedios Díaz Oliver highlighted the crucial importance of a healthy political environment by affirming that "economic growth is a direct result of political stability."

Ambassador Ambler Moss expressed the geopolitical significance of the U.S. President having fast-track authority, or what is now called Trade Promotion Authority (TPA), by noting that "when the Latin American trade negotiators see the U.S. coming along without fast-track authority, it undermines the credibility of this country enormously."

Antonio Villamil highlighted the distinctive "push" and "pull" factors forcing the hemisphere's economies. He concluded with the belief that the pull factors will lead to "steadily improving U.S.-Latin American relations," and cited NAFTA and the new U.S. and Mexican administrations as examples.

Carlos Castañeda spoke of the increasingly-qualified journalists who cover Latin America, and recognized that improved coverage is a "challenge for the media on both sides of the hemisphere." He said the media must become more "diverse" and go beyond the limited coverage of "catastrophes, political violence, [and] drug traffic."

There are certain aspects that each of the panelists' visions share, including 1) the importance and value of the FTAA, 2) the value of U.S. Hispanics in relations with the rest of the Americas, and 3) the inevitable movement toward increased hemispheric interdependence and the need to harness the future of social, political, and economic relations.

As we begin this new Century of the Americas, let us take heed of the valuable insight and recommendations these recognized leaders have provided, and promote U.S. Latino leadership for responsible increased hemispheric cooperation for future generations.

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Dr. Gamarra is a Ph.D. professor in the Department of Political Science and Director of the Latin American and Caribbean Center at Florida International University. He is the editor of *Hemisphere*, and author, co-author, and editor of several books including *Revolution and Reaction: Bolivia 1964 - 1985* (1988); three volumes of the *Latin America and Caribbean Contemporary Record*; *Latin American Political Economy in the Age of Neoliberal Reform* (1994); *Democracy Markets and Structural Reform in Latin America: Argentina, Bolivia, Brazil, Chile, and Mexico* (1995); and *Entre la Droga y la Democracia* (1994). He has authored over 40 articles on Latin America, and has testified in the U.S. Congress on drug policy toward Latin America. His current research focuses on the political economy of narcotics trafficking in the Andean region and the Caribbean, democratization, and civil-military relations.

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She has served on the board of directors at Avon Products, Inc., Barnett Bank (Bank of America), Florida Commission on Hispanic Affairs, Infants in Need, Hamilton Bank Foundation, and

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Mrs. Díaz Oliver holds a Master's degree in Business Administration from Havana University and Havana Business College and a Doctorate in Education from Havana University.

AMBASSADOR AMBLER MOSS

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Amb. Moss has received decorations from the governments of Spain, Panama, Argentina, and Catalonia, and received the Harold Weill Medal from New York University School of Law, and the U.S. Department of the Army Commander's Award for public service. Amb. Moss received his B.A. from Yale University in 1960 and his J.D. in 1970 from the George Washington University.

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Mr. Villamil is CEO of the Washington Economics Group, Inc. He served as Director of the Tourism, Trade, and Economic Development Office of Florida under Governor Jeb Bush, and is currently Chairperson of the Governor's Council of Economic Advisors and member of the board of directors of Enterprise Florida.

During 1989-1993 he served as United States Undersecretary of Commerce for Economic Affairs in the administration of former President George Bush. Most recently, he was appointed to President George W. Bush's Transition Advisory Committee on U.S. commercial and trade policies.

He received his undergraduate and graduate degrees in economics from Louisiana State University (LSU) in Baton Rouge, where he also completed coursework for the Ph.D. degree. In 1991, Florida International University awarded him, upon recommendation of the Graduate Faculty, a Doctor of Science degree in Economics (Honoris Causa) for "outstanding contributions to the nation in the field of economics."

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Mr. Castañeda is the editor and publisher of *El Nuevo Herald*. Previously, he spent nearly 25 years as editor-in-chief of *El Nuevo Día* in Puerto Rico and was managing editor for *Life en Español* in New York City. He has served as a consultant to more than 25 dailies throughout Latin America and is a member of the American Society of Newspaper Editors, the Society of Newspaper Design, and the Interamerican Press Association, where he has served as vice president of the Committee for Freedom of the Press.

Mr. Castañeda began his career in Havana, Cuba as a sports commentator. He later worked as a sports writer for *El Mundo*, one of the leading newspapers in Cuba. In Cuba he became editor and

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FRANK D. GÓMEZ

Mr. Gómez is Director of Media Relations for Philip Morris Management Corporation, and is the Chairman of the Hispanic Council on International Relations (HCIR). He is a former career Foreign Service Officer, and was Deputy Assistant Secretary of State for Public Affairs. At the State Department he founded and was President of the Hispanic Employees Council and was Founder-President of the Coalition of Federal Hispanic Employee Organizations. In 1982, he was a founder of the National Association of Hispanic Journalists. In New York, he founded the Corporate Advisory Board of the Coalition for Adoptable Children. He also was a principal force behind the creation of the National Hispanic Leadership Agenda (NHLA).

Mr. Gómez received five outstanding service awards in the Foreign Service, and was a Jaycees Outstanding Young Man of America. He has been honored, among others, by the Partners of the Americas, the U.S. Hispanic Chamber of Commerce, and the Republican National Hispanic Assembly. In 2000 he received New York University's Outstanding Service Award.

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Mr. Gómez is currently a Research Associate working at Research and Development's (RAND) Washington, D.C. office. His research focuses on the political economy of economic reform in developing nations. Recently his work has been on the design of political party systems and hard budget constraints in Brazil, with comparison to India, Russia, Hungary, and Argentina. He has completed several journal articles and book reviews in *Comparative Political Studies*, *Journal of Inter-American Studies* and *World Affairs*; and *Comparative Studies in International Development*.

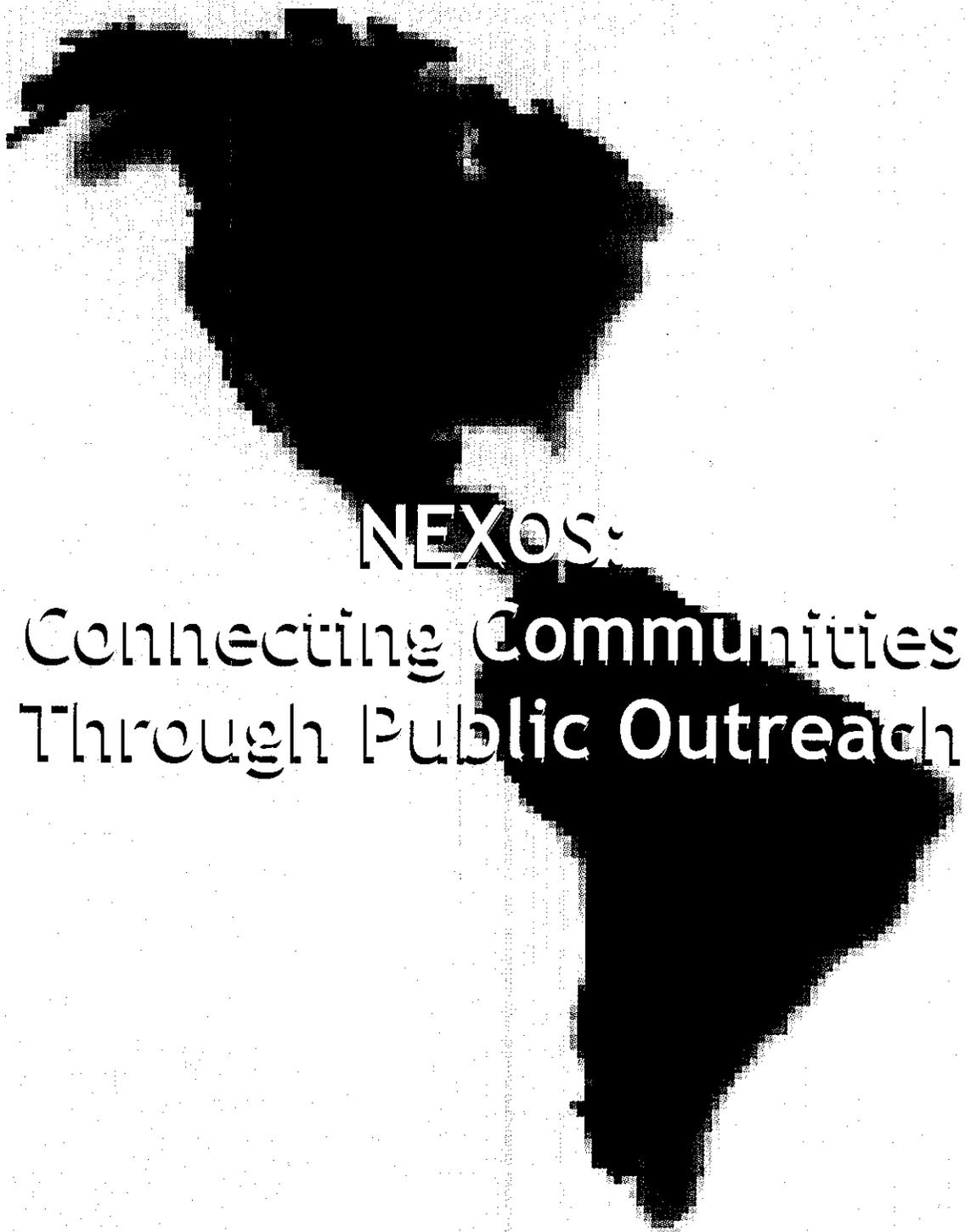
Mr. Gómez is Chair of the Latin American Studies Association's section titled "Decentralization and Sub-national Governance," and is Editor of their publication by the same name. He is Editor of the website publication for the International Studies Program at the American Political Science Association, and Referee for *Comparative Political Studies*.

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Originally from Mexico City, he received his primary and secondary education in Tennessee. He is a dual-citizen of the United States and Mexico. He holds a B.A. in International Geography from Vassar College in New York, completed a semester of study at Denmark's International Studies (DiS) Program in Copenhagen, and graduated from the Universidad Nacional Autónoma de México's Centro de Enseñanza Para Extranjeros.



NEXOS: Connecting Communities Through Public Outreach

A Collaborative Project



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NEXOS: Connecting Communities Through Public Outreach

2001



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- Partners of the Americas

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NEXOS: **Connecting Communities Through Public Outreach**

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Introduction to **NEXOS**

Partners of the Americas, in collaboration with the Hispanic Council on International Relations, the National Council of *La Raza* and the Hispanic Link Journalism Foundation, presents ***NEXOS: Connecting Communities Through Public Outreach***.

This **NEXOS** guide is designed to provide individuals and community organizations with the tools to do local outreach, targeting mainstream and Hispanic media. The tools, techniques and strategies presented in this guide are successful tips for small-scale public outreach initiatives.

The guide is part of a nationwide public education campaign, ***NEXOS: Expanding the Latino Voice in U.S. Foreign Aid to the Americas***, to promote the informed participation of Latinos in the shaping and formulation of U.S. foreign assistance and U.S. foreign policy toward Latin America and the Caribbean. Specifically, **NEXOS** aims to empower community leaders with the outreach tools necessary to engage Latino communities on development issues affecting the Americas in order to create a stronger Latino consensus and voice in U.S. foreign affairs.

U.S. foreign policy decisions are directly linked to Latino concerns about immigration, trade, economic prosperity, democracy and human rights, among others. This nexus between domestic and international concerns makes it important for Latinos to expand their involvement in international issues.

Partners of the Americas is an active network of committed citizens from Latin America, the Caribbean and the United States working together to improve the lives of people across the Americas. Partners was founded in 1964 as the people-to-people component of the Alliance for Progress, and today is the largest volunteer-based organization in the Western Hemisphere engaged in international development, cooperation and training. Each of Partners' 60 partnerships links states of the U.S. with a country or region in Latin America and the Caribbean. (www.partners.net)

Hispanic Council on International Relations is the only non-profit, non-partisan national organization representing U.S. Hispanics' concerns on foreign policy issues, founded in 1994. The current membership is a mix of U.S. Members of Congress, state and local elected and appointed officials, business leaders, community activists and distinguished scholars.
(www.hcir.org)

National Council of *La Raza* is the nation's largest national Hispanic constituency-based organization, serving Hispanic groups throughout the country. Headquartered in Washington, D.C., NCLR annually reaches more than a million Hispanics through a formal network of "affiliates" – more than 200 organizations serving 37 states, Puerto Rico and the District of Columbia.
(www.nclr.org)

Hispanic Link Journalism Foundation grew from the success of the Hispanic Link News Service and in 1995 was established to provide Hispanics with opportunities to pursue journalism careers and educate the general population – nationally and internationally – on issues relevant to U.S. Hispanics.

If you would like to learn more about **NEXOS**, please contact:

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1. Understanding Public Outreach

“ Whoever controls the flow of information
dictates our perspectives; whoever controls the
news shapes our destiny.”
— George Clinton, Musician and Funk Philosopher

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1. Understanding Public Outreach

What do we mean by public outreach?

There are many definitions of public outreach – some good, some not. Effective public outreach is hard to define, but when it is achieved, it is instantly recognizable.

In a nutshell, public outreach attempts to mobilize citizens around issues relevant to their communities by launching advocacy or media campaigns.

Why plan a public outreach strategy?

Public outreach can have a broad impact on the growth and sustainability of an organization – on its membership recruitment, event planning, fundraising, new program development and success. There are several steps to follow in developing a public outreach strategy, including research, preparation, audience targeting and contact.

In carrying out public outreach, the media can serve as an important vehicle for getting a message to the target audience. A comprehensive public outreach strategy should target the media as both an **audience** and an **avenue** for the organization's message.

Now it is up to you, members of your committee, or other leaders of your organization to set in motion a public outreach strategy that is designed to bring results. What kinds of results?

- Achieve good publicity to raise visibility of the organization
- Reach target audience to build and mobilize constituency
- Recruit new members
- Gain support for programs
- Improve internal and external communications
- Build a sense of solidarity

This may sound like a big order, but it is certainly not an insurmountable one, and it is an effort that can often bring a stronger sense of accomplishment than any other organizational endeavor.

1. Understanding Public Outreach

Developing a Strategy for Public Outreach

The leadership in the organization must take the initiative in developing a public outreach strategy. Commitment to effective communication and awareness of the importance of planned media activities must be a top priority in the organization's on-going programming.

The media committee or its equivalent is key in any local organization. Members with particular communications skills are excellent for this committee's work, but it is also important – maybe even more so – that members have that special talent which enables them to work well with people. Four to seven members is a good size for the committee.

Consider the following steps as you begin to develop your public outreach strategy:

- ❖ **Setting Goals and Objectives:** decide on realistic aims or desired outcomes.
- ❖ **Analyzing:** decide on the audience to be reached and know their attitudes and level of support for the organization or issue.
- ❖ **Planning:** decide on a timeline and the most appropriate method of communicating with the priority audience.
- ❖ **Communicating:** disseminate the message.
- ❖ **Evaluating:** assess the effectiveness of the public outreach strategy.

Setting Goals and Objectives

Setting goals and objectives is central to organized public outreach. That is your first important job.

- ❖ *Define your goals* - a goal is the desired outcome or realistic aim.
- ❖ *Define your objectives* - an objective is the interim step toward achieving a goal.

1. Understanding Public Outreach

The following are examples of goals and objectives used in a public outreach strategy:

Sample Public Outreach Strategy

NEXOS: EXPANDING THE LATINO VOICE IN U.S. FOREIGN AID TO THE AMERICAS

Goals:

1. To create an engaged Latino constituency for social, economic and political development in Latin America and the Caribbean
2. To provide opportunities to expand and enhance the Latino voice in U.S. foreign policy

Objectives:

1. To convene issue forums and media training workshops for community activists in California, Washington, Arizona, Texas, Illinois, and Florida
2. To support local media and public education campaigns through small grants
3. To develop outreach materials such as fact sheets, media kits, and media training guides for dissemination to local organizations
4. To establish clear and recognizable links between the media and community activists

1. Understanding Public Outreach

Analyzing: Audience and Issues

First, Take a Look at Your Organization

The first look should be inside the organization. Begin your work by listening, not talking. Determine who your audiences are as well as their attitudes toward your organization. Similar questions need to be asked of the media and community leaders.

Informal ways of answering such questions include:

- ◆ personal contacts or telephone queries
- ◆ press clippings and radio and TV monitoring of what has been said or printed about the organization

Next, Look at the Community

Once a good look-and-listen inside the organization has taken place, it is time to move outside for community analysis. If your organization is going to establish good relationships with the people and the organizations in a community, the public outreach strategy must be based on knowledge and understanding of the community.

- ◆ What organizations exist in the community?
- ◆ What are their major interests and influences?
- ◆ Who are the leaders?
- ◆ In which activities do they take pride?

Knowing what makes your community tick is essential if your organization is to have a voice in its affairs.

Finally, Know the Issues

An important part of developing a public outreach strategy is knowing the issues you want to talk about. This requires research. False or misleading information can be, at best, embarrassing and, at worst, devastating for an organization.

Planning

It is important to remember that the community often is not as close to an issue as you are. It is up to you to place the public – through your public outreach efforts – as close to your position as possible.

Decide on the best method of disseminating information to your target audience(s). The methods will vary, and you will need to determine the method that is appropriate, effective and practical for each target audience.

1. Understanding Public Outreach

Communicating

The thrust of a public outreach strategy is communications. Once you have set your goals and objectives, analyzed your issues and audiences, and planned your methods of communications, you are ready to actually implement the public outreach strategy.

When you begin communicating with the community, remember that timing is essential. Competent communications require regular and steady attention. You must assess the environment and know when to communicate your message. For example, if a natural disaster strikes your community, it is probably not an appropriate time to hold an issue forum on an unrelated topic. Or, if a political scandal is dominating the news media, you might want to reschedule a planned press conference.

Tips and techniques for communicating are addressed in chapters 3-6 of this guide.

Evaluating

Continuous feedback is essential for effective public outreach. Implementers should constantly ask: "How well did we do? Would we have been more successful if we had tried something else?" Lessons learned are vital for improving your public outreach strategy and necessary if you are interested in communicating.

Formal evaluations can be obtained through surveys and questionnaires. Informal evaluations can be received through personal contacts and listening to community members at community events.

Remember, evaluation is on-going throughout the entire communications process. It helps change or modify the public outreach effort in order to make it more effective.

This step logically lead back to an evaluation of the previous processes. This is why public outreach is a continuous process. Also, evaluation will forcefully remind the organization of two well-known communications principles:

- ◆ Dissemination does not equal communication.
- ◆ The capability of accepting communication rests with the receiver, not the sender.

1. Understanding Public Outreach

Developing Messages for Public Outreach: Experience from the Field

In developing messages, the *NEXOS* project conducted several regional workshops over a two-year period to develop, define and refine messages that most effectively communicate the local-global linkages in international development to the Hispanic community.

It is important to note that initial research and materials were collected prior to the first workshop. Workshop attendees included volunteers (from 10 targeted states with significant Latino populations) and members and staff from Partners of the Americas, National Council of *La Raza*, the Hispanic Council for International Relations and Hispanic Link.

The message development session at the workshops were done in focus-group style. Participants were asked for their input and ideas. The messages were then tested by the participating group and refined at the next workshop.

While not every organization will have the time or resources to hold focus groups or message development workshops, there are some useful guidelines to follow when developing messages:

- ◆ **Personal:** Is there a personal element to the message? Think of what part of your message will have the greatest impact on your audience.
- ◆ **Jargon-free:** Does your message resonate equally well with someone who is not familiar with the subject as with someone who is?
- ◆ **Local Angle:** Do you bring your "message" home? What is the local angle? How does your message relate to your community?
- ◆ **Memorable Buzzwords:** How does it sound – are there key words/phrases/ideas to remember?
- ◆ **Concise:** Can your message be delivered in several concise "talking points"?

1. Understanding Public Outreach

Sample Messages For NEXOS Public Outreach Campaigns

Helping Family and Friends

Latinos have shown how connected they are to their families and friends in need throughout Latin America and the Caribbean. The World Bank estimated that Latinos living in the U.S. gave \$20 billion in 2000 out of their pockets to support their families in Latin American countries. U.S. aid programs and aid given by charities and civic groups are one way to improve the lives and the futures of our neighbors, families and friends in Latin America and the Caribbean. To learn more about these programs and to help shape the direction of these programs, contact Partners of the Americas at 1-800-XXX-XXXX or visit its Web site at www.partners.net

Latinos Have the Power to Impact International Issues

Latinos are uniquely qualified to help guide U.S. relations with Latin America and the Caribbean. The political power of Latinos is growing stronger in the U.S., and our cultural experience and insights are needed to help shape better U.S. policy towards the people of Latin America. To learn more about U.S. foreign policy and to become involved in shaping U.S. policy towards Latin America, contact Partners of the Americas at 1-800-XXX-XXXX or visit its Web site at www.partners.net

Local Issues or Global Issues

All issues of poverty, democracy and peace are global and local. Economic justice is a priority for the whole world. NCLR affiliates are similar to other organizations in the United States that advocate on behalf of our families, friends and neighbors in Latin America and the Caribbean. To learn more and become involved in the development of a Latino voice in U.S. foreign policy and development assistance programs, contact Partners of the Americas at 1-800-XXX-XXXX or visit its Web site at www.partners.net

Our Neighbors

Latin America and the Caribbean are our neighbors whose health, prosperity and stability is intimately tied to our own. Growth and prosperity in this part of the global economy, which is the fastest-growing in the world, has contributed to the economic prosperity of the United States. The United States needs to continue to invest in Latin American economies so that we all benefit as neighbors. To learn more about U.S. foreign policy towards Latin America and to have a voice on these issues, contact Partners of the Americas at 1-800-XXX-XXXX or visit its Web site at www.partners.net

2. Building Community Partnerships Through Communications

“Good public outreach enables people to learn why your organization is essential and why your message is important to the community.”

– Héctor Ericksen-Mendoza,
Executive Director
Hispanic Link Journalism Foundation

2. Building Community Partnerships Through Communications

Good Communications Builds Community Partnerships

One of the prime functions of public outreach must be to build support, since it constitutes the lifeblood of each organization. Communications forms the basis for developing this support. The communicated word enables people to learn why your organization is essential and why your message is important to the community.

Good year-round communication is a vital part of building and keeping a strong organization. Priorities should lie in:

- ◆ Providing information
- ◆ Shaping opinions
- ◆ Promoting specific programs or projects
- ◆ Projecting an image
- ◆ Promoting and maintaining membership

Some Basics of Good Communications

Have a **regular communications system** that people recognize. One letterhead and format for the newsletter, another for special items. People are confused if styles constantly change.

