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**Report to USAID/Panama
Office of Public Administration
on the visit to the United States
by the Legislative Development Committee
of the Legislative Assembly of Panama
July 19-31, 1992**

Sponsored by the Consortium for Legislative Development

The Center for Democracy

Florida International University

University at Albany, State University of New York

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I. INTRODUCTION

From July 19-31, six members of the Panamanian Legislative Assembly participated in a training visit to the United States under the auspices of the Consortium for Legislative Development. This training activity was coordinated by The Center for Democracy. Training components were designed and implemented by Florida International University, the University at Albany, State University of New York's Center for Legislative Development and The Center for Democracy. Four elected members of the Assembly participated in this program: H.L. Aurelio Alba, First Vice President of the Assembly, H.L. Domi Luís Montenegro, Chairman of the Public Works Commission, H.L. Alberto Cigarruista, Member of the Assembly, H.L. Luís Benjamín Rosas, Member of the Assembly, and two staff members, Lic. Rubén Arosemena, Secretary General of the Assembly, and Licda. Estela Koyner, Executive Assistant to the Secretary General.

It is important to note that the Panamanians were accompanied during their study visit by a delegation of three legislators and two staff members from the National Assembly of Nicaragua. The Panamanians were joined in Albany and Cincinnati by a larger delegation of twelve legislators and staff from the Brazilian Federal Congress and state legislatures. The Panamanian delegation made site visits to Florida International University's North Miami and Tamiami Campuses, to the State Capitals in Tallahassee and Albany, to the offices of the Center for Legislative Development located on the campus of the State University of New York at Albany. They also attended the annual meeting of the National Conference of State Legislators in Cincinnati, OH and finished with a visit to Washington D.C. organized by The Center for Democracy. A detailed description of the implementation of this program can be found in Section IV of this report.

II. STANDARD EVALUATION USING PROGRAM INDICATORS

The study visit is a key component of the Consortium's Panama legislative development project (financed under Cooperative Agreement No. LAC 0770-A-00-0034-00, Modification No. 4). The Panama Legislative Assembly has formed a bipartisan Legislative Development Committee to work with the Consortium in designing and implementing program activities under the buy-in project. Deputies and staff from this committee were targeted for training during this program in aspects of legislative development from a comparative perspective through site visits

to legislatures and academic briefings. A major goal of the training visit was to promote a shared philosophy of legislative development and effective working relationships among the members and staff of the Legislative Development Committee. The joint visit with the Nicaraguan Legislative Development Committee was intended to encourage comparative analysis, reinforce regional networking and maximize AID resources.

The following analysis measures the effectiveness and impact of this program activity undertaken on behalf of the Legislative Development Committee of the Panamanian Legislative Assembly. The Center for Democracy has used the Evaluation Criteria developed by the Consortium for Legislative Development in cooperation with AID pursuant to Cooperative Agreement No. LAC 0770-A-00-0034-00 (See Attachment B). The Center has identified the most pertinent Categories, Objectives and Indicators (listed in bold) that can be applied to qualitatively and quantitatively analyze the impact of this program activity. Outputs and events specifically correlating to these evaluation criteria are listed in italics below the selected categories.

Category #2
Promoting a Regional Emphasis

A. PROGRAM OBJECTIVES

◆ To Strengthen Legislature's Identity through Training, Networking and Identification on a Regional Basis to Ease Isolation

By simultaneously participating in this training event with the Nicaraguan delegation, the Panamanian participants had numerous opportunities to exchange information, discuss problems and share concerns about specific areas related to their respective legislative development processes. In addition, the site visits provided workshops and information sessions with appropriate members of the Florida and New York State Legislatures. By meeting with counterparts in these state legislatures, the delegation was able to broaden their legislative network in the United States while simultaneously strengthening ties previously established through ATELCA and the Encounters of Legislative Presidents to members of Nicaragua's National Assembly.

◆ To Improve the Professional Competence of Individual Legislators and their Staff through Conferences, Workshops and Study Tours

During the course of the study tour the Panamanian delegation participated in numerous sessions focusing on issues related to their general duties in the Legislative Assembly and overall legislative development. Legislators and staff alike from the State Legislatures of New York and Florida as well as other legislators and staff at the NCSL Conference and the U.S. Congress presented explanations of budget development, bill drafting and

legislative information systems, specifically highlighting computer applications for such processes. Each session addressed the duties and responsibilities of individual legislators and staff while emphasizing their interrelations. A more detailed description of specific events pertaining to this objective can be found in Section IV of this report.

◆ To Identify and Document the Status of Legislative Institutions in the Region and Recommend Improvements/Needs

Needs assessments were conducted by the Consortium in Panama which resulted in the formation of the Legislative Development Committee, among other benefits. The recommendations laid down by the needs assessment team have been incorporated into the Development Committee agenda which provide a common point of reference for establishing a framework within which the Consortium and the Legislative Assembly are able to focus training and technical/commodities assistance.

B. PROGRAM INDICATORS

◆ Number and Diversity of Countries' Legislators and Staff Participating in Project-Supported Activities of Regional Organizations (e.g., Percent of Women Participating)

The multipartisan Panamanian delegation consisted of four members of the Legislative Assembly and two staff members, the Secretary General of the Assembly and his Executive Assistant. Aside from their party differences (1 MOLIRENA, 1 Partido Liberal Auténtico, 1 Arnulfista, 1 Partido Demócrata Cristiano), the members represent a wide range of committee membership and political factions and constitute a well rounded delegation. Although Licda. Koyner was the only woman represented in the delegation, she interacted with several female counterparts during each phase of the study tour.

◆ Number and Type of External Networks and Linkages Developed Between Legislatures and other institutions (Especially other Legislatures) both Within and Outside the Country

Participating jointly in the study tour, the Panamanian and Nicaraguan delegations were given the opportunity to solidify existing relationships between themselves while forging new ones with members and staff in two state legislatures. The participants were joined in Albany, NY by a third delegation of twelve legislators and staff from the Brazilian Federal Congress and Brazilian state legislatures, affording the Panamanians another opportunity to exchange ideas, concerns, and solutions to legislative problems. The Brazilian delegation's visit was coordinated by ANDAL, a professional staff organization similar to Central America's ATELCA.

In visiting the State legislatures of Florida and New York, the participants met with over

two dozen state legislators and staff who volunteered to assist the Nicaraguans in their legislative development efforts. Staff members from the visiting delegations received valuable reference materials and examples of legislative tools used in both states to facilitate the bill drafting and tracking processes. The National Conference of State Legislators was an extremely valuable opportunity for the Panamanians to interact with state legislators and staff from all fifty states as well as over 10 foreign countries. They also had the chance to meet individually with the NCSL Executive Committee members and develop the basis for more extensive interactions with this organization as a whole. In this sense the conference provided highly focused access to the most important state legislative network in the United States.

During the visit to Washington, D.C. the Panamanian delegation had the opportunity to meet with two members of the U.S. Congress, Senator John Breaux (D-Louisiana) and Congressman Dennis Hertel (D-Michigan). Senator Breaux is actively involved in U.S. affairs concerning Panama in his position as chair of the Senate Merchant Marine & Fisheries Sub-Committee and member of the Armed Services Committee. He and the Panamanian participants discussed the future of the Panama Canal and the U.S. military bases there scheduled to close in the next several years during the time he shared with us.

Similarly, Congressman Hertel, who serves on the House Armed Services Committee and Merchant Marine and Fisheries Sub-Committee, was eager to share his views on the United States' post invasion policy in Panama and listened to the concerns expressed by his Panamanian peers. These two sessions established an important link between the delegates and members of Congress who are in tune with issues relevant to their region.

C. PROGRAM OUTPUTS

◆ Provide Training, Networking and Identity to Legislatures as a group to ease isolation (i.e., a regional emphasis) and to Provide an Array of Opportunities such as Conferences and Workshops on a Regional Basis to Improve the Professional Competence of both Individual Legislators and their Staff

During the course of the two week-long study tour the delegates attended over thirty training sessions, demonstrations and presentations addressing various aspects of the legislative process. At F.I.U. the program focused on recent legislative trends in the United States and how they may affect our political relationship with Central American nations.

In Tallahassee there were two presentations which dealt with the organization of the State Assembly and the relationships between members, staff and lobbyists. Another discussion focused on bill drafting while the rest were related to computer applications to legislative

tasks and the information systems used to link the Capitol with district offices and other digital sources of information. In addition, the Clerk of the House demonstrated the new electronic voting system used in the assembly.

In Albany the participants visited the State Capitol and the Center for Legislative Development. The Center program emphasized ongoing legislative development in the Panamanian Assembly while there were 8 training sessions, presentations and discussions at the Capitol similar in format to those in Tallahassee though presented from a different legislative standpoint. One session dealt with bill drafting, four others addressed the general organization of the Assembly and three more focused on the technical aspects of the legislative process.

The Panamanian and Nicaraguan delegations participated equally in these sessions, contrasting their own experiences with what they had heard and expressing other questions and concerns with other participants and hosts. In this way, the Panamanians developed a better understanding of the Nicaraguan state of legislative development, and vice versa, which reinforced a sense of regional identity in discussing these issues with their American counterparts.

Category #3
Developing Internal Capabilities

A. PROGRAM OBJECTIVES

◆ To Provide an Array of Opportunities to Improve the Professional Competence of both Legislators and their Staff

The meetings and training sessions in Tallahassee and Albany, especially, addressed numerous practical aspects of the legislative process, among them the ways in which professional staff members assist legislators in researching, drafting, revising and tracking pieces of legislation. Delegates compared the non-partisan professional staff, which assists all members of the Florida Assembly regardless of party affiliation, with the partisan staff employed by members of the New York Assembly. In each case the participants witnessed first hand many of the information and communication tools which members and staff alike rely upon every day in serving the people of their state.

Throughout the study tour, participants observed the interdependency between staff and members. They were shown the practical side of the legislative process while witnessing the intrinsic features that have kept the Assemblies of Florida and New York functioning as professional institutions.

The Washington, D.C. portion of the study tour further emphasized member-staff relations, primarily through the eyes of the non-partisan staff members serving various congressional committees and departments. Practical aspects of the day to day legislative workload were not ignored, however, and the Panamanian participants attended two sessions dealing with congressional organization and administration and observed a sub-committee mark-up session in which bills are amended line by line.

◆ To Develop Among Legislators and Staff an Awareness of the Legislature as an Institution and Increase their Personal Identification with it

In Tallahassee and Albany, delegates participated in several discussions on the role of the legislature as it relates to other branches of government. The interaction between the legislature and the executive was brought up repeatedly during the sessions at the prompting of the delegates. They cited their history of military dictatorships as a key factor in the executive's ability to dominate the political arena throughout their history. Through discussions with legislators and clerks from these assemblies, participants were presented a broad vision of the identity and role of the legislature as an institution and how it might, should, or does coexist with the executive and judicial branches in balancing political power.

At the Center for Legislative Development, each delegation participated in a presentation and subsequent discussion on "The Role of the Legislature in Contemporary Democratic Societies and the Importance of Legislative Institution Building." This session, presented by Dr. Abdo Baaklini of the Center, helped both delegations redefine and clarify the objectives of their respective Legislative Development Committees and set forth a fresh course on which they can continue to implement developmental measures. The Panamanians and Nicaraguans met separately with Dr. Baaklini concerning this issue to more effectively address the specific needs of their particular assembly. These discussions substantively focused the delegates' experiences during the visit and contributed significantly to the primary program goal of promoting a shared philosophy of legislative development among the members and staff of the Legislative Development Committee.

At the NCSL Conference in Cincinnati the Panamanians had a chance to talk with members and staff of numerous U.S. state legislatures about their individual institutions, the problems they have faced and solved, and the mechanisms used in doing so. These representatives of various state legislatures provided an accurate model of the their legislature as an established institution, a model from which the participants and their colleagues in the Panamanian Legislative Development Committee will be able to select the features best suited for their own legislative needs.

◆ To Create a Structure of Decision Making Within the Legislature with the Primary Function of Continuous Evaluation of Legislative Needs, Marshalling Necessary Resources (Including the Development of Legal and Programmatic Instruments) to Meet those Needs

During the visits to Tallahassee and Albany, the internal organization and structure of the assemblies were outlined to give the delegates a clear idea of the duties, responsibilities and powers of the clerk, the speaker, committee chairs and members. In both cases, the Clerk of the House stressed that each state has its own unique design, and that none is necessarily better than another, rather the design and organization of the legislature should cater to the individual needs and characteristics of the legislature rather than conforming to a set model.

The Clerks explained the way the legislatures presently function and the mechanisms that were employed in their own legislative development process. Due to the stability and longevity of both these institutions, there are no Legislative Development Committees, per se, in place to monitor the legislatures' changing needs. However, the Clerks discussed the various ways their legislatures' needs are addressed and how the participants might do so in their own assemblies in the future without the existence of a Development Committee by redirecting all or part of these responsibilities to other permanent committees.

