

**REPORT ON THE LAC REGION  
TECHNICAL SEMINAR FOR  
LEGISLATIVE BUDGET ANALYSTS**

**CONDUCTED BY THE  
CENTER FOR LEGISLATIVE DEVELOPMENT  
UNIVERSITY AT ALBANY, STATE UNIVERSITY OF NEW YORK (SUNY)**

**AUGUST 21-28 1991**

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**INTRODUCTION**

In July of 1991, Consortium for Legislative Development Coordinator, Mr. Caleb McCarry, requested the Center for Legislative Development, University at Albany, SUNY, to organize and conduct a technical budgeting training seminar for the legislative budget staff of the Latin America and Caribbean region. The seminar took place in Albany, New York from August 21-28.

In his letter of request (see attachment #1), Mr. McCarry indicated that the decision to request the Consortium's Center for Legislative Development partner to hold such a technical training

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seminar had been made by the ATELCA Executive Committee at its June 14 meeting in Guatemala City. It was emphasized in the request that to be useful and timely, the technical seminar needed to take place in August 1991. This was due to the fact that the executive branch's presentation of the budget in the participating countries occurred shortly thereafter in September or October, which would make the relevant participants from these countries unavailable after August.

The Center for Legislative Development, in spite of the short notice and despite conflicts with other long held commitments in August previously expressed, nevertheless agreed to organize and conduct this training activity simply because of its critical importance and obvious convenience to the legislatures participating in the LAC regional legislative development project. The Center for Legislative Development, recognizing furthermore that this training seminar would be valuable to participating legislatures in South America as well, decided that it was advisable to expand seminar participation beyond ATELCA to the regional level, if possible. Accordingly, as authorized under its subcontract with the Center for Democracy, the technical training seminar for legislative budget analysts was expanded to a regional legislative technologies activity.

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**ANNOUNCEMENT OF THE TECHNICAL TRAINING SEMINAR, SELECTION  
AND ARRIVAL OF THE PARTICIPANTS**

As soon as the preliminary details of the conference were known, ATELCA representatives were contacted to nominate the participant from their country's legislature (see attachment #2A). It had previously been decided by the ATELCA executive committee, in view of project budgetary constraints and logistical considerations, that each legislature would be entitled to send one participant who was directly involved in the national budgetary process. In the case of participating legislatures from South America with two-house legislative bodies, such as Paraguay and Bolivia, however, a participant from each house (two from each legislature) was authorized to attend. The Bolivian congress also sent at its own expense the two elected chairmen of their respective houses fiscal committees. Haiti, with no legislative staff, was unable to field any participants, although at one point a USAID/H representative was planning to attend the technical seminar on an observational basis for several days. This visit never materialized, however.

Each of the ATELCA representatives nominated a candidate in writing. Only then were these nominees issued formal written invitations by the Center for Legislative Development to facilitate the issuance of VISAS at the U.S. embassies. As soon as the South American participants were identified by the USAID missions,

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somewhat later than the ATELCA participants, they too were sent written invitations. The letter to participants is appended as attachment #2B. A letter was also sent to the USAID missions to inform them of this regionally sponsored legislative development project training seminar (see attachment #2C).

Despite the ATELCA policy to only send one participant from each Central American legislature, three of the legislatures -- Costa Rica, Panama, and Nicaragua -- nonetheless requested multiple participants. Not wishing to discourage enthusiasm to participate, but in the face of budgetary reality, the Center for Legislative Development proposed that each of these legislatures either sponsor the additional participant(s) themselves or seek another funding source, even from within the Consortium. This request was immediately accepted by Nicaragua and Panama.

The case of Costa Rica was more complicated. Initially, the ATELCA representative nominated two candidates and asked the Center for Legislative Development to choose the most appropriate for the technical seminar. On the basis of available information, the Center for Legislative Development selected one of the candidates. At a later date, when the Costa Rica ATELCA representative asked if both nominees could participate anyway, the Center for Legislative Development offered to accept both participants but conveyed that it could only pay for the first participant. On August 17, Dean

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Rosenbaum of Consortium partner Florida International University (FIU) called the Center for Legislative Development to report that the Costa Rica legislative leadership wanted to send a third candidate (besides the two nominated by the ATELCA representative) to the seminar (see attachment #3, Dean Rosenbaum's memo). The Director of Center for Legislative Development reminded Dean Rosenbaum of the ATELCA policy to send only one participant from each country and reiterated the Center for Legislative Development position that while more participants from each legislature were welcome (up to the point where too many participants might place too much strain on an effective training process), the Center for Legislative Development could only afford to sponsor the cost of one participant from each ATELCA legislature. If, however, FIU would like to sponsor others, the Center for Legislative Development had no objection. Dean Rosenbaum promised to call Costa Rica and inform them that he was willing to sponsor a Costa Rica nominee with FIU funding. Apparently due to time limitations, nothing materialized regarding the participation of this FIU-sponsored participant. In the meantime, the ATELCA representative in Costa Rica reconfirmed the selection of the first candidate and decided that the Costa Rica legislature would not sponsor any participants with its own funds.

In spite of the hurricane conditions and the disruption it caused to the air traffic in the Northeast during the August 20-21

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travel dates for the seminar participants, all of the participants arrived in time to participate in the first day of seminar activities. A list of the participants from each of the countries and a brief bio is appended as Attachment #4. In all of the participating countries, USAID Democratic Initiatives Officers in the missions were duly notified of the seminar, its content, and the participants coming from their countries. Thus, this regional training conference was coordinated between the Center for Legislative Development, ATELCA, and the USAID missions.