Give people real information. Specific facts do more to get support than all of the philosophizing in the world. Use tangible examples. Talk about specific problems, specific people. Other community organizations may not respond to lofty sermons about the need for international unity, but they do respond to concrete reasons.

The more **personalized** communications are, the more persuasive they are. Face-to-face communications is the most persuasive. Personalize written communications by using people's names, localizing issues, speaking of "you" and "I" instead of in the third-person, and showing the impact of a particular proposal or project on the community.

Address issues that concern organizations and their needs. You are not communicating if you are advocating one position while other organizations are focusing on different issues.

Don't limit communications to crisis times. Good public outreach is a year-round program. Use non-crisis time to project or publicize the issues important to your organization.

2. Building Community Partnerships Through Communications

Credible Communications

To be effective, communications must be credible. Specific avenues for achieving credibility include:

- ❖ *Be a stickler for accuracy.* If people catch you in a false statement, it throws doubt on *everything* you say for a long time.
- ❖ *Be factual.* Being factual is not quite the same thing as being accurate. You can say nothing and be accurate. Facts build credibility.
- ❖ *Use reference points.* You gain credibility by giving organizations both information and a *context* for that information.

Communications Vehicles

Communications vehicles include newsletters, flyers, fact sheets, meetings, and Web sites among others.

The *newsletter* is generally a one-page sheet with copy on both sides in a familiar or recognizable color with an action masthead. The newsletter provides a record of successes and accomplishments. Ideally, the newsletter will be issued at least once a month.

Newsletter content should include items citing local association successes, call-to-action materials, news of the organization and a calendar of activities.

Flyers and fact sheets are one-sheet, one-shot bulletins used to urge action, to inform, to highlight important actions, and to make announcements. The flyer or fact sheet can be used to augment a newsletter. The flyer features copy and visuals on one side of the sheet. The fact sheet can use both sides of the single sheet if copy warrants.

Meetings are essential to every local organization. General meetings permit other associations to see the strength of the organization. They provide an opportunity for input, for dissemination of information and for the democratic process to work.

Web sites are an increasingly popular public outreach tool for most community organizations. It is an easy way to promote your organization and/or project to other organizations, the media, elected officials, and even your own membership.

3. Making Public Outreach Work Through the Media

Finding News

How do you find the news you will be taking to print, radio and TV reporters?

Some stories are obvious, such as your organization's position during a public controversy. However, you must be alert for other opportunities. If your organization's president is invited to speak somewhere such as the local Rotary Club or the League of United Latin American Citizens, tell reporters about it beforehand, and supply them with copies of the speech. If your organization's executive committee takes a stand on a subject, let the news media know.

You might see similar opportunities for putting your organization in the limelight when your organization awards a plaque to a friend of the international community, when your organization holds an issue forum within the community, or when your organization's president makes a public statement. All of your news does not have to be concerned with policies, business and positions, though. You may want to increase public awareness of an individual's or organization's accomplishments through an image campaign.

Organizations often create news. This can be done in a number of ways, and the result can have quite an impact. Examples include:

- Your organization announces a new program to host female political leaders from Latin America to talk about women's political participation.
- Your organization issues a statement on a timely topic such as its earthquake relief efforts in El Salvador.
- Your organization launches a community action program on occupational safety awareness and the effects of poor working conditions on both Latinos in the U.S. and Mexico.

Know your membership. Some organizations have found the basis for many human-interest "hard news" stories among their members. (Keep a "fact file" on your members and use it for such purposes.) People are often reluctant to provide information about personal accomplishments. So, give them an opportunity in a questionnaire to talk about the accomplishments of their colleagues. Often, the number of returned questionnaires is disappointing, but the information contained in the completed forms may be extremely valuable.

Build on existing media coverage. Stay informed of current events. If a story that is relevant to your organization is dominating the news, take advantage of it. Share your position – your message – on the issue with media outlets covering the story.

3. Making Public Outreach Work Through the Media

Thinking Like a Reporter

Many people will immediately know that a declaration of war is a bigger story than the theft of 37 chickens, but that is an easy call. Most decisions about news are based on far more subtle distinctions.

Here are some vital questions that reporters and editors ask themselves when considering whether an occurrence is news:

- Does the story affect a lot of people?
- Does the story affect the local scene?
- When did events in the story occur?
- Are prominent people mentioned in the story?
- Does your story have human interest? Human interest means certain elements that naturally draw reader interest – such as romance, adventure, conflict, etc.

Reporters cannot be everywhere. That means they must develop a network of contacts to cover the whole scene. You should become a valuable person for reporters. To become valuable, you must know reporters well, know how to help them, and understand *their* working conditions and problems.

Take the initiative. Establish first-person relationships with reporters. Reporters appreciate being contacted by just one person from the organization, and that person is usually the media/public relations person. This person can direct the reporter to others within your organization who can provide specialized information.

If your organization is located in a rural area, you may need to deal with only an editor or reporter from a weekly newspaper and perhaps a small radio station. But *get to know them*, and keep them informed. If you are doing media relations for an urban area, you may need to know reporters from 5 or 6 TV stations, 2 or 3 daily newspapers, 10-15 radio stations and 6 or 8 weekly newspapers.

Do not be bashful about asking how a news release should be prepared or about their deadlines. Do not hesitate to tell a reporter about the mission of your organization, upcoming events that should be newsworthy, and when you will be contacting them again.

Often, people display a bit of apprehension about going into a newsroom to see an editor or reporter. It is a new experience for most people. However, stride in confidently, ask for the appropriate reporter, and talk to this person as if you are the most valuable contact he or she will have – because you *are*.

3. Making Public Outreach Work Through the Media

Deadlines hang over reporters' heads like guillotines. Do not bother reporters near a deadline unless it is important. Afternoon newspapers usually have deadlines around midday, so do not stride into the newsroom at 11:00 a.m. expecting to chat with a reporter. Make an appointment for about 2:00 p.m. Morning daily newspapers often have deadlines at midnight. The busiest period for TV reporters is usually late afternoon. Radio newsrooms have hourly deadlines.

Give reporters *accurate* information. Nothing is more embarrassing to a good reporter than to make an incorrect statement on the air or in the newspaper. If you distribute a news release with incorrect material, it is unlikely you will be welcomed again.

Do not get discouraged. Remember that the reporter will not always determine whether your organization's story gets on the air or into print. The news business is often a "feast-or-famine" situation. It takes only a small-or medium-sized disaster story to crowd plenty of other stories off the air or out of the newspaper. If your organization's article does not receive any attention from the news media this time, do not quit trying. And, do not blame the reporter.

Remember to say "Thank You." When your story does get a "play" because some reporter has done a great job, write a thank you note.

3. Making Public Outreach Work Through the Media

Talking to the Media

Know when to make contact. Ask media outlets for the best time to contact them. If you are promoting a specific event, make sure your call comes at a time that allows the media to plan coverage. It is usually a good idea to call at least one week prior to an event and then to follow up with calls closer to the event date, especially immediately before.

Know your pitch. When you talk with a reporter, know exactly what you want to say before you pick up the phone. Practice out loud, and provide practice answers to expected questions. If you are calling about a specific event, say so at the top of the call and provide the basic information reporters need: who, what, when, where, and why. If you are calling about a story you know is being developed, immediately say why you are calling ("I'm interested in the story you're writing about...") and why they should listen ("I run the..., and I'm an expert on this subject...").

Know the facts. Have an understanding of all sides and nuances of the story you are pitching. Know the current hot issues in your community that you can link your message to and relevant language or key words you can use in your conversation.

Be careful what you say to the media. Do not say anything to a reporter, editor or producer you would not want to see in print or on television or hear on the radio. Assume every conversation is on the record. And be careful about making jokes. Finally, be *truthful*. If you do not know an answer or have a fact at hand, say so. You are much better off promising to find an answer than providing incorrect information.

3. Making Public Outreach Work Through the Media

Contacting the Media

1. Communicate your message in clear and concise language.
2. Be patient, persistent and confident. Don't apologize for asking for coverage.
3. You can't control what they write or say, but you can control what you say and how your organization is represented.
4. Remember that media coverage is cumulative; the more successes you have in gaining coverage, the broader the impact.

3. Making Public Outreach Work Through the Media

Knowing Who's in the Newsroom

Call the media outlet and ask. Sometimes the person answering the phone will have the information, and sometimes you may need to ask for an editor (at print outlets), news director (at radio stations) or assignment editor (at television stations). Many stations, newspapers and publications produce contact lists with names, titles and phone numbers for in-house use and are happy to share this resource with outside organizations. Often a Web site can provide this information as well.

Do not forget that alternative outlets, such as ethnic publications and free weeklies, which may be distributed in your area, are good contacts as well. Also, media guides and media organizations are often a good start when building a press list. At print outlets, start with the name of the reporter who covers either the issue area in which you work or the general area of community organizations. Also, get the name of the editor (you may want to ask for an editorial board meeting) and the editor of the op-ed page.

At radio stations, ask for the news director as a contact for routine news coverage, and ask about any talk shows the station airs that might be appropriate for a discussion of your issues. Ask for the name of the show's producer, when the shows are broadcast and whether they are live or taped.

A template for developing a media inventory is available in Chapter 8 of this guide.

Developing Media Kits

Many reporters know too little about the aims and activities of your organization. A media kit helps reporters understand the organization. The purpose of a media kit is to present information clearly and serve as a resource to the media. Also, they inform the media of the details of a specific event or media opportunity and gives them an overview of the organization and activities. Kits should be provided at all media events and can also be used as general information packets when making initial contact.

3. Making Public Outreach Work Through the Media

Media Kit Checklist

- ✓ Cover letter (for initial contact)
- ✓ Press release and full, detailed information about the event
- ✓ Brochure(s)
- ✓ Fact sheet on selected program(s)
- ✓ Contact information/business card
- ✓ General information on your organization
- ✓ Biographical data on event participants, celebrities, dignitaries
- ✓ Press clippings on your organization

3. Making Public Outreach Work Through the Media

Some Final Thoughts

Here are some important guidelines to keep in mind as you tackle building media relationships:

- ❖ The character of your organization is usually reflected in the publicity efforts of the organization. Irrational statements, exaggerated claims or careless remarks contained in organization news releases may please some members, officers, or staff, but often result in a negative reaction by news media and readers.
- ❖ An organization cannot control all of the publicity it may receive. This is why experienced public relations people caution organizations and institutions to tell your own people first when developing a public outreach strategy.
- ❖ Content and absorption of content are more important in determining public opinion than the amount of publicity. What is said and how that message is absorbed usually counts more than how often the message is repeated.
- ❖ Not everything the organization does should be publicized.

Tips and Techniques

You *can* write an acceptable news release. When the time comes for you to write one, your first challenge will be to phrase the first paragraph or two, called the lead. The lead will answer all – or most – of the “five Ws:”

- ♦ WHO said it or did it?
- ♦ WHAT was said or done?
- ♦ WHERE did it occur?
- ♦ WHEN did it take place?
- ♦ WHY did it happen?

There are two types of news releases for print:

- ♦ **Press release** – this is a more substantive news release and conveys a news worthy event or project to the media.
- ♦ **Media advisory** – this is a less substantive news release, usually announcing an upcoming event.

The first paragraph is the most important. Each succeeding paragraph in the story should be of diminishing importance. Vital information should never be at or near the end of a story because that is the part that is slashed if the article is too long to suit the editor’s needs.

Avoid jargon. Do not assume the reader already knows the subject. Explain anything that is *not common knowledge*. Also, a news story should not be written in terms only understood by highly educated people. Editors insist that newspapers or newscasts be written simply so that most of the people who read or hear the reports will understand them.

Be simple and brief. News releases should be prepared briefly and simply, if possible. That means short words, short sentences and short paragraphs. Editorial comments, value judgments or other opinionated statements should be omitted in writing a news release, unless they are used in a quote. The use of colorful quotes in a news release can liven up a story so don’t ignore them. A good quote can be a “lead.”

Be professional. News releases should be typed on 8 1/2" x 11" plain white paper (unless your organization has news release letterhead stationery). Make quality copies. In an upper corner, type the name and phone number of the person (perhaps you or the association president) who should be contacted for additional information if necessary. You should also include the release date and time (if you are distributing the story in advance of the time you want it printed or broadcast), or FOR IMMEDIATE RELEASE, if you are ready to go with it immediately.

4. Breaking Into Print

Consult a style book. The Associated Press publishes a stylebook that can help you to write news releases in the style that is most acceptable to news media. The word "style" refers to the way a newspaper punctuates, uses quotation marks, attaches titles to persons, capitalizes words, etc.

You can purchase the AP Stylebook and Libel Manual in most bookstores. Other style manuals include The New York Times Manual of Style and Usage and the Chicago Manual of Style: The Essential Guide for Writers, Editors, Publishers.

Key Elements of a Press Release

1. Use your organization's logo and address to achieve a professional look.
2. Always give a contact name and phone number.
3. Mention the event "hook" in the headline.
4. Lead with the basic facts (who, what, when, where and why) in the first sentence.
5. Include your organization's message and connect it to the subject of the press release.
6. Include generic information about your organization.

The next page shows a sample press release containing all of the key elements listed above.

► PRESS RELEASE ◀

A press release announces a newsworthy event to the media in a form suitable for publication.

1

3

FOR IMMEDIATE RELEASE  Contact: Barbara Bloch (202) 628-3300
January 16, 2001 E-mail: bb@partners.net 2

Partners of the Americas Appeals for Help Responding to Salvador Quake

4

WASHINGTON, D.C. -- Partners of the Americas (Partners) has launched an appeal to help Salvadorans help themselves to rebuild after the January 13 quake. Partners chapters in El Salvador, Louisiana, Honduras and Guatemala are banding together with their communities and other non-profit organizations to respond to local needs. We have disaster experts working on the ground in hard hit areas. As a people-to-people organization with a 35-year history in El Salvador, Partners is focusing on short-term relief for under-served areas with an eye towards developing longer-term strategies. Our 15 years of experience working in disaster preparedness throughout Central America make Partners one of the most experienced organizations on the scene.

The 7.6 on the Richter Scale quake was devastating. News of further damage to outlying villages comes in daily. As of January 18, the Washington Post reported that 700 bodies had been recovered with several hundred more missing and presumed dead. More than 46,000 survivors are homeless. Medical services are stretched beyond capacity.

5

Partners' Response

Short-term:

- Partners of the Americas secretariat is serving as a conduit for donations to Salvadoran counterparts and will seek federal/corporate funding for future reconstruction/emergency preparedness programs in El Salvador.
- Several groups of 20 to 30 youth volunteers from the Honduran Conservation Corps are preparing to assist with reconstruction efforts in El Salvador.
- The Louisiana chapter has two Medical Assistance and Emergency Preparedness teams set up for travel to El Salvador to work in delivery of health care and work with communities and NGOs on future needs.

Medium-Term:

- Partners has a formal program in community disaster preparedness in a hard hit area of El Salvador: Usulután. The province governor has asked us to assist in coordinating response efforts throughout Usulután, including managing recovery teams, damage assessment, shelters and medical services.

6

Founded in 1964 as the "people-to-people" component of President John F. Kennedy's Alliance for Progress, Partners of the Americas has grown to 60 partnerships linking 45 states and the District of Columbia with 31 countries in Latin America and the Caribbean.

4. Breaking Into Print

Key Elements of a Media Advisory

1. Use your organization's logo and address to achieve a good look and establish identity.
2. Always give a contact name and phone number.
3. Mention the event "hook" in the headline.
4. Summarize the event.
5. Let the reporter know when and where the event will be held.
6. Briefly mention opportunities for Q & A or photographs.

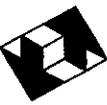
The next page shows a sample media advisory containing all the key elements listed above.

▶ MEDIA ADVISORY ◀

A media advisory invites reporters to an upcoming event. It alerts the reporter to save that particular date and time. Advisories should be faxed or sent one week before the event.

1

2

3 February 15, 2001  Contact: Jennifer Young (202) 637-6205
E-mail: jy@partners.net

4 **National Partnership Holds Forum in Miami to Expand Latino Influence in U.S. Foreign Policy**

5 Partners of the Americas, in collaboration with the Hispanic Council on International Relations, National Council of *La Raza*, and Hispanic Link Journalism Foundation, will host the forum, "Business and Economic Outlook for the Americas: A Latino Perspective." The forum will take place on **February 23, 8:30 - 11:00 a.m.**, in Miami at the University of Miami Faculty Club, 1550 Brescia Avenue, Miami, Florida 33124. A diverse panel of community leaders will discuss economic development and trade as it relates to the United States and Latin America and the local-global linkages of these issues.

As heads of state throughout the Western Hemisphere prepare to meet in Quebec City, Canada this April for the Summit of the Americas, the governing framework for the Free Trade Area of the Americas, it is crucial that the fastest growing minority population in the U.S. have a say in this process. Therefore, in the shadow of this upcoming event, the Miami forum will provide an opportunity for Latinos to voice their concerns about economic integration, trade, and development in the Americas.

6 The issue forum will feature the following speakers:

- Frank Gómez, Chairman, Hispanic Council on International Relations
- Dr. Eduardo A. Gamarra, Director, Latin American and Caribbean Center, Florida International University
- Ambler Moss, Director, North-South Center, University of Miami
- Remedios Díaz Oliver, President, All American Containers
- Antonio Villamil, CEO, Washington Economics Group, Inc.
- Carlos Castañeda, Publisher, El Nuevo Herald

This event is part of an on-going, collaborative public education campaign, **NEXOS: Expanding the Latino Voice in U.S. Foreign Aid to the Americas**, with the goal to increase awareness of, involvement in, and support for international development programs and issues in Latin America. The campaign also seeks to provide opportunities to expand and enhance the Latino voice in U.S. foreign policymaking.

Partners of the Americas is the largest volunteer-based organization in the Western Hemisphere engaged in community development and training, linking 45 states and the District of Columbia with 31 countries in Latin America and the Caribbean.

Hispanic Council on International Relations (HCIR) is the only non-profit, non-partisan national organization representing U.S. Hispanics' concerns on foreign policy issues, founded in 1994.

National Council of La Raza (NCLR) is the nation's largest national Hispanic constituency-based organization, serving over 20,000 Hispanic groups in 37 states throughout the country.

Hispanic Link Journalism Foundation was established to provide Hispanics with opportunities to pursue journalism careers and educate the general population – nationally and internationally – on issues relevant to U.S. Hispanics.

News Releases

For radio and television, news releases should contain essentially the same information as those prepared for newspapers.

The watchword for writing radio and TV news releases is *brevity*. A minute-long story broadcast on a radio or TV news show may seem very short to you, but it is roughly comparable in prominence to a front-page story in a newspaper. So, be sure to include only the most pertinent facts because if you do not edit it, someone else will.

Radio and TV news releases should be double-spaced. Each page of a release should end with a complete paragraph, or "more" should be typed, centered, and placed at the bottom of the page. Names or places that are difficult to pronounce should be clarified for the announcer in this fashion:

"The new president of the organization is Alexander Lyszak (LIE-ZACK)."

Radio news is more informal, repetitious, and general. The basic newspaper lead may contain too much information for the listener to grasp at one time. Radio news people will rewrite such a lead to cover those five Ws more gradually. Names and other information are often repeated.

When writing news releases for TV news, think *visually*. TV news directors do not want audiences continually looking at the face of the person anchoring the show. To be interesting, the tube must show some eye-catching video. When you present a news release to a TV reporter, think ahead. Be prepared to offer suggestions for artwork.

You should have photos made of your organization's new president and your "logo" and give them to TV stations for their files. They will need those photos the next time you bring them a news release quoting the president and/or mentioning the organization.

5. Getting on the Air

Public Service Announcements

Public Service Announcements (PSAs) are commercials for non-profit organizations, events or issues for which radio and television stations provide airtime. This is done in the community interest and as part of their Federal Communications Commission licensing requirements. PSAs can range from announcements of upcoming events to issue advocacy.

Writing PSAs:

1. Use a hook to grab the listeners' or viewers' attention and get their interest.
2. Develop interest by *demonstrating how your message will benefit the listener/viewer.*
3. **Credibility:** Get the facts out and cite a quote from a prominent person.
4. Ask for action. What do you want the listener/viewer to do?

Formatting PSAs:

For Radio:

- 20-second spot = approximately 50 words
- 30-second spot = approximately 75 words
- 60-second spot = approximately 150 words

1. Write for the voice and not the eye. Consider how it sounds not how it reads.
2. Write less formally than a formal written statement; use contractions, make words flow smoothly.
3. Use verbs in the present tense.

For Television:

1. The visuals are primary – the words should support the visuals.
2. Use a memorable slogan or theme music that is likely to be remembered.
3. Keep your message extremely simple.
4. Restate your main point or message as a recap at the close.
5. If you ask viewers to write or call, show address and phone number for at least five (5) seconds on screen.

Press Conference

At some point, you may consider the idea of calling a press conference. This is a judgment call, and you should think carefully before arranging one. A press conference can be a splendid method of making a public statement on a newsworthy topic.

If you call a press conference, be certain you have a significant story. If you stage a conference and do not produce any news, reporters who show up may not the next time. You may want to arrange a press conference if:

- ♦ Your organization's president is going to make a strong statement on a controversial issue (conflict is usually newsworthy).
- ♦ Your organization has taken steps to correct a dramatic problem.

In making the decision to call a press conference, you should know that this is a good way to make a simultaneous release of information to competing reporters. The news conference gives reporters the opportunity to ask questions of a newsmaker while the cameras and recorders are whirring.

Some reporters dislike press conferences because they do not want to share information with competitors who may sit there, take notes, and never ask a single good question. Enterprising reporters may ask for the organization's spokesperson to give them a few minutes in private after the formal press conference. Be sure to always make your leader available for such sessions.

Know when to hold a press conference. Timing of the press conference is important. Consideration should be given to the deadlines of morning and afternoon newspapers, TV newscasts, and radio news programs. Afternoon newspapers usually appreciate news conferences before 11:00 a.m. Morning newspapers and TV reporters are usually happy with afternoon news conferences before 3:30 p.m.

Know who to invite. Every single news outlet in the organization's coverage area should be invited to a news conference. They should be contacted as far in advance as possible. Do not promise newspeople anything you cannot deliver. When inviting reporters, the subject of the conference must be indicated, but not fully enough to spoil the story's impact.

Appoint a media contact person. The host for the conference should be the person in charge of media relations for the organization. He or she will know reporters by name as they arrive and can introduce them to the organization's leaders. Your organization president and two or three other members with expertise on the topic of discussion may be present.