The site visits to the U.S. Congress in Washington, D.C. offered further insight into the

ways in which an institution as large as Congress is able to continuously assess itself and implement necessary changes to accommodate newly arising challenges. One session there focused at length on the appropriations made by Congress to deal with such needs. The best organizational models for the Panamanians, however, are used upon various state legislatures as their size, both with regard to members and budgets, corresponds better to the Panamanian Legislative Assembly.

B. PROGRAM INDICATORS

◆ Number of Legislative Development Committees Created by Legislatures and Scope of Work (Other Instruments could be Counted as well); Percent of Legislators Actively Attending and Participating in Committee's Meetings; Number and Type of Legislative Development Plans Adopted by the Legislatures/CLD.

Pursuant to the scope of work outlined in Cooperative Agreement # LAC 0770-A-00-0034-00, Modification No 4 and the Memorandum of Understanding signed by the Legislative Assembly and the Consortium, a Legislative Development Committees has been formed within the Legislative Assembly of Panama. Four of the six elected members of the Legislative Development Committee and two of four professional staff members participated in the study visit.

C. PROGRAM OUTPUTS

◆ Enhance Legislators' Capacity to Work Together

Although it is difficult to measure directly, an event such as this study tour brings legislative members and staff together in an atmosphere removed from their normal daily work. Spending time together allowed the program participants to strengthen personal bonds and enrich their understanding and respect of one another. In this way, the study tour will undoubtedly enhance the ability of the participants to work together to achieve common institutional goals.

More importantly, the members of each delegation now share a common experience and philosophy of legislative development which has given them the chance to examine the role of the legislature in a democracy. They all have a more clearly defined idea of their role as a special, bipartisan committee dedicated to strengthening their legislature as an institution. Sharing a common vision and working toward shared institutional goals should magnify the effectiveness of their efforts and foster the development process.

III. ANALYSIS OF PARTICIPANT EVALUATIONS

The first section deals with evaluations of the Miami and Tallahassee portions of the study tour. The second part assesses the evaluations completed from the SUNY/Albany portion and the third and fourth sections provide analyses of the evaluations of the NCSL Conference and the Washington, D.C./Center for Democracy sponsored program. Individual evaluations submitted by study tour participants can be found in Attachment C of this report.

SECTION A. FLORIDA INTERNATIONAL UNIVERSITY AND THE FLORIDA STATE LEGISLATURE IN TALLAHASSEE

In response to the first question concerning the overall organization of the Florida portion of the study tour, four participants felt it was 'excellent', five answered 'very good' and two responded with 'good'. The second question asked the participants how they rated the presentations, meetings and discussions. Five of the delegates responded with 'excellent', five with 'very good' and one with 'good'. The next question about the quality of the technical agenda received four 'excellent' responses, four 'very good' responses and three 'good' responses.

Question four asked the participants if the technical agenda had satisfied their expectations. Every one of the ten responses received was 'yes'. Question five, which asked if this type of event, i.e. the study tour, is beneficial to the legislative institution and the country of the participants, was answered positively by everyone as well. The following are excerpts from additional comments written in response to this question (translated from Spanish):

"(The study tour) has greatly augmented the legislative capacity of members and staff, alike."

"The presentations and informative sessions provided during the tour will be extremely useful"

"(The study tour) has suggested ideas about how to attack the problems which we are suffering from in my country."

"(The study tour) has helped in broadening our knowledge.... indispensable at this moment in the case of Nicaragua"

"Positive"

Question six asked the participants if they felt that events such as the study tour should continue to be held and why. Again, all the participants answered 'yes' and many added comments, some which I have included below.

"...because in Nicaragua we are living through a democratic transition in which the legislature plays a role of primary importance."

"I believe that it ought to be divided into two groups, one group composed of the administrative personnel of the assembly, who should be given seminars on retirement and codification of laws, and the organization of the assembly and the other group consisting solely of legislators, who should attend political, economic and budgetary seminars."

"It ought to be realized in two different ways, which are legislative and administrative."

The second two remarks above appear to indicate a feeling among some of the participants that legislators and legislative staff might benefit from following two distinct program agendas during activities such as this, one highlighting the administrative and organizational aspects of the legislature and the other addressing issues directly related to the legislators. If such a recommendation was implemented, it would be important to overlap the programs in certain areas in order to expose each side to the issues of the other. Aside from that recommendation, it appears that the participants found the F.I.U. and Tallahassee portions of the study tour very informative and valuable.

SECTION B. NEW YORK STATE LEGISLATURE AND THE CENTER FOR LEGISLATIVE DEVELOPMENT, STATE UNIVERSITY OF NEW YORK AT ALBANY

Only evaluations from the Panamanian participants have been obtained and included in this analysis. Participants were asked to respond to statements on this evaluation with a number from one to five, one indicating a strong sense of agreement with the statement and five indicating a strong sense of disagreement. Half the delegates were in complete agreement that, "The presentations were clear and concise," while the other half rated the statement with a two, indicating less emphatic agreement. All but one agreed strongly that, "The general concepts are pertinent to my work in the legislature," and that, "The specific suggestions will be useful in my work." Four delegates strongly agreed to the following statements while two agreed less emphatically:

"The visual materials and others used were substantial,"

"The sessions were organized in a logical fashion."

"The facilities were appropriate for the program activities."

"The Center for Legislative Development staff were attentive to your needs."

Below is a sample of some additional comments made by the Panamanian participants at the end of the evaluation:

"We are very appreciative and the experience will be shared with other legislators in our Legislative Assembly in Panama."

"I feel that the meetings should be a little more organized, since time was regularly lost before starting."

"The session with Dr. Baaklini was very useful. More time should be scheduled to address these issues."

"Free afternoons should be scheduled to allow participants to rest and familiarize themselves with the various cities and their attractions."

These reactions suggest various improvements to the study tour experience as a whole. The separate sessions with Dr. Baaklini concerning past, current and future legislative development for both delegations generated very positive comments from the participants. Many of them seemed to benefit greatly from this experience and were eager to expand on the issues addressed by Dr. Baaklini.

SECTION C. THE ANNUAL CONVENTION OF THE NATIONAL CONFERENCE OF STATE LEGISLATURES

The Panamanian participants attended the NCSL Conference in Cincinnati, OH from July 25-28. Similar to the evaluation from the Albany, NY portion of the study tour, participants were asked to rate their agreement or disagreement with the statements based on a number form one to five. The following summary is based upon the three completed evaluations which we received.

Two agreed strongly and one moderately that, "The Conference was organized in a professional manner and offered a lot to each participant." All three concurred somewhat that, "The program of the conference was pertinent to my job as a legislator," and that, "There was ample opportunity to discuss and exchange ideas with other legislators attending the conference." Responses were mixed to the statement that "The sessions focused on issues relevant to legislative development in my country." One member agreed moderately, another neither agreed nor disagreed and the third strongly disagreed. Similarly, two disagreed that "The conference and hotel facilities were high quality and provided good service to the participants," while one agreed strongly. Finally, all agreed to some extent "...that this type of event is beneficial to the ,] and country which I represent." In the space designated for additional comments one participant added that there was insufficient social contact at the conference, however, considering the numerous social activities held, we find this hard to understand.

SECTION D. THE CENTER FOR DEMOCRACY AND PROGRAM ACTIVITIES SCHEDULED WITH THE UNITED STATES CONGRESS.

As in previous sections, the three participants who completed the evaluations expressed their agreement or disagreement with statements by indicating a number from one to five. All three agreed that, "The program was well organized and offered ample opportunities to obtain a clear vision of how the United States Congress functions," and, "The Center staff was responsible and efficient in implementing the activities." Similarly, all moderately agreed that, "There were ample opportunities to discuss and exchange ideas with legislators and technical/administrative staff in the U.S. Congress."

In response to, "The sessions focused on issues relevant to legislative development in my country," one participant indicated agreement, another neither agreed nor disagreed and the third disagreed with the statement. Finally, everyone agreed to the final three items which stated that they had "established personal relationships which will be useful in the future concerning legislative development," that "The hotel I stayed in provided clean rooms and quality service," and that "I feel that such events are beneficial to my legislative institution."

One Panamanian participant added at the end of the evaluation that the Washington, D.C. portion of the study tour was "a magnificent opportunity in accordance with the objectives of the trip, however, there was insufficient time to take full advantage of the opportunities available."

After reviewing the evaluations from Cincinnati and Washington, D.C., we see a recurring indication that the participants felt a greater need to directly address legislative development issues. This seems appropriate since the delegations were primarily composed of members of the Panamanian Legislative Development Committee.

Overall the responses to the study tour were positive. The participants seemed to have benefitted from the experience in a variety of ways and most expressed intentions of sharing their ideas and experiences from the trip with other members of the assembly.

IV. CHRONOLOGICAL PROGRAM IMPLEMENTATION REPORT

The following report was submitted by Center for Democracy Executive Assistant, Peter Walter. Mr. Walter accompanied the delegation throughout the study visit to facilitate the logistical implementation of this program activity.

Sunday, July 19

After arriving in Miami around noon, I checked into the Park Central Hotel and rested. Later in the day Joanna Rivela of Florida International University (F.I.U.) picked me up at the hotel and we drove to the airport where we were met in the international arrival area by Gerald Reed and his assistant, Enrique Carrillo. The Nicaraguan delegation was the first to arrive, without Dr. Carlos Siles Levy, however. We were informed by his colleagues that he had been in Miami over the weekend visiting family and would join us the following day. Once the Panamanian delegation arrived and passed through customs, we formally welcomed both delegations and moved them and their baggage onto the bus F.I.U. had rented. On the way to the Park Central Hotel Gerald briefed them on the first two stops of the study tour while I followed behind in his car.

Upon arrival at the Park Central Hotel, all delegates were quickly checked into their rooms and the rooms paid for. Some of the Nicaraguans had dinner plans with friends in the Miami area, so the Panamanian delegation (including Sra. Aurelio Alba) and I walked around the beach area before stopping at a restaurant for dinner. After finishing we returned to the hotel for the evening.

Monday, July 20

I arrived at Miami Airport at 5:45 a.m. to greet Lic. Luís Sánchez Sancho, First Vice-President of the National Congress of Nicaragua who was scheduled to arrive on a 6:00 a.m. flight from Peru. After waiting there until 7:30 a.m. with no sign of Lic. Sánchez, I returned to the hotel to check everyone out. Soon after we were met by Gerald and Joanna and driven to F.I.U.'s North Campus where we were given a brief tour of the offices of the Dean of the School of Public Affairs and Services before moving into a conference room for a welcome and orientation session of events scheduled through Tallahassee. During this time Dean Allan Rosenbaum of F.I.U. discussed some current items of interest in the American legislative process.

On a national level, he talked about the unusually large turnover in Congress this year, due in part to the redistricting process which takes place every ten years. He also held accountable the check-bouncing scandal which has shaken voter confidence of Congress in the past year. On a state level, he highlighted budgetary discord as one of the major challenges facing legislative bodies, emphasizing that unlike the U.S. Congress, most state's require balanced budgets every year.

Dean Rosenbaum discussed some historical facts which led to the structuring of the Federal Budget, Authorizing and Appropriations Committees of the U.S. Congress and how they work together in dealing with national budgetary issues. In addition he talked about the various ways a bill may be introduced into Congress and the importance of having sponsors for a bill in both the House of Representatives and the Senate. Commenting on how the executive branch works with members of Congress in modifying existing bills or introducing new legislation, he emphasized that the latter must be done with the aid of a member of Congress. Throughout the presentation he stressed that the study tour was designed as a forum for exchanging ideas and a base from which the Consortium for Legislative Development would continue to assess the legislative needs of the assemblies in both countries.

After a short break, the chairperson of each department comprising the School of Public Affairs and Services gave a brief description of their respective programs. Questions were asked throughout the session about matters such as the origin of the recent freeze on U.S. foreign aid to Nicaragua: Was the decision made in Congress or had it been a measure taken by the State Department? A long response yielded the answer that it had been an initiative of Sen. Helms which Congress had passed. Dr. Salas of the Criminal Justice Department was asked about the future role of military force in Central America in combatting the flow of narco-trafficking and responded that he felt that this responsibility, among others, could be handled by a civil guard or police force rather than an organized army.