With the exception of Costa Rica, none of the participating countries experienced any problem in selecting the appropriate individuals for the seminar, including Bolivia and Paraguay. In Costa Rica there was a minor problem of selecting among two candidates proposed by ATELCA and another problem of funding a third participant favored by the political leadership of the legislature.

**PROGRAM OF THE SEMINAR**

The programmatic content of the seminar was planned and organized to reflect a balance between some of the general and conceptual issues involved in enabling the legislature to effectively participate in the budget process and field visits to

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relevant legislative and executive agencies in New York directly involved in the preparation, elaboration, evaluation, and approval of the budget (see attachment #5). On the whole, the mornings were conducted as seminars by specialists in the field who discussed issues such as The Role of Legislatures in Contemporary Societies, Their Political and Organizational Character, Staffing Patterns, Information Needs, The Centrality of the Budget in the Legislative Process, and the Various Goals the Budget Performs from a Legislative Perspective. Other theoretical topics included: Budgeting at the U.S. federal and state levels and the institutional setup to prepare, study, and evaluate alternative budget proposals. These topics were covered by Professor Abdo I. Baaklini, Mr. Frank Mauro, and Professor James Fossett.

The practical aspect of budgeting, as manifested in New York State, and the legislative setup in New York were covered by Dr. Stephen Sloan, Secretary of the Senate; Ms. Francine Misasi, Clerk of the Assembly; Ms. Kelly Lopez, Director of the Professional Development at the NYS Division of the Budget; Mr. William Schwartz, University at Albany Computing Center; and Dr. Roman Hedges and Ms. Elaine Frazier of the NYS Assembly Committee on Ways and Means. The final day of the seminar was dedicated to an evaluation of the budget experience of each of the participating countries and the relevance of U.S. state and federal experience to future legislative development in Central and South America.

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**SOME THOUGHTS AND REFLECTIONS ON THE SEMINAR**

Management Issues

Several steps could have been taken to simplify the arrival of the participants. Since the hurricane delayed or cancelled most of the flights, the Center for Legislative Development staff spent most of the night between the hotel and Albany airport. This could possibly have been avoided if we had provided the name and address of the hotel at the same time we sent the flight itinerary. We should also mention that in the event, a flight is more than one hour late, participants should take a taxi to the hotel where their reservations will be held for them.

During the course of the seminar, arranging for the participants to be transported together by van to scheduled training activities proved to be quite an inconvenience since many participants did not take departure times seriously causing the entire group to arrive late. In the future, when we provide the group with an official schedule, the addresses of each event should be clearly marked so that participants who arrive late may make their own transportation arrangements. The Center for Legislative Development staff member driving the van should leave promptly even if he or she is missing some participants.

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For this seminar, a last minute change was necessitated in the interpreter. In the future, it is very important that we brief the interpreter as we do the participants so that he or she may prepare for the specific subject matter.

Financial Issues

The idea of trying to use the regular per diem rate for the participants and then trying to collect receipts became a major distraction at times. The participants -- and remember that these were the budget staff -- were losing or failing to submit all of the necessary receipts. In the future, we suggest that rather than go through all of these complications, we should be able to give every participant a flat per diem, explain to them that this is the total amount that they will receive, and let them manage their business affairs. This will also free Center staff to focus on programmatic delivery.

Evaluation Questionnaire

An evaluation questionnaire was given to the participants to help measure our performance during the budget training seminar from their perspective and to provide us with feedback to help plan and implement future technical training seminars. While we have conducted many seminars over the past twenty years, we usually derive some new insights or lessons from each one; the participants themselves often being a rich source of help. The questionnaire

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consisted of both a numerical and a narrative component to capture as much feedback as we could. The questionnaire and response tabulations are appended as Attachment #6.

**CENTER FOR LEGISLATIVE DEVELOPMENT  
CONSORTIUM FOR LEGISLATIVE DEVELOPMENT**

**ATTACHMENT #1  
LETTER OF REQUEST TO HOLD A  
BUDGET SEMINAR**



**CONSORTIUM FOR LEGISLATIVE DEVELOPMENT**  
**CONSORCIO PARA EL DESARROLLO LEGISLATIVO ♦ CONSÓRCIO PARA O DESENVOLVIMENTO LEGISLATIVO**  
**♦ CONSORTIUM POUR LE DÉVELOPPEMENT LÉGISLATIF**

**The Center for Democracy**  
1101 15th St., N.W.  
Suite 505  
Washington, D.C. 20005  
(202) 429-9141  
(202) 203-1766 (FAX)

Prof. Allen Weinstein  
*Consortium Chairman*

Mr. Caleb McCarray  
*Consortium Coordinator*

**Florida International University**  
Office of the Dean  
School of Public Affairs and Services  
North Miami Campus  
North Miami, Florida 33181  
(305) 940-5840  
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Dean Allan Rosenbaum  
*Consortium Principal*

Mr. Gerald Reed  
*Program Manager*

**University at Albany,**  
**State University of New York**  
Graduate School of Public Affairs  
Center for Legislative Development  
121 Milne Hall  
135 Western Avenue  
Albany, New York 12222  
(518) 442-5240  
(518) 442-5288 (FAX)