6. The Press Conference

Prepare materials. The media contact person should have fact sheets, a news release, and any other helpful information ready to hand out to reporters when they arrive. Keep a list of reporters who attend and deliver copies of the news release to any reporters who are not present.

Prepare the room. The press conference room should have plenty of electrical outlets for radio and TV cameras and recorders. A table or rostrum should be arranged near the outlets, with sufficient chairs facing the speaker's position for reporters who attend.

Appoint a spokesperson who knows the topic. Answers to questions should be simple, brief and made without discernible pause. Never use 150 convoluted words for a reply when 15 will do.

A prepared statement made by the spokesperson at the outset of the press conference should be rather brief. It also should be written in a way that provokes questions.

Remember the time. Do not prolong the press conference needlessly. When the conference appears to be dragging, the media contact person should ask for any final questions.

Press Conference Checklist

- ✓ Plan format of press conference and identify main participants.
- ✓ Prepare all materials, including media advisory and press kits.
- ✓ Make arrangements for the site (be sure the size and location are appropriate and convenient) and personally advance the site so that you know the specifications (and reporters/producers will ask).
- ✓ Target and contact individual reporters in the media, sending advisory and packet.
- ✓ Follow up with phone calls to gauge interest and probability of attendance.
- ✓ Develop talking points and brief all participants.
- ✓ Facilitate beginning and end of press conference (including arrival, set-up and take down by camera crews, and equipment checks).
- ✓ Follow up after the press conference with the reporters who attended.

U.S. Hispanic Media

When developing your public outreach strategy, do not overlook U.S. Hispanic media outlets. Often times, these media can be the most effective way to reach your target audience, particularly if your audience is Latino.

Since 1995, nearly 400 new Hispanic publications have been developed to serve Latinos in the United States, many in areas where the 2000 Census has shown dramatic increases in the Hispanic population. Today Hispanic print is a one billion dollar industry that reaches more than half of all Hispanic households on a weekly basis.

Most Hispanic publications are published either weekly or monthly, so be aware of the publications' deadlines and disseminate information with those dates in mind. Also, when at all possible, send news releases and other information in English and Spanish.

Also, there are two major Spanish-language networks, *Univisión* and *Telemundo*, that have local affiliates in a number of cities across the United States. Most Spanish-language radio stations carry local, national and international news as well as news of particular interest to minority groups.

The following publish Hispanic Media Directories (costs vary):

National Association of Hispanic Publications
National Press Building
529 14th St. NW, Suite 941
Washington, D.C. 20045
(202) 662-7250

National Association of Hispanic Publications' Media Kit & Resource Guide
WPR Publishing
3445 Catalina Dr.
Carlsbad, CA 92008-2856
(760) 434-7474

HUDSON'S Washington News Media Contacts Directory
44 W. Market St., P.O. Box 311
Rhinebexk, NY 12572
(914) 876-2081

Bacon's Information Inc.
332 S. Michigan Ave.
Chicago, IL 60604
(312) 922-2400
(800) 621-0561

► PRINT ◀

Print media is the most traditional medium. Local newspapers and magazines are in competition with other media and need to demonstrate a strong community interest. Don't overlook the segmentation of the print media these days – there are now specialty newspapers, neighborhood weeklies and magazines that may reach your target audience better than the big daily newspaper. Use your media inventory catalogue and create a usable list of local print media contacts. Developing ongoing contacts with reporters and assignment editors is essential. Explore the following options for using print media:

- ❖ **News Articles** are written by staff reporters, based on the newsworthy recent event. Staff reporters are usually assigned a "beat" such as local politics, community groups, school issues. After making initial contact and establishing the relationship, you can plan and pitch story ideas based on events and programs you know are going to occur.
- ❖ **Feature Articles** are also written by staff but don't have the same time urgency as "breaking news." Feature articles can include profiles of an organization to celebrate a milestone such as an anniversary.
- ❖ **Letters to the Editor** are an excellent opportunity to respond or comment briefly on an issue in the news. Letters should be short and to the point (publications have their own Letters to the Editor policy that they make available.) Letters to the Editor are a great opportunity to relate your organization's experiences and get your message out.
- ❖ **Op-eds** are an opportunity to write a longer article (500 - 750 words) on one point of view about a topic currently in the news. Op-eds appear opposite the editorial page and again, each publication has a policy that you will need to check. An op-ed must be crispy written and engage the audience. Always write about the "local angle" or the impact on the community, especially when writing about your organization, the benefits of international development or foreign air.
- ❖ **Community Events Calendar Listings** are very useful as a way of informing the community of your meetings and special programs. They are equally useful as a device to raise visibility, to get your name out in the community.
- ❖ **Volunteer Opportunities** Many newspapers list volunteer opportunities and feature volunteer organizations.
- ❖ **Editorial Board Meetings** allow you to meet the people who decide the newspaper's position on various issues. Made up of key staffers at the newspaper, editorial boards meet on a regular basis to review news coverage and analyze its impact on the reading audience.

8. Media Outlets

▶ TV ◀

Everyone wants to be on the six o'clock news. Local television is an excellent means of gaining the widest possible exposure, however brief, in your community. Local television also provides opportunities to raise your organization's visibility in the community. However, to get your message out, you have to be more selective and pursue alternatives to the "six o'clock news."

•• **Who to Contact:**

Assignment editors and producers are the key points of contact in a local television newsroom. Direct your communications to them.

•• **The Visual Hook:**

Pitching a story for TV requires more than a "hook." You need to think of how the story would play out visually. Consider how you want the event to appear visually as you are planning it. Decision on location and time of day for your event will be affected.

•• **Scheduling:**

Being aware of scheduling means knowing what the deadlines are for local television (usually early afternoon for that night's news) and scheduling your media event accordingly. The more convenient timing, the better the chance of coverage.

More Than the Six o'Clock News: *Explore these additional opportunities for exposure on local television:*

•• **Noon News:** Most stations air news program several times a day. Think of your target audience and how you want to reach them. You may want to reach an audience that is more likely to be watching the noon news than the six o'clock news.

•• **Public Affairs Programming:** By FCC regulation, all broadcast stations must carry local public affairs programming (a local version of "Meet the Press" or other community affairs programming). You can pitch for an appearance especially if you bring a broader theme of volunteerism or involvement in the global community.

•• **Editorials:** Editorials offer the opportunity to state a point of view on a current issue. Each station has a policy on format, topics and other details.

•• **Community Announcements:** Many stations air a community announcement bulletin board. Make sure you submit notice of your events and meetings to local stations. (Check their policy on how the announcements should be worded.)

•• **Public Service Announcements:** Check the station policy regarding public service announcements by non-profit organizations.

▶ RADIO ◀

News/Public Affairs:

Radio news operates much like local television news. An assignment editor assigns stories to roving reporters. Thus, you need to be in contact with the news production team when you want to pitch a story about your partnership.

All commercial radio stations are required to air some sort of public community affairs programming in order to remain licensed by the FCC. Therefore, the search for program material is never ending. There is a downside to public affairs programming on commercial music station. The time period the program is assigned is more than likely going to be at the lowest audience level possible.

Talk Radio Shows:

Talk radio is the fastest-growing and most accessible communications medium in the United States today. Talk radio includes public affairs interview shows and the more familiar radio call-in show. It is a highly effective “people to people” medium, with specific targeted audiences that are easily and readily identified.

Talk radio is a good source of media exposure and visibility in any setting – urban, suburban or rural. The following page contains some tips on including talk radio in your public outreach campaign.

8. Media Outlets

▶ MEDIA INVENTORY OUTLINES ◀

These media inventory outlines (one each for print, television and radio outlets) are designed to help your organization identify media outlets in your community that you will contact as part of your overall public outreach strategy.

PRINT

	NAME	PHONE NUMBER
Daily/Sunday Newspaper		
Foreign Editor		
Assignment Editor		
News Editor		
Weekly or Community Paper		
Assignment Editor		
News Editor		
Weekly or Community Paper		
Assignment Editor		
News Editor		
City or State Magazine		
Assignment Editor		
Other Contact		
City or State Magazine		
Assignment Editor		
Other Contact		

TELEVISION

	NAME	PHONE NUMBER
Broadcast Station (ABC, NBC, CBS, FOX, etc.)		
News Producer		
Assignment Editor		
Broadcast Station (ABC, NBC, CBS, FOX, etc.)		
News Producer		
Assignment Editor		
Local Public Affairs Show		
Producer 1		
Producer 2		
Local Talk Show		
Producer		
Booker		
Cable/Community Access Channel		
City		
County		
Director of Public Access		
Cable/Community Access Channel		
City		
County		
Director of Public Access		

8. Media Outlets

RADIO

	NAME	PHONE NUMBER
All-News Station		
Station Manager		
Program Manager		
Program Host		
All-News Station		
Station Manager		
Program Manager		
Program Host		
Talk Radio Show (Local or National)		
Station Manager		
Program Manager		
Program Host		
Talk Radio Show (Local or National)		
Station Manager		
Program Manager		
Program Host		

Appendix IV
Media Coverage

Future Partnerships

By Laura French

Raul Yzaguirre had the opportunity to meet with the Prince of Spain, Su Alteza Real, Felipe de Borbón, and the Spanish Ambassador, Javier Rupérez, on April 4th at the home of the Spanish Ambassador. Prince Felipe, who holds a Master of Science degree in Foreign Service from Georgetown University, was in Washington, D.C. on an official visit, and he took the opportunity to have a private meeting with Raul regarding issues affecting the Latino community.

Prince Felipe, Ambassador Rupérez, and Raul discussed the 2000 Census and its impact on Latinos, who are now the largest minority in the United States. The discussion also focused on how Spain could become more involved with the Latino community in the future. The Embassy and NCLR will meet again to discuss a future partnership. **NCLR**



From left to right: Lisa Navarette, Deputy Vice President Office of Public Information, NCLR, Laura French, Liaison, Board of Directors, Corporate Board of Advisors (CBA) and Affiliate Council National Council of La Raza (NCLR); Su Alteza Real de España Felipe de Borbón and Raul Yzaguirre, President and CEO.

NEXOS Workshop on Expanding the Latino Voice in U.S. Foreign Policy Toward the Americas

By Benjamin Escárcega

As part of a collaborative public education campaign, NEXOS, a workshop at NCLR's Annual Conference in Milwaukee this July will highlight important social and economic issues facing the Americas and how U.S. Latinos can make an impact in foreign policy toward the region. U.S. foreign policy decisions are directly linked to Latino concerns about immigration, trade, economic prosperity, democracy, and human rights, among others. This nexus between domestic and international concerns makes it important that Latinos expand their involvement in international issues. Therefore, NEXOS aims specifically to empower community leaders with the outreach tools necessary to engage Latino communities on social, eco-

nomic, and political issues affecting Latin America and the Caribbean, in order to create a stronger Latino consensus and voice in U.S. foreign affairs. A brief panel discussion will be followed by a training session on community organizing and media outreach. For further information please contact Benjamin Escárcega at 202-776-1754 (bescarcega@hcir.org), or Jennifer Young at 202-637-6205 (jy@partners.net).

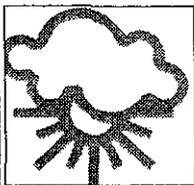
* NEXOS is a collaborative effort among the Hispanic Council on International Relations, Hispanic Link Journalism Foundation, National Council of La Raza, and Partners of the Americas. It is sponsored by the United States Agency for International Development (USAID).

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NOTICIAS del MUNDO

Noticias del Mundo

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1999 News World Communications



New York City Tribune

The Partners: Building Bridges of Friendship

During my two periods of service as an American diplomat – one in Central America and one in South America – I could not help but notice how fragile were the relationships among the nations of the world. For many countries today's friend often became tomorrow's antagonist. There were simply too many "national interests" – both real and perceived – involved in the ebb and flow of international politics.

However, before I had the chance to become permanently disillusioned along came an act of God that helped to change my outlook on basic human nature. The event was "Hurricane Fifi," in Honduras. In 1974.

With all the fury imaginable Mother Nature flagellated the fertile north coast of Honduras and, in just days, killed thousands and completely obliterated that country's vital banana economy.

Then, the sky cleared. In the days and weeks that followed the threatening clouds gave way to clouds of airplanes – large and small, military and civilian – bearing food, clothes, water and medicines, and lots of good will. First to arrive were waves of helicopters from our armed forces in Panama. They flew over the rivers and mountains, developing operation maps and plans that helped the Honduran government forces to receive and distribute relief supplies from many nations, principally the United States.

Then came the longer-term assistance. It came from non-government agencies, such as the Red Cross, CARE, Catholic Charities, the Brothers Keepers, CARITAS and many, many others.

Even more permanent, however is the kind of permanent relationship developed by those wonderful organizations that maintain

continuous contact between our country and the countries in Latin America. I remember one group in particular. It is called The Partners of the Americas.

The Partners of the Americas recently received \$299,000 grant from the U.S. Agency for International Development, (USAID), for a project that seeks to increase awareness of, involvement in, and support for international development programs and issues within the U.S. Hispanic community.

The project will include seven regional workshops over the two-year period. Their purpose is to:

- * Establish/build/create a clear understanding of how international development programs impact Latino communities in the United States.

- * Improve methods of communications for international development of the Hispanic community, and

- * Develop working relationships and plans for public education campaigns at the local level.

Funded by the grant, the first workshop took place in Los Angeles, Feb. 11-12. Attending were journalists, Latino community leaders and members of Partners of the Americas from the states of Arizona, New Mexico, California, Texas and Washington. Norman Brown, President of the Partners organization was very pleased.

Brown feels that after two years, the project will have contributed to an increase in Hispanic organizations' involvement in international development. "In addition, there will be an increased Hispanic presence in U.S. foreign policy and development discussions" said Brown.

Amigos, because of the grant, the Partners

of the Americas now have additional partners here in the U.S. The organizations involved with the Partners of the Americas in the project includes the Hispanic Council on International Relations. The Council's membership is a mix of U.S. Members of Congress, state, local, and business leaders, community activists and distinguished scholars.

Also included in the project is the prestigious National Council of La Raza (NCLR) of Washington, D.C. (of which Noticias del Mundo is a member). The NCLR reaches more than a million Hispanics annually through more than 200 organizations serving 37 states, Puerto Rico and the District of Columbia.

Also involved is the Hispanic Link Journalism Foundation, established in 1995 to provide Hispanics with opportunities to pursue journalism careers and educate the general population on issues relevant to U.S. Hispanics.

And the list goes on, amigos. And as does the effort to build and maintain strong bridges of friendship among the American republics. For this we owe thanks to the Partners and to the partners of The Partners.

Esta columna... "Buenos Días Amigos", acoge con beneplácito comentarios de sus lectores. Las cartas deben dirigirse a:

Emb. Phillip V. Sanchez

401 Fifth Avenue

Nueva York, NY 10016

Making The News This Week

The 11th U.S. Circuit Court of Appeals in Atlanta rejects a petition by **Elián González's** Miami relatives to visit him... Meanwhile, three Cubans on the Florida Marlins baseball team are joined by three Dominican teammates in honoring the April 25 work stoppage in protest to Elián's forced removal from the home of the Miami relatives. Five other Cubans major leaguers, including **José Canseco**, participate in the work boycott...The Florida House passes a bill paving the way for creation of a memorial to honor 1,400 Cuban exiles who participated in the ill-fated 1961 invasion of Castro Cuba at the Bay of Pigs. In the attack, 110 exiles and four other U.S. comrades lost their lives...

Texas progresses on its \$10 million restoration of the San Jacinto Monument as it celebrates the 164th anniversary of the battle of San Jacinto. The world's tallest monument, at 564 feet, celebrates the victory of the outnumbered troops of Texas Gen. **Sam Houston** over Mexico's Gen. **Antonio López de Santa Anna**...In the initial tally of Census 2000 response rates, only 37% of Puerto Rico's 1.3 million households returned their forms, compared to 57% nationally...Texas Gov. **George W. Bush** is a hit at the Montebello, Calif.-based Mexican American Opportunity Foundation's National Hispanic Women's Conference, which draws 8,500 young women. Vice president **Al Gore** passes up the event. But biggest applause goes to Bush's nephew, **George P. Bush**, son of Florida Gov. **Jeb Bush** and his Mexico-native wife **Columba**...

Vol.18 No.18

HISPANIC LINK WEEKLY REPORT

May 1, 2000

HISPANIC GROUPS REACH OUT TO LATIN AMERICA

By *Oswaldo Zavala*

As globalization and more democratic government practices reach Latin America, many U.S. Hispanic organizations are extending their operating arms south of the border.

From long-established activist groups such as the League of United Latin American Citizens to think tanks like the Tomás **(ACTIVE LATINO GROUPS, See p. 4)** Rivera Policy Institute, the organizations are working with a variety of programs deal-

ing with social, political and economic issues. Some of the programs are more than 15 years old; others are just developing.

Among their goals are a bigger Hispanic role in and better understanding of foreign relations policy. They are forming stronger business connections. But on top of all, Latino leaders in Latin America and the United States are working together to create positive hemispheric change.

Two of the pioneers in developing such programs are Washington, D.C.-based LULAC and the Los Angeles-based William C. Velásquez institute.

In 1984, LULAC's then president Mario Obledo created a Hispanic Foreign Affairs Council to develop relationships with Latin leaders and propose policy recommendations to the U.S. government.

WCVI linked with Latin American countries two years later after being chartered in 1985.

"There was a reality out there in Latin America and we got ahead of the curve," says president Antonio González. "Everything couldn't be just about bilingual education or immigration. And the best place to start expanding was Latin America."

(continued on page 2)



OBLEDO

Senior Hispanic Policymakers at State Dept.

Here is a list of Hispanic senior policy-level appointees at the State Department made during the tenure of Secretary Madeleine Albright.

Frank Almaguer, Ambassador to Honduras
Fernando Burbano, head of the Bureau of Information Resource Management
Paul Cojas, Ambassador to Belgium
Carolyn Curie, Ambassador to Belize
Simón Ferro, Ambassador to Panama
Linda Edelman, Deputy Assistant Secretary for Economic Affairs
Oliver Garza, Ambassador to Nicaragua

Lino Gutiérrez, Senior Deputy Assistant Secretary for Western Hemisphere Affairs and former Ambassador to Nicaragua

Luis Lauredo, U.S. Permanent Representative to the Organization of American States

Manuel Rocha, Charge d' Affaires, Argentina
Lula Rodríguez, Deputy Assistant Secretary for Public Affairs

Ed Romero, Ambassador to Spain
Peter Romero, Acting Assistant Secretary for Western Hemisphere Affairs

Emily Vargas-Barón, Deputy Assistant Administrator of AID

75 Activists from 5 States Boost Organizing Efforts of Pennsylvania Mushroom Workers

By *Kate Woodsome*

More than 75 labor, religious and academic activists from five states launched a coalition April 15 in support of Pennsylvania's mushroom farmworkers' organizing efforts.

Collaborators came from Pennsylvania, New Jersey, New York, Maryland and Delaware to Philadelphia's St. Joseph's University for the event. Also participating were low-wage migrant and immigrant workers and university students.

Alleged exploitation, including denial of overtime pay, high exposure to chemicals and abusive supervisors, spurred them to create task forces for pro-worker legislation, safety and health, public education, and laborer support.

Pennsylvania produces half of the nation's mushrooms, an \$800 million industry.

"By impacting the Pennsylvania mushroom business, we have a chance to impact the entire mushroom industry,"

said Muna El-Shakhs, community organizer and fundraiser of the *Comité de Apoyo de los Trabajadores Agrícolas*.

Mexicans make up the majority of more than 7,000 mushroom workers in Pennsylvania. "Mexicans most recently were considered at a high premium for being good workers who don't complain or cause problems," says El-Shakhs.

U.S., Mexico Discuss Border Violations by Police

By *Oswaldo Zavala*

Four local police agents from the border city of Ciudad Juárez, Mexico, entered the United States April 23 in pursuit of suspects crossing an international bridge.

The armed officers were arrested by Immigration and Naturalization Service agents and deported hours later. Juárez police commissioner Javier Benavides fired them for disobeying orders forbidding their crossing the borderline.

A similar incident took place March 14 in Santa Teresa, N.M., where Mexican soldiers accidentally crossed into the United States territory and opened fire at Border Patrol agents by mistake.

U.S. State Department spokesman Andrew Koss told Weekly Report that the department is working with U.S. and Mexican local and federal authorities in the border region to improve the demarcation of border limits.

The Political Poop

By Patricia Guadalupe

Gore Questions Elián Raid

Presumptive Democratic presidential nominee Al Gore said April 25 that as president, he would have handled the case of Elián González differently, preferring to resolve it in family court rather than ordering an armed raid on the house when the six-year-old boy had been living since last November.

Presumptive GOP nominee George W. Bush has supported legislation to grant

Elián citizenship and spoken in opposition to the Miami raid.

Reflecting other surveys, an April 26 CNN/Gallup poll found that 68% of the public backed Gore's decision several weeks ago to break with the Clinton Administration on the matter.

Navy Cancels Vieques Plans

U.S. Navy officials April 25 cancelled maneuvers planned for May 12-20 on Vieques because the bombing range continues to be occupied by protestors who want the Navy to vacate permanently the tiny island off the southeastern coast

of Puerto Rico. The exercises will instead be conducted off the Virginia and North Carolina coasts.

The announcement follows reports that federal law enforcement authorities are drawing up plans to send Marines to Vieques to help U.S. Marshals and FBI agents remove the protestors, by force if necessary.

During an April 25 briefing, Defense Department spokesperson Kenneth Bacon said, "We need to renew exercises on Vieques and that necessitates making the (bombing) range available."

Hispanic Organizations Plunge into Latin America With New Economic, Political and Social Agendas

continue from page 1

On the economic side, the U.S.-Mexico Chamber of Commerce is creating avenues for partnerships and other opportunities for entrepreneurs of both countries.

For foreign policy, the Hispanic Council on International Relations strives to improve the U.S. government approach in Latin America and promotes the appointment of more U.S. Latinos at high-level foreign policy positions.

El Salvador, Nicaragua, Costa Rica, Mexico and Cuba are countries where the Velásquez Institute has implemented training programs for community advocacy. Other missions involve observing national elections and evaluating the impact of U.S. foreign policy.

"We (Hispanics) are most effective working with Latin America because of our deepest ties with them," González says. "Our focus is to improve Latino leadership."

Besides constant activities with the commonwealth of Puerto Rico, LULAC's closest contact has been with Mexico.