The School of Public Affairs and Services provided a catered lunch for both delegations, after which we went as a group to the South Campus of F.I.U. where Dr. Mark Rosenberg gave a presentation on the political and economic future of Central America relative to the United States and the rest of the world. At this point Dr. Siles joined up with the group and participated in the ensuing discussion. Dr. Rosenberg's presentation compared Central America's past and present trade relations with other developing nations, highlighting the impact of Japan's recent emergence as a world trading power on these trends. He stressed the importance of improving education on a national level and recognizing the areas of commerce and economic growth most promising for the future. In addition, he discussed the worldwide trend of forming trade-blocks and where Central America fits into the big picture as trade barriers begin to lift in the western hemisphere.

This presentation was of great interest to members of both delegations. They were impressed, I think, not only by Dr. Rosenberg's ability to speak Spanish, but by his extensive knowledge of their region of the world. One member of the delegation asked a question which was repeated by others at various stages throughout the trip: Would the election of a Democratic president be beneficial or detrimental to the future of Central America? While Dr. Rosenberg answered from a trade standpoint, others throughout the tour would provide different perspectives to this very important question.

From there the bus took us to the airport where we checked in for our flight to Tallahassee. Alleviating concerns about his whereabouts, we were met at the gate by Lic. Sánchez. Due to poor weather, however, our flight was delayed almost four hours so we had dinner as a group

in the airport hotel's restaurant. The flight eventually got off the ground and we arrived in Tallahassee where another bus was waiting to take us to the Sheraton Hotel. Located 5 minutes (walking) from the State Capitol, this site proved to be ideal during the next two days of meetings and events there.

Tuesday, July 21

The day began with a walk to the State Capitol where we were greeted by John Phelps, Clerk of the Florida House of Representatives. After a brief tour of his staff offices we were escorted into the House Chamber and seated in the chairs the members sit in while in session. John gave a presentation explaining the organization of the Florida House, outlining the duties of the Clerk, the Speaker, other staff and their relationship with the members. He explained the responsibilities of various committees, how their members are appointed and the rules that govern their conduct. He described the path of a bill as it moves from its point of origin through the necessary channels and eventually to the House floor for a vote.

In response to some of the questions asked, he examined other rules that guide the conduct of the House. Finally, he gave a demonstration of the sophisticated electronic voting system used in the Florida House and how members can use touch sensitive monitors to access legislative information from their seat on the floor. This session was very interesting, especially to Rubén Arosemena, the Clerk of the Assembly in Panama, his assistant, Estela, and their counterpart from Nicaragua, Carlos Siles, because it presented the House from the perspective of the Clerk and focused on their responsibilities.

After a brief walking tour of the Speaker's office, the group listened to a discussion on the bill drafting process given by Jim Lowe, Director of Bill Drafting in the Florida House. He spoke about his staff and their non-partisan support of all members, and went on to give a demonstration on how computer networks have dramatically facilitated the entire drafting and tracking process.

We walked to the Sign of the Tree, a restaurant frequented by members of the Florida House and Senate while in session, and had lunch before returning to the House Chamber for a presentation by Sam Bell, a former long time member of the House who had served in almost every capacity except Speaker. Since his retirement from the House, he has been actively involved as a lobbyist in the Florida legislature. Using this experience as background, he discussed the role of a lobbyist, emphasizing the need for them to be advisers on issues outside of a legislator's field of expertise and stressing their need to uphold a high degree of integrity and to present both sides of an issue to legislators regardless of their own position on an issue.

Among the questions fielded by Mr. Bell were concerns about excessive campaign contributions from lobbying groups, relationships between legislators and those lobbying on behalf of the executive branch and most importantly, measures which the young legislative bodies of Panama and Nicaragua need to take to regulate the lobbying process. Mr. Bell emphasized the need to register any paid lobbyist, to set and monitor spending limits for these activities and to develop

a rigid code of ethics to govern the process. He also mentioned the role the press has recently come to play as a counterbalance in exposing unknown sides of issues not brought out in the legislative process.

Next on the afternoon's agenda was a tour of the Capitol's computing facilities led by Anna Mattson. She cited many examples of their applications in the legislative process and emphasized the professional yet non-partisan status of her staff concerning any issue, regardless of their personal slant. She specifically demonstrated various applications of IBM computer technology in the budgetary process, contrasting it with the MacIntosh equipment used for presentation and publishing needs. Finally, a member of her staff gave brief demonstration of intra and inter-office communication using electronic mail.

After this session we returned together to the hotel and rested before boarding the bus to Wakulia Springs Lodge and Conference Center. Located above the largest underground fresh-water source in the world, this beautiful park was brought alive by our tour guide as he pointed out the unique wildlife along the hour long boat ride. Upon returning to the lodge, we had a good dinner followed by pleasant return to Tallahassee. I think everyone enjoyed the trip very much, myself included.

Wednesday, July 22

The group started the morning in the office of Bill Leary of the Committee on Natural Resources. His presentation centered around the work of committee staff members in preparation for hearings. One important example, he explained, are the summaries written of each bill that passes through a committee that allow legislators to digest the bill's content at a glance. Mr. Leary explained how each committee's staff is divided into two areas: one focusing on substantive analyses of bills and the other on fiscal analyses. He continued detailing the duties of the committee staff, placing repeated emphasis on their professional yet non-partisan status.

Later in the morning we met with Becky Miller of the Legislative Information Division and she presented a summary of how bills are categorized and later tracked as they pass through legislative channels. She talked at length about how changes made to legislation are entered into the system as they occur, thus keeping it up to date in 'real time.' The Florida system is capable of cross-referencing legislation by topic, sponsor, companion bills and a number of other indices.

We then proceeded to a presentation on statutory codification given by Linda Jessen, Director of the Statutory Revision Division. This was primarily a visual demonstration of how past legislation can be quickly retrieved for research and other purposes using computer databases.

Following this meeting we ate lunch in the cafeteria located in the basement of the Capitol. At the request of Carlos Siles, Ms. Jessen sent down the 1990 and 1991 volumes of all statutes passed in the state of Florida for him to add to his reference materials.

After lunch we went to the final presentation of the day by Dick Langley and his staff in the Division of Systems and Data Processing. He spoke at length about the rapid changes in the legislature's communication and computing systems which have taken place in the last five years. Characterizing a member's district office in 1987 as a desk with a typewriter and a telephone, he explained how all 160 district offices in the state have since been equipped with at least one personal computer and a modem which provides a digital link to the Capitol. He also went through the ways he and his staff work to handle technical problems that arise, how journals and other publications are printed by his office, and how the system is set up to link into other government databases while remaining accessible to outside users on a subscription basis.

After finishing his presentation, Mr. Langley escorted us to the office of the Hon. Lawton Chiles, Governor of Florida, where we had an opportunity to exchange greetings and brief him on the objectives of the study tour while posing for a few pictures. This session was kept short and we returned to the hotel before checking out and boarding the bus for the airport.

Our flight to Albany appeared to be going according to schedule, however after boarding the plane, we were informed of a delay due to bad weather over our connecting city, Atlanta. Due to several more delays in both Tallahassee and Atlanta, we didn't arrive in Albany until well after 2:00 a.m. and were finally in our rooms by 3:00 a.m. I had phoned Charlie Dawson from Atlanta requesting that we postpone the morning's program to allow the delegates extra time to rest. He assured me that we would adjust the schedule accordingly to accommodate them and later left a message that we would begin with a short welcome session at The Center for Legislative Development late in the morning followed by the previously scheduled program.

Wednesday, July 23

While the delegates rested, I went with Charlie Dawson and Jorge Bela to pick up two vans we had rented for the Albany portion of the study tour. After returning to the hotel I rounded everyone up and followed Staff Assistant Betsy Campisi to The Center for Legislative Development located on the campus of SUNY at Albany.

The original schedule had called for Dr. Abdo Baaklini and Dr. Dawson to give a presentation on "The Role of the Legislature in Contemporary Democratic Societies and the Importance of Legislative Institution Building" during the morning. Since the Brazilian delegation had arrived on time the previous night, they were given the presentation as scheduled. Dr. Baaklini, however, requested that the Nicaraguan delegation remain at the Center for a working lunch where he could give them the presentation. I went with the Panamanian and Brazilian delegations to the Rockefeller Plaza in downtown Albany and had lunch at the Sign of the Tree.

Following lunch, our group rejoined the Nicaraguan delegation inside the New York State Assembly Chamber where Francine Misasi, Clerk of the Assembly, talked about her duties to the people of the state and the members of the Assembly. She then gave the floor to Rep. Ronald Canestrari who spoke about various legislative issues. Of special interest to the Panamanian and Nicaraguans delegations was the requirement that each member bring for office

every two years. Rep. Canestrari's opinion was that this stipulation is counterproductive since every member has to leave the capitol and return to their district to campaign, permitting less time for the assembly to devote to policy making.

Unlike the Florida legislature which has an Appropriations Committee to deal with the fiscal side of bills, the state of New York has a Ways and Means Committee which bears the additional burden of drawing up the calendar for the Assembly. Another contrast to the Florida system was illustrated as Rep. Canestrari discussed the role of the Speaker on a normal day in session. Speakers in both states are empowered to appoint committee chairs and members. Florida's speaker is almost always present when the House is in session while New York's is rarely on hand. In his place presides either the President Pro-Tem or another designated member of the Assembly. There are many other differences between comparable positions in every state legislature, however, the ones I mentioned here were discussed in some length in response to the interest of the delegates.

We left the Capitol together and drove to a reception hosted by University President, H. Patrick Swygert, at the University's Art Gallery. After dropping the delegates off, I went to the hotel to meet up with Charlie and Lic. Luis Sánchez. Together, we to the airport and before leaving him at the gate, I thanked him for participating in the study tour and said goodbye before returning to the reception.

The reception was pleasant and gave the delegates an opportunity to meet some important university faculty members tied in with the Center for Legislative Development. Upon leaving the reception we were separated from Charlie who had the Nicaraguans in his car, so they went directly to Charlie's house while the Panamanians, Brazilians, Jorge Bela and myself returned to the hotel to change clothes. Within a half hour we were back in the vans and on the way to Charlie's house. There we enjoyed a wonderful dinner, barbecue cooked specially by Carlos Siles, and some of the best weather we'd had since the beginning of the tour.

Friday, July 24

Upon arrival at the Capitol, we began the day with a tour of the Senate chamber hosted by Stephen Sloan, Secretary of the New York Senate. He spoke briefly about his role and duties as Secretary and fielded numerous questions on the same topic.

From there we proceeded to the Assembly's office automation and data processing center where director, Doris Mariella, and John Ewashko, Secretary to the Speaker of the Assembly, demonstrated a wide variety of computer applications ranging from bill summaries and calendar displays to electronic mail and other administrative uses.

After this meeting we walked together through a quaint section of Albany on the way to the Rockefeller Institute where the Brazilian delegation, Abdo Baaklini and Charlie Dawson joined us for lunch. Frank Thompson, Associate Provost and Dean of the Rockefeller College, and the Institute's Deputy Director, Frank Maurc, hosted the luncheon and welcomed the delegates to

the Institute. After briefly describing the Institute's work, he turned the floor over to Abdo Baaklini who proceeded to present each delegate with an award of accomplishment.

Once the luncheon ended, Abdo the Panamanian delegation to remain at the Institute so he could deliver his presentation on the role of the modern legislature and the process of legislative development. Since this was the first chance I had to listen to this presentation, I will give a brief synopsis here.

He began by encouraging the Panamanian delegation with the news that the assessment team had been very impressed with their progress thusfar considering the short period of time in which they have worked and ranked their rapid progress among the top of the 50 or 60 legislatures he has studied. Amidst their achievements, however, he stressed that they forge ahead with new programs and not rest on their laurels. In beginning the formal portion of the presentation, he labeled the legislature as the 'shock absorber' of a democratic nation, often taking the blame from the public and the press for lack of national direction.

He talked about the role of the legislature in the budgetary process; it's increasing importance in the future and the current problems facing many legislatures. The Panamanians expressed a desire to meet with members of the international financial community concerning legislative budgetary issues. In the past representatives of these organizations have worked mostly with the executive branch rather than with the legislators themselves. I later learned that a similar request had been made by the Nicaraguans.

In closing, he emphasized that the goal of the Consortium for Legislative Development was to "...Create the fishermen, not the fish." In other words, we are working so that they not only know how to continue developing their legislative, but more importantly, that they be able to independently analyze, assess and act on future needs as they continue down the long road to legislative effectiveness and stability.

After leaving the Rockefeller Institute, we walked back to the Capitol for a meeting with David Keiper, Commissioner of the New York State Legislative Bill Drafting Commission. He spoke about the work of he and his staff in drafting all legislation for members of both chambers. In passing, he mentioned how the advent of computer technology has enabled his staff to almost double their legislative output without increasing staff size. After some extensive questions and answers, I left with the Nicaraguans and Betsy Campisi, making a quick stop in a local mall before picking up their luggage at the hotel and taking them to the airport. Once they were checked in for their flights, I returned to the Sheraton, and thus ended the programmatic portion of our stay in Albany.