Prof. Abdo Baaklini  
*Consortium Principal*

Dr. Charles Dawson  
*Program Manager*

July 3, 1991

**Professor Abdo Baaklini**  
**Director**  
**Center for Legislative Development**  
**Graduate School of Public Affairs**  
**121 Milne Hall**  
**135 Western Avenue**  
**Albany, New York 12222**

Dear Abdo,

I write to you at the specific request of the Executive Committee of the *Asociación de Técnicos Legislativos Centroamericanos (ATELCA)*. ATELCA met in Executive Committee on June 14, 1991 in Guatemala City to discuss program implementation plans for the period of June through November 1991. You will recall that when you attended the ATELCA Rules and Technical Committee meetings in Panama City in March 1991, you offered to conduct a seminar on budget preparation and analysis in the legislative environment for the principal budget staffers of ATELCA's member legislatures. This offer was reported to the ATELCA General Assembly on May 23-26 in Tegucigalpa, M.D.C., Honduras and generated great enthusiasm. Recognizing UA/SUNY's leadership in this area, the Executive Committee formalized their acceptance of your offer and requested that I transmit that acceptance to you.

The Executive Committee has agreed to name one budget analyst from each legislature to travel to Albany to participate in the seminar. In discussing dates for the seminar, it was established that five out of the six legislatures receive their nation's budget in September which would make it difficult for their budget analysts to be out of the country after the budget is received. Therefore, the ATELCA Executive Committee requested that the budget seminar be organized in August 1991.

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Professor Olmedo Castro  
July 3, 1991  
Page Two

We are pleased that your initiative has been adopted by ATELCA. We feel that providing training on a regional basis strengthens the Consortium's core commitment to develop multilateral programs under our regional AID funding and we are certain that the timely implementation of this seminar will greatly strengthen ATELCA along the lines that you and I discussed in Albany in April. The other training activity that the ATELCA General Assembly authorized and the Executive Committee requested is a seminar on grant proposal making aimed at strengthening ATELCA as a long range, independent institution that will be implemented by FIU in Miami on July 15-16, 1991.

The Executive Committee has asked that we respond to their request by July 15 and also asked that I express their appreciation to you and send warmest regards to you and Charlie.

Sincerely,



Caleb McCarry  
Consortium Coordinator

cc: Lic. Olmedo Castro Rojas  
Secretary General, ATELCA

**CENTER FOR LEGISLATIVE DEVELOPMENT  
CONSORTIUM FOR LEGISLATIVE DEVELOPMENT**

**ATTACHMENT #2A  
LETTER TO ATELCA REPRESENTATIVES**



**CONSORTIUM FOR LEGISLATIVE DEVELOPMENT**  
**CONSORCIO PARA EL DESARROLLO LEGISLATIVO ♦ CONSÓRCIO PARA O DESENVOLVIMENTO LEGISLATIVO**  
**♦ CONSORTIUM POUR LE DÉVELOPPEMENT LÉGISLATIF**

Washington, D.C., 23 de julio de 1991

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Prof. Abdo Baaklini  
*Consortium Principal*

Dr. Charles Dawson  
*Program Manager*

Licenciado Olmedo Castro Rojas  
Secretario General  
Asociación de Técnicos Legislativos Centroamericanos  
Asamblea Legislativa  
San José, Costa Rica

Estimado Lic. Castro:

Tengo a bien dirigirme a usted para hacerle saber que el Centro de Desarrollo Legislativo de la Universidad en Albany de la Universidad Estatal de Nueva York se complace en responder positivamente a la solicitud que nos hiciera el comité ejecutivo de ATELCA para realizar un seminario sobre el "Presupuesto y el Rol del Organismo Legislativo."

Por este medio quisiera informarle que dicho seminario será realizado en la ciudad de Albany, capital del estado de Nueva York, los días 21 al 28 de agosto del año en curso. Próximamente estaremos haciendole llegar una carta de invitación para que participe un especialista en la materia de parte de su legislatura en el seminario que ofreceremos.

Deseándole siempre éxito en su gestión como Secretario General de ATELCA, me suscribo de usted con las muestras de mi alta estima y consideración,

Atentamente,

  
Dr. Abdo I. Baaklini  
Director

cc: Miembros del Comité Ejecutivo de ATELCA  
Caleb McCarry

CENTER FOR LEGISLATIVE DEVELOPMENT  
CONSORTIUM FOR LEGISLATIVE DEVELOPMENT

ATTACHMENT #2B  
LETTER TO PARTICIPANTS



**UNIVERSITY AT ALBANY**  
STATE UNIVERSITY OF NEW YORK

◆  
*Center for Legislative Development*

Lunes 12 de Agosto de 1.991

Hon. Jorge Incante Zelaya  
Asamblea Legislativa  
La Paz, Bolivia

Estimado Sr. Zelaya,

La Universidad de Albany, miembro del Consorcio Para El Desarrollo Legislativo, ofrecerá un seminario sobre "El Presupuesto y Rol del Organó Legislativo en Países de Centro Sud América". El seminario se efectuará en la Universidad de Albany, Estado de Nueva York, entre el Miércoles 21 de Agosto y el Miércoles 28 de agosto del presente, usted esta cordialmente invitado.