"Our relationship is based more on keeping lines of communication open," said Gabriela Lemus, director of policy and legislation. "The Mexican government has tried over the years to reach the Mexican-American population by targeting organizations like LULAC."

LULAC also promotes civil and human rights in Latin America and works in tandem with Mexican consulates helping Mexican citizens in the United States.

One of the most important aspects of the relationships has to do with international trade and globalization.

The 2,000-member U.S.-Mexico Chamber of Commerce is expert on this topic. Since its creation 26 years ago, the chamber has conducted international conferences. Now it trains Mexican and U.S. officials in the new E-commerce.

"Foreign policy has been Eurocentric," says chamber director of international trade Al Pérez. "We need to keep promoting commerce with Latin America. We can do a lot more than NAFTA."

National Drive Grows as Janitors Settle in L.A.

By Camilo Smith-Montealegre

Janitors of the Service Employees International Union, Local 1877, in Los Angeles returned to work April 25, ending a three-week strike.

Contracts were renewed with a wage increase of 25% over the next three years, according to spokesperson Blanca Gallegos. The workers also received an immediate \$500 bonus, plus additional health and vacation benefits.

The janitors, predominantly Latino immigrants, walked off their jobs April 3. Headed by president Mike García, they took to the streets after their contract expired March 31.

Their previous pay, \$6.80 per hour in the suburbs, increased to \$7.10; and \$7.80 per hour downtown, increased to \$8.50. They will receive annual wage hikes of 60

cents an hour the following two years.

Although negotiations failed to result in the \$1-per-hour annual increase originally sought, the 8,500-worker union brought attention to issues affecting low-wage workers nationally. It gained support from prominent political and religious figures, including Sen. Edward Kennedy (D-Mass), Vice President Al Gore, Cardinal Roger Mahoney, and the Rev. Jesse Jackson.

This strike is part of a national SEIU strategy, according to Stephen Lerner, the union's director of building services.

A major march was held April 27 in Silicon Valley for renewal of contracts in Oakland/San Jose, which expire May 31. San Diego members are in their third week of a strike, and janitors in suburban Chicago will be entering their second week, said Lerner.

L.A. COUNTY GRAND JURY SYSTEM CALLED UNFAIR TO HISPANICS

By Oswaldo Zavala

Although Latinos comprise more than 40% of the population, they have been systematically excluded on the Los Angeles County Grand Jury, according to a study by a San Diego State University professor.

Only 17 Hispanics have been nominated to the 23-member Grand Jury in the last eight years and no Latinos are serving in the current 1999-2000 Grand Jury, which investigates a wide range of cases including capital murder.

The study was prepared by professor John Weeks to support the legal case of Alejandro Jaime Mares, who was indicted for two counts of murder during a 1998 police chase and currently waits in jail. His

	Total Pool	Hispanics in Pool	Hispanics Selected
1999-2000	147	7	0
1998-1999	102	9	2
1997-1998	121	16	5
1996-1997	181	20	2
1995-1996	234	16	3
1994-1995	261	25	2
1993-1994	183	17	1
1992-1993	176	13	2

attorneys, Victor and Janet Sherman, are seeking dismissal of the indictment based on "abuse of the grand jury process."

"The law says the pool of candidates for the jury must be representative of the population," Weeks told Weekly Report.

Since 1970, defense attorneys have been challenging the grand jury's diversity, but they have failed for the most part.

A Sherman motion to disqualify the entire Los Angeles County Superior Court panel of judges was denied in a hearing April 25. It claimed the judges have an interest in the Grand Jury system because they appoint its jurors.

The Shermans say they will appeal.

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GROUPS EXTENDING INTERESTS TO LATIN AMERICA

Following are some Hispanic and allied organizations that have developed a variety of programs dealing with social, political and economical issues in Latin American countries.

William C. Velásquez Institute (technical assistance for advocacy groups, electoral observance, education missions) 2914 N. Main St., 1st floor, Los Angeles, CA 90031. (323) 222-2217 Fax: (323) 222-2011 Web site: www.wcvi.org/

United Farm Workers (labor organizing) c/o Los Angeles County Federation of Labor, 2130 W. 9th St., Los Angeles, CA 90006.)

(213) 381-5611 ext. 17. Fax: (213) 382-0772. Web site: www.ufw.org/

National Association for Bilingual Education (Teaching, technical assistance and training) Suite 605, 1220 L St. NW, Washington, D.C. 20005-4018. (202) 898-1829. Fax: (202) 789-2866. E-mail: nabe@nabe.org Web site: www.nabe.org/

National Council of La Raza (emergency aid relief, educational missions for U.S. Hispanic leaders, international trade lobby) 1111 19th St. NW, Suite 1000, Washington, D.C. 20036. (202) 785-1670. Web site: www.nclr.org/

Labor Council for Latin American Advancement (*maquiladora* and general labor organizing) 815 16th St. NW, Suite 310, Washington,

D.C. 20006. (202) 347-4223. Fax (202) 347-5095. E-mail: natlclaa@aol.com. Web site: www.lclaa.org/

League of United Latin American Citizens (foreign policy recommendations, foreign government consulting) 2000 L St. NW, Suite 610; Washington, D.C. 20036. (202) 833-6130 Fax (202) 833-6135 (202) 833-6130. Web site: www.lulac.org/

United States-Mexico Chamber of Commerce (Business opportunities and free trade advocacy) 1300 Pennsylvania Ave. NW, Suite 270, Washington, DC 20004. (202) 371-8680 ext. 13. Fax: (202) 371-8686. Web site: www.usmcc.org

Tomás Rivera Policy Institute (research on connections among U.S. Hispanics and their countries of origin), 1050 North Mills Ave., Pitzer College, Scott Hall, Claremont, CA 91711. (909) 621-8897. Fax: (909) 621-8898. Web site: www.trpi.org/

American Friends Service Committee (*maquiladora* workers organizing and training, monitoring of Immigration and Naturalization Service and other law enforcement agencies along the U.S.-Mexico border) 6926 Navigation Blvd., Houston, TX 77011. (713) 926-2799. Fax: (713) 926-2877.

E-mail: afscilemp@msn.com Web site: www.afsc.org/

COLLECTING

SCHOLARSHIP DIRECTORY: The *2000 Hispanic Scholarship Directory*, 200 pages, lists 1,000 ways for students of color to finance their education. For a copy, send \$20 to National Association of Hispanic Publications, 941 National Press Bldg., Washington, DC 20045 or call Rudy Arredondo at (202) 662-7250. To sponsor a scholarship, contact Andrés Tobar at the same number.

ABOUT ELIAN: "Fighting for Freedom: Facts, Findings and Opinions on the Elián González Case" offers a chronology of the case and various opinions published in national newspapers. The 30-page booklet, prepared by the Cuban American National

Foundation, is free. Call (305) 592-7768 or writing The Cuban American National Foundation, P.O. Box 440069, Miami, FL 33144. Fax: (305) 592-7889. E-mail: canfnet@icanect.net

ELECTION 2000: "Election 2000 Preview" provides discussion and analysis on the role Latinos will play in the upcoming elections. This 12-page booklet was prepared by the National Association of Latino Elected and Appointed Officials. Send \$5 check to NALEO Education Fund, Attn: Elena Jiménez, 5800 S. Eastern Ave., Suite 365, Los Angeles, CA 90040. (323) 720-1932. Fax: (323) 720-9519. Web site: www.naleo.org

Calendar

There is no charge for listings. Address items to Calendar Editor, *Hispanic Link Weekly Report*, 1420 N St. NW, Washington, D.C. 20005. (202) 234-0280; fax (202) 234-4090. E-mail: zapoteco@aol.com

THIS WEEK

ANTHOLOGY

Los Angeles, April 29 - May 21

The Chicano/Latino comedy trio returns home to Los Angeles Theatre Center to celebrate 15 years of revolutionary comedy with "Culture Clash Anthology: A 15-Year Retrospective."

Information: (323) 912-0100

CUBAN AMERICAN CONFERENCE

Washington., D.C. April 30 - May 2

The Cuban American National Council hosts its 10th annual conference.

Information: (305) 642-3484

COMING SOON

TELECOMMUNICATIONS

Washington, D.C. May 4

The Hispanic Educational Telecommunications System, with Hispanic Association of Colleges and Universities hosts a luncheon and panel session.

Information: (703) 931-1913

MEXICO ELECTION CONFERENCE

Washington, D.C. May 4

The Hispanic Office on Latin America hosts a conference on the Mexico election.

Information: (202) 797-2171

HEALTH CONFERENCE

Portland, Ore., May 4 - 7

The National Association of Community Health Cneters holds its 23rd annual farmworkers health conference.

Information: (202) 659-8008

UNITY LUNCHEON

San Diego, May 5

The Chicano Federation of San Diego County, hosts its annual Unity luncheon.

Information: (619) 236-1228

TARDEADA OPERA AUCTION

Los Angeles, May 6

Hispanics for L.A. Opera hosts its 5th annual *tardeada* auction, will include dinner, *mariaquis*, dancing, a drawing and much more.

Information: (323) 723-3654

CHCI GOLF TOURNAMENT

Washington, D.C. May 8

The Congressional Hispanic Caucus Institute hosts its 5th annual *Fiesta de Golf*. The event supports CHCI programs.

Information: (202) 543-1771

HACR SYMPOSIUM

San Jose, Calif., May 9 - 11

The Hispanic Association on Corporate Responsibility hosts its 8th annual symposium.

Information: (202) 835-9672

SER CONFERENCE

San Antonio, May 10 - 12

SER hosts its 35th annual conference.

Information: (972) 541-0616 Ext. 312

MALDEF

Washington, D.C. May 16

The Mexican American Legal Defense and Educational Fund hosts its annual fundraiser.

Information: (202) 293-2828

UNIVISION LUNCHEON

New York City, May 17

Univision host a luncheon on the Latin market.

Information: (212) 687-8080

LATINONLINE CONFERENCE

Coral Gables, Fla., May 17 - 19

LATINONLINE hosts a conference, on learning to utilize the internet to reach Hispanic markets.

Information: (888) 365-2507

RACERULES CONFERENCE

Washington, D.C. May 19 - 20

American University hosts a Race Rules conference.

Information: (540) 857-3088

U.S. Hispanic Role Building in Hemispheric Affairs

Following are excerpts from remarks by U.S. Secretary of State Madeleine Albright and Frank Gómez, founder and chairman of the Hispanic Coalition on International Relations, made to diplomats and Hispanic leaders on April 26. They spoke at the HCIR's 4th

annual leadership awards banquet staged at the Organization of American States Hall of the Americas in Washington, D.C. Gómez presented Ambassador Albright with the organization's 2000 International Leadership Award. (Comments edited by Camilo Smith-Montealegre.)

REMARKS BY MADELEINE ALBRIGHT

I hope tonight we can all agree on two things.

First, Inter-American affairs belong to the top tier of U.S. foreign policy priorities. And second, Hispanic-Americans belong in the top tier of policymakers setting those priorities.

As Secretary of State, I have been privileged to work with former Ambassador Bill Richardson, Acting Assistant Secretary Peter



Romero, Ambassador Luis Laurodo, Deputy Assistant Secretary Lula Rodríguez, and many other senior officials of Hispanic heritage.

But I cannot tell you I am satisfied with the degree of representation, because I am not.

At the State Department, we are in the midst of an aggressive recruitment and outreach campaign that is moving us in the right direction. The right number of new foreign service officers and specialists with a Hispanic background is up sharply from prior years. But we still have far to go.

ALBRIGHT

So I say to you, keep pressing us to do more...

REMARKS BY FRANK GOMEZ

Madame Secretary, we in HCIR are fond of quoting Thomas Jefferson's letter to his nephew Peter Carr, on August 10, 1787. He said:

"Bestow great attention on the Spanish language and endeavor to acquire an accurate knowledge of it. Our future connection with Spain and Spanish America will render that language a valuable acquisition."

Two years ago, upon receiving our International Leadership Award, Bill Richardson stated that by the year 2005 the United States will have more trade with Latin America than Europe and Japan combined.



Key Hispanic organizations strongly supported the North American Free Trade Agreement. They support its extension to other countries. And most support fast-track negotiating authority and the proposed Free Trade Area of the Americas.

After Hurricane Mitch, the League of United Latin American Citizens dispatched some 80 bilingual medical professionals to Honduras.

GOMEZ

Following Hurricane Georges, Latinos in New York and other areas mobilized to send hundreds of thousands of dollars in aid.

These actions portend an increasing, welcome role for Hispanic Americans in the affairs of hemisphere and in the international arena in general.

Hispanic Americans have demonstrated skills and interests that can contribute in significant measure to the advancement of our global foreign policy objectives. But we seek a sustained, enduring partnership.

Last year, when I presented my annual "state of the world" testimony on Capitol Hill, I did not begin with Europe and Asia, as it is customary for Secretaries of State to do.

I began, instead, with the Americas. Because I believe the future security, prosperity and freedom of the United States depends on our partnerships in this hemisphere.

We have been encouraged, therefore, that especially during the past decade, democracy has been on the march throughout the region. The last successful military coup in Latin America took place two dozen years ago. Every American government except for Cuba's was elected by its people.

At the same time, many countries have worked hard to privatize state-owned enterprises, reform their regulatory systems, and modernize their economies. Almost across the region, tariffs are down; investments are up; dictators are out; and democrats are in.

International relations is comprised of doers. And in all that you do, I hope you will accept and count upon me as an ally.

Persons of Hispanic heritage deserve their rightful place at the table of those making U.S. policy. And our partnerships with our fellow American nations will do much to determine the future of the United States.

We stand ready to assist. More specifically, and to strengthen our role, we would welcome.

- Use of the Department's outreach capability to highlight Hispanic officers as role models to encourage recruitment;
- Use of current and retired Hispanic officers to intensify recruitment of Hispanic Americans;
- Naming of more Hispanics to review and promotion panels;
- Naming of more Hispanics to overseas inspection teams;
- Naming of more Hispanics to commissions;
- Naming of Hispanics to election observer teams and to delegations for presidential inaugurations;
- Inviting Hispanics to meet with visiting foreign leaders;
- Encouraging the Democratic and Republican institutes for international affairs to add Hispanics to their boards; and
- Efforts by other foreign affairs agencies to surpass your record in Hispanic appointments.

Madame Secretary, in such a partnership, we recognize our responsibility to give. We have conducted programs throughout the country to inform Hispanics about foreign policy issues and encourage their involvement in such programs as the Partners of the Americas.

This, we believe, helps to create a "constituency" for our foreign affairs community.

The term "appropriate technology" means that technology must fit the level of development of the receiver. In business, an opportunity abroad may be too small for a multi-billion-dollar corporation; but it might be just right for a Hispanic-owned firm -- what we might call "appropriate investment."

Were such investments to accelerate, benefits would accrue to all. The Hispanic-American private sector has the expertise, the technology and the capital to assist in countless ways.

We seek a seat at the table of opportunity.

Making The News This Week

Broadcast journalist **Geraldo Rivera** says he is seriously considering running for mayor of New York City next year as an independent with a "totally self-financed" campaign. Among his many qualifications, he cites his "gene pool - I'm Puerto Rican and Jewish."...Washington, D.C.-activist **Jane García**, who together with her husband, former Congressman **Robert García**, has managed the consulting firm of Robert García & Associates, assumes the presidency of the U.S. Hispanic Chamber of Commerce Foundation...The Silver Dollar bar in East Los Angeles, where an L.A. County deputy sheriff killed KMEX-TV news director **Rubén Salazar** on Aug. 29, 1970, with an armor-

LATINO CENSUS: California, Texas Record Biggest Gains in 1990s
See story, page 2

piercing tear gas missile while Salazar was covering a Chicano protest rally against the Vietnam War, is reopened as an urban theater, with a memorial show commemorating the shooting...A federal court panel in Pasadena, Calif., rules that **Geovanni Hernández-Montiel**, a gay young Mexican cross-dresser, is entitled to asylum in the United States based on persecution he endured at the hands of Mexican police because of his homosexuality...Texas District Judge **Lisa Millard** is recused by court officials from a child custody case in which she ordered **Natalia González** to speak English to her 6-year-old daughter...

Vol.18 No. 35

HISPANIC LINK WEEKLY REPORT

Sept. 4, 2000

Bush Promises to Place Latino on the Supreme Court -- Or Does He?

By Cynthia L. Orosco

If elected president, Texas Gov. George W. Bush will name a Latino to the U.S. Supreme Court.

Or will he?

Two Bush campaign representatives voiced vastly different responses on the matter last week. Representing the campaign at an election issues forum hosted Aug. 28 by the Hispanic National Bar Association at the National Press Building, José Fuentes-Agostini said, "George W. Bush has told me personally - not through the campaign - that he will name the



BUSH

first Hispanic justice of the Supreme Court of the United States of America. And you can take that to the bank."

Questioned by Weekly Report about Fuentes-Agostini's statement, campaign spokesman Ray Sullivan replied that Bush has not indicated whom he will appoint or discussed potential judges' backgrounds.

"Governor Bush has said he will appoint well-qualified judges to the United States Supreme Court who will strictly interpret our laws and the Constitution and not legislate from the bench," Sullivan said.

Recontacted, Fuentes-Agostini, repeated his initial claim.

Other panelists included Ana Gamonal, director of Hispanic affairs for the Republican National Committee; Nelson Díaz, chair of the Democratic National Committee's Hispanic Caucus; and Janet Murguía, deputy campaign manager for Gore 2000. They discussed the positions Bush and Al Gore have taken on issues

(continued on page 2)

HISPANIC HERITAGE CELEBRATIONS FOLLOW MIGRATIONS ACROSS U.S.

By Cynthia L. Orosco

Cultural celebrations, national conventions and other events hosted by community groups, Latino organizations and mainline corporate and government entities are scheduled across the country during the millennial celebration of Hispanic Heritage Month, Sept. 15 - Oct. 15.

Events highlighting the contributions and influence of Latinos in the United States can be found in places like New York, Chicago, San Antonio, Los Angeles and Washington, D.C.

But in new and growing communities beyond those metropolitan centers - where new communities are exploding because of job opportunities, immigration and migration - commemorations and fiestas also abound.

The Midwestern state of Michigan, whose residents elected two Latinos to the state House of Representatives in 1998, has become home to more than 75,000 new



GARZA

Latino residents during the 1990s.

When Democratic State Rep. Beldá Garza of Detroit entered the legislature, she and Republican State Rep. Valde García joined forces to draw statewide attention to the growing Latino community and celebrate its contributions.

"I saw how the state's black caucus celebrated African-American History Month with a celebration at the State Capitol, and I wanted to do the same," says Garza. "I talked to Valde and other community leaders and we created the Hispanic Heritage Month awards event." The ceremony, now in its second year, honors Latino contributions in business, arts, education and community activities.

The state will kick off a month of statewide events with its annual celebration of the *Grito de Dolores* - when Fr. Manuel Hidalgo claimed Mexico's freedom from Spain - at midnight on Sept. 15.

The Arlington, Va.-based Newseum, an interactive museum of news created by The Freedom Forum, is also hoping to increase awareness of Latino contributions - in the media.

(continued on page 11)

'ONE FLORIDA' BOOSTS LATINO ENROLLMENT

By Cynthia L. Orosco

A plan to increase enrollment of students of color at Florida's 10 state universities is proving successful. Figures released Aug. 29 show it up by 12%.

The "One Florida" plan created by Gov. Jeb Bush grants admission to the top 20% of the graduating senior class from each state high school to any of Florida's 10 state-run universities.

According to state university system statistics, 38.5% of this year's incoming freshman class were Latinos, African Americans, Asian Americans and Native Ameri-

cans. Of the 3,202 first-year students, 1,234 were students of color.

Critics of the plan say it is too early to tell if the trend will continue. Some others say "One Florida" is an affirmative action program -- something Bush set out to do away with -- that has a new name.

The number of Latino students at two of the state's leading schools -- the University of Florida and Florida State University -- rose by 19% and 24%. The two universities enrolled 577 more Latino and African-American students than they did last year.

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STATES RANKED BY HISPANIC POPULATION -- AS OF JULY 1, 1999

Rank - State	Estimated Hispanic Population, 7/1/99	4/1/90 Population Estimates Base	Percent Change
1 California	10,459,816	7,704,388	35.8
2 Texas	6,045,430	4,339,874	39.3
3 New York	2,660,686	2,213,943	20.2
4 Florida	2,334,403	1,574,148	48.3
5 Illinois	1,276,193	904,449	41.1
6 Arizona	1,084,250	688,355	57.5
7 New Jersey	1,027,277	747,737	37.4
8 New Mexico	708,407	579,227	22.3
9 Colorado	603,582	424,309	42.3
10 Massachusetts	390,947	287,561	36.0
11 Washington	376,664	274,668	37.2
12 Pennsylvania	326,218	232,286	40.4
13 Nevada	304,364	124,408	144.6
14 Connecticut	279,164	218,116	31.0
15 Michigan	275,849	201,597	36.8
16 Virginia	266,228	160,403	66.0
17 Georgia	239,566	108,933	119.9
18 Oregon	212,870	112,708	88.9
19 Maryland	199,156	125,093	59.2
20 Ohio	184,902	139,695	32.4
21 North Carolina	175,707	76,745	128.9
22 Indiana	153,960	98,789	55.8
23 Utah	150,699	84,597	78.1
24 Kansas	148,479	93,671	58.5
25 Wisconsin	140,235	93,232	50.4
26 Oklahoma	136,634	86,162	58.6

Rank - State	Estimated Hispanic Population, 7/1/99	4/1/90 Population Estimates Base	Percent Change
27 Louisiana	119,496	93,067	28.4
28 Hawaii	95,456	81,396	17.3
29 Idaho	93,028	52,927	75.8
30 Minnesota	92,589	53,888	71.8
31 Missouri	91,476	61,698	48.3
32 Nebraska	76,998	36,969	108.3
33 Rhode Island	68,644	45,755	50.0
34 Tennessee	67,078	32,742	103.9
35 Iowa	61,570	32,643	88.6
36 South Carolina	54,299	30,500	78.0
37 Arkansas	53,729	19,876	170.3
38 Alabama	45,349	24,629	84.1
39 District of Columbia	38,453	32,713	17.5
40 Kentucky	35,322	22,005	60.5
41 Wyoming	29,022	25,752	12.7
42 Delaware	27,769	15,824	75.5
43 Alaska	24,795	17,803	39.3
44 Mississippi	23,975	16,998	41.1
45 New Hampshire	19,552	11,333	72.5
46 Montana	16,152	12,175	32.7
47 West Virginia	10,330	8,487	21.7
48 Maine	9,178	6,829	34.4
49 South Dakota	8,980	5,252	71.0
50 North Dakota	7,269	4,665	55.8
51 Vermont	5,128	3,661	40.1

Source: Census Bureau

Census Reveals Hispanic Population Doubled in Six States During '90s

By Cynthia L. Oroscio

The Latino population more than doubled in six states during the 1990s, according to Census Bureau figures released Aug. 30. In 20 other states, it increased by at least 50%.