Later that evening I departed with the 5 members of the Panamanian delegation and a guest from Brazil for New York City (Sr. and Sra. Alba opted to stay and enjoy Albany on their own).

Saturday, July 25

We spent the better part of the day sightseeing in Manhattan, taking a bus tour which culminated in a ferry ride to Liberty Island. A handful of us waited to climb the stairs to the top of the Statue of Liberty while the others returned to the city to shop. Early in the evening we left the city and arrived back in Albany before midnight.

Sunday, July 26

We left for the airport very early to catch our flight to Cincinnati. A host of NCSL volunteers greeted us upon arrival and guided us to the baggage area and the NCSL welcome reception area where buses were waiting to take us to the Clarion hotel.

Due to hotel policy, however, we were unable to check into our rooms until 3:00 p.m. I registered everyone and settled the bill before we went to eat lunch. After a long lunch, we went together to the convention center across the street and registered for the conference. There we met Klare Rosenfeld and Rachel Baye, who went over a few details and let us know where they could be reached in case we needed anything. We walked a while through the exposition located in the convention center before returning to the hotel to get our room keys and rest before the evening reception.

The opening reception for international delegates was a very nice event and a wonderful opportunity for these delegations to meet one another and discuss common items of interest. In addition to the Panamanians, participants from Japan, Brazil, Canada, Germany, Russia, Taiwan and several other countries attended the reception. Afterwards the Panamanians went off on their own, but not before I could brief them on the following day's events.

Monday, July 27

We began the day with a breakfast specially reserved for international delegates. Much like the reception of the previous evening, this was a chance for these delegates to interact before the conference fully kicked in. Each delegation was individually welcomed and recognized during the breakfast while some of the NCSL Executive Committee members were introduced and spoke a few words of welcome.

Once breakfast had finished, we made our way up to the main assembly room for the official opening plenary. Vice President of the United States, Dan Quayle delivered the keynote address to a crowd of more than five thousand state legislators, staff and other conference participants, commenting on the legislative changes taking place in Washington during this election year and highlighting some of the problems facing both the federal and state legislatures. He spoke at length about the domestic achievements of the current administration and sketched the agenda for the next four years before lashing out at their democratic opponent, Bill Clinton. His address was generally well received and it seems that his presence at the conference impressed highly upon the Panamanians and the other international delegates.

After the opening session ended, I explained the afternoon's options to the participants and we

divided temporarily. I should note here that the night before we had met a conference volunteer, Roman, who is a native Spanish speaker and a teacher in Cincinnati. During the course of the stay in Cincinnati he was of great help to me in escorting part of the group when some wanted to go in one direction and the rest in the other direction. During this afternoon Roman went with a few of the Panamanians to do some exploring, Sr. Montenegro took the afternoon tour of Wright-Patterson Air Force, and I escorted Rubén Arosemena and Estela Koyner to a session on 'Strategic Planning and Problem Solving' designed to help legislative staff deal with a wide variety of modern legislative problems. While a few interesting and applicable topics were discussed, the session was generally vague and we didn't stay for the duration.

After returning to the hotel we rested a little before it was time to meet the buses in front of the hotel for the short drive to Sawyer Point. There we enjoyed good food and drink on the banks of the Ohio River and were treated to a concert featuring the Temptations and the Four Tops. The Panamanians and I joined the Brazilian delegation, Charlie Dawson and Allan Rosenbaum for dinner and found a large table close to the stage where we could sit and enjoy the concert. It was a beautiful evening and everyone had a very pleasant time.

Tuesday, July 28

After eating breakfast in the Clarion Hotel, the Panamanians and I went to the convention center for a lengthy and very substantive meeting covering a wide range of legislative topics. Don Schneider, Secretary of the Wisconsin Senate, opened the meeting with a brief presentation on the organization of the Wisconsin Senate and its interaction with other state government entities. Several of the delegates asked questions and shared relevant experiences of their own. Following this portion of the meeting, Don introduced Arturo Perez, a legislative analyst from Colorado, who spoke on legislative research and bill tracking. Glen Newkirk, Director of Legislative Automation Systems in the North Carolina Assembly, and Ron Snell, Director of Fiscal Matters in the Colorado Assembly, gave a joint presentation on legislative computer applications to budget processes, data storage and retrieval, statutory codification, bill drafting and communications.

The computer images on the screen were projected onto the wall, making it easy for all to follow during the presentation. Again, many questions were raised from the Panamanian legislative viewpoint and it seemed the session was informative and applicable to the delegates' needs. After a short break we met and walked back to the main plenary hall for a luncheon attended by the majority of the conference participants. The NCSL Executive Committee relayed a few bits of news to its members and visiting guests before introducing the keynote speaker for the luncheon, Ms. Barbara Jordan, formerly of the Texas State Legislature. Ms. Jordan delivered a very convicting message about the state of the nation and the increased demands placed upon state governments without a corresponding increase in federal funding. On a lighter note she touched on her difference of opinion with the Bush Administration and talked at length about this election year and its implications on the changing political climate in America. The Panamanians enjoyed her enlightening speech which addressed issues of concern here and abroad in a witty fashion.

We went directly from lunch to the Westin Hotel where the NCSL Executive Committee had invited us to attend an individual welcome session by its members. In his private Suite, President Bud Burke and the other Executive Committee members hosted a small reception and presented gifts to the Panamanian delegation. The Panamanians thanked them for the invitation to participate in the conference and posed for pictures with the group. It was a good opportunity to meet one on one with the committee members and made the delegation feel especially welcome.

We left their suite and returned to the hotel before preparing for our final event of the conference. The Leader's Reception was held in the elegant ballroom of the Omni Hotel in downtown Cincinnati. Restored to its original grandeur, this art-deco style building offered an excellent setting for the reception whose theme matched the cultural era of the architecture. We were greeted at the door by young women dressed in the styles of the thirties, pinning carnations on each guest before sending them toward the bouncers. Keeping with the Speak Easy theme, there were men dressed as gangsters pretending to rough people up as they passed through the doors leading in to the ballroom. Once inside, we discovered extravagant buffets offering a variety of foods, several bars, and a 12 piece orchestra playing big band favorites of the era. Some of us took advantage of the dancing others mingled with the crowd and simply enjoyed themselves. Afterwards there were a variety of parties sponsored by private companies, one which we went to. Finally I returned to the hotel to get ready for the morning's departure.

Wednesday, July 29

I met the Panamanian delegates in the hotel lobby and after checking out we boarded a bus to the airport for our flight to Washington, D.C. Upon arrival in Washington, Caleb McCarry and two Center for Democracy interns, Cindy Phillips and Justine LeRose, greeted us and helped with our bags. We loaded our baggage into the two waiting vehicles and drove to the Center's offices located in downtown Washington. Center President Allen Weinstein welcomed us at the door and gave the delegation a tour of the offices and a summary of the Center's recent legislative development work in Central America. We all sat down in the conference room for a lunch meeting and Caleb reviewed the content of the Washington program. Afterwards we drove the delegates to the St. James Hotel and checked them into their suites. Cindy and I returned to the Center and I later went back home to change and rest.

Cindy, Kristi Bessette and I returned to the St. James about an hour later and Cindy took everyone but Ruben shopping in Georgetown. Kristi and I went with Ruben to a variety of music stores in search of some specific things. An hour or so later the three of us rejoined the others and made our way to the Washington Harbor for a late dinner. I had to leave early, but Kristi and Cindy stayed with the group and drove them to the hotel after dinner.

Thursday, July 30

The day began with a meeting with Arthur Rynearson, Senior Counsel in the Senate Office of Legislative Counsel. His presentation (in Spanish) offered an overview of the legislative process

within the context of the United States Senate Committee system and touched on the role of their non-partisan, professional office in the legislative process.

Following that we walked up to the Capitol for a meeting with professional staff members of the Senate Foreign Relations and House Foreign Affairs Committees to discuss their staff structures, functions and responsibilities as well as other issues relevant to public policy in the region.

Next we visited Congressman Dennis Hertel's office (D-Michigan) where a member of his staff explained the organization and daily operation of a member's office. When she finished we were shown into the Congressman's office and he welcomed us and fielded questions on policy issues and his opinion of the American presidential race.

After eating lunch in the House member's cafeteria we proceeded to the Sub-Committee on International Development of the House Banking, Finance & Urban Affairs Committee where John Schafer, a staffer in Representative Gerry Studds' office (D-Massachusetts) explained the process of 'marking up' a bill before we went into the Committee session. The mark up of a bill is done when it has been heard in a committee and is in the amendment process. Committee members may propose line by line additions or deletions to the bill and subsequently vote on each proposed change before proceeding. Due to time shortages we were unable to observe as much of the mark up session as originally planned, but it was very interesting to witness both for myself and the Panamanians.

Our next stop was the office of Senator John Breaux (D-Louisiana) where we were joined by Larry Harrington. Larry assisted in introducing the delegation and Senator Breaux opened on a casual note by recounting his past visits Panama and the purpose of the visits. Having attended Tulane University and married a native Louisianan, Sr. Alba and the Senator chatted about the state of Louisiana and the current challenges facing it. The Senator then answered a handful of questions about the presidential election and it's potential impact on the future of the United States and Panama alike. Finally the delegates posed for a few pictures with the Senator before thanking him for his time and input before we left and drove the Panamanians back to the St. James.

During the evening a few members of the delegation went to the National Zoo with Caleb McCarry, Kristi Bessette and other Center staff for a 'Sunset Serenade'. The others opted to shop instead, so escorted them for a few hours before leaving them at the hotel for the night.

Friday, July 31

The first event of the day took us to the House side of the Capitol for a meeting with Donald Anderson, Clerk of the House of Representatives. He spent a few minutes discussing his responsibilities as Clerk and gave a tour of his office before leading us down to the House Chamber. After another short tour there, he demonstrated the electronic voting system used in the House of Representatives. Since the House was about to convene, we sat in the visitor observation area and watched the first fifteen minutes of the proceedings.

Due to a change in his schedule, we were unable to meet with Walter Stewart, Secretary of the Senate. Instead, we spent an extra half hour with his Assistant, Ms. Jeri Thompson and the Finance Clerk of the Senate, Stuart Balderson, who led us to the Lyndon Baines Johnson Room located on the Senate side of the Capitol for our meeting. Ms. Thompson opened with a broad summary of the administrative and organizational structure of the Senate and fielded several questions concerning these, especially from Rubén Arosemena and Estela Koyner, her counterparts in the Legislative Assembly of Panama.

She raised the issue of the civil service status of non-partisan professional staff as opposed to the unprotected status of the partisan staff, for example, which serve individual members in their offices. Adding to her comments on this issue, Stuart Balderson, Finance Clerk of the Senate, explained the system from his viewpoint as Finance Clerk. Once this discussion was finished we went together to the Senate members' dining room and had a lovely buffet lunch hosted by Ms. Thomson. Over lunch she continued her discussion with Estela Koyner about professional staff networks within the U.S. Senate.

Unfortunately lunch ran a little late so we missed the first portion of the next meeting which was set up with Dario Ferreira and Sandra A. Sawicki of the Law Division of the Hispanic Law Library to discuss the Library of Congress' database of Latin American legislation. Their schedules were unable to accommodate us once we arrived late, so we sat down with Evelyn Howard, a Public Affairs Specialist for the Congressional Research Service, and listened to a description of the Law Library of the Library of Congress before taking a brief tour of the facilities.

Following this we left Capitol Hill and headed for the U.S. State Department and the Agency for International Development. During the next hour and a half the Panamanian delegation, Caleb McCarry, his assistant Kristi and I sat with Ambassador James Michel, Assistant Administrator for Latin America and the Caribbean (A.I.D.), and Mr. John Maisto, Deputy Assistant Secretary for Central America and Panama (Dept. of State) and half a dozen State Department and A.I.D. officers to discuss the study visit, and in general terms, the Consortium's legislative development project with the Legislative Assembly. This meeting, conducted in Spanish, was of tremendous value to the delegation in that they had a chance to meet some of the people responsible for administering U.S. development policy toward their country. Furthermore we feel it was important for them to get a firsthand feel for the State Department and A.I.D.'s position on issues of concern to others from their assembly. The meeting went very well and I was barely able to get them to leave, as they were deeply engaged in conversation afterwards with John Maisto.

Once we did leave, I returned to the St. James to drop everybody off and returned home. After an hour I drove back to the hotel, picked them up and we went to Caleb' house for a barbecue. It was a wonderful dinner, complete with Latin music and homemade guacamole. Later in the evening I returned to the hotel and reminded the delegates about their early flight the next morning before saying good night.

Saturday, August 1

Cindy and I split the hotel shuttle duties, she taking the majority of the delegation to National Airport while I escorted Sr. and Sra. Alba to Dulles Airport for their flight. Everyone arrived back safely, and thus concluded this study tour.