Como contribución a este evento, se pide que prepare un escrito de 10 a 15 páginas acerca del proceso presupuestario en su país poniendo énfasis en los siguientes puntos:

1. Provisiones constitucionales acerca del presupuesto, las responsabilidades del ejecutivo, la legislatura y administración en el proceso de preparación del presupuesto.
2. El papel que juega la administración en general, y el ejecutivo en particular, con mayor énfasis los últimos cinco años en su país;
3. El papel del órgano legislativo en le proceso de preparación, apruebo e implementación del presupuesto:
  - a. el aspecto formal y legitimo en el cual se desenvuelve el proceso presupuestario durante las sesiones y debates regulares, y;
  - b. el aspecto informal, como por ejemplo "lobbying" y presión externa que ponen las diferentes entidades legislativas o políticas

cuando abogan por sus propios proyectos de ley.

4. La organización y el rol del personal legislativo en el proceso presupuestario.
5. El papel de otros actores domésticos y extranjeros en el proceso presupuestario.
6. La organización y el rol de otras agencias responsable por la auditoría del presupuesto.

Por favor, si fuera posible, traiga consigo documentos, como por ejemplo la constitución, reglamento interno, etc., u otros con relación al proceso presupuestario en su país. Si es posible, traiga copia del presupuesto, como lo propuso el ejecutivo y como fué aprobado por el legislativo. Cuando mande su respuesta [via fax si es posible 518-442-5710] por favor dejenos saber si usted habla Ingles y si sabe usar LOTUS 123.

Si tiene alguna pregunta o necesita información adicional, llámeme al 518-442-5249; el Centro Para Desarrollo Legislativo pagara sus gastos de avion y de hotel.

Atentamente,

Abdo I. Baaklini  
Director

AB/ms

18.

**CENTER FOR LEGISLATIVE DEVELOPMENT  
CONSORTIUM FOR LEGISLATIVE DEVELOPMENT**

**ATTACHMENT #2C  
LETTER TO USAID MISSIONS**

Dear.....,

The Center for Legislative Development at the University at Albany will conduct an intensive training seminar on the role of the legislature in the budget process. The seminar will be held in Albany between August 21 and August 27, 1991 [travel days are 8/20 and 8/26. This activity is funded under the AID/W Latin American and Caribbean program for legislative development, and is co-sponsored by ATELCA in the Central American region. The budget staff from each of the participating countries have been invited. A list of the acceptances to date is attached.

For your information, enclosed please find the following documents:

- 1) The official letter of invitation
- 2) The seminar schedule

If you would like any further information on this seminar, please contact me at (518)442-5249.

Sincerely,

Dr. Abdo I. Baaklini  
Director

/ms

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**CENTER FOR LEGISLATIVE DEVELOPMENT  
CONSORTIUM FOR LEGISLATIVE DEVELOPMENT**

**ATTACHMENT #3  
DEAN ROSENBAUM'S MEMO**



# Florida International University

## MEMORANDUM

August 19, 1981

TO: Allen Weinstein  
Abdo Baaklini  
Caleb McCarrey  
Charles Dawson  
Gerald Reed

FROM: Allan Rosenbaum *Allan*

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Because he was unable to reach Abdo Baaklini or Caleb McCarrey, who were on vacation, I was contacted last week by Constantino Urcuyo with regard to a problem that Miguel Angel Rodriguez had asked him to deal with. The problem which Assembly President Rodriguez had requested Constantino to solve for him had to do with the fact that Rodriguez had only learned second hand that two individuals, neither of whom would he have recommended, had been either recommended or invited by, he assumed, "Dr. Baaklini" to the budgetary seminar at SUNY Albany. I indicated to Constantino that I knew nothing about how decisions had been made to issue these invitations, but that I would do my best to investigate it.

I also indicated, since it seemed to me that the situation in Costa Rica, given our relationships with the AID mission, was a sensitive one, that I would assume some arrangements could be made to either change the nature of the invitations or alternatively supplement them with the one or two individuals whom Senior Rodriguez would like to see at the seminar. The next day I was able to contact Charley Dawson who informed me that SUNY Albany had not played any role in selecting individuals for the seminar, that the nominations had all been made by the ATELCA representatives from each country and that there was no way the SUNY Albany could afford to pay for an additional representative.

I contacted Constantino back on Friday and indicated to him that it was my understanding that the participants in the conference had been selected by each country's ATELCA representative, and while I certainly did not know for a fact that it was

the case, it would be my assumption that Alfredo Castro had recommended the individual in question to attend the seminar. I further indicated to him that it appeared that there were no more funds available in the SUNY budget for this activity. Constantino in turn indicated to me that he had already spoken to Miguel Angel Rodriguez who had strongly agreed that the best solution to the problem was for him to be able to designate one or two individuals whom he could send along with the individuals who had already been invited from Costa Rica. I indicated to Constantino that some doubt had been expressed as to the ability of the seminar budget to support any additional participants, but that nevertheless under the circumstances, I had proposed a solution and I was prepared to stand by it, even if it meant funding an individual out of the FIU budget to attend the SUNY seminar.

I might add in this regard I am not unaware of the awkwardness of having one country be given the opportunity to send more participants than another country. On the other hand, I am even more aware of the sometimes tenuousness of our relationships with key individuals in the AID/Costa Rica mission and as a consequence the extraordinary importance for us in terms of the Costa Rica buy-in to maintain the goodwill of the top political leadership in the Assembly of Costa Rica. This seems to be especially the time when we are in the process of negotiating a major buy-in.