Two states—California and Texas—added well beyond a million new Latino residents each.

The largest percentage gain occurred in Arkansas, where the population grew by 170.3%—from 19,876 in 1990 to 53,729

STATES WITH THE GREATEST HISPANIC GROWTH, 1990-1999

By the Numbers	By Percentage
California 2,755,268	Arkansas 170.3%
Texas 1,705,556	Nevada 144.6
Florida 760,255	N. Carolina 128.9
New York 448,742	Georgia 119.9
Arizona 395,895	Nebraska 108.3
Illinois 371,744	Tennessee 104.9

last year. Most of this growth was due to job openings at poultry plants.

Census estimates of population growth

from July 1, 1990 to July 1, 1999 show the total number of Latinos in the United States grew 38.8% to 31.3 million.

This does not include nearly 4 million U.S. citizens living on the island of Puerto Rico.

The new census data shows California's white community dropping from 57% of the state's population to 49.8%—from 17 million residents to 16.5 million. The state also saw increases in the African American, Asian and Native American communities.

DEMOCRATS ON HIGH COURT: 'CHECK OUR RECORD'

(continued from page 1)

critical to the Latino community, including immigration, NAFTA, education, labor,

Judge: 'Let Boriqua Vote'

By Patricia Guadalupe

U.S. District Court Judge Jaime Pias ruled Aug. 29 that Puerto Ricans residing on the island have a constitutional right to vote in U.S. presidential elections.

"As U.S. citizens, they have a right to vote and they have a right to ensure that the U.S. Congress count those votes," Pias said. The ruling is the result of a lawsuit filed by San Juan lawyer Gregorio Igarúa, who contended that island residents were being treated unfairly by not being allowed to vote in presidential elections.

A U.S. Justice Department spokesperson said the agency is studying the ruling, adding it will most likely not apply to this year's elections, if at all.

health care—and judicial and other presidential appointments.

Asked if Gore would appoint a Latino Supreme Court justice, Díaz responded, "Our record speaks for itself. There is no question in my mind that one of the next four appointments will probably be a Latino, if not more than one Latino. There is an effort and a commitment to bring a Latino or a Latina to that court."

Earlier that morning, representatives of the HNBA, National Council of La Raza, the Mexican American Legal Defense and Educational Fund, the United States Hispanic Chamber of Commerce, the National Alliance for Hispanic Health and the AFL-CIO posed questions based on the issues for each of the campaigns to address.

Representatives of the Reform and Green parties were also invited to the forum but did not attend.

This Week in Latino History

Américo Paredes, Mexican-American folklorist, teacher, writer and poet, was born **Sept. 3, 1915**, in Brownsville, Texas. He is considered a premier 20th century scholar for his studies of corridos, machismo, folk medicine and stereotypes of Mexicans living along the border.

Raquel (Tejada) Welch, renowned actress, writer and producer, was born **Sept. 5, 1940**. Of Bolivian ancestry, she is a veteran of both stage and screen and has received a Golden Globe for her work.

Dolores Prida, considered an important dramatist of contemporary Latin American theater, was born **Sept. 5, 1943**. The work of this Cuba-born playwright, actress, director, novelist, journalist and poet is sometimes referred to as theater of protest because she deals with social justice, women's and Latino issues.

Patricia Duarte

Cuban Americans as Public Targets -- Enough is Enough

Ever since the 1960s, it's been hammered into the national consciousness that racial and ethnic slurs are a Big No-No. That to indulge openly in them denotes backwardness, ignorance and a lack of compassion and understanding for your fellow person.

But somehow, the caveat has excluded Cubans.

Somehow, it's OK to dump on *us*.

So please understand that we do get fed up with it. And please excuse us if every now and then, we choose to strike back.

This is one of those moments.

Hispanic Link News Service just carried a diatribe by Julio Morán, executive director of the Los Angeles-based California Chicano News Media Association, in which he poses the question, "What is it with Cuban women in L.A.?"



While the question offers some food for thought, it also suggests that all Cuban women in Los Angeles are suffering from some sort of collective, post-tropical PMS.

As a Cuban woman living in New York, I would like to respond.

DUARTE

In his piece, Morán chastises Hollywood television producer Nely Galán and Los Angeles Times staff writer Alisa Valdés-Rodríguez, both Cubans, for publicly offering their extraordinary takes on ethnic awareness.

Galán relates in an interview with The Miami Herald that she does not consider herself Latina and that Latinos in Los Angeles suffer from an inferiority complex and totally despise Cubans.

Valdés-Rodríguez writes that she does not identify with the term "Latino" or "Hispanic" because "people believe it means cinnamon brown with a Spanish surname."

Then Morán goes on to explain just why other U.S. Latinos do not like Cubans.

THERE'S NO NEED TO PUT UP WITH OTHERS

He says that we're "divisive," "elitist" and that we "cling to our Caucasoid racial description." He could have added that we grow no hairs on our tongues -- that we speak "*sin pelos en la lengua*," Spanish for being brutally frank.

Although Galán's and Valdés-Rodríguez's candor is admittedly hard to stomach and oh-so-politically incorrect, I believe I know where it comes from.

Let me try to explain.

First of all, understand that most Cubans in the United States haven't yet learned how to make the right political noises, because they just haven't had to do it:

A. They've been culturally isolated down in South Florida for a long time.

B. They dominate that place, and Cubans elsewhere view this as irrefutable proof of genetic superiority.

C. They've succeeded on their own so they don't see the need to put up with anyone else.

This is the kind of mentality that fueled Galán's and Valdés-Rodríguez's comments. But there's lots more. Since Morán's query -- "*What is it with Cuban women...?*" -- carries intimations of Pre-Menstrual Syndrome, we can phrase it all in terms of syndromes.

First, there's the Invisible Cuban Syndrome (which happens mostly outside of Miami). It involves walking into Latino places and being met with you-don't-belong-here stares. Speaking Spanish won't remedy the situation, because then someone will blurt out some variation of "Funny, you don't look Latina." Sorry, I left my *maracas* at home.

What is a Latino supposed to "look" like, anyway?

Most Cubans, who are very well grounded in their own culture, take offense at having their Latino identity questioned in such a clumsy manner.

'CRAZY CUBANS,' 'RICH CUBANS,' ETC., ETC.

Then there's the Battered Cuban Syndrome. Whenever a Cuban-American issue becomes national news, grab your shotguns; it's open season on Cubans. The recent Elián González imbroglio was a perfect example. Day after day, I witnessed columnists, news commentators, talk show guests and community "leaders" deriding "Crazy Cubans," "Rich, right-wing Cubans," "Extremist Cubans," "Obsessed Cubans," "Navel-gazing Cubans", etc., etc., etc., etc.

Enough is enough, already.

Just what would happen if anyone dared speak about "Crazy Blacks," "Extremist Jews," "Obsessed Puerto Ricans" or "Navel-gazing Mexicans" in the U.S. media?

What shocked me the most is that many of these comments came from other Latinos and persons of color, who should know better. I've never seen any other U.S. ethnic group so openly showered with such undiluted vitriol.

Worse, these anti-Cuban comments were often "balanced" by others that made Fidel Castro look like Martha Stewart.

There are volumes of examples of anti-Cuban-American rhetoric carried unchallenged in the U.S. press. They feed behaviors such as Miami witnessed recently when dozens of members of the non-Cuban community took to hurling bananas at City Hall as their commentary on the Cuban mayor's politics.

What would happen if Washington, D.C., whites started throwing watermelons at the feet of Anthony Williams, their African-American mayor? Or if New York City voters threw pizza at Mayor Rudy Giuliani? Or if the white population in El Paso, Texas, threw *tacos* at Mayor Carlos Ramirez?

All hell would break loose, that's what.

(Patricia Duarte is a freelance editor living in New York. She may be reached at Latinedit@aol.com)

Political Poop

By Patricia Guadalupe

CANF Targets Legislators

The conservative Cuban American National Foundation will spend what it says will be "tens of thousands of dollars" during this election cycle to campaign against members of Congress the foundation contends are "personally aiding" Cuban leader Fidel Castro by supporting legislation to lift the

U.S. embargo against the island. The CANF supports sending food and medicine to Cuba through relief agencies and other third parties, but opposes direct sales to the Cuban government.

"When you give Havana food, we know for a fact that Cuba does not distribute it," said CANF executive director Joe García.

Bush Attracts Latino Voters

GOP presidential nominee George W. Bush could receive a higher percentage of Hispanic votes than any other Republican

presidential candidate in history, according to an analysis by the non-partisan polling firm Peter Hart & Associates.

"Right now we have him at 41% and it's growing," said CEO Peter Hart during an Aug. 27 interview with C-SPAN.

"It would be historic if it continues. That speaks well of the campaign's efforts to reach out to the Hispanic community and of Bush's good relations with Hispanics."

In 1984, Ronald Reagan earned the GOP's previous highest percentage -- 38%.

ARTS & ENTERTAINMENT

GRAMMY GROANS: The nation's largest independent Spanish-language record label is asking its artists to boycott this month's inaugural **Latin Grammy** awards ceremony.

Los Angeles-based **Fonovisa** is criticizing the event, to be held Sept. 13 at the city's Staples Center, because of an alleged exclusion of its Mexican artists.

In an interview with *La Opinión*, the label's general manager Gilbert Moreno complained over the fact that only five of its signed artists are among 200 nominees in 40 **Latin Grammy** categories.

Specifically, Moreno argued that the ceremony is biased in favor of rival **Sony** and its star Latin producer, Emilio Estefan. The awards are given by the **National Academy of Recording Arts and Sciences** and its new division, the **Latin Academy of Recording Arts and Sciences**.

"This is a party between Emilio Estefan and **Sony**," Moreno told the Spanish-language newspaper. "This is an Estefan event, and we don't want to take our artists to a show like that."

All of **Fonovisa's** artists are nominated in the Mexican regional field, while **Sony** fielded nominees in all the major award categories, including multiple nominees for the top awards.

And Estefan, "the top nominee, with six nods for producing and composing for various **Sony** artists," will be honored as the

academy's Man of the Year at a dinner prior to the awards.

Nominations and the special award were announced this summer at Estefan's restaurant in Miami.

Fonovisa has previously criticized the national academy for the exclusion of its artists at the **Grammy Awards**, in spite of the fact that works by artists such as Marco Antonio Solís and *Los Tigres del Norte* are among the highest-selling Latino recordings in the country. Mexican regional sales make up about 60% of the U.S. Latin music market.

The academy maintains that nominations reward excellence and are not determined by sales. Nominees and award recipients are determined by membership voting, which includes artists and other recording professionals.

In other recording news:

Singer-songwriter Jon Secada, on a Latin American promotional tour for his latest album, *The Better Part of Me*, told journalists in Mexico he authored two songs on the upcoming album by Ricky Martin. Secada composed *Bella*, a single on Martin's self-titled English-language debut album from 1999.

Martin's album, due in October, will have its first single released Sept. 22. The album is still untitled, but the single by composer Robi Rosa is. There are English- and Spanish-language versions of *She Bangs* and a video filmed in the Bahamas.

--By Antonio Mejías-Rentas, of Los Angeles, who covers the entertainment world for various national publications.

Media Report

NO BUNDLE: Beginning Sept. 4, **The Los Angeles Times** and *La Opinión* no longer will bundle the two papers together and sell them at *La Opinión* news racks and retail outlets. Instead they will focus on increasing home delivery of both papers.

The two dailies agreed to bundle the papers last year as part of a year-long marketing and distribution promotion which focused on home delivery.

REGIONAL CONFERENCES: The **National Association of Hispanic Journalists** will hold two regional conferences this fall, in Boston on Sept. 23, and in Chicago Oct. 13-14. NAHJ's Region 2 (New York-New

England) will host a half-day conference "Boosting the Latino Presence: Looking for Solutions" at Boston University's School of Communications. It will feature workshops on increasing the number of Latino journalism students and sports reporters, and strategies for more inclusive coverage.

Registration is \$15. For details, call Yolanda Alvarado at (860) 645-8869.

NAHJ's Region 6 (Midwest) will hold a two-day conference at the Tribune Towers in downtown Chicago. It will feature workshops for journalism students, mid-career journalists and journalists working for Spanish-language media.

The **Pew Center for Civic Journalism** will conduct a seminar on diversifying news sources. For more information, e-mail

tpuente777@hotmail.com or contact Rosa Santana at (216) 999-4987 or by e-mail, rsantana@plaind.com

NEWSEUM: As part of Hispanic Heritage Month, the Newseum in Arlington, Va., will feature several free programs where Hispanic journalists discuss the media's coverage of issues affecting the Latino community.

On Sept. 10, Robert García, general manager of CNN Radio, will talk about the network's coverage of the presidential

campaign as well as the mainstream media's coverage of Latino issues.

On Sept. 17, the Newseum will feature "Latinos and the Media," which will examine coverage of the Latino community and the effect technology will have on future coverage. The program's guests include Dr. Nicolás Kanellos, author of *Hispanic Periodicals in the United States*.

On Sept. 23, New York Daily News columnist Juan González will discuss his book *Harvest of Empire: A History of Latinos in America*.

On Sept. 30, ABC News' John Quiñones will discuss news coverage of Latin America.

--By Joseph Torres, communications director, National Association of Hispanic Journalists.

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Appendix V

Annual Report of Partners of the Americas

**Promoting
Development and
Opportunity Through
Volunteerism in the
Americas**



**Partners of the Americas
2000 Annual Report**



The 2000 Annual Report is published by Partners of the Americas.
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Malcolm Butler, President & CEO
Claudia Calderón, Publications Coordinator
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Message from the Chair



Donald I. Wagner

The year 2000 was full of challenges and great outcomes. In the summer, when the Board was notified of Norm Brown's desire to retire as President & CEO, there was the typical anxious feeling that accompanies any transition and the search for a new leader. I was impressed by the number of highly qualified and distinguished professionals who applied to become our new President & CEO. It was most gratifying to listen to the stories that conveyed the positive regard our applicant pool had developed for Partners in the course of their professional careers. I am happy to say that our search ended very positively with the appointment of Malcolm Butler, who took over the reins in early 2001. During the transition, our staff capably performed the work of Partners and successfully produced applications for new resources. Partners everywhere can take pride in the competent and professional staff that serves us.

As my chairmanship of the organization begins, I have adopted the theme, "New days require new ways!" as a focus for my term. We need to be open to examining

every facet of our organization in order to adapt to the constant changes throughout the hemisphere. In keeping with this theme, the board will undertake a review of our Standards of Excellence to assure that we have a strong cadre of Partnerships. Likewise, we will consider innovative approaches to doing our work, and we will look for increased involvement of the Board, our Foundation and Partnerships in resource development. Another challenge that the Board has adopted is a plan to reinstate annual conventions, beginning with Orlando in November of 2001. Our volunteers are the lifeblood of our organization and this annual convention will be one of the forums we use to honor and develop our volunteer base. I am honored to serve you and I look forward to a very successful 2001!

Donald I. Wagner
Chair

Partners of the Americas, Inc. Board of Directors

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Message from the President

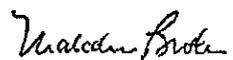
I hope all of you will find this annual report as exciting and impressive an account of Partners' achievements over the past year as I do. I came into the Partners' presidency only a few months ago, but no one could feel more proud of our accomplishments than I do, or be more energized than I am by the challenge of realizing Partners' full potential.

I'm not entirely new to Partners. My experience in the public, private and non-profit sectors has allowed me to see the organization from many angles over the years. None of these viewpoints is quite as exciting as the one from within, however, and I can tell you with full confidence that the foundation that Partners' members and supporters have constructed over the years, including this past one, is serving as a secure base for building into the future. With your support, we will continue to strengthen that base and add to the impressive Partners' structure that stands upon it.

Our donors and our Partnerships are key to building for that future. Equally important are the principles that we all stand for – responsible citizen participation, volunteerism, openness and understanding, multicultural communication and respect, selfless initiative, and the conviction that each one of us can make a difference. This is who we are, and it's a set of values that we all want to spread through the Americas.

How well and how effectively we do this is up to you, the individual members and supporters of Partners. Close to 30,000 citizens of the hemisphere have participated in our programs in one way or another in just the last decade. Each one of those 30,000 has made a tangible difference in the lives of a far larger number of people these efforts have reached. The magic of Partners is that every new participant or supporter can also have that same satisfaction – the confidence that their efforts or resources will also make an immediate, rewarding difference.

I urge you to continue your support, and I look forward to working with you all as we move forward to fulfill this promise.



Malcolm Butler
President & CEO
Partners of the Americas



Malcolm Butler

P.S.: Please remember as you read this report that while it provides many vivid examples of our work, you're still only seeing the tip of the iceberg. Look carefully over every page, and then visit our exciting new web site at www.partners.net for a full and continually updated picture of what Partners is today.



Democratic Society

Inter American Democracy Network

The Inter-American Democracy Network entered its sixth year in 2000 with an exciting new initiative and a restructured governing system. As the first five years of the program drew to a close, Partners led the Network members in a participatory evaluation that reviewed the impact of the programs, the interactions between members and the structure of the organization. As a result, the Network revised its structure to reflect its values as a democratic and representative institution. Recognizing the successes of the last five years, the United States Agency for International Development (USAID) renewed its support for the Network through 2003. The new initiative has two components: 1) to work towards Network sustainability by building its capacity and its public role, and 2) to support collaborative projects that increase citizen participation at the grass roots and build the capacity of member organizations.

Partners of the Americas led the Network as administrator and interim Executive Secretary during the restructuring period. A coordinating group, elected by the general assembly, is now active and collaborates with Partners on governance issues. Partners will provide leadership and services for the Network's strengthening during the three-year period of USAID's second grant and will serve as interim Executive Secretary through June 2001. Some Partners chapters participate as members of the Network, while others collaborate with Network members.

In the first five years of the program, members received training and technical assistance to increase the quality and quantity of the citizen education and participation activities. Public deliberation is one of the

methodologies used by the Network, and is now being used by 59 local community groups in ten countries to increase citizen involvement in local community affairs. Educators in those countries learned to improve their teaching of democratic principles and civics. Some 30 NGOs (Non Governmental Organizations) in six countries have successfully used the "candidate databank" to provide citizens with information on candidates for public office and to hold those candidates responsible for communicating with voters. NGOs and business leaders in five countries are now working together to advocate social responsibility and cooperation for community development.

In the past year the Network, in collaboration with other civil society groups, led efforts to engage Civil Society Organizations (CSOs) in preparations for the April 2001 Summit of the Americas, and to ensure citizens had a voice in the summit. Public forums were held in 18 countries to encourage CSOs to make recommendations. The consultation process involved almost 900 CSOs from across the Hemisphere and resulted in 243 proposals. For example, in Argentina over 100 people from 40 organizations attended a one-day forum, adding their recommendations to those of citizens from other countries. The proposals were synthesized and shared with the Ambassadors to the Organization of American States (OAS), representatives of cooperation agencies and other international organizations in August.

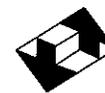
The Network also continued to support small grants to Partners chapters during 2000, such as the May program that brought representatives from the three Colombia chapters to the "Fifth Annual Third Sector Encounter" in Cartagena, Colombia.

Women's Legal Rights and Political Participation

Organizations throughout the hemisphere are working to increase women's access to legal rights and political participation. With support from the Women in Development office of USAID, Partners has strengthened the capacity of women leaders in Perú, Bolivia and Haiti. Workshop participants gained hands-on experience in key skills for promoting women's political and legal rights, and learned how to form coalitions, develop an advocacy and media strategy, approach policymakers and evaluate results.

Lessons learned have since found many applications throughout the three target countries. Participants used their experiences to teach others about political participation techniques and rights. For example, the group from Haiti worked with 80 young women, ages 15-24, to educate them about their sexual and political rights. The young women reported that they planned to pass on their newly discovered skills and concepts to friends and family.

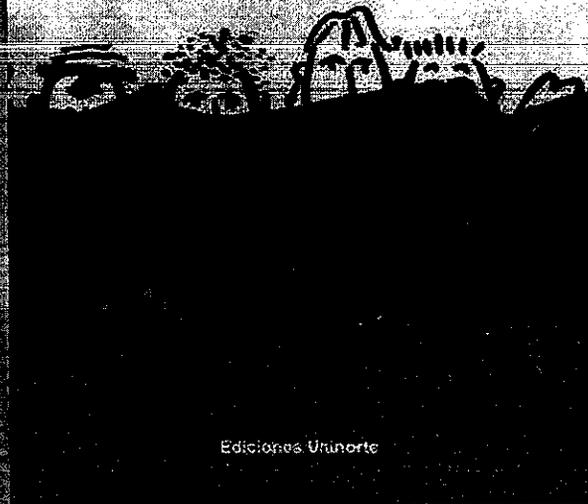
In Bolivia, Partners volunteers trained 120 women in human rights, women's political participation and leadership. The women included union leaders, community activists and students, who still struggle to gain recognition among their colleagues. Equipped with new leadership skills and a knowledge of their rights, these women are ready to participate fully and equally in their communities.



EL PAÍS QUE SUEÑAN LOS JÓVENES

UNA EXPERIENCIA EN LA FORMACIÓN DE LÍDERES UNIVERSITARIOS

GRUPO PEZZANO DE VENGOCHEA
COMUNICACIÓN



Ediciones Uninorte



Education and Culture

Education and Culture Program

The Education and Culture program has the goal of improving understanding and cooperation among peoples in the Americas through citizen exchange and community-based projects. Partners has been fortunate to have this program funded by a grant from the U.S. Department of State. This has enabled us to fund travelers between Partnerships and to manage a supporting program of small grants.

Educators from South to North

In 2000, a number of Partners volunteer professionals traveled to the United States from Latin America to share their educational experiences and knowledge. Almerinda Mahmoud from Brasilia came to the District of Columbia to observe and learn about the "Character Counts!" program in the D.C. area, while Lucia Helena Ramos from Pernambuco, Brazil, visited Georgia to demonstrate and see dance as art and music as a medium of cultural exchange. Graciela Cohen traveled from Patagonia, Argentina, to Montana to learn and discuss special education methodology.