ATTACHMENT A.

CONSORTIUM FOR LEGISLATIVE DEVELOPMENT EVALUATION CRITERIA



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

Report on the

EVALUATION CRITERIA DEVELOPMENT MEETING

held at

The Center for Democracy
April 30, 1992

under the auspices of

The Consortium for Legislative Development

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INTRODUCTION

This report summarizes the results of a one-day meeting conducted by the Consortium for Legislative Development (CLD) at the offices of the Center for Democracy in Washington, D.C., on Thursday, April 30. The meeting was convened to achieve consensus on a set of evaluation criteria by which the progress of core and buy-in activities implemented under Cooperative Agreement LAC-0770-A-00-0034-00 can be qualitatively and quantitatively measured in the short term. Ten individuals associated with the Consortium for Legislative Development, the Center for Democracy, and the Agency for International Development were present and participated in the meeting; the names and institutional affiliations of the participants are shown in Appendix A. This meeting was structured in accordance with the Automated Decision Conferencing approach to decision making (see Appendix B) applying both computer technology and group discussion in the development of consensually derived evaluation factors - indicators and objectives.

During the course of the day, meeting participants proposed a large number of functional areas for the CLD and organized these into five categories:

- The Role of the CLD;
- Promoting a Regional Emphasis;
- Developing Internal Capabilities;
- Strengthening the Legislature's Role in Government; and
- The Legislature and Society.

Pairs of participants worked as small teams to draft a brief summary of each category. Considerable time was devoted to identifying possible indicators of performance for the five categories of objectives; seven to twelve indicators were suggested for each category. All indicators were considered with respect to such concerns as feasibility, cost, and validity. For each category of objectives, participants fully agreed on a "short list" of indicators that they believed would provide for the best measurement of overall project performance and progress. These indicators, as well as the statements of objectives, for each of the five categories are provided on the following pages.

Category #1
The Role of the CLD

The Consortium for Legislative Development (CLD) was formed to create joint organization that can provide effective short-term and medium-term assistance to legislatures in Latin America and the Caribbean to strengthen their institutional capacity to be an effective participant in democratic governance within an open political system. The CLD provides the management structure and resources to prioritize, plan, coordinate and implement this assistance.

OBJECTIVES:

- To provide effective technical assistance to legislative bodies in Latin America and the Caribbean
- To prioritize, plan, and coordinate activities to strengthen LAC legislatures institutional capacity to be effective participants in democratic governance within an open political system
- To develop an internal management organization to effectively and efficiently perform the overall legislative strengthening objectives of the Consortium

INDICATORS:

- Number of legislatures requesting external short-term assistance through AID: percent of requests where responses were received
- Number of legislators investing internal and external resources, making commitments to develop bilateral assistance projects
- Number of AID missions that say they use CLD needs assessment reports in program planning
- Timeliness and responsiveness of assistance from the CLD
- Number of deliverables delivered (e.g., needs assessments)

OUTPUTS:

- Create a joint organization that can provide effective assistance to legislative bodies in Latin America and the Caribbean
- Create an institution with the capability for short-term and medium-term response for legislative assistance
- Create a mechanism for program prioritization, planning, and administrative coordination
- Facilitate the management of the project

Category #2
Promoting a Regional Emphasis

The project fosters linkages between legislatures to promote the exchange of information and ideas in the region; to ease isolation by creating networks among democratically constituted legislatures, to broaden the vision of legislatures concerning their role in society, to be better informed in the execution of legislative actions, and to provide a common, regional context for U.S. government-funded assistance to legislatures.

OBJECTIVES:

- To strengthen legislatures' identification with each other through training and networking on a regional basis to ease isolation
- To improve the professional competence of individual legislators and their staff through regional conferences, workshops and study tours
- To identify and document the comparative status of legislative institutions in the region and recommend improvements/needs

INDICATORS:

- Number of regional contacts initiated by legislators or staff; percent of contacts where responses were received by contact initiators
- Amount of resources (time, infrastructure, money) invested by legislatures in regional activities
- Number and diversity of countries' legislators and staff participating in project-supported activities of regional organizations (e.g., percent of women participating)
- Number and type of external networks and linkages developed between legislatures and other institutions (especially other legislatures) both within and outside the country
- Number of requests for follow-on activities due to regional meetings
- Number of independent initiatives/activities due to regional meetings
- Expansion of support from other donors

OUTPUTS:

- Provide training, networking, and identity to legislatures as a group to ease isolation (i.e., a regional emphasis)
- Provide an array of opportunities such as conferences and workshops on a regional basis to improve the professional competence of both individual legislators and their staff
- Provide AID missions in the field with a plan for action that informs those in charge of the present conditions of legislative institutions in the region, including diagnosis of institutional needs

Category #3
Developing Internal Capabilities

By strengthening the internal capabilities of a legislature to reach agreement and improve cooperation, the project seeks to advance institutional awareness, develop individual competencies, and increase the legislature's permanent ability to diagnose and meet its needs.

OBJECTIVES:

- To provide an array of opportunities to improve the professional competence of both legislators and their staff
- To develop among legislators and staff an awareness of the legislature as institution and increase their personal identification with it
- To provide the legislature with information and support capabilities to allow discussion of public policies for the purpose of arriving at agreements within the legislative body
- To create a structure of decision making within the legislature with the primary function of continuous evaluation of legislative needs, marshalling necessary resources (including the development of legal and programmatic instruments) to meet those needs
- To create a capability within the cooperating country to generate, disseminate, and reproduce knowledge relevant to legislators, their work, and their needs

INDICATORS:

- Number of actions taken by legislatures independently to complement and facilitate program objectives (e.g., hiring library staff, acquiring technology, etc.)
- Development of appropriate literatures relevant to training and technical assistance inside the countries
- Development of appropriate programs relevant to training and technical assistance inside the countries
- Number of legislative development committees created by legislatures and scope of work (other instruments could be counted, as well); percent of legislators actively attending and participating in committees' meetings; number and type of legislative development plans adopted by the legislatures/CLD
- Number and type of training and technical activities from legislative development plans conducted by the legislatures/CLD
- Increase in the number of professional legislative staff
- Increase in the number of bills formally and completely analyzed and reported

OUTPUTS:

- Improve the functioning of the legislative body as an organization and social system
- Enhance legislators' capacity to work together

Category #4
Strengthening the Legislature's Role in Government

The project has a primary goal the strengthening of the legislature's institutional capability to be a more active participant in the national policy making process, through such activities as improving its accountability and oversight role.

OBJECTIVES:

- To increase the institutional capacity of the legislature to carry out its constitutionally-mandated duties and functions through activities
- To provide the legislature with information and support capabilities to allow discussion of public policies for the purpose of arriving at agreements between the legislature and the executive
- To provide workshop activities aimed at strengthening the decision-making abilities of the legislative body through open discussion and consensus-building activities

INDICATORS:

- Number of bills written by members of the legislatures rather than by executive branch
- Frequency of meetings between high-ranking executive officials and legislators; increase in formal appearances of executive officials in the legislative processes (both plenaries and committees)
- Increase in amount of legislative oversight activity (e.g., number of oversight relations such as fiscal/budgetary explored between the legislatures and GAOs—participation of GAOs in budget tracking activities)
- Amount of time spent on budget deliberations and debates

OUTPUTS:

- Strengthen the legislature with respect to the other branches of government
- Improved accountability and oversight role of the legislature
- Strengthen the role of the legislature in national policy-making processes
- Enhanced legislators' capacity to work together

Category #5
The Legislature and Society

Strengthening the legislature to be an open, representative and accountable institution, capable of formulating, debating, influencing and shaping national public policy and insuring that major political actors represented in the legislature and society at large view the process as fair and have the capability and opportunity to participate in the democratic process.

OBJECTIVES:

- To help legislatures be more responsive to constituents and other institutions
- To facilitate the legislature's abilities to openly debate issues with the goal of influencing and shaping national public policy
- To encourage and support the active participation in debate and policy formulation of all members of the legislature regardless of political party
- To provide discrete support activities designed to strengthen external view of the legislative body as fair, accountable and representative of societies' concerns

INDICATORS:

- Number and type of issues of national concern on legislative agendas for deliberations and debates; number and type of instances in which the legislatures take action on a public policy issue
- Of all issues identified in the media as important, the percent and type that are on legislative agendas
- Number of requests from local leaders to legislators to intercede on behalf of municipalities (e.g., to secure resources)
- Increased plurality representation (e.g., number and type of political parties and organized groups with access to and representation in the legislatures)

OUTPUTS:

- Enhance the democratic qualities of the legislative body as a governing institution in society
- Enhance legitimacy of legislatures and their leaders as conducting an open and fair legislative process
- Enhance legislative capacity to address long-term needs as opposed to short-term needs
- Indirectly strengthen the roles of the political parties

APPENDIX A

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Agency for International Development

Allan Rosenbaum
School of Public Affairs and Services
Florida International University

APPENDIX B

Automated Decision Conferencing

Automated Decision Conferencing (ADC) is a new approach to organizational decision making. It is a process that helps executives reach practical solutions to major organizational problems. ADC relies upon state-of-the-art techniques in both the use of computer technology and group processes. The process takes into consideration both the expertise and experience of conference participants, as well as their goals and values.

Decision Techronics Group (DTG) has applied the ADC approach to a wide variety of problems including resource allocations (e.g. budgeting), choices among alternative possibilities or proposals (e.g. site selection), and organizational policy formulation (e.g. establishing performance standards). DTG brings executive decision makers together for an intensive two-day conference. At the end, participants leave with a consensually derived, optimizing solution. The solution is not a theoretical model, but a practical strategy ready for implementation.

The Three Stages of an Automated Decision Conference

Stage 1: Structuring the Problem

Conferences are typically held in a specially designed conference room where the executive team is seated at a large table. In front of the room are several white boards. A staff member, using a variety of group process techniques, helps the participants begin to structure their problem on the white boards by having them identify all relevant information pertinent to the decision, e.g., alternative courses of action and criteria to evaluate these options are fully sketched out. On the left side of the room is a microcomputer. Here another staff member keys into the computer the various elements of the structure as they are developed on the white boards. Nearby a third staff member, working on another microcomputer, records the group's rationale for each step in the process of developing the structure for their problem. Later this information along with printouts will be combined into a document that describes the group's decision and recounts how it emerged. This report is prepared after the decision conference by DTG staff.

In structuring the problem each executive team brings its own decision style. Some groups are highly controlled by the chief executive officer while others are highly democratic. While DTG staff facilitate discussions, they do not try to intervene in or alter the group's existing style. The purpose of the conference is to lead to a decision that will be acted upon when conference participants return to their organization. New temporary authority structures may not produce decisions that will be implemented when the original authority structure reemerges the day after the conference.

Typically, the process of initially structuring the problem takes several hours. Specific procedures used by the facilitator introduce unusual ways of thinking and allow key issues and priorities to surface and be clarified. The facilitator employs group process skills to productively manage the resulting conflicts and tensions and works to keep the process moving efficiently. To model the problem, the group's values are represented numerically with respect to the various elements identified in the problem structure. The facilitator provides a variety of methods to make this numerical representation sensible. Additional conflict and clarification may emerge as conflicting values become explicit.

Stage 2: Modeling the Problem

While the problem is being fully modeled on the white boards, it is simultaneously modeled in the computer. The implications of alternative solutions can be immediately projected from the microcomputer to a large viewing screen. This is often a dramatic moment which brings all the detailed work of the group to a coherent focus. Immediately the question is raised: "What is wrong with the displayed analytical solution?" In answer, individuals may suggest that certain shifts in organizational priorities must be made if other alternatives are preferred or that certain assumptions must be placed under closer scrutiny. The group begins to develop consensus and commitment as the strengths and weaknesses of the initial model become better understood.

Stage 3: Refining the Solution

By the end of the first conference day the group usually has a sense of considerable accomplishment. However, between the time they leave the conference room and return the next morning, participants frequently have identified a number of concerns. These often include important variables that were forgotten, questions about priorities that are yet to be resolved, and key uncertainties in the decision environment. The second conference day focuses on such concerns.

The purpose of a decision conference is not to generate an elegant and technically perfect mathematical model nor to develop greater trust and empathy within a more cohesive executive team; the purpose is to make a decision that will be implemented. For this reason the model can now be adapted to these additional expressions of concern. The group is asked to look for omissions, challenge assumptions, express criticisms and ask "what if" questions. This process usually takes place in an open climate and often results in creative insights and new ideas. The computer becomes a useful servant, allowing the group to quickly explore various issues and concerns of legitimation.

A report is then produced which provides detailed documentation of the conference and summarizes the rationale of the decision.