I was also concerned in this regard about the overall image of ATELCA. Given the concerns expressed by at least a couple of AID missions with regard to ATELCA activities, we do not need it to come under attack from a major political leader. In this regard, it would certainly seem to me that the ATELCA leadership in each country should be sensitive of the need to consult with the political leadership of their assembly before making decisions on who to send to conferences in the United States and the like. It would seem that in this case, however, that was not done. Clearly, we may need to reinforce with the ATELCA leader in each country the need to do this. Moreover, it may well be that we need to take steps on our own to assure that such communication does occur. If recollection serves correctly, we have had a few problems before as a result of the failure of ATELCA leaders to communicate adequately with people who need to be kept informed of their activities.

/pb

**CENTER FOR LEGISLATIVE DEVELOPMENT  
CONSORTIUM FOR LEGISLATIVE DEVELOPMENT**

**ATTACHMENT #4  
PARTICIPANT LIST AND BIOS**

**BUDGET SEMINAR  
AUGUST 20-28, 1991  
LIST OF PARTICIPANTS**

**COUNTRIES**

**CENTRAL AMERICA**

Costa Rica

El Salvador

Honduras

Guatemala

Nicaragua

Panama

**SOUTH AMERICA**

Bolivia

Paraguay

Brasil

**PARTICIPANTS**

Luis Gerardo Bolanos

Oscar Armando Pineda

Daniel Flores

William Berganza

Douglas G. Montalvan  
Aleyda Bermudez

Roberto Urriola  
Kevin Harrington

Franklin Ergueta  
Oscar Navarro

Dario Garcete  
Humberto Fernandez

Beatriz Lacerda

**OSCAR G. NAVARRO**  
**Bolivia**

**Education**

**-Universidad San Francisco Xavier de Chuquisaca, received a degree in accounting [July 1986]**

**Work Experience**

**1989-Present Consultant to the Subsecretaria de Programacion de Operaciones del Ministerio de Finanzas**

**1989 Consultant to the Minister of Finance**

**1988 Director of Banking in the Ministry of Finance**

**1987 Budget Analyst for the Division of the Budget**

**Languages**

**Spanish, German, and good working knowledge of English**

**Background**

**Age: 30 years old**

**Status: single**

**FRANKLIN ERGUETA LAZO**  
**Bolivia**

**Title: Budget Director**

**Background**

**Age: 38 years old**

**Status: Married**

**Education: High School: Colegio "Hugo Davila"**  
**College: Universidad Mayor de San Andres**  
**Post Graduate: Colegio de Ciencias y Finan.**

**Languages: Spanish, some English**

**HUMBERTO FERNANDEZ CABAÑA**  
Paraguay

**Education**

- Public Accountant
- Graduate level courses, analytic accounting
- Graduate level courses, fiscal accounting
- Graduate level courses, State Administration

**Work Experience**

- 31 years in various administrative posts at the Camara de Diputados
- 1988 Elected Secretary of the Camara de Diputados
- 1974 Director of the Camara's Journal
- 1961 He served as a clerk

**Elected Posts**

- Municipal Council, City of Luque for three consecutive periods
- Elected in several occasions to the "Asociacion de Funcionarios y Empleados"

**Political Affiliations**

Colorado Political Party since 1959.

vs

**JOSE OSCAR ARMANDO PINEDA**  
**El Salvador**

**Age:** 41 Years old

**Profession:** Lawyer and Notary Public

**Civil Status:** married, two children

**Professional Experience:** All areas of jurisprudence, specially  
mercantilism.

**Work Experience:** Technical conseil to the Finance and Budget  
Departments as well as the Committee on Economics and  
Agriculture [served for the past 15 years]

**Professional Affiliations:** Founding member of ATELCA

**Other:** In the Legislative Assembly, also serves as technical and  
legal advisor to the President.

**WILLIAM RENE BERGANZA SANDOVAL**  
Guatemala

*Profession: Teacher [Urban Education]*

*Education: Business Administration, University of San Carlos*

*Work Experience:*

*1984-Present Accountant in the Treasury Department*

*1974-84 Accountant for Ministry of Social Welfare*

**JULIO DANIEL FLORES ESCOBAR**  
Honduras

**AN AUTOBIOGRAPHY.....**

My parents were Daniel Flores and Santana Escobar and I am married to Rosario del Carmen. I started my studies in a public elementary school called "Jose Celio del Valle" in 1963, I went on to La Salle for my secondary studies in the city of Choluteca until 1972 when I graduated.

Afterwards, I started in the Instituto Central, the largest of its kind in the country and I graduated in 1975 with a degree as Public Accountant, with a concentration in Mercantilism.

In 1976, I started at the Universidad Autónoma de Honduras in Tegucigalpa, where I completed a degree in Economics

My professional experience started in 1976 in accounting while working in various private enterprises. In 1978, I served in the Public Sector as auditor and accountant for the "Contraloría General de la Republica", an organ which depends of the Legislative Branch, our job was to examine the outputs of the Treasury Department, that is to say, Government entities of the Central Government and the Decentralized sector.

Between 1980 and 1981, I served as accountant to the Dirección General de Fomento Cooperativo as manager of the Auditing and Inspection Department.

In 1982, I started my own consulting firm in the area of economics and accounting, the firm worked with a Connecticut based organization named "Squely Strategy", we would serve for the most

part private institutions whether they were for-profit or non-for-profit. In 1986, I was hired as Executive Director of the Asociacion de Madereros de Honduras. In 1988, my relationship with the National Congress started, I am a budget examiner and my functions determine the "Presupuesto General de la Republica", the national budget, our job is to coordinate the budget process with the President and Secretary of the Congress as well as the Special Budget Committee.