Taking Culture from the North to the South

An interesting dimension to this program's two-way travel is the opportunity for artists from the U.S. to present cultural programs in the southern hemisphere. Doris Sage from Syracuse, New York, had a highly successful trip to Trinidad, West Indies, during which she enthralled students, teachers, and administrators with her skill at presenting folklore stories from upper New York state. She held workshops with teachers to explain her methods in storytelling as an educational tool. In the process she acquired stories from Trinidad to convey to students in New York.

Tom Morrissey from Rhode Island presented an exhibition of photography to Sergipe, Brazil, audiences that showed insights into a wide variety of peoples and activities in the U.S.

David Crabbs, a guitar player from Iowa, performed at several sites in Mérida, México, and met with other guitarists to learn and teach techniques.

Character Counts in the Americas

In its educational activities, Partners has included materials and training from the successful "Character Counts!" (CC!) program. Several Brazilian and U.S. Partnerships combined efforts to promote school and community character education. In 1999 and early 2000 Partners' volunteers from six Brazilian chapters continued translating several "Character Counts!" educational materials developed under the auspices of the Josephson Institute of Ethics and the Character Coalition. The materials are used in U.S. communities, school systems, 4H Clubs, and Boy and Girl Scouts. This year Brazilian chapters organized and hosted "Character Counts!" workshops in Porto Alegre, Brasilia and Niteroi. The workshops were jointly led by Dr. Kathleen Lodi of the University of Nebraska 4H Extension/Character Counts! trainer and Dennis Shaw, Partners' Character Education advisor. In the six workshops more than 235 Brazilian public and private school directors, teachers, supervisors, and youth foundation leaders exchanged ideas on the use of the six CC! "pillars of a good citizen"—trustworthiness, respect, responsibility, fairness, caring and citizenship.

Following the workshops, 95% of the participants said they had already implemented aspects of the CC! methodology in their institution's program or

administration. The Brasilia Partners, led by Partner Vice President Gilvaci Pinho, organized a number of follow-up activities, including a "Justice and Ethics" seminar co-sponsored with the Brazilian Federal Ministry of Justice. They also published "Ethics," a book containing children's works, and established an ethics and citizenship program in the Senai do Gama school. Brazilian Partners' educators Simone Britto from Niteroi, Silvana Pohl from Santa Catarina, Almerinda Mahmoud from Brasilia and others from Pernambuco and Piauí visited U.S. "National Schools of Character," participated in training and observed character education programs in schools, 4H Clubs and communities. U.S. Partners from Nebraska, the District of Columbia, Georgia and Indiana traveled south to exchange ideas on character education and community programs.

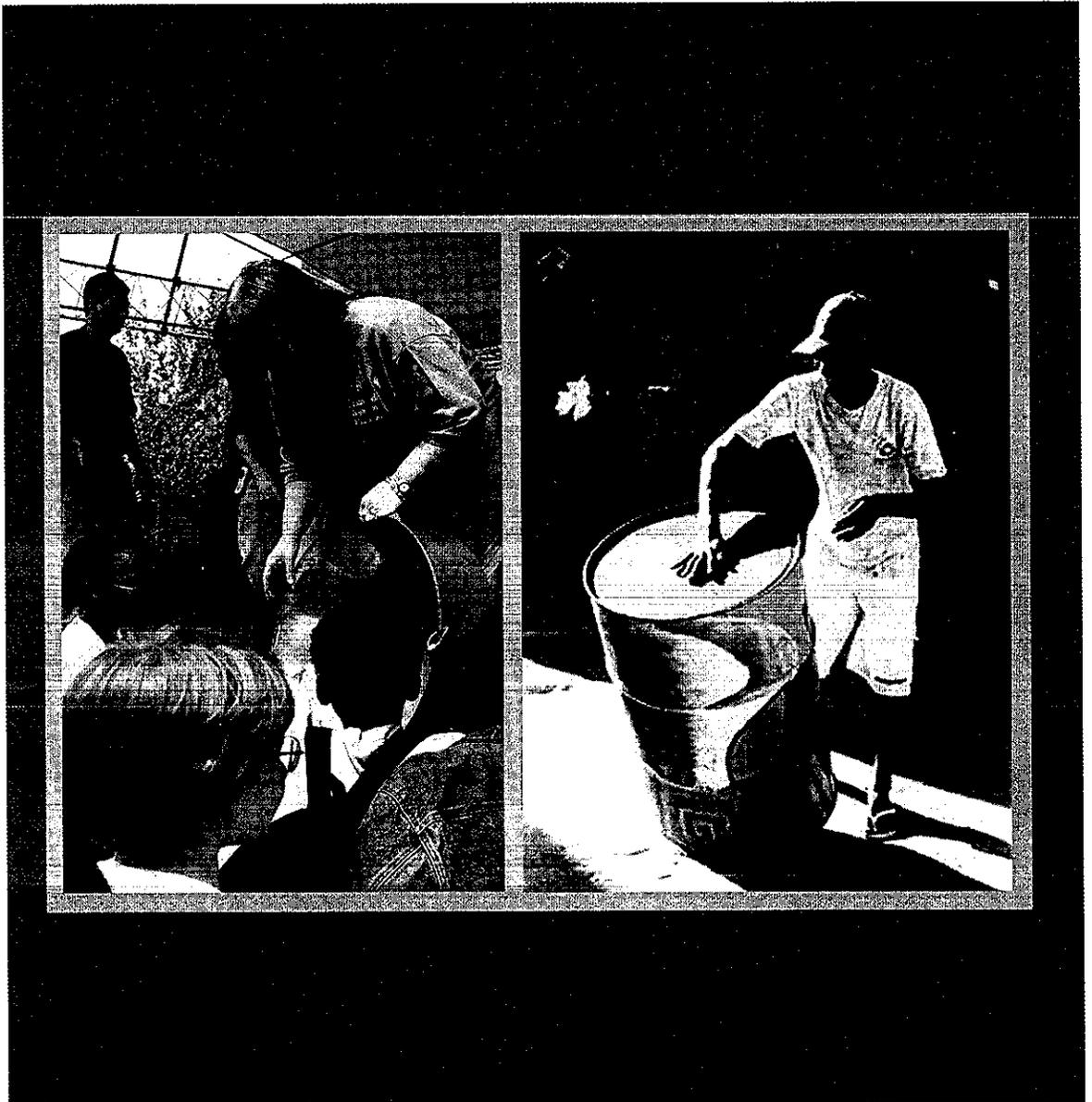
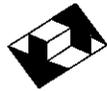
NEXOS

Partners, in collaboration with the Hispanic Council on International Relations, the National Council of La Raza and the Hispanic Link Journalism Foundation is working to promote the informed participation of Latinos in the shaping and formulation of U.S. foreign assistance and foreign policy toward the Americas, under a grant from USAID.

NEXOS: Expanding the Latino Voice in U.S. Foreign Aid to the Americas is a project of media outreach targeted at the U.S. Latino community to increase awareness and promote involvement. NEXOS has developed a strategy for expansion of media and public education campaigns on international development issues in the target states of Illinois, Arizona, Missouri, Florida and Texas.

During 2000, three NEXOS working groups were convened to develop and refine media-ready messages and to shape the development of media kits to be distributed at the local level. In California, Partners held the first NEXOS session at the University of California, Los Angeles. Partners identified the participants with the help of the Southern California chapter, which included Hispanic Journalists, Latino community activists, volunteers and members of Partners of the Americas from the Western target states of Arizona, New Mexico, California, Texas and Washington state.

After the messages were developed through these working groups, Partners held an "issues forum" and training workshop in Chicago, Illinois, to gain support for the NEXOS project in that state. Representatives from over 20 Latino-serving organizations and government agencies participated and voiced their views on the themes common to Latinos living in the U.S. and Latin America. Partners funded a number of these groups to implement local outreach campaigns on international development issues within the Chicago area, and plans to do it again next year.



Women and Families

GROW (Global Reach Out for Women)

Women in the United States have long been advocates for constructive U.S. foreign policies. To further develop women's advocacy on international issues, Partners of the Americas has entered into a creative alliance with Women's EDGE (Economic Development and Gender Equity), a coalition of organizations working to influence foreign policies that affect women and girls globally. Funded by the John D. & Catherine T. MacArthur Foundation, the Global Reach Out for Women (GROW) project has mobilized a core group of women leaders to educate and involve other women in their communities in the target Midwestern states of Michigan, Minnesota, Illinois, Indiana and Wisconsin. Launched at a skills-building workshop held in Chicago in March 2000, GROW has blossomed with diverse and exciting education and advocacy projects in each of these states. As the 23 original participants bring in more women through local coalitions, GROW is reaching into communities once thought to be uninterested in international affairs.

After meeting representatives of the Wisconsin-Nicaragua chapter at the original GROW workshop, a group of nursing professors from Fort Wayne was so enthusiastic about the work of Partners that they collected over 100 boxes of nurses' uniforms and medical supplies to send to Nicaragua. They then organized educational events on the Indiana University/Purdue University-Fort Wayne campus to educate women's studies and nursing students on how U.S. policies affect women overseas. They hope to conduct a successful advocacy campaign to convince their Indiana congressional delegation of the positive things well-directed foreign aid can accomplish.

In 2001, GROW leaders from the five states will convene in Washington, D.C., to share success stories and meet with congressional representatives.

Providing Voluntary Family Planning Programs in the Hemisphere

For almost two decades, the William and Flora Hewlett Foundation has supported Partners' work to expand family planning information and services to communities in need throughout Latin America and the Caribbean. This Family Life Education program continues to support activities that provide women, their families and their communities, access to information and services on maternal and child health care, sex education and family planning.

The Northern and Central Colombia-Florida Partners has launched an education initiative in Ibagué to combat increased adolescent pregnancies in school. In order to achieve the goal of reducing the number of unplanned pregnancies, the project provided sexual education training for 500 youths, of which 60% are female, in 10 schools in Ibagué. Both parents and teachers received an orientation to the project. Educational materials were produced and given to all participants. The mayor of Ibagué, along with the directors of 10 local schools, actively supported and participated in the project.

In the semi-urban community of Villa Barrientos, Bolivia, there has been a dramatic rise in youth gangs and adolescent pregnancy. The majority of community members are urban migrants who work in the informal economic sector selling in the market, washing clothes, or doing odd jobs. Centro Integral Warmi, a unique NGO working directly in the community of Villa

Barrientos, facilitated a project focused on reducing sexually risky behavior, which often results in unwanted pregnancies, STDs (Sexually Transmitted Diseases) and abortions. Youths, parents and teachers participated in a series of workshops emphasizing family planning and reproductive health. In addition, a team of 22 youths learned to be peer trainers in their schools on sex education and reproductive health. This project has successfully broken the silence on these issues, helping young people to be able to talk with teachers and parents about sexuality in an open and honest way.

Also with funds from the Hewlett Foundation, Partners chapters in Guyana, Haiti, Brazil, and Ecuador implemented innovative family planning projects to protect the health and well-being of women and youth in their communities.

Teen Pregnancy Prevention in Central America

Successfully confronting the problem of adolescent pregnancies requires the effort of broad coalitions of community institutions. In Belize, Honduras, and Guatemala, Partners' chapters have been at the forefront in building such coalitions and creating new approaches to common problems. This valuable project has been funded by the Summit Foundation.

The Guatemala-Alabama Partners developed their project based on the realization that teachers were not equipped to discuss sexuality issues with their students and felt helpless when students came to them for answers. Working with the Guatemalan Association for Sexual Education, Partners volunteers began training teachers to talk straightforwardly about these subjects. They also began working directly with youth,

introducing them to the curriculum "How to Plan My Life," which encourages responsible sexual attitudes. Just last year alone, the Partners project reached over 1190 youth and 240 educators in 32 schools. This project is sure to have an impact for years to come.

But the project didn't stop there. In a clear example of Partners' work benefiting both North and South, the Guatemala-Alabama Partners decided that this curriculum could be adapted and used in Alabama among Latino youth. Armed with hands-on experience in implementing the project in their country, Guatemalan volunteers traveled to Alabama to help guide the process there. The Alabama project has been very successful, with 45 students participating in just two months. School administrators and teachers responded enthusiastically and have expressed interest in continuing the project in upcoming school years.

Sharing success stories like this one has been an important aspect of this project. Project coordinators and youth from all participating Partnerships gathered in August, 2000 in San Pedro Sula, Honduras, to discuss their strategies and future plans. The group explored important skills such as conflict resolution, fundraising and volunteer management. They also visited a project site in nearby Choloma, Honduras.

Reducing Adolescent Pregnancy in México and Building Grassroots Constituencies in the U.S.

Since July of 1999, Partners has been implementing an initiative funded by the David and Lucile Packard Foundation to help reduce youth pregnancies in Mexico and build grassroots constituencies in the U.S. to support foreign aid for international family planning. In Mexico, Partners is working in

conjunction with the Mexican Conservation Corps (MCC), a grassroots network of youth volunteers dedicated to environmentally sustainable community development. Rooted in service learning, corps members are committed to their own on-going education to promote community change and development. By integrating family planning and adolescent health education into their successful environmental education and community service program, corps members are becoming a more effective cadre of peer educators and counselors capable of increasing young adults' abilities to make informed decisions about their future. So far, the MCC has trained over 200 of its volunteers in gender issues and responsible sexual attitudes. Now, local corps are taking this message into their communities, educating young people without access to accurate information about their reproductive health.

In the United States, Partners has trained volunteers from the target states of Oklahoma, Iowa, Arizona, New Mexico and Texas in advocacy and education techniques on international family planning assistance issues. Today, these target states are implementing their own public education campaigns geared toward raising awareness about the importance of supporting foreign aid for voluntary family planning programs. Activities target the media, local officials, religious leaders, and business groups and are carried out by broad community coalitions.



Social and Economic Development

POMMAR At-Risk Youth Program

During its sixth year of USAID funded activities, POMMAR worked to consolidate successful experiences in protective and direct services in health and education in the three Northeastern Brazil target cities of Salvador, Recife and Fortaleza, in addition to the nation's capital Brasília. Through partnerships with NGOs and strategic alliances with other donors, along with networking and mobilization activities, substantial progress was made in 2000 toward ensuring *quality services and replicable models that target at-risk children and youth*. The strategic plan for 2001 (enabled by the three-year extension) envisions building on these results for growth and continuity through the year 2003.

To maximize impact, the POMMAR strategy emphasizes technical assistance, financial support, and training to key NGOs that provide direct services to at-risk youth. POMMAR also works with selected grantees to promote the dissemination of lessons learned and the sharing of effective service models with other organizations and decision-makers in the field. The ultimate goal is to seek replication and enhance approaches and methods of serving at-risk youth.

Based on its 1999 USAID Evaluation, POMMAR refined its activities to better address objectives and indicators. Program emphasis continued in the key areas of Education, Vocational Training, Combating Violence and Child-Prostitution, and the Prevention of STDs/AIDS, as well as starting up a new program focus in Preventing and Eradicating Child Labor. These efforts incorporated innovative techniques in arts-education, peer training and counseling, citizen participation and youth empowerment to maximize learning and ownership among targeted youth.

This sixth year led to the following achievements:

- 3,558 children and youth (1,301 boys and 2,257 girls) directly benefited from project activities in 2000.
- 21,210 family members and peers of POMMAR-assisted children have indirectly benefited in 2000.
- 88% of POMMAR-assisted youth are promoted to the next grade level compared with regional average of 68%.
- 34% of assisted youth have secured income-generating work after completing vocational training.
- Less than 1% reported pregnancy rates among the 1,000 project participants, compared to 18% nationwide.
- 80 social and street educators were trained, in partnership with the State University of Ceará, to develop more effective practices to increase the impact of intervention strategies with at-risk children and youth.
- A service network in Salvador reached at-risk children and adolescents in 40 communities, 83 schools and over 100 local institutions. As a result of the 261 training events, public schools in Salvador incorporated art-education into their curricula. In addition, participating NGOs also built their capacity in management and administration.
- POMMAR's technical support led to the elaboration of a National Plan to Combat Sexual Exploitation and Abuse.
- An attractive set of calendars, notebooks and postcards was produced and distributed in partnership with the national news agency for children's rights (ANDI) and a major telecommunications company (*Intelig*).

Encouraging Product Philanthropy in the Hemisphere

Partners and Gifts in Kind International joined forces this year, with funds from the Bill and Melinda Gates Foundation, to establish product philanthropy programs in five of Partners Latin American chapters. The pilot initiative reaches out to Partnerships by helping them establish the capacity to manage and encourage corporate contributions of products useful to the non-profit sector. Through the program, *corporations that donate products are matched with the specific needs of a social service organization*. For example, donations of medical equipment might be channeled to an organization working in health care, or donations of software and computers can be used to establish a training center for youth and adults.

The five participating chapters—Puebla, Mexico, Southwest Colombia, Antioquia, Colombia, São Paulo, Brazil, and Rio Grande do Sul, Brazil—have developed business plans, reached out to the corporate community in their respective areas, and conducted needs assessments of local non-profit organizations. Workshops, held in Puebla, Mexico and Washington, D.C., allowed representatives from participating chapters to come together, learn about how the program operates, and share successful methods of dealing with complex issues like customs regulations and product distribution.

Safer Communities Through Citizen Empowerment

Partners believes that building local preparedness is the most effective way to reduce damage and loss of life from natural and manmade disasters. Partners, in collaboration with the Cooperative Housing Founda-

tion (CHF), is working with US AID/El Salvador funds to reduce the vulnerability of communities to natural disasters in rural El Salvador.

The lessons from Hurricane Mitch and recent earthquakes in El Salvador have taught Partners and the communities it works with that the central government, despite its best efforts, cannot reach all affected communities in a timely fashion. This has been the case in Honduras, Nicaragua, Guatemala and El Salvador, indeed all across Central America.

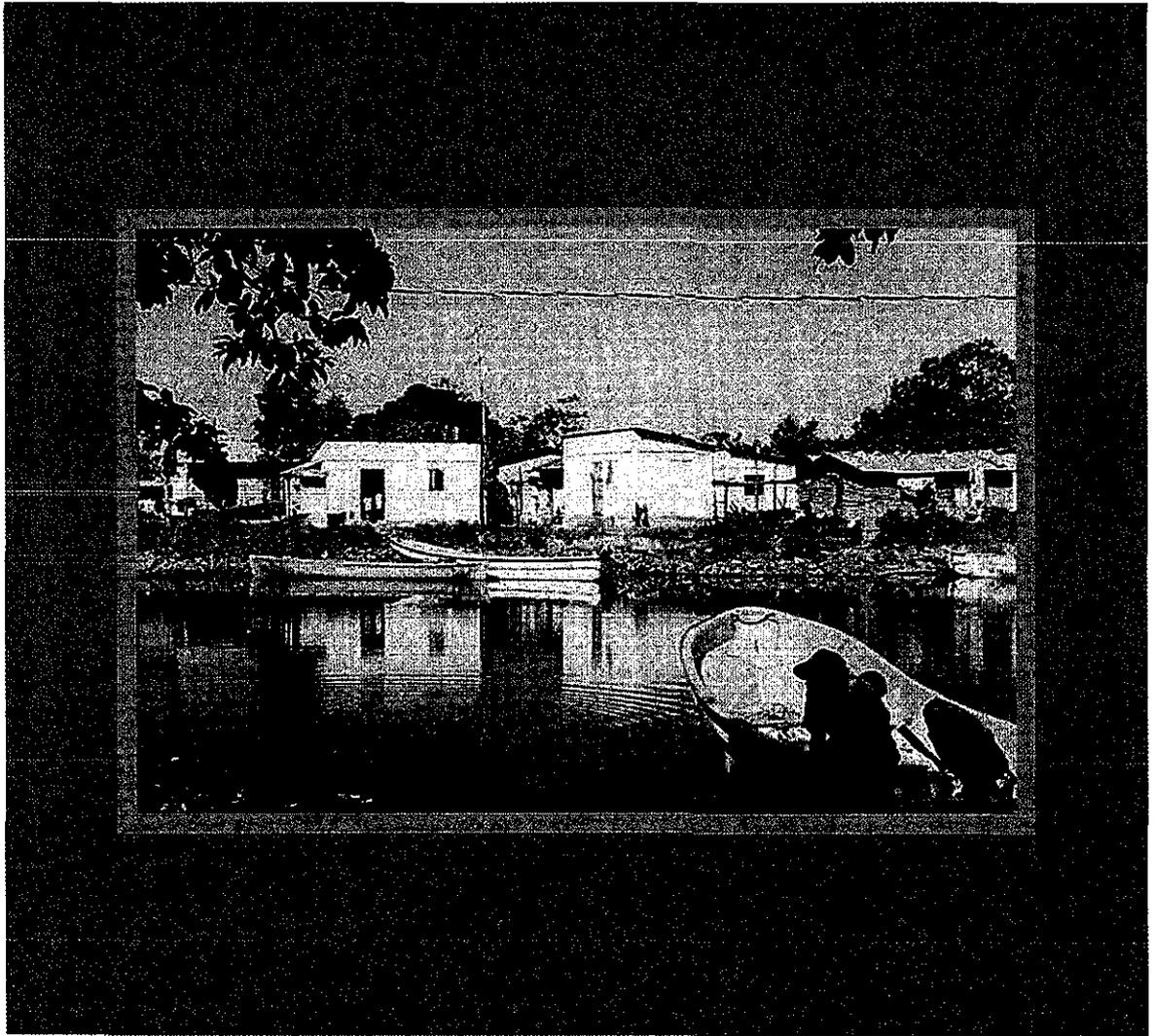
When earthquakes hit El Salvador in early 2001, Partners' previous training provided a strong foundation for action. Many participating communities in Usulután were able to immediately assess the situation and organize themselves through citizen-based disaster committees to respond far better than most non-participating communities. Quick and organized responses are often critical to reducing the impact of a disaster.

In 2000, Partners trained over 1,900 leaders in rural El Salvador, leading to the formation of 98 community disaster plans in 80 communities.

Grassroots Community Building

After Hurricane Mitch, Partners signed a cooperative agreement with USAID to collaborate with the Organization of Africans in the Americas (OAA) to strengthen democracy and civil society in Guatemala and Honduras by promoting active participation of Black citizens in nine communities along the Atlantic Coast. The nine communities involved in the project will learn to:

- define local needs and propose solutions to local problems;



- influence municipal governments; and
- reach decisions at the local, regional and national levels.

Networking and building partnerships with community groups, Partners chapters, local village councils and other NGOs will help accelerate the process of development of these communities.