ATTACHMENT B.
PROGRAM SCHEDULE AND TRAINING AGENDA



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

**Program for
 Study Visit of U.S. Legislatures
 July 19 - July 31, 1992
 (Tentative: meetings times may vary in final schedule)**

The Center for Democracy
 1101 15th St., N.W.
 Suite 505
 Washington, D.C. 20005
 (202) 429-9141
 (202) 293-1768 (FAX)

Prof. Allen Weinstein
Consortium Chairman

Mr. Caleb McCarry
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
 (305) 940-5980 (FAX)

Dean Allan Rosenbaum
Consortium Principal

Mr. Gerald Reed
Program Manager

Sunday, July 19

Arrive Miami - from Nicaragua 5:33 p.m., from Panama 5:40 p.m.
 Delegates will be met by Peter Walter of The Center for Democracy and Florida International University officials and escorted to:

Park Central Hotel
640 Ocean Drive
Miami Beach, FL
(305)538-1611
(305)534-7520 fax

Monday, July 20

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) 442-5249
 (518) 442-5710 (FAX)

Prof. Abdo Baaklini
Consortium Principal

Dr. Charles Dawson
Program Manager

School for Public Affairs and Services on the North Campus of the Florida International University

8:30 a.m. **Orientation presentation on the organization of United States legislative bodies.**

Question and answer/discussion period.

Luncheon hosted by the School for Public Affairs and Services

Tour and overview of the School for Public Affairs and Services and the resources available to assist legislatures in strengthening

DRAFT

their public policy initiatives

Discuss possible future public policy activities.

Depart Miami - 6:30 p.m.. arrive Tallahassee 7:25 p.m.

Sheraton Hotel
101 South Adams
Tallahassee, FL 32302
(904)224-5000
(904)224-5000 ext. 7111

Tuesday, July 21

- 9:00 a.m. Brief introduction to the Florida Legislature (House Chamber) - John Phelps, Clerk of the House
- Procedure
 - Organization
 - Overview of automation
 - Membership
- 10:00-10:30 a.m. Tour of Clerk's offices
- 10:45-12:00 p.m. Bill drafting in the Florida Legislature - Jim Lowe, Director, House Bill Drafting Office
- 12:00-1:15 p.m. Lunch - to be announced
- 1:15-2:15 p.m. Committee Automation Applications - Bill Leary, Staff Director, Committee on Natural Resources (Room 224 House Office Building)
- 2:30-4:00 p.m. Computer Applications in the Appropriations Process - Anna Mattson (Room 221 Capitol)
- 4:00 p.m. Return to Hotel
- Dinner To be announced

Wednesday, July 22

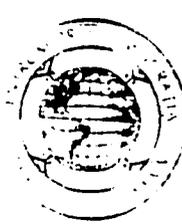
DRAFT

- 9:00-9:45 a.m. The Role of the Lobbyist - Sam Bell
- 9:45 a.m. Walk to Pepper Building
- 10:00-11:00 a.m. Legislation Information System - Becky Miller, Legislative Information
Division
- 11:00-12:00 p.m. Statutory Codification - Linda Jessen, Director, Statutory Revision
Division
- 12:00 p.m. Lunch - to be announced
- 1:30-3:30 p.m. Briefing by Data Center staff on current and future data processing
support programs in the Florida Legislature - J. Richard Langley,
Director of the Division of Systems and Data Processing
- Return to Hotel
- 5:00 p.m. Depart for Tallahassee Regional Airport
- Depart Tallahassee Wednesday 6:45 p.m., arrive Albany 10:40 p.m.

Sheraton Airport Inn
200 Wolf Road
Albany, NY 12205
(518)458-1000
(518)458-2807 fax

Thursday, July 23

- 8:30 a.m. Transportation from hotel to Center for Legislative Development,
University at Albany.
- 9:00 a.m. Meet at the Levitt Conference Room, Draper Hall, 3rd Floor,
downtown campus. Coffee will be available.
- 9:30-11:30 a.m. Professor Abdo L. Baaklini and Dr. Charles Dawson present "The Role
of the Legislature in Contemporary Democratic Societies and the
Importance of Legislative Institution Building." Greeting by
Rockefeller College Provost, Richard Nathan, followed by a brief
question and answer period.



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Monday, July 20

**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) 442-5249
 (518) 442-5710 (FAX)

Prof. Abdo Baakini
Consortium Principal

Dr. Charles Dawson
Program Manager

**School for Public Affairs and Services on the North Campus of the Florida
 International University**

**8:30 a.m. Orientation presentation on the organization of United States
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Question and answer/discussion period.

Luncheon hosted by the School for Public Affairs and Services

**Tour and overview of the School for Public Affairs and Services
 and the resources available to assist legislatures in strengthening**

DRAFT

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- 2:30-4:00 p.m. Computer Applications in the Appropriations Process - Anna Mattson (Room 221 Capitol)
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- Dinner To be announced

Wednesday, July 22

DRAFT

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UNIVERSITY AT ALBANY
STATE UNIVERSITY OF NEW YORK

Center for Legislative Development

JULY 22, 1992

**Program in Albany, New York
for
The Distinguished Legislators & Staff
from
Brazil, Nicaragua and Panamá**

*Sponsored by
The Center for Legislative Development
University at Albany, State University of New York
&
The Consortium for Legislative Development*

July 22-July 26, 1992

Center for Legislative Development Staff

Director: Professor Abdo I. Baaklini
Deputy Director: Dr. Charles S. Dawson, Jr.
Deputy Director: Dr. James D. Kent

Spanish-speaking Staff:

Staff Associate: Licdo. Jorge Bela (Spain)
Staff Associate: Licda. Elizabeth Campisi (U.S.)
Center Scholar: Licda. Ana Fiorella Carvajal C. (Costa Rica)

Portuguese-speaking Staff:

Center Scholar: Licda. Beatriz Lacerda (Brasil)
Staff Associate: Licdo. Jorge Bela (Spain)

Wednesday July 22

7:45 p.m. Brazilian delegation arrives on American Airlines #4908 (from JFK, Washington).

10:40 p.m. Nicaraguan & Panamanian delegation arrives on Delta #966 (from Atlanta).

Sheraton Airport Inn (518) 458-1000; 200 Wolf Road, Colonie.
Hotel provides transportation from Airport.

Center for Legislative Development
University at Albany, SUNY

Thursday July 23

- 8:30 a.m. Transportation from hotel to Center for Legislative Development, University at Albany.
- 9:00 Meet at the Levitt Conference Room, Draper Hall, 3rd Floor, downtown campus. Coffee. danish.
- 9:00-10:15 Welcome by Professor Abdo I. Baaklini & Dr. Charles S. Dawson.
- "The Role of the Legislature in Contemporary Democratic Societies and the Importance of Legislative Institution Building With Special Emphasis on the Role of the Legislative Development Committee."
- 10:15 Greeting by Rockefeller College Provost Richard Nathan (442-5289, Carol).
- 10:30 Break for coffee and donuts.
- 10:45 Resumption of discussion.
- 11:15-11:30 Question and answer period.
- 11:45 Depart for Empire State Plaza Government Complex.
- 12-12:30 p.m. Short Tour of the Empire State Plaza Government Complex (Tower Building), time permitting. Walk weather permitting.
- Nicaraguan legislative development committee will lunch separately with Professor Baaklini, Dr. Dawson, and Lic. Bela in order to discuss the project before Lic. Sánchez departs (and because of their overall shortened trip).
- 12:30-1:30 Lunch at the Sign of the Tree, Empire State Plaza (436-1022). Guests: Ms. Francine Misasi, Clerk of the Assembly and Ms. Natalie Trichilo of her staff. **CONFIRMED.**
- 2:00-4:00 Visit to the New York State Assembly Chamber hosted by Ms. Francine Misasi, Clerk of the Assembly (455-4242). Demonstration of the electronic voting and attendance system and computer bill status system. **CONFIRMED.**
- Greeting by Member of the Assembly Ronald J. Canestrari (Karen, 455-4474). **CONFIRMED.**
- 4:30 Short tour of the University Campus.
- 5:00-6:00 Reception at the University's Art Gallery, University at Albany uptown (main) campus.
- 6:00 Return briefly to hotel before departing to the Dawson's home.
- 6:07 p.m. Lic. Luis Sánchez (Nicaragua) departs (AA#441).

**Center for Legislative Development
University at Albany, SUNY**

- 6:45 Depart for the Dawson's home for barbecue.
- 7:00 Dinner (barbecue) at the Dawson's (Joann and Charlie) residence (475-0250).

Friday July 24

- 8:00 a.m. Depart from hotel for State Capitol.
- 8:30-9:00 Tour of the New York State Senate Chamber. Hosted by Dr. Stephen Sloan, Secretary of the Senate. CONFIRMED.
- 9:30-11:30 Meeting with Mr. John Ewashko, Secretary to the Speaker of the Assembly (455-4411, Sharri or Regina), and Mr. Don Marilla (455-3944), Director of Office Automation and Data Processing. Capitol (LOB Concourse Room 104). Discussion and demonstration of the New York Assembly's Member Information System. CONFIRMED.
- 12:00-1:30 Lunch at the Rockefeller Institute, State University of New York. 411 State Street. Greetings by Associate Provost and Dean of the Rockefeller College, Frank Thompson and Institute Deputy Director, Mr. Frank Mauro. CONFIRMED.
- 2:00-4:00 Meeting with Ing. David Keiper, Commissioner of the New York State Legislative Bill Drafting Commission. Capitol (Room 308; 455-7506). Discussion and demonstration of the legislature's computerized statutory retrieval and bill tracking systems. CONFIRMED.
- 6:55 p.m. Nicaraguan delegation departs (AIR #223).
- 7:00 p.m. Depart from hotel for Lake George excursion (9:00-11:00 p.m. Moonlight Cruise on the Mini-Haha paddleboat with a Dixie Land Band -- \$8.50 per ticket).

Saturday July 25

- 12:00 Noon Depart from hotel for Saratoga (2:00-4:00 p.m. New York City ballet matinee performance at the Saratoga Performing Arts Center -- \$14.00 per ticket).

Sunday July 26

- 7:30 a.m. Panamá delegation departs for Cincinnati (Delta #4358).
- 9:55 a.m. Delegation departs for Cincinnati (American Airlines #1059).



UNIVERSITY AT ALBANY
STATE UNIVERSITY OF NEW YORK

◆
Center for Legislative Development

Brazilian Legislative Delegation Members

Elected Members

Dep. Tonico Ramos
President of UPI
São Paulo

Dep. Gleno Scherer
Vice-President of UPI
Rio Grande do Sul

Dep. Salviano Guimarães
President of the
Legislative Chamber
Distrito Federal

Staff

Dr. Lourival Zagonel dos Santos
President of Andal
Federal Senate

Dr. Antônio Carlos Pojo do Rego
Advisor to the Committee on the Economy
Federal Senate

Dra. Ana Lúcia Rocha Studart
Advisor to the Chamber of Deputies

Dra. Rosineth Monteiro Soares
Advisor to leadership of PDS
Chamber of Deputies

Dr. Jorge Hélio Grecellé
Vice-President of Andal
Director of the Legislative Assembly
Rio Grande do Sul



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♦ CONSORTIUM POUR LE DÉVELOPPEMENT LÉGISLATIF

SCHEDULE
Study Visit - Panamanian Legislators and Staff
Washington, D.C.
July 29, 1992 - August 1, 1992
organized by The Center for Democracy

The Center for Democracy

1101 15th St., N.W.
 Suite 505
 Washington, D.C. 20005
 (202) 429-9141
 (202) 293-1768 (FAX)

Prof. Allen Weinstein
Consortium Chairman

Mr. Caleb McCarry
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 135 Western Avenue
 Albany, New York 12222
 (518) 442-5249
 (518) 442-5710 (FAX)

Prof. Abdo Baakini
Consortium Principal

Dr. Charles Dawson
Program Manager

Wednesday, July 29

10:25 a.m.

Depart Cincinnati

11:40 a.m.

Arrive Washington D.C.

St. James Hotel
 950 24th Street, N.W.
 Washington, D.C. 20037
 (202)457-0500
 (202)659-4492 fax

12:30 p.m.

Welcome luncheon at The Center for Democracy hosted by The Consortium for Legislative Development and Professor Allen Weinstein with a briefing on appointments in Washington by Caleb McCarry.

Thursday, July 30

8:30 a.m.

Delegates meet in the lobby of the St. James for transport to Capitol Hill

9:00-10:00 a.m.

Meeting with Arthur Rynearson, Senior Counsel, Office of Legislative Counsel, United States Senate, Room 668 of the Dirksen Senate Office Building.

-Overview of the legislative process within the context of the United States Senate committee system

-Discussion of the function of this non-partisan,

professional office (carrera administrativa) in the legislative process.