8.23.91

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**ALEYDA S. GARCIA**  
**Nicaragua**

**Education:**

*In 1987 received a degree in Economics from the "Universidad Nacional Autonoma de Nicaragua."*

**Work Experience:**

*Head of the Finance Division at the National Assembly of Nicaragua.*

**Background**

**Age: 31 years old**

**Status: Single**

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**DOUGLAS GONZALO MONTALVAN**  
**Nicaragua**

**Education:**

Currently enrolled in "Recinto Universitario Carlos Fonseca Amador" 4th year of Political Economics

**Work Experience:**

1987- Present: National Assembly. Serve as Budget Examiner

1985-1986- Served in the Military

1983-1985: Budget Technitian - Ministry of the Interior

**KEVIN HARRINGTON**  
Panama

**Function:** Senior (Professional) Staff to the Federal Budget Committee of the (uni-cameral) legislature

**Title:** Asesor Económico (non-political appointment by public competition)

**Background**

**Age:** 42 years

**Status:** Married 12 years, 2 sons [Kevin and Robert Francis]

**Family:** Upper class, practising Irish-Catholics

**Education:** High School: St. John's Abbey School (Minnesota)  
College: Notre Dame (Economics, Area Studies)  
Post Graduate: Univ. of Innsbruck (CEE, Economic Integration) Univ. of Panama/USMA (Law)

**Professional:**

Citibank-Panama - Real Estate/Commercial Banking  
Panama Banking Commission - Bank Supervision (Govt.)  
Bank of America - Commercial Banking  
Panama Legislature - Budget Committee (Oct. 90-present)

**Languages:** English (mother-tongue), Spanish, German

**Self-perception:** Candid, pragmatic, privileged with a social conscience, committed to nation re-building (post invasion, prospective to Canal reversion > 2000)

**ROBERTO URRIOLO FOSSATI**  
**Panama**

**Education:**

*Currently attending the Law School in Panama*

**Work Experience:**

*Personal assistant to the President of the Budget Commission  
of the Legislative Assembly*

**Background**

**Age:** 22 years old

**Status:** Single

**CENTER FOR LEGISLATIVE DEVELOPMENT  
CONSORTIUM FOR LEGISLATIVE DEVELOPMENT**

**ATTACHMENT #5  
PROGRAM OF THE SEMINAR**

Graduate School of Public Affairs  
Nelson A. Rockefeller College  
of Public Affairs and Policy



135 Western Avenue  
Albany, New York 12222

518/442-5249  
Fax: 518/442-5710

**UNIVERSITY AT ALBANY**  
**STATE UNIVERSITY OF NEW YORK**

*Center for Legislative Development*

***Budgeting and the Legislative Process:  
A Seminar for Legislative Budget Advisors  
from Central and South America***

**August 21 - August 28 1991**

**Organized by:**

**The Center For Legislative Development,  
Rockefeller College of Public Affairs and Public Policy  
University at Albany  
State University of New York**

**Dr. Abdo I. Baaklini  
Director**

**Dr. Charles S. Dawson  
Program Manager**

**Margarita R. Seminario & Martha M. Gagne  
Coordinators & Thematic Experts**



**UNIVERSITY AT ALBANY**  
STATE UNIVERSITY OF NEW YORK

◆  
*Center for Legislative Development*

***"El Presupuesto y el Proceso Legislativo"***

Agosto 21 - Agosto 28 1991

El Centro Para el Desarrollo Legislativo se complace en organizar el seminario "El Presupuesto y el Proceso Legislativo" en la universidad de Albany. Bienvenidos!!

Para su conveniencia hemos hecho esta lista de información.

**NÚMEROS DE EMERGENCIA:**

Martha M. Gagné    518-456-3014 -casa  
                          518-442-5248 -oficina

Margarita R. Seminario    518-432-6705 -casa  
                                  518-442-5247 -oficina

**HOTEL:**

Ramada Inn  
1228 Western Avenue  
Albany, NY 12203  
[518] 489-2981 --Teléfono  
[518] 489-8967 --Fax

**VIÁTICO:**

Cuando lleguen recibirán un cheque del viático, con el cual Ud. pagara el hotel y las comidas. Es posible que reciba 20% mas de lo esperado si guarda todos sus recibos de gastos de hotel y comida. Nosotros les pediremos los recibos el último día del seminario.

Además, nosotros necesitamos la parte de atrás de los boletos de avión para poder pagar los pasajes.

El miércoles 21 por la mañana, a las 9:00am, nosotros los recogeremos para llevarlo al banco a cambiar el cheque.

SCHEDULE OF EVENTS

TUESDAY, AUGUST 20

Delegation arrives in Albany. Participants to be briefed about transportation, per diem and other administrative, technical and financial matters.

WEDNESDAY, AUGUST 21

*Role of the Legislature in Contemporary Society: The Developmental Dimension*

**Speaker:**

Dr. Abdo I. Baaklini, Director, Center For Legislative Development

9:00am / Hurd Room, Rockefeller College for Public Affairs and Policy, University at Albany

11:15-1:30pm

Lunch in Capitol dining area. On site orientation of New York State Legislature with Clerk of the Assembly Francine Misasi.