Agriculture and Natural Resources

Farmer to Farmer Program

The United States Agency for International Development (USAID) funds *Farmer to Farmer* programs focusing on eight countries and their Partnerships: Haiti-New Jersey, Guyana-Mississippi, Honduras-Vermont, Nicaragua-Wisconsin, Ecuador-Idaho and Kentucky, El Salvador-Louisiana, Guatemala-Alabama and Bolivia-Arkansas, North Carolina and Utah. Partners also has *Farmer to Farmer* activities in a number of other countries, including Panamá, Paraguay, Argentina, Uruguay, México, Dominican Republic and Brazil.

In the Taulabe area of Siguatepeque, Honduras, small sugar cane producers make a cane product called *rapadura* - a hard brown sugar that is sold in the local market. The producers boil the juice from sugar cane in pans using old tires as fuel. The burning of tires causes environmental pollution and health hazards to those who tend the fires. Contaminants from this process get into the *rapadura* and are passed on to the consumer. *Farmer to Farmer* has been helping the producers improve their process and reduce the contaminants using techniques similar to those used by Vermont maple sugar makers.

The method involves simple flue pan technology that reduces fuel consumption, reduces boiling time and improves quality. It eliminates the need to use tire as fuel, which improves the quality of the brown sugar in an environmentally sustainable way. *Farmer to Farmer* is working with sugar makers in the Cooperativa Agropecuaria de Productores de Caña Limitada (CAPROCATAL) in Taulabe, Honduras, to help them start constructing flue pans in order to eliminate tire burning.

In Bolivia, local economic conditions, combined with the lack of certain materials, have led to an innovative approach to beekeeping in the Cochabamba area. Bolivian beekeepers frequently use hives built by local carpenters. Efforts have been made by beekeepers to overcome lack of materials, but *Farmer to Farmer* volunteers found that there were often significant shortcomings. For example, the spacing between the frames in a hive is very important. The frames—to which bees attach the comb inside the hive—must be uniformly spaced to prevent the bees from fusing them together, and to permit the exchange of frames between one hive and another. Through training on the importance of simply spacing the frames correctly, beekeepers are able to improve their production.

The Fonhocune cooperative in Haiti is making a difference on a local and regional level. With assistance from *Farmer to Farmer* volunteers, they have been able to cultivate pigeon pea, a staple in Haitian diets. Normally, pigeon pea is gathered in the countryside with little formal cultivation. This technology has spread to other communities and in the past year alone the cooperative has seen a 40% increase in production. Fonhocune is now in the process of industrializing its crop by developing pigeon pea flour, mixing it with sugar as an alternative to coffee, and making a mix with corn flour for a nutritious school breakfast drink.

Conservation Corps

The Honduras Conservation Corps (HCC) kicked off activities in 2000, through the support of USAID. The work of the HCC, which has both a national and local focus, began in response to disasters in Honduras caused by Hurricane Mitch. The Conservation Corps is making an important contribution to the rebuilding of disaster areas by providing trained volunteers to

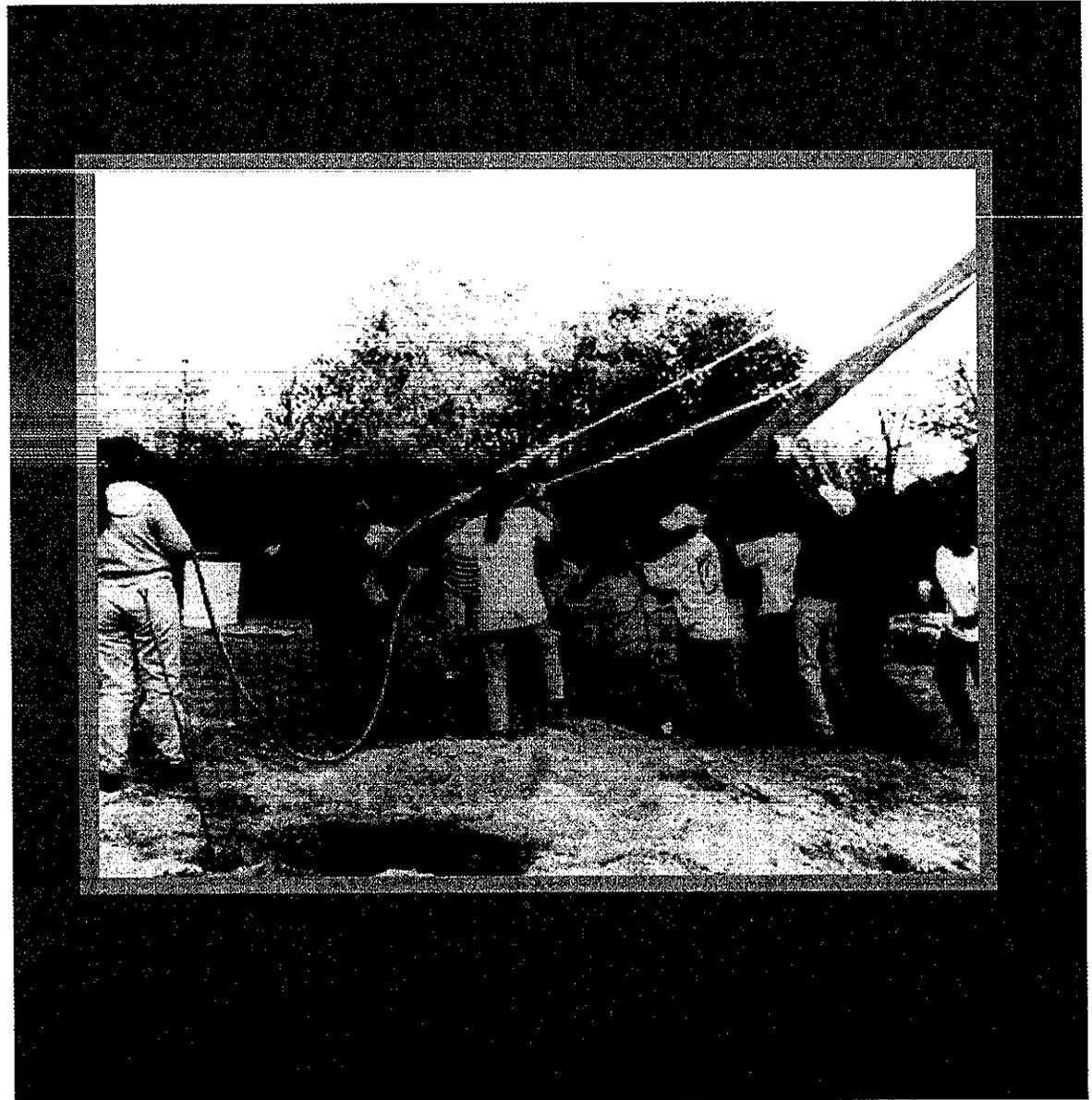
work on specific environmental projects, while at the same time enabling citizen volunteers to become environmental action leaders in their communities. The HCC's focus is in the geographic regions most affected by Mitch, including the upper watershed areas of the Ulua, Humuya, Choluteca, Chamelecón and Aguan rivers and in the buffer and nuclear zones of the Honduran national parks.

HCC has two principal components: work camps organized by the national program and year-round activities organized by the local corps. The work camps, which combine community service, education, and environmental recreation, run from one week to a month and are organized around specific environmental projects. Thirty or so volunteers reside in a community to carry out work projects defined and supervised by natural reserve administrators, municipal officials, and volunteer technicians. By the end of year 2000, 300 young Hondurans, ages 16 and older, had participated in these camps by working with communities in reconstructing damaged watersheds, planting trees, repairing roads to bring goods from rural areas to the city, reconstructing retention walls, and cleaning and establishing trails. Volunteers also work with subsistence farmers in fragile areas to promote environmentally friendly agricultural techniques.

The work camps prepare emerging leaders to form local conservation corps, which will work throughout the year to put in practice the skills learned. These local corps also offer support to governmental institutions and non-governmental organizations, as well as help national park administrators design reconstruction projects. On the way towards the goal of nationwide coverage, local corps have already been formed in San

Marcos de Colón, Comayagua, Siguatepeque, La Esperanza, Gracias, Yoro, Tela and Omoa.

The Conservation Corps model in Latin America began in Mexico, and the expansion to Honduras is an outstanding example of South-South cooperation. The umbrella association of the Honduran Corps is based on the democratic principles practiced by the National Association of Mexican Conservation Corps. Additionally, the HCC has benefited from the transfer of the structure and technology of the thriving Mexican program. MCC professionals have provided technical assistance and training throughout the development and implementation of the HCC program. They have also provided hands-on guidance to help organize Honduran volunteers.



How to Support Partners

Partners of the Americas depends on the support of many individuals and organizations to carry out its mission.

Donation Categories

1. General Unrestricted Support- Partners of the Americas encourages unrestricted gifts for general support. These gifts allow Partners to make careful, strategic grant-making decisions, ensuring that your dollars are spent where they are most needed – to support innovative, community-based projects and provide training and technical assistance. Every dollar donated to Partners is multiplied up to four times over.

2. Designated and Donor-Advised Gifts- Partners of the Americas also accepts several kinds of designated gifts, which allow you to specify the general program area or country you wish to support with your gift. Such gifts enable Partners to use its network and expertise in a specific field to determine those activities in most need of support. Besides geographic regions (for example, Brazil or the Caribbean), you can designate specific program areas, such as building democratic societies, improving the status of women, ensuring access to healthcare, protecting the environment, providing services to young people and children, or strengthening Partnerships.

Donor-advised giving also allows you to recommend that your gift be earmarked for a specific organization in Latin America or the Caribbean approved by Partners of the Americas.

3. Gifts to Partners of the Americas Foundation – Gifts to the Foundation build Partners' future and its ongoing ability to strengthen its network of profession-

als and chapters throughout the United States, Latin America, and the Caribbean. Foundation gifts associate your name in a lasting way with efforts to build collaboration across the hemisphere and make our communities rewarding places to live and work.

Ways to Give

Partners of the Americas provides many alternative ways to give:

Cash or Checks- Cash and checks are the most common forms of gifts. You can receive full tax benefits if you itemize your deductions.

Stock- There are several ways of donating stock or other securities to Partners of the Americas, depending on whether it is held in a brokerage account or in your name. You will receive full market value for the gift and avoid the capital-gains tax when Partners sells those securities.

Bequests- For information on including Partners of the Americas in your will, please contact Partners' offices for suggested language and other guidance. Bequests may go to general, designated, or endowment funds. Consult your attorney to ensure that your wishes and particular circumstances are reflected.

Matching Gifts- Many employers have programs that match employee donations to charitable organizations. Contact your personnel office for more information.

Life Insurance- When you contribute a life insurance policy to Partners, the premiums paid on policies donated are tax-deductible if Partners is made the irrevocable owner and beneficiary of the policy.

Real Estate/Tangible Property- Donations of appreciated real estate and property have tax advantages similar to donations of securities.

Trusts- There are several options available at Partners of the Americas. One type of trust would provide income to you and benefit Partners when it terminates. Another trust could provide income to Partners now, and when the trust terminates, would benefit your children. The option you select can depend on many factors, including the size and type of assets involved and the financial needs of your family.

Contact Information

Partners of the Americas is a registered 501(c)(3) organization. Contributions made to Partners are tax deductible under U.S. law. In other countries, tax laws should be consulted concerning the tax-deductibility of a gift. The Partners' office can structure gifts to meet your individual needs and interests. We would be happy to discuss these and other possibilities with you, and to provide you with the information about the different gift options and tax benefits you could receive. Please call or write to Rich Lamporte, Vice President, New Program and Resource Development, Partners of the Americas, 1424 K Street, NW, #700, Washington, D.C. 20005; phone (202) 637-6222; e-mail rl@partners.net.



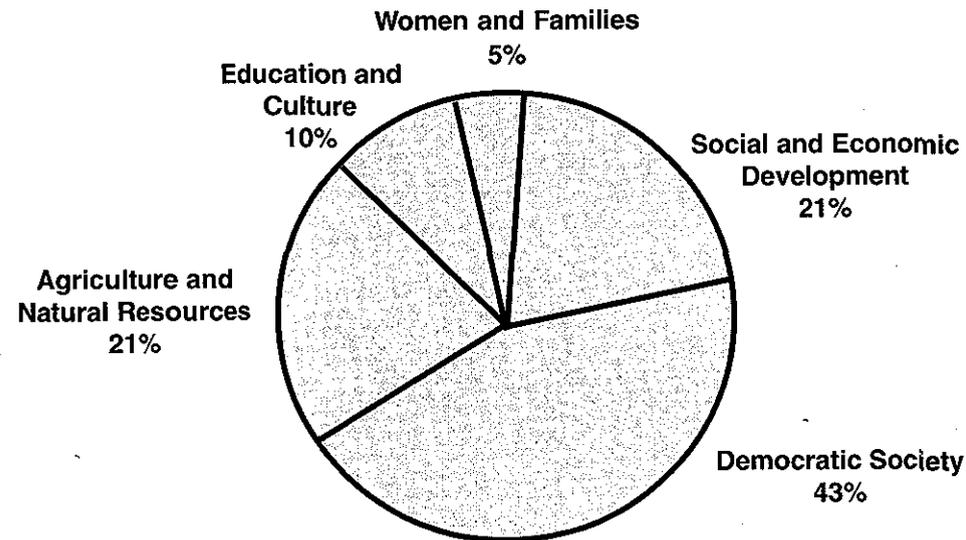
Multiplier Effect and Program Distribution

In an organization such as Partners, which uses the volunteer skills of thousands of professionals, the total value of services far exceeds the numerical value of the activities reported in our financial statement

In fact, every dollar received by partners of the Americas increases in value by at least 400% through our volunteer network. This represents the contributions of volunteer professionals who work across borders to make a difference. Contributions include volunteer professionals services, out-of-pocket travel costs, scholarships, equipment, support for grassroots projects exchanges and a host of others.

Each cash dollar serves to mobilize additional resources for grassroots projects and exchanges that address issues affecting our daily lives. Program resources in 20 were distribution as follows:

Distribution of 2000 Program Resources



198

In Appreciation

Institutional Support

Partners of the Americas would like to thank the following institutions that provided support to our programs in Latin America, the Caribbean, and the United States in 2000.

Government Agencies

U.S. Agency for International Development
U.S. Department of State, Bureau of Educational and Cultural Affairs,
U.S. Peace Corps

Foundations

The John D. and Catherine T. MacArthur Foundation
The David and Lucile Packard Foundation
The Summit Foundation
William and Flora Hewlett Foundation

Corporations

American Airlines
Best Foods
Phelps Dodge International

Organizations

Cooperative Housing Foundation
Gifts In Kind International
The World Bank

Individual Contributions

Partners of the Americas is grateful to the thousands of contributors who make possible all the programs described in this annual report. The accomplishments of Partners are a tribute to our donors, whose contributions, large and small, enable us to support so many worthwhile endeavors in the Americas.

Lifetime Giving

\$20,000 and above

Bernard J. and Carolyn Hamilton
Elizabeth Willis Hill

\$10,000 to \$19,999

Alan J. and Lynn Berkeley
Lois Fish
Raymond Laschober
Jerry and Kathleen Perpich
William S. Reese and Suzanne Frederick
William Ritter
Deborah Szekely
Dr. Maurine Venters

\$5,000 to \$9,999

Dean and Darlene Allen
Hector De Lara
Edmea McCarty
Robert Raiche
Harry Ruffalo
William P. Stedman, Jr.

Gifts in 2000

Sustaining Ambassadors

\$5,000 and above

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Raymond Laschober

Ambassadors

\$1,000 to \$4,999

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Matthew Lee, Jr.
W. Bradford and Joanne Martin
William P. Stedman, Jr.
Mary Laschober
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Verne Canfield
Melbourne Carriker
Elbert Carvel
Vernon and Elizabeth Case
Hiram Childers
Findlay and Marcia Cockrell
Edward and Elloise Collins
Mary Ann Combs
Roberto Concha
Frank and Karen Connor
Kathleen Corley
Robert Corrigan
David Cox
John Craig
R. Stephen Craxton
Clinton and Doris Crocker
Terry Crowe
John Cutler
Debbie Czarnopys-White
Henry Dearborn
Denise Decker
Stan and Darlene Diesch
Gray and Rockie Dinwiddie
Bright Dornblaser
Marvin and Sara Efron
Judith Ernst
Jeffrey and Gail Flood
Robert Friedman
John Freiler
Nancy Granovsky
Charles W. Grover
William and Janet Greever

Dennis Grzezinski
Linda Harris
Lisa Harris
Marie Heid
Deborah Hill
Harry Hollingsworth
Robert A. and Carla Horwitz
Jacqueline James
Peter Jespersen
Donna and J.H.H. Karcher
Donald Kaye
Kathryn Kelley
Mildred and Louis Kenum
Cleo Kottwitz
James and Judith Kulberg
Lance Lannigan
Edward Little
Peter Lord
William Lowenthal
Stanley Marsh
Bess Mendoza
Merrill F. Raber Associates
David and Louis Miller
John Mills
Peggy Milonas
Harold and Miriam Murdock
Jacqueline Noonan
Oscar Olson
Eduardo Ostergren
Beth Outtersen
David and Diane Pitts
Fred and Pamela Ploeger
Richard and Anita Pollak
William Pollard
David Popper
Elizabeth Porteus
Richard Porth

William Pryce
Edward Raftery
Robert Reynolds
Barbara and Randolph Riddoch
Elizabeth Riggs
Joe and Marcee Rogers
David J. Sammons
Robert Sayre
James Schaefer
Eric Schwartz
Cabot Sedgwick
Robert and Karol Service
George Smyth
Joyce Sommers
Ben and Janet Stauss
Gabriela and Paul Teeple
Fred and Virginia Traeger
John and Virginia Walters
Lawrence Waterbury
Kenneth and Beatrice Weiss
Kenneth Weller
R. Wm. Westfall
Sandra Whiting
Craig and Kathryn Wilson

Partnerships

Guatemala-Alabama Partners
Kansas-Paraguay Partners
Minnesota-Uruguay Partners
Nebraska-Piauí Partners





Financial Statements

GELMAN, ROSENBERG & FREEDMAN

CERTIFIED PUBLIC ACCOUNTANTS AND CONSULTANTS

INDEPENDENT AUDITORS' REPORT

To the Boards of Directors
Partners of the Americas, Inc.
Partners of the Americas Foundation
Washington, D.C.

We have audited the accompanying combined statements of financial position of Partners of the Americas, Inc. and Partners of the Americas Foundation (together "POA"), as of December 31, 2000 and 1999, and the related combined statements of activities and changes in net assets, functional expenses and cash flows for the years then ended. These financial statements are the responsibility of the management of POA. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards, and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above, present fairly in all material respects, the combined financial position of Partners of the Americas, Inc. and Partners of the Americas Foundation as of December 31, 2000 and 1999, and their combined changes in net assets and cash flows for the years then ended, in conformity with generally accepted accounting principles.

In accordance with *Government Auditing Standards*, we have also issued our report dated March 9, 2001 on our consideration of POA's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grants.



March 9, 2001

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PARTNERS OF THE AMERICAS, INC.
PARTNERS OF THE AMERICAS FOUNDATION
COMBINED STATEMENTS OF FINANCIAL POSITION
AS OF DECEMBER 31, 2000 AND 1999

	ASSETS			LIABILITIES AND NET ASSETS	
	2000	1999		2000	1999
CURRENT ASSETS			CURRENT LIABILITIES		
Cash and cash equivalents	\$ 730,813	\$ 377,450	Accounts payable and accrued expenses	\$ 379,213	\$ 185,791
Investments (Note 2)	1,541,802	1,459,717			
Program advances	157,844	80,443	Total current liabilities	379,213	185,791
Grants receivable (Note 12)	2,846,353	2,003,888	NONCURRENT LIABILITIES		
Other receivables	39,623	68,741	Annuity payable (Note 4)	68,026	68,278
Prepaid expenses	35,292	38,292			
			Total liabilities	447,239	254,069
Total current assets	5,351,697	4,028,531	NET ASSETS		
FURNITURE, EQUIPMENT AND LEASEHOLD IMPROVEMENTS			Unrestricted:		
Furniture, equipment and leasehold improvements, net of accumulated depreciation and amortization of \$157,610 in 2000 and \$210,551 in 1999	19,462	37,133	Undesignated	706,752	706,752
			Board designated (Note 5)	1,068,370	1,267,113
NONCURRENT ASSETS			Total unrestricted	1,775,122	1,973,865
Investments (Note 3)	104,566	141,358	Temporarily restricted (Note 6)	3,240,012	1,979,736
Artwork	15,648	15,648	Permanently restricted (Note 7)	29,000	15,000
			Total net assets	5,044,134	3,968,601
Total noncurrent assets	120,214	157,006	TOTAL LIABILITIES AND NET ASSETS	\$5,491,373	\$4,222,670
TOTAL ASSETS	\$5,491,373	\$4,222,670			

See accompanying notes to financial statements.

**PARTNERS OF THE AMERICAS, INC.
PARTNERS OF THE AMERICAS FOUNDATION**

**COMBINED STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS
FOR THE YEARS ENDED DECEMBER 31, 2000 AND 1999**

	2000				1999			
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
SUPPORT AND REVENUE								
Government grants and contracts	\$ -	\$ 5,618,762	\$ -	\$5,618,762	\$ -	\$ 4,303,781	\$ -	\$4,303,781
Corporate/foundation grants and contributions	3,000	171,419	-	174,419	18,195	1,539,928	-	1,558,123
Fee for services revenue	56,055	-	-	56,055	110,164	-	-	110,164
Individual contributions	37,062	2,907	14,000	53,969	47,388	22,989	15,000	85,377
Membership dues	13,397	-	-	13,397	7,325	-	-	7,325
Investment income	88,334	-	-	88,334	277,487	-	-	277,487
Other	14,064	-	-	14,064	13,659	-	-	13,659
Net assets released from restrictions - satisfaction of donor restrictions (Note 8)	4,532,812	(4,532,812)	-	-	4,497,540	(4,497,540)	-	-
Total support and revenue	4,744,724	1,260,276	14,000	6,019,000	4,971,758	1,369,158	15,000	6,355,916
EXPENSES								
Program services:								
Social and Economic Development	1,777,122	-	-	1,777,122	933,283	-	-	933,283
Education and Training	215,280	-	-	215,280	76,742	-	-	76,742
Democratic Society	868,146	-	-	868,146	1,962,543	-	-	1,962,543
Natural Resources and Agriculture	972,382	-	-	972,382	934,138	-	-	934,138
Culture	356,000	-	-	356,000	355,000	-	-	355,000
Health	503,962	-	-	503,962	242,403	-	-	242,403
Partners of the Americas Foundation	13,056	-	-	13,056	14,381	-	-	14,381
Total program services	4,705,948	-	-	4,705,948	4,518,490	-	-	4,518,490
Supporting services:								
General and administrative	218,881	-	-	218,881	451,872	-	-	451,872
Fundraising	18,638	-	-	18,638	14,986	-	-	14,986
Total supporting services	237,519	-	-	237,519	466,858	-	-	466,858
Total expenses	4,943,467	-	-	4,943,467	4,985,348	-	-	4,985,348
Changes in net assets before other item	(198,743)	1,260,276	14,000	1,075,533	(13,590)	1,369,158	15,000	1,370,568
Other item: Funds returned to donor (Note 9)	-	-	-	-	-	(104,316)	-	(104,316)
Changes in net assets	(198,743)	1,260,276	14,000	1,075,533	(13,590)	1,264,842	15,000	1,266,252
Net assets at beginning of year, as restated (Note 10)	1,973,865	1,979,736	15,000	3,968,601	1,987,455	714,894	-	2,702,349
NET ASSETS AT END OF YEAR	\$1,775,122	\$ 3,240,012	\$29,000	\$5,044,134	\$1,973,865	\$ 1,979,736	\$15,000	\$3,968,601

See accompanying notes to financial statements.