-Overview of meetings scheduled for the delegation and where they fit into the United States legislative system.

10:00-11:00 a.m.

Meeting with Professional staff members of the Senate Foreign Relations and House Foreign Affairs Committees. Discussion of bi-lateral and policy issues. Meeting will take place in room S-116 of The Capitol.

11:30 a.m.

Meeting with U.S. Congressman Dennis N. Hertel (Democrat from Michigan and member of the House Armed Services Committee). Meetings with staff for an explanation of the daily operation of a Member's office -- Room 2442 Rayburn House Office Building.

12:45 p.m.

Luncheon in the House Cafeteria (informal).

3:00 p.m.

Mark-up to extend the charter of the Export-Import Bank: Subcommittee on International Development of the House Banking, Finance, and Urban Affairs Committee. Room 2128 Rayburn House Office Building. John R. Schafer, foreign affairs staffer for Representative Gerry E. Studds (Democrat from Massachusetts), will explain the mark-up process.

4:00 p.m.

Meeting with U.S. Senator John Breaux (Democrat of Louisiana and member of the Commerce, Science and Transportation and the Finance Committees). Discussion will center on the operation and management of a Congressional office, the committee structure and process, and the role played by lobbyists in the American political system. Room 516 Hart Senate Office Building.

5:00 p.m.

Delegates return to St. James Hotel.

5:30 p.m.

Delegates meet in the lobby of the St. James Hotel for transport to the National Zoo.

6:00 - 8:00 p.m.

"Sunset Serenade"* at the National Zoological Park. Music and refreshments will be provided.

*This activity is optional.

Friday, July 31

- 8:30 a.m. Delegates meet in the lobby of the St. James Hotel for transport to Capitol Hill.
- 9:00 a.m. Meeting with Donald K. Anderson, Clerk of the House of Representatives regarding the electronic voting systems of the House. Room H-105 of the Capitol.
- 10:00 a.m. Meeting with Walter J. Stewart, Secretary of the Senate, who will provide a general overview of the Senate and its political structure. Room S-208 of the Capitol.
- 10:30 a.m. Meeting with Jeri Thomson, Assistant Secretary of the Senate, for a summary of the administrative and organizational structure of the Senate. Room S-312 of the Capitol.
- 11:30 a.m. Finance Clerk of the Senate, Stuart Balderson, will discuss the "civil service" of the Senate.
- 12:30 p.m. Luncheon in the Senate Dining Room hosted by Assistant Secretary of the Senate, Jeri Thomson.
- 1:30 p.m. Meeting at the Congressional Research Service: Dario Ferreira and Sandra A. Sawicki of the Law Division of the Hispanic Law Library; and Evelyn Howard, a Public Affairs Specialist for the Congressional Research Service. Room 240 of the Madison Building. Discussions will focus on :
- 1) The Library of Congress's database of Latin American legislation; and,
 - 2) Career professional staffing of the U.S. Congress.
- 3:00 p.m. Depart the Madison Building for transport to the Department of State
- 3:30 p.m. Meeting with Ambassador James Michel, Assistant Administrator for Latin America and the Caribbean in AID, and with Mr. John Maisto, Deputy Assistant Secretary for Central America and Panama of the Department of State. Room 6909 of the Department of State.
- 7:30 p.m. Dinner (barbeque) being hosted by Caleb and Nan McCarry at their home in Falls Church, Virginia. Ground transportation will be provided to and from the McCarry home.

Saturday, August 1

5:50 a.m.

Delegates meet in the lobby of the St. James Hotel for transport to Washington National Airport.

6:00 a.m.

Delegates depart the hotel for Washington National Airport for a 7:25 a.m. flight through Miami to Panama City.

ATTACHMENT C.
EVALUATIONS OF STUDY TOUR COMPONENTS

EVALUACION

DE LA GIRA DE ESTUDIO DE FIU EN MIAMI Y TALLAHASSEE DEL
CONSORCIO PARA EL DESARROLLO LEGISLATIVO
Julio 1992

1. Considera Usted que la organización de la gira de estudio ha sido:
.....Mala ...BuenaMuy BuenaExcelente
2. Considera Usted que las exposiciones de la gira han sido:
.....Malas ..BuenasMuy BuenasExcelentes
3. Considera Usted que la agenda informativa ha sido:
.....Mala ...BuenaMuy BuenaExcelente
4. ¿Considera Usted que la agenda informativa ha satisfecho sus expectativas?
...SíNo
5. ¿Considera Usted que la realización de este tipo de evento es de beneficio para la institución y el país que Usted representa?
...SíNo

Favor explique el por qué de su respuesta:

----- Porque ayudan mucho a la capacitación
----- de los miembros y funcionarios de los parlamentos
----- y parlamentarios de los países del mundo

6. ¿Considera Usted que este tipo de eventos deben de continuar realizándose?

...SíNo

Favor explique el por qué de su respuesta:

----- Para dar continuidad a la
----- modernización de los parlamentos

FIU le agradece profundamente su participación en esta actividad, le desea una placentera estadía en los Estados Unidos de América y un agradable regreso a su país.

EVALUACION

DE LA GIRA DE ESTUDIO DE FIU EN MIAMI Y TALLAHASSEE DEL
CONSORCIO PARA EL DESARROLLO LEGISLATIVO
Julio 1992

1. Considera Usted que la organización de la gira de estudio ha sido:
.....MalaBuenaMuy Buena ..✓...Excelente
2. Considera Usted que las exposiciones de la gira han sido:
.....MalasBuenasMuy Buenas ..✓...Excelentes
3. Considera Usted que la agenda informativa ha sido:
.....MalaBuenaMuy Buena ..✓...Excelente
4. ¿Considera Usted que la agenda informativa ha satisfecho sus expectativas?
✓.....SíNo
5. ¿Considera Usted que la realización de este tipo de evento es de beneficio para la institución y el país que Usted representa?
✓.....SíNo

Favor explique el por qué de su respuesta:

Representa un beneficio práctico ya que sirve para hacer una comparación entre la asamblea de USA y los nuestros, dándonos nuevas ideas y permitiéndonos expresarlas, lo cual nos facilita implementar cambios no serios.

6. ¿Considera Usted que este tipo de eventos deben de continuar realizándose?

...✓...SíNo

Favor explique el por qué de su respuesta:

Para intercambiar opiniones sobre los cambios que hemos hecho y los que faltan por hacer, de manera que podamos estar preparados a los siguientes proyectos, con plenitud de recursos.

FIU le agradece profundamente su participación en esta actividad, le desea una placentera estadía en los Estados Unidos de América y un agradable regreso a su país.

Gracias.

EVALUACION

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Julio 1992

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4. ¿Considera Usted que la agenda informativa ha satisfecho sus expectativas?
.....SíNo
5. ¿Considera Usted que la realización de este tipo de evento es de beneficio para la institución y el país que Usted representa?
.....SíNo

Favor explique el por qué de su respuesta:

Su experiencia le sirvió de como abordar problemas que surgen
.....
.....
.....

6. ¿Considera Usted que este tipo de eventos deben de continuar realizándose?

.....SíNo

Favor explique el por qué de su respuesta:

Una forma de conseguir aprendizaje
.....
.....
.....

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EVALUACION

DE LA GIRA DE ESTUDIO DE FIU EN MIAMI Y TALLAHASSEE DEL CONSORCIO PARA EL DESARROLLO LEGISLATIVO Julio 1992

1. Considera Usted que la organización de la gira de estudio ha sido:
.....MalaBuenaMuy BuenaExcelente
2. Considera Usted que las exposiciones de la gira han sido:
.....MalasBuenasMuy BuenasExcelentes
3. Considera Usted que la agenda informativa ha sido:
.....MalaBuenaMuy BuenaExcelente
4. ¿Considera Usted que la agenda informativa ha satisfecho sus expectativas?
..... SíNo
5. ¿Considera Usted que la realización de este tipo de evento es de beneficio para la institución y el país que Usted representa?
..X...SíNo

Favor explique el por qué de su respuesta:

Porque la A.N. de Nicaragua se encuentra en proceso de modernización y de expansión institucional. Por tanto el aprovechamiento de las exposiciones recibidas durante la gira será de primera utilidad para la Asamblea Nacional de Nicaragua.

6. ¿Considera Usted que este tipo de eventos deben de continuar realizándose?

..X...SíNo

Favor explique el por qué de su respuesta:

Porque en Nicaragua se está viviendo una transición democrática, en la cual el Parlamento juega un rol de primera importancia. El estudio y aprovechamiento de las teorías y experiencias que se conocen en estos eventos nos ayudará a mejorar nuestro trabajo y nuestras metas.

FIU le agradece profundamente su participación en esta actividad, le desea una placentera estadía en los Estados Unidos de América y un agradable regreso a su país.

EVALUACION

DE LA GIRA DE ESTUDIO DE FIU EN MIAMI Y TALLAHASSEE DEL
CONSORCIO PARA EL DESARROLLO LEGISLATIVO
Julio 1992

1. Considera Usted que la organización de la gira de estudio ha sido:
.....MalaBuenaMuy Buena ✓Excelente
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.....MalaBuenaMuy Buena ✓Excelente
4. ¿Considera Usted que la agenda informativa ha satisfecho sus expectativas?
...✓...SíNo
5. ¿Considera Usted que la realización de este tipo de evento es de beneficio para la institución y el país que Usted representa?
...✓...SíNo

Favor explique el por qué de su respuesta:

Nuestro país se encuentra en un periodo de transformación política-social y de construcción del futuro. La gira nos ha permitido a la persona que dirige el Órgano Legislativo conocer que se trabaja para nuestro país en una tradición económica más afortunada y por los profesionistas al este órgano estatal. Actualmente la recopilación de leyes en Panamá es escasa y casi inexistente, el evento nos muestra el proceso de recopilación de leyes.

6. ¿Considera Usted que este tipo de eventos deben de continuar realizándose?

...✓...SíNo

Favor explique el por qué de su respuesta:

Es necesario que se continúe efectuando. Concretos que debe dividirse en dos grupos: Un grupo conformado únicamente por personal administrativo de la Asamblea a quien se le debe dar detalles de recopilación de leyes, codificación, archivo, organización de Parlamento y otro grupo de diputados que deben recibir seminarios políticos, económicos, sobre parlamentos (régimen parlamentario), electoral etc.

FIU le agradece profundamente su participación en esta actividad, le desea una placentera estadía en los Estados Unidos de América y un agradable regreso a su país.

EVALUACION

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CONSORCIO PARA EL DESARROLLO LEGISLATIVO
Julio 1992

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.....SíNo
5. ¿Considera Usted que la realización de este tipo de evento es de beneficio para la institución y el país que Usted representa?
.....SíNo

Favor explique el por qué de su respuesta:

6. ¿Considera Usted que este tipo de eventos deben de continuar realizándose?
.....SíNo

Favor explique el por qué de su respuesta:

FIU le agradece profundamente su participación en esta actividad, le desea una placentera estadía en los Estados Unidos de América y un agradable regreso a su país.

EVALUACION

DE LA GIRA DE ESTUDIO DE FIU EN MIAMI Y TALLAHASSEE DEL
CONSORCIO PARA EL DESARROLLO LEGISLATIVO
Julio 1992

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...SíNo
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...SíNo

Favor explique el por qué de su respuesta:

HEMOS VISITADO LAS INSTITUCIONES AFINEZ CON NUESTRAS FUNCIONES
LAS EXPOSICIONES HAN SIDO DADAS POR FUNCIONARIOS EXPERTOS,
LA MATERIA LA AGENDA INFORMATIVA FUE EN BASE A LOS ULTIMOS
ADELANTOS MODERNOS COMPUTARIZADOS Y EL BENEFICIO PARA NOSOTROS E
LA MEDIDA QUE RODAMOS ADQUIRIR EL EQUIPO SIMILAR.

6. ¿Considera Usted que este tipo de eventos deben de continuar realizándose?

...SíNo

Favor explique el por qué de su respuesta:

NO SOLAMENTE POR QUE PODAMOS MODERNIZAR NUESTRO
PAISES TAMBIEN POR QUE ADQUIRIMOS IDEAS DE COMO
CONDUCIR NUESTRAS POLITICAS PARA EL FUTURO
BASANDONOS EN LAS PROYECCIONES DE LOS PAISES CABEZAJ D.
DE LO QUE ES COMO U.S.A.

FIU le agradece profundamente su participación en esta actividad, le desea una placentera estadía en los Estados Unidos de América y un agradable regreso a su país.

EVALUACION

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......SíNo
5. ¿Considera Usted que la realización de este tipo de evento es de beneficio para la institución y el país que Usted representa?
........SíNo

Favor explique el por qué de su respuesta:

presenta nuevos enfoques, transmite conocimiento, ayuda fortalece al consorcio, para el caso de la a la un momento indispensable.