*Legislatures and the Budget Process; Setting Priorities, Program Evaluation, and Bureaucratic Oversight*

**Speakers:**

Dr. Abdo I. Baaklini, Director, Center For Legislative Development & Dr. Frank Mauro, Deputy Director of the Rockefeller Institute of Government

2:00-4:15pm / Rockefeller Institute of Government, 411 State Street

Free evening program

THURSDAY, AUGUST 22

*Budgeting and the Legislature: The United States Federal and State Experiences*

**Speaker:**

Dr. James Fossett, Department of Public Administration and Policy, Rockefeller College of Public Affairs and Policy

9:00am / Hurd Room, Rockefeller College of Public Affairs and Public Policy

12:15-1:30pm

Lunch at the Capitol

*Budgeting in New York State: Executive and Legislative Relationships*

**Speaker:**

Ms. Kelly Lopez, Professional Development Unit, New York State Division of the Budget

2:00-5:00pm / Alfred E. Smith Office Building -- Conference Room 19th Floor

Free evening program

FRIDAY, AUGUST 23

*Budgeting: Organizational, Staffing, and Informational Dimension*

**Speaker:**

Dr. James Fossett, Department of Public Administration and Policy, Rockefeller College of Public Affairs and Policy

9:00am / Hurd Room, Rockefeller College of Public Affairs and Public Policy

12:15-1:45pm Lunch at the Capitol

*Tour of the New York State Senate*

**Speaker:**

Dr. Steve Sloan, Secretary of the Senate

1:45pm / Capitol

7:00pm

Dinner hosted by Mr. & Mrs. Lopez at their residence

SATURDAY, AUGUST 24

Visit Lake George [optional]

SUNDAY, AUGUST 25

Visit selected sights [optional]

MONDAY, AUGUST 26

*The Use of the Computer in the Budget Process: Electronic Spreadsheet Analysis*

**Speaker:**

Mr. William Schwartz, University at Albany Computer Center

9:00am / Main Campus, University at Albany

*Tour of the Main Campus*

11:00am / Hosted by the orientation office.

12:00-1:45pm

Lunch at the Capitol

*The State Legislature and the Budget: Technical and Organizational Dimensions*

**Speaker:**

Mr. Roman Hedges and Ms. Elaine Frazier, New York State Assembly, Ways and Means Committee

2:00-5:00pm / Ways and Means, The Capitol

Free evening program

TUESDAY, AUGUST 27

*The Role of Latin American Legislatures in the Budget Process, Present Realities and Future Expectations*

**Speaker:**

Dr. Abdo I. Baaklini, Director, Center For Legislative Development

Dr. Charles S. Dawson, Jr., Deputy Director, Center For Legislative Development

9:00am / Milne 215, Rockefeller College of Public Affairs and Public Policy

12:15-1:30pm

Lunch [location to be announced]

*The Relevance of the United States Budget Experience to Legislatures in Central and South America; Recommendations and Future Actions*

**Speaker:**

Dr. Abdo I. Baaklini, Director, Center for Legislative Development

1:45-4:00 / Hurd Room, Rockefeller College of Public Affairs and Public Policy

4:30-6:00pm /Art Gallery - Main Campus  
Official closing ceremony

6:30pm /Dawson Residence - Farewell Dinner

WEDNESDAY, AUGUST 28

Delegation Departs.

8/12  
ms

. JB

Center for Legislative Development  
Consortium for Legislative Development

*ATTACHMENT #6*

*PARTICIPANT QUESTIONNAIRE*



**UNIVERSITY AT ALBANY**  
**STATE UNIVERSITY OF NEW YORK**

*Center for Legislative Development*

**"EL PRESUPUESTO Y EL PROCESO LEGISLATIVO"**  
**CENTRO PARA EL DESARROLLO LEGISLATIVO**  
**AGOSTO 21 - AGOSTO 28, 1.991**

El Centro Para Desarrollo Legislativo ha tenido gran placer en poder contar con la participación de funcionarios públicos de tan alto calibre.

Se le agradecería mucho que tome unos minutos para completar el siguiente cuestionario, el cual nos servirá para evaluar nuestra labor y mejorar actividades en el futuro.

En una escala del 1 al 5, 5 siendo lo mejor, por favor responda a las siguientes preguntas:

1. Estuvo el evento bien organizado? 1 2 3 4 5
  
2. Como estuvo la atención por parte del personal del Centro: 1 2 3 4 5
  
3. Considera Ud. que los instructores tenían conocimiento amplio de la materia? 1 2 3 4 5
  
4. Considera Ud. que los expertos legislativos tenia conocimiento amplio de la materia? 1 2 3 4 5
  
5. El material presentado en este seminario será aplicable cuando regrese a su país? 1 2 3 4 5

**POR FAVOR RESPONDA A LAS SIGUIENTES PREGUNTAS**

6. Que aspectos del seminario cree Ud. que tendrán una aplicación practica una vez en su país?

.....  
.....  
.....  
.....  
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.....

7. Que aspecto del seminario le parece interesante y beneficioso a Ud. como profesional dentro de una institución legislativa, las charla o las visitas a la legislatura en Albany?

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8. Sugerencias y comentarios personales:

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.....

Le reiteramos nuestro agradecimiento por su colaboración y participación durante este seminario, esperamos que su estadía en Albany, y en particular a la Universidad en Albany haya sido placentera y de gran utilidad.

Feliz Viaje.