PARTNERS OF THE AMERICAS, INC.
PARTNERS OF THE AMERICAS FOUNDATION
COMBINED STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2000

	Program Services				
	Social and Economic Development	Education and Training	Democratic Society	Natural Resources and Agriculture	Culture
Salaries and related benefits	\$ 211,271	\$ 40,676	\$212,516	\$258,369	\$ 64,401
Professional fees	-	-	-	-	-
Accounting	-	-	1,990	-	-
Legal	-	-	-	-	-
Supplies	3,776	1,003	8,978	3,191	272
Telephone	6,892	2,119	7,654	14,960	3,035
Postage and shipping	1,486	1,021	1,306	2,616	1,148
Occupancy	-	-	-	-	-
Equipment rental and maintenance	-	-	-	-	-
Printing and publications	33	-	5,276	4,216	96
Travel	91,568	6,172	43,700	278,158	163,892
Conferences and meetings	-	-	-	-	-
Depreciation and amortization	-	-	-	-	-
Training, seminars and workshops	205,069	29,425	118,559	104,452	1,200
Other program expenses	913,755	90,640	303,007	95,022	45,425
Consulting services	-	-	-	-	-
Dues and subscriptions	-	-	-	36	-
Insurance	-	-	-	3,787	-
Copying and reproduction	-	-	-	-	-
Other	24,167	-	93	186	603
Subtotal	1,458,017	171,056	703,079	764,993	280,072
Allocation of indirect costs	319,105	44,224	165,067	207,389	75,928
TOTAL	\$1,777,122	\$215,280	\$868,146	\$972,382	\$356,000

See accompanying notes

EXHIBIT C

Supporting Services						
Health	Partners of the Americas Foundation	Total	General and Administrative	Fundraising	Total	TOTAL
\$ 35,115	\$ -	\$ 822,348	\$ 616,883	\$ -	\$ 616,883	\$1,439,231
-	-	-	3,322	-	3,322	3,322
-	-	1,990	22,203	-	22,203	24,193
-	-	-	3,142	-	3,142	3,142
2,340	-	19,560	24,972	470	25,442	45,002
2,198	-	36,858	23,143	989	24,132	60,990
1,996	-	9,573	9,260	432	9,692	19,265
-	-	-	78,803	-	78,803	78,803
-	-	-	10,374	-	10,374	10,374
585	60	10,266	17,832	-	17,832	28,098
39,272	-	622,762	116,469	6,698	123,167	745,929
-	546	546	-	-	-	546
-	-	-	29,045	-	29,045	29,045
210,126	-	668,831	-	-	-	668,831
144,555	12,450	1,604,854	51,353	-	51,353	1,656,207
-	-	-	28,615	10,049	38,664	38,664
-	-	36	4,033	-	4,033	4,069
-	-	3,787	14,525	-	14,525	18,312
-	-	-	5,621	-	5,621	5,621
491	-	25,540	38,283	-	38,283	63,823
436,678	13,056	3,826,951	1,097,878	18,638	1,116,516	4,943,467
67,284	-	878,997	(878,997)	-	(878,997)	-
\$503,962	\$13,056	\$4,705,948	\$ 218,881	\$18,638	\$ 237,519	\$4,943,467

to financial statements.

PARTNERS OF THE AMERICAS, INC.
PARTNERS OF THE AMERICAS FOUNDATION

COMBINED STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 1999

	Program Services						Supporting Services				TOTAL	
	Social and Economic Development	Education and Training	Democratic Society	Natural Resources and Agriculture	Culture	Health	Partners of the Americas Foundation	Total	General and Administrative	Fundraising		Total
Salaries and related benefits	\$201,397	\$43,623	\$ 414,558	\$250,647	\$ 82,164	\$ 33,977	\$ -	\$1,026,366	\$ 722,418	\$10,347	\$ 732,765	\$1,759,131
Professional fees	-	-	-	-	-	-	-	-	-	4,639	4,639	4,639
Accounting	-	-	5,121	5,000	-	-	-	10,121	15,000	-	15,000	25,121
Legal	-	-	-	-	-	-	-	-	7,324	-	7,324	7,324
Supplies	1,166	489	3,958	3,842	297	175	-	9,927	35,214	-	35,214	45,141
Telephone	9,360	1,893	15,307	13,052	4,310	1,849	-	45,771	10,591	-	10,591	56,362
Postage and shipping	-	-	-	-	-	-	-	-	10,224	-	10,224	10,224
Occupancy	-	-	-	-	-	-	-	-	109,995	-	109,995	109,995
Equipment rental and maintenance	-	-	-	-	-	-	-	-	8,343	-	8,343	8,343
Printing and publications	1,526	300	9,582	13,823	1,106	1,116	-	27,453	22,497	-	22,497	49,950
Travel	51,445	3,432	35,567	56,968	3,238	6,144	-	156,794	28,680	-	28,680	185,474
Conferences and meetings	-	-	-	-	-	-	-	-	97,846	-	97,846	97,846
Depreciation and amortization	-	-	-	-	-	-	-	-	36,135	-	36,135	36,135
Training, seminars and workshops	171,600	838	326,910	271,401	141,524	72,914	-	985,187	-	-	-	985,187
Other program expenses	288,299	10,804	702,394	114,648	46,647	88,843	14,381	1,266,016	47,102	-	47,102	1,313,118
Consulting services	7,908	-	66,483	-	-	1,475	-	75,866	141,503	-	141,503	217,369
Dues and subscriptions	-	-	-	-	-	-	-	-	24,195	-	24,195	24,195
Insurance	-	-	-	5,390	-	-	-	5,390	14,302	-	14,302	19,692
Copying and reproduction	-	-	-	-	-	-	-	-	9,443	-	9,443	9,443
Bids and proposals	-	-	-	-	-	-	-	-	13,575	-	13,575	13,575
Other	1,530	-	-	134	-	-	-	1,664	5,420	-	5,420	7,084
Subtotal	734,231	61,379	1,579,880	734,905	279,286	206,493	14,381	3,610,555	1,359,807	14,986	1,374,793	4,985,348
Allocation of indirect costs	199,052	15,363	382,663	199,233	75,714	35,910	-	907,935	(907,935)	-	(907,935)	-
TOTAL	\$933,283	\$76,742	\$1,962,543	\$934,138	\$355,000	\$242,403	\$14,381	\$4,518,490	\$ 451,872	\$14,986	\$ 466,858	\$4,985,348

See accompanying notes to financial statements.

EXHIBIT E

PARTNERS OF THE AMERICAS, INC.
PARTNERS OF THE AMERICAS FOUNDATION
COMBINED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2000 AND 1999

	<u>2000</u>	<u>1999</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Changes in net assets	\$1,075,533	\$ 1,266,252
Adjustments to reconcile changes in net assets to net cash provided (used) by operating activities:		
Depreciation and amortization	29,045	36,135
Realized and unrealized gains on investments	95,127	(42,310)
Contributions restricted for long-term investment	(14,000)	(15,000)
Decrease in noncurrent investments	36,792	3,713
Stock donations	(92,108)	-
(Increase) decrease in:		
Program advances	(77,401)	97,044
Grants receivable	(842,465)	(1,631,966)
Other receivables	29,118	(24,677)
Prepaid expenses	3,030	(23,593)
Increase (decrease) in:		
Accounts payable and accrued expenses	193,422	(266,206)
Annuity payable	(252)	(3,713)
Net cash provided (used) by operating activities	<u>435,841</u>	<u>(604,321)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from (purchases of) investments, net	(85,104)	152,662
Purchase of furniture and equipment	(11,374)	(2,309)
Net cash provided (used) by investing activities	<u>(96,478)</u>	<u>150,353</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from contributions restricted for long-term investment	14,000	15,000
Net cash provided by financing activities	<u>14,000</u>	<u>15,000</u>
Net increase (decrease) in cash and cash equivalents	353,363	(438,968)
Cash and cash equivalents at beginning of year	<u>377,450</u>	<u>816,418</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>\$ 730,813</u>	<u>\$ 377,450</u>

See accompanying notes to financial statements.

**PARTNERS OF THE AMERICAS, INC.
PARTNERS OF THE AMERICAS FOUNDATION
NOTES TO COMBINED FINANCIAL STATEMENTS
DECEMBER 31, 2000 AND 1999**

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND GENERAL INFORMATION

Organization -

Partners of the Americas, Inc. provides overall service and guidance to 60 "partnerships" between volunteer groups in 45 U.S. states and the District of Columbia and 31 Latin American and Caribbean countries. These partnerships constitute the means through which people-to-people programs involving technical assistance projects and exchanges between the United States, Latin America, and the Caribbean in the areas of social and economic development, education and training, democratic society, natural resources and agriculture, culture, and health are carried out.

During 1983, the Board of Directors of Partners of the Americas, Inc. established Partners of the Americas Foundation. The Foundation is a separate legal entity whose purpose is to maintain a fund or funds and apply and distribute sums therefrom to promote the purposes and goals of Partners of the Americas, Inc. The Board of Directors of the Foundation consists of the chair, vice chair, and treasurer of the Partners of the Americas, Inc.'s Board of Directors and four additional directors who are elected by the Foundation Board. The seven directors elect their own officers.

The combined financial statements include the accounts of Partners of the Americas, Inc. and Partners of the Americas Foundation (together "POA"). All significant transactions have been eliminated in combination.

Basis of presentation -

The accompanying combined financial statements have been prepared on the accrual basis of accounting, and in accordance with Statements of Financial Accounting Standard (SFAS) No. 117, "Financial Statements of Not-for-Profit Organizations."

Classification of net assets -

The net assets of POA are reported in the three self-balancing groups as follows:

- Unrestricted net assets represent the portion of expendable funds that are available for general support of POA's operations.
- Temporarily restricted net assets represents amounts which are specifically restricted by donors for various programs or for future periods.
- Permanently restricted net assets represent funds restricted by donors in-perpetuity.

Revenue recognition -

POA reports gifts of cash and other assets as temporarily restricted if they are received with donor stipulations that limits the use of the gifts. When a stipulated time restriction ends or a purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported as net assets released from restrictions in the combined statements of activities and changes in net assets.

**PARTNERS OF THE AMERICAS, INC.
PARTNERS OF THE AMERICAS FOUNDATION
NOTES TO COMBINED FINANCIAL STATEMENTS
DECEMBER 31, 2000 AND 1999**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND GENERAL INFORMATION
(Continued)**

Revenue recognition (continued) -

POA reports gifts of cash and other assets as permanently restricted if the donor stipulates that the principal remain in-perpetuity with investment income to be used for operations or other specific purposes.

Cash and cash equivalents -

For financial statement presentation, cash on hand and deposits in U.S. and foreign banks with maturities of three months or less are considered to be cash equivalents.

Investments -

Investments are recorded at market value. *Unrealized gains and losses are included in investment income in the accompanying combined statements of activities and changes in net assets.*

Furniture, equipment and leasehold improvements -

Furniture and equipment are recorded at cost and are depreciated over an estimated useful life of 42 months. Leasehold improvements are recorded at cost and amortized over the life of the lease. Expenditures for major repairs and improvements are capitalized; expenditures for minor repairs and maintenance costs are expensed when incurred.

Income taxes -

Partners of the Americas, Inc. and Partners of the Americas Foundation are exempt from Federal and state income taxes under Section 501(c)(3) of the Internal Revenue Code. Accordingly, no provision has been made for Federal income taxes in the accompanying combined financial statements. Neither entity is a private foundation.

Allocation of functional expenses -

The cost of providing the various programs and supporting services have been summarized on a functional basis in the combined statements of activities and changes in net assets. Accordingly, certain costs have been allocated among the programs and the supporting services based on employee time records and ratios determined by management.

Use of estimates -

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenues and expenses during the reporting periods. Actual results could differ from those estimates.

**PARTNERS OF THE AMERICAS, INC.
PARTNERS OF THE AMERICAS FOUNDATION
NOTES TO COMBINED FINANCIAL STATEMENTS
DECEMBER 31, 2000 AND 1999**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND GENERAL INFORMATION
(Continued)**

Program advances -

When POA provides a subrecipient or subcontractor with a cash advance for future program costs, the amount is reported as a program advance. After the subrecipient or subcontractor expends the advance and submits the required documentation, the program advance account is cleared, and an appropriate program expense account is charged.

Reclassification -

Certain amounts in the prior year's financial statements have been reclassified to conform to the current year's presentation.

Concentration of credit risk -

At times during the year, POA maintains cash balances at financial institutions in excess of Federal Deposit Insurance Corporation (FDIC) insurance limits. Management believes the risk in these situations to be minimal.

2. INVESTMENTS (CURRENT)

At December 31, 2000 and 1999, investments consisted of the following:

	2000		1999	
	Market Value	Cost	Market Value	Cost
Mutual funds	\$1,518,805	\$1,363,056	\$1,448,017	\$1,198,687
Money market funds	22,997	22,997	11,700	11,700
TOTAL	\$1,541,802	\$1,386,053	\$1,459,717	\$1,210,387

3. INVESTMENTS (NONCURRENT)

During 1993, POA received as an unrestricted contribution, a 3.4 percent limited partnership interest in a partnership that owns a mobile home park located in Virginia. Because the limited partnership interests are privately held among a small group of investors, there is no established market value for this interest. As a result, POA records this investment at its estimated fair value. As of December 31, 2000 and 1999, the value of this limited partnership interest is \$36,540 and \$73,080, respectively.

Additionally, noncurrent investments as of December 31, 2000 and 1999 also includes \$68,026 and \$68,278, respectively, of tax-sheltered annuity contracts for former employees (see Note 4).

**PARTNERS OF THE AMERICAS, INC.
PARTNERS OF THE AMERICAS FOUNDATION**

**NOTES TO COMBINED FINANCIAL STATEMENTS
DECEMBER 31, 2000 AND 1999**

4. RETIREMENT PLAN

POA employees are covered by a contributory tax sheltered annuity plan. Employees with two or more years of service and who are at least 21 years of age are eligible to participate in the plan, and are fully vested upon entry. POA's contributions to the plan are based on length of service, and range from ten to fifteen percent of the employee's salary. For the year ended December 31, 2000 and 1999, total contributions were \$97,324 and \$158,900, respectively.

POA has a separate tax sheltered annuity plan covering certain former executives. POA is the owner of the annuity contracts, which totaled \$68,026 and \$68,278 at December 31, 2000 and 1999, respectively. This amount is reflected as "Annuity payable" in noncurrent liabilities and included in "Noncurrent investments" in the accompanying combined statements of financial position.

5. BOARD DESIGNATED NET ASSETS

Board designated net assets represents funds set aside by POA's Boards of Directors for grant making and funding of future programs. As of December 31, 2000 and 1999, the balance in Board designated net assets was \$1,068,370 and \$1,267,113, respectively.

6. TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted net assets at December 31, 2000 and 1999 consisted of the following:

	<u>2000</u>	<u>1999</u>
United States Agency for International Development - Democratic Society/Education and Training/Social and Economic Development/Natural Resources and Agriculture	\$2,105,851	\$ 112,244
United States Information Agency - Social and Economic Development	-	45,932
Cooperative Housing Foundation - Social and Economic Development	320,344	574,833
E. Mcarty - Social and Economic Development	1,352	1,352
Atkinson Foundation - Health	6,000	6,000
Summit Foundation - Health	12,337	13,475
The William and Flora Hewlett Foundation - Health	125,624	231,544
Chase Bank - Natural Resources and Agriculture	3,075	3,768
The David and Lucile Packard Foundation - Health	518,660	800,145
The John D. and Catherine T. MacArthur Foundation - Education and Training	110,355	135,229
Foundation Scholarships	15,671	25,214
World Bank - Social and Economic Development	-	30,000
Gifts In-Kind - Social and Economic Development	20,743	-
TOTAL	<u>\$3,240,012</u>	<u>\$1,979,736</u>

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7. PERMANENTLY RESTRICTED NET ASSETS

Permanently restricted net assets at December 31, 2000 and 1999 totaled \$29,000 and \$15,000, respectively. Following is a summary of POA's permanently restricted net assets:

- On November 5, 1999, POA received \$15,000 from Dr. Homer D. and Maurine H. Venters. Under the terms of the award, the funds are to be invested in-perpetuity and the investment income is to be used for annual scholarships to individuals or partnerships within the health sector, as selected by POA.
- During 2000, POA received \$14,000 to establish a fund in the name of Madelyn L. Laschober. Under the terms of the award, the funds are to be invested in-perpetuity and the investment income is to be used for small grants to any partnership in the areas of youth, education or small business/microenterprise development.

8. NET ASSETS RELEASED FROM RESTRICTIONS

The following is a summary of net assets which were released from donor restrictions by incurring expenses which satisfied the donor specified restrictions during the year ended December 31, 2000 and 1999:

	<u>2000</u>	<u>1999</u>
United States Agency for International Development - Democratic Society/Education and Training/Social and Economic Development/Natural Resources and Agriculture	\$3,209,155	\$3,280,916
United States Information Agency - Culture/Social and Economic Development	401,932	359,068
Cooperative Housing Foundation - Social and Economic Development	314,489	100,344
Kellogg Foundation - Democratic Society	-	419,136
Ford Foundation - Democratic Society	-	45,684
Atkinson Foundation - Health	-	8,000
Summit Foundation - Health	86,557	66,516
The William and Flora Hewlett Foundation - Health	105,920	69,440
Chase Bank - Natural Resources and Agriculture	893	96
Jurzykowski Foundation - Social and Economic Development	-	27,122
Sister Fund - Health	-	10,000
The David and Lucile Packard Foundation - Health	281,485	96,447
The John D. and Catherine T. MacArthur Foundation - Education and Training	24,874	14,771
Foundation Scholarships	12,450	-
World Bank - Social and Economic Development	30,000	-
Gifts In-Kind - Social and Economic Development	65,257	-
TOTAL	<u>\$4,532,812</u>	<u>\$4,497,540</u>

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9. FUNDS RETURNED TO DONOR

During 1999, POA returned funds totaling \$104,316 to the Ford Foundation. Such amount represents funds received in 1999 that were not spent by POA for the specified program during 1999.

10. PRIOR PERIOD ADJUSTMENT

The 1998 financial statements presented awards from the U.S. Government and private foundations as deferred grant revenue. The net assets at December 31, 1998 have been retroactively restated to properly report grant awards, for which donor imposed restrictions have not been satisfied, as temporarily restricted net assets.

Following is a reconciliation of POA's net assets as previously stated at December 31, 1998 to the restated net assets for the same period.

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>
Net assets at December 31, 1998 as previously stated	\$1,989,680	\$ -	\$1,989,680
To reclassify temporarily restricted net assets previously recorded as unrestricted net assets	(2,225)	2,225	-
Reclassification of deferred grant revenue	-	712,669	712,669
NET ASSETS AT DECEMBER 31, 1998, AS RESTATED	<u>\$1,987,455</u>	<u>\$714,894</u>	<u>\$2,702,349</u>

11. LEASE COMMITMENT

On September 29, 1992, POA entered into a 120-month operating lease agreement for office space commencing December 1, 1992. Included in the lease is an option to extend for an additional 60 months. POA is also obliged to pay its proportionate share of the building's real estate taxes and operating expenses.

POA has also entered into sublease agreements with two unrelated organizations. These sublease agreements expire during 2001.

The following is a schedule of future minimum payments required under the operating lease (and subleases) as of December 31, 2000:

<u>Years Ended December 31,</u>	<u>POA</u>	<u>Subleases</u>	<u>Total</u>
2001	\$114,104	\$(27,900)	\$ 86,204
2002	105,650	-	105,650
	<u>\$219,754</u>	<u>\$(27,900)</u>	<u>\$191,854</u>

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11. LEASE COMMITMENT (Continued)

Total occupancy expense for the years ended December 31, 2000 and 1999 was \$78,803 (net of sublease income of \$36,660) and \$109,995, respectively.

12. GRANTS RECEIVABLE

The following is a summary of the grants receivable balance as of December 31, 2000 and 1999:

	2000	1999
United States Agency for International Development	\$2,142,774	\$ 567,012
United States Information Agency	-	50,000
Cooperative Housing Foundation	255,713	540,142
The William and Flora Hewlett Foundation	80,000	160,000
The David and Lucile Packard Foundation	287,866	578,734
The John D. and Catherine T. MacArthur Foundation	80,000	108,000
TOTAL	\$2,846,353	\$2,003,888

13. CONTINGENCY

POA receives funds from government grants and contracts, which are subject to audit under the provisions of OMB Circular A-133. The ultimate determination of amounts received under the Federal programs is based upon the allowance of costs reported to and accepted by the government as a result of the audits. Audits in accordance with the provisions of OMB Circular A-133 have been completed for all required fiscal years through 2000. Until such audits have been completed, there exists a contingency to refund any amount received in excess of allowable costs. Management is of the opinion that no material liability will result from such audits.

14. ECONOMIC DEPENDENCY

Approximately 93% and 68% of POA's support and revenue for the years ended December 31, 2000 and 1999, respectively, was derived from grants awarded directly by the United States Agency for International Development or from pass-through agencies. POA has no reason to believe that relationships with these agencies will be discontinued in the foreseeable future. However, any interruption of these relationships (i.e., the failure to renew grant agreements or withholding of funds) would adversely affect POA's ability to finance ongoing operations.

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