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**UNIVERSITY AT ALBANY**  
STATE UNIVERSITY OF NEW YORK

*Center for Legislative Development*

***Budgeting and the Legislative Process***  
***A Seminar for Legislative Budget Experts***  
***From Central and South America***

*August 21 - August 28 1991*  
*Center For Legislative Development*  
*University at Albany*  
*State University of New York*

The Center for Legislative Development had great pleasure conducting this seminar, and gathering participants of such high caliber.

In order to prepare future seminars as well as to evaluate this seminar, we would be very grateful if you could take a few minutes of your time to answer the following questions:

On a scale of 1 to 5, 1 being the worst and 5 the best, please answer the following questions:

1. How well was this event organized:  
1   2   3   4   5
  
2. Were the staff at the Center for Legislative Development helpful?  
1   2   3   4   5
  
3. Were the legislative experts knowledgeable?  
1   2   3   4   5
  
4. Were the lectures knowledgeable?  
1   2   3   4   5
  
5. Will the material presented to you at the seminar be useful to you and your legislature?  
1   2   3   4   5

**PLEASE ANSWER THE FOLLOWING QUESTIONS**

6. What was the most important thing you learned at the seminar?

7. What was most useful to you: class lectures or site visits?

8. What suggestions and personal comments do you have about your experience at the seminar?

Once again, thank you for your cooperation and participation during the seminar, we hope that your stay here in Albany has been both enjoyable and productive.

Have a safe trip home.

/ms

- CFB

**Center for Legislative Development  
Consortium for Legislative Development**

**COMPILATION OF QUESTIONS WITH NUMERICAL RESPONSES**

The questions we asked the participants together with a compilation of the numerical responses are compiled below.

On a scale of 1 to 5, with 5 being the best, please circle your answer to the following questions:

1. How well was this event organized?	1	2	3	4	5
Responses	0	1	2	2	7
2. Were the staff at the Center for Legislative Development helpful?	1	2	3	4	5
Responses	0	0	5	2	5
3. Were the lecturers knowledgeable?	1	2	3	4	5
Responses	0	0	6	5	1
4. Were the legislative experts knowledgeable?	1	2	3	4	5
Responses	0	0	1	5	6
5. Will the material presented at the seminar be useful to you and your legislature?	1	2	3	4	5
Responses	0	0	6	5	1

Center for Legislative Development  
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*SUMMARY OF NARRATIVE QUESTIONS*

A summary of the responses to the narrative questions in the evaluation is provided below.

6. What was the most important thing you learned at the seminar?

Some of the answers were

"Negotiation through communication..."

"The key word to get anything accomplished is agreement."

"The negotiations in the budget process are a completely different experience from ours."

"The most important aspect of this seminar is to send a message of the need to encourage professionals in order to solidify their knowledge of the budget process."

"The contrast in the legislatures and its mechanics."

7. What was most useful to you, class lectures or site visits?

Some of participants stated that:

"The talks, since in general they gave me an insight on how things work."

"Both, since they compliment each other."

"The talks served as a foundation for the visits."

"The site visits since they were conducted by people who work closely in the budget process."

"Both Professor Fossett and Dr. Roman Hedges were very very good."

8. What suggestions and personal comments do you have about your experience at the seminar?

Some of participants stated that:

"I would like to thank and congratulate everyone."

"The knowledge of the experts has been of invaluable importance."

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"This type of seminar ought to continue since they benefit Latin American countries and also the studies of the same."

"On a personal note, I think you should have the information in Spanish...so that when we hear the translation it will be easier to understand."

"I would like to suggest that the Center For Legislative Development does a follow-up with the various participants."

"In order to avoid transportation problems, it would be best to set up the conferences in a location like a hotel, all the activities and talks would take place there ... Lake George is a suggestion that comes to mind."

"Once the theme for the seminar is agreed upon, all the participants ought to be notified so they can better prepare themselves."

DOCUMENTS RECEIVED BY THE PARTICIPANTS

*New York State Legislative Digest, New York. Legislature.*

*Legislative Manual of the State of New York, New York State.*

*New York State, Rules of the Senate, New York State Legislature, Senate.*

*New York State, Rules of the Assembly, New York State Legislature, Assembly.*

*Worthy, John A., Comparative Legislative Information Systems: The Use of Computer Technology in the Public Policy Process, Washington, National Science Foundation, 1976.*

*Baaklini, Abdo I. and Marceau, Ian, Science & Technology Information Sources And State Legislature: A Manual, Albany, New York State Assembly Science and Technology Staff: Comparative Development Studies Center, State University of New York at Albany, 1979.*

*State of New York -- Executive Budget, 1991-1992*

*Governor's Budget Presentation, 1991-1992*

*State of New York - Financial Projections and Capital Plan, 1991-1992*

*State of New York - Tax Expenditure Report, 1991-1992*

*State of New York - Annual Message, 1991-1992*

*Breve Resena del Proceso Presupuestario en la Republica de Honduras, Julio Daniel Flores (Honduras)*

*Fundamento Constitucional de la Ley del Presupuesto de la Republica. Luis Gerardo Bolanos (Costa Rica)*

*El Presupuesto y el Rol del Organo Legislativo en Paises de Centro y Sud-America Aleyda Garcia B. and Douglas Montalvan (Nicaragua)*

*El Presupuesto y el Roy del Organismo Legislativo en Bolivia Oscar Navarro A. and Franklin Ergueta L. (Bolivia)*

*Hartman, Robert W., "Issues in Budget Accounting"*

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