6. ¿Considera Usted que este tipo de eventos deber. de continuar realizándose?
......SíNo

Favor explique el por qué de su respuesta:

Es una fuente muy importante de información y experiencia que ayuda al desarrollo del personal involucrado en el asunto legislativo.

FIU le agradece profundamente su participación en esta actividad, le desea una placentera estadía en los Estados Unidos de América y un agradable regreso a su país.

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4. ¿Considera Usted que la agenda informativa ha satisfecho sus expectativas?
.....SíNo
5. ¿Considera Usted que la realización de este tipo de evento es de beneficio para la institución y el país que Usted representa?
.....SíNo

Favor explique el por qué de su respuesta:

*Nos permite avanzar en cuanto el funcionamiento y
manejo de nuestra Asamblea.*

6. ¿Considera Usted que este tipo de eventos deben de continuar realizándose?

.....SíNo

Favor explique el por qué de su respuesta:

*Debe capacitarse en varios campos que son
Legislativo y Administrativo*

FIU le agradece profundamente su participación en esta actividad, le desea una placentera estadía en los Estados Unidos de América y un agradable regreso a su país.

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...SíNo

Favor explique el por qué de su respuesta:

Estos seguro que Si - En el caso de Panama, nuestro sistema es bastante uterizado a nivel legislativo - nuestro sistema de informatica, de archivo o recastan modernizado y Florida que es el muy adelantada en este campo es el lugar ideal -

6. ¿Considera Usted que este tipo de eventos deben de continuar realizándose?

...SíNo

Favor explique el por qué de su respuesta:

Seguro que Si - Los legisladores y el personal de la Asamblea tienen un gran interés en un que se realice la Asamblea Legislativa. Esta oportunidad de comparar los dos sistemas, y Panama y Florida, es impactante - Positivo -

FIU le agradece profundamente su participación en esta actividad, le desea una placentera estadía en los Estados Unidos de América y un agradable regreso a su país.

EVALUACION

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.....SíNo

Favor explique el por qué de su respuesta:

*Permite hacer comparaciones y visualizar el
nivel de las expectativas en el desarrollo
legislativo en un momento en que nuestro país
está en un momento mediano.*

6. ¿Considera Usted que este tipo de eventos deben de continuar realizándose?

.....SíNo

Favor explique el por qué de su respuesta:

*Para seguir actualizándonos y comparando
los sistemas y adelantos en otras legis-
laturas e intercambio de información.*

FIU le agradece profundamente su participación en esta actividad, le desea una placentera estadía en los Estados Unidos de América y un agradable regreso a su país.



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

EVALUACION

GIRA DE ESTUDIO: NCSL: CONFERENCIA NACIONAL DE LEGISLADORES ESTATALES REALIZADA EN CINCINNATI, OH

26-29 AGOSTO, 1992

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 Consortium Director

Dr. Charles Dawson
 Program Manager

Le agradeceríamos que respondiera a las siguientes preguntas. Están ordenadas en una escala de 1 a 4. El número 1 indica acuerdo completo y el número 5 indica desacuerdo completo. Sus comentarios nos ayudarán a mejorar programas así en el futuro.

		Acuerdo					Desacuerdo				
1.	La conferencia fue organizada en una manera profesional y ofreció mucho a cada participante.	①	2	3	4	5					
2.	El programa de la conferencia fue pertinente a mi trabajo como legislador.	1	②	3	4	5					
3.	Hubo amplia oportunidad para discutir e intercambiar ideas con otros legisladores asistiendo la conferencia.	1	②	3	4	5					
4.	Las sesiones se enfocaron a asuntos pertinentes al desarrollo legislativo en mi país.	1	2	3	4	⑤					
5.	Las facilidades de hotel y conferencia fueron de buena calidad y ofrecieron buen servicio a los participantes.	①	2	3	4	5					

-2-

6. Yo considero que la realización de este tipo de evento es de beneficio para la institución y el país que yo represento.

① 2 3 4 5

Por favor, ocupe el espacio abajo para hacer comentarios adicionales sobre la conferencia. Muchas Gracias.



CONSORTIUM FOR LEGISLATIVE DEVELOPMENT
CONSORCIO PARA EL DESARROLLO LEGISLATIVO • CONSÓRCIO PARA O DESENVOLVIMENTO LEGISLATIVO
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EVALUACION

GIRA DE ESTUDIO: NCSL: CONFERENCIA NACIONAL DE LEGISLADORES ESTATALES REALIZADA EN CINCINNATI, OH
26-29 AGOSTO, 1992

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 (518) 448-4388 (FAX)

Prof. Aldo Scabini
 Consortium Principal

Dr. Charles Dawson
 Program Manager

Le agradeceríamos que respondiera a las siguientes preguntas. Están ordenadas en una escala de 1 a 4. El número 1 indica acuerdo completo y el número 5 indica desacuerdo completo. Sus comentarios nos ayudarán a mejorar programas así en el futuro.

		Acuerdo		Desacuerdo		
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5.	Las facilidades de hotel y conferencia fueron de buena calidad y ofrecieron buen servicio a los participantes.	1	2	3	4	5

-2-

- 6. Yo considero que la realización de este tipo de evento es de beneficio para la institución y el país que yo represento.

1 2 3 4 5

Por favor, ocupe el espacio abajo para hacer comentarios adicionales sobre la conferencia. Muchas Gracias.

~~LA DEMOCRACIA CULMINA CON LA CONVIVENCIA ARMONICA~~
~~DE LOS PUEBLOS, POR ESO PIENSO QUE ESTE TIPO DE~~
~~EVENTOS SON IMPORTANTES. LO SOCIAL ES MUY~~
~~IMPORTANTE SIN DESEJAR LO POLITICO, POR ESO~~
~~ES IMPORTANTE EL INTERCAMBIO EN ESTE SENTIDO~~
~~QUE NO ESTUVO DE LO MEJOR EN ESTE EVENTO.~~

La democracia culmina con la
 convivencia armonica de los pueblos,
 por eso pienso que este tipo de
 eventos son importantes. Lo social
 es muy importante. el intercambio
 en este sentido que no estuvo
 de lo mejor en este evento.

08-19-1992 12:58PM

FROM OFICINA DE DIFUSION

TO

626185

P.02



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

EVALUACION

GIRA DE ESTUDIO: NCSL: CONFERENCIA NACIONAL DE LEGISLADORES ESTATALES REALIZADA EN CINCINNATI, OH

26-29 AGOSTO, 1992

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Prof. Abby Basow
 Consortium President

Dr. Charles Damon
 Program Manager

Lo agradeceríamos que respondiera a las siguientes preguntas: Están ordenadas en una escala de 1 a 4. El número 1 indica acuerdo completo y el número 5 indica desacuerdo completo. Sus comentarios nos ayudarán a mejorar programas así en el futuro.

		Acuerdo		Desacuerdo	
1.	La conferencia fue organizada en una manera profesional y ofreció mucho a cada participante.	1	2	3	4 5
2.	El programa de la conferencia fue pertinente a mi trabajo como legislador.	1	2	3	4 5
3.	Hubo amplia oportunidad para discutir e intercambiar ideas con otros legisladores asistiendo la conferencia.	1	2	3	4 5
4.	Las sesiones se enfocaron a asuntos pertinentes al desarrollo legislativo en mi país.	1	2	3	4 5
5.	Las facilidades de hotel y conferencia fueron de buena calidad y ofrecieron buen servicio a los participantes.	1	2	3	4 5

08-19-1992 12:59PM FROM OFICINA DE DIVULGACION TO

-2-

6. Yo considero que la realización de este tipo de evento es de beneficio para la institución y el país que yo represento.

1 (2) 3 4 5

Por favor, ocupe el espacio abajo para hacer comentarios adicionales sobre la conferencia. Muchas Gracias.



CONSORTIUM FOR LEGISLATIVE DEVELOPMENT
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♦ CONSORTIUM POUR LE DÉVELOPPEMENT LÉGISLATIF

EVALUACION

**GIRA DE ESTUDIO: EL CENTRO PARA LA DEMOCRACIA:
 PROGRAMA REALIZADO EN
 WASHINGTON, D.C.**

29-31 AGOSTO, 1992

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Prof. Allen Rosenbaum
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Dr. Charles Brown
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Le agradeceríamos que respondiera a las siguientes preguntas. Están ordenadas en una escala de 1 a 4. El número 1 indica acuerdo completo y el número 5 indica desacuerdo completo. Sus comentarios nos ayudarán a mejorar nuestros programas así en el futuro.

		Acuerdo					Desacuerdo				
1.	El programa fue bien organizado y ofreció amplias oportunidades para conseguir una clara visión del funcionamiento del gobierno federal estadounidense.	1	2	3	4	5					
2.	El personal del Centro fue eficiente y responsable en la conducción del programa.	1	2	3	4	5					
3.	Hubo amplia oportunidad para discutir e intercambiar ideas con legisladores y personal técnico y administrativo de los Estados Unidos.	1	2	3	4	5					
4.	Las sesiones se enfocaron a asuntos pertinentes al desarrollo legislativo en mi país.	1	2	3	4	5					

- 5. Yo considero que establecí relaciones personales que serán útiles en el proceso de desarrollo legislativo. (1) 2 3 4 5
- 6. El hotel en que me hospedé ofreció buen servicio y habitaciones limpias. 1 2 (3) 4 5
- 7. Yo considero que la realización de este tipo de evento es de beneficio para la institución y el país que yo represento. (1) 2 3 4 5

Por favor, ocupe el espacio abajo para hacer comentarios adicionales sobre la conferencia. Muchas Gracias.

UNA MAGNIFICA OPORTUNIDAD PARA LOS FINEJ DEL
 VIAJE, SIN ENTRARLO, EL TIEMPO NO FUE LO
 SUFICIENTE PARA UN MEJOR PROVECHO.



CONSORTIUM FOR LEGISLATIVE DEVELOPMENT
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♦ CONSORTIUM POUR LE DÉVELOPPEMENT LÉGISLATIF

EVALUACION

**GIRA DE ESTUDIO: EL CENTRO PARA LA DEMOCRACIA:
 PROGRAMA REALIZADO EN
 WASHINGTON, D.C.**

29-31 AGOSTO, 1992

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Dr. Charles Brown
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		Acuerdo Desacuerdo				
1.	El programa fue bien organizado y ofreció amplias oportunidades para conseguir una clara visión del funcionamiento del gobierno federal estadounidense.	①	2	3	4	5
2.	El personal del Centro fue eficiente y responsable en la conducción del programa.	①	2	3	4	5
3.	Fubo amplia oportunidad para discutir e intercambiar ideas con legisladores y personal técnico y administrativo de los Estados Unidos.	②	3	4	5	
4.	Las sesiones se enfocaron a asuntos pertinentes al desarrollo legislativo en mi país.	①	2	3	4	5

-2-

- 5. Yo considero que establecí relaciones personales que serían útiles en el proceso de desarrollo legislativo. (1) 2 3 4 5
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- 7. Yo considero que la realización de este tipo de evento es de beneficio para la institución y el país que yo represento. (1) 2 3 4 5

Por favor, ocupe el espacio abajo para hacer comentarios adicionales sobre la conferencia. Muchas Gracias.



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• CONSORTIUM POUR LE DÉVELOPPEMENT LÉGISLATIF

EVALUACION

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WASHINGTON, D.C.**

29-31 AGOSTO, 1992

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Mr. Carol McCarty
Consortium Coordinator

Le agradeceríamos que respondiera a las siguientes preguntas. Están ordenadas en una escala de 1 a 4. El número 1 indica acuerdo completo y el número 5 indica desacuerdo completo. Sus comentarios nos ayudarán a mejorar nuestros programas así en el futuro.

Florida International University
Office of the Dean
School of Public Affairs and Services
North Miami Campus
North Miami, Florida 33181
(305) 949-2400
(305) 949-2400 (FAX)

Dean Alan Robertson
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 Mills Hall
125 Western Avenue
Albany, New York 12222
(518) 432-6848
(518) 432-6888 (FAX)

Prof. Allen Wasserman
Consortium Principal

Dr. Charles Sims
Program Manager

		Acuerdo	Desacuerdo			
1.	El programa fue bien organizado y ofreció amplias oportunidades para conseguir una clara visión del funcionamiento del gobierno federal estadounidense.	(1)	2	3	4	5
2.	El personal del Centro fue eficiente y responsable en la conducción del programa.	(1)	2	3	4	5
3.	Fubo amplia oportunidad para discutir e intercambiar ideas con legisladores y personal edición y administrativo de los Estados Unidos.	1	(2)	3	4	5
4.	Las sesiones se enfocaron a asuntos pertinentes al desarrollo legislativo en mi país.	1	2	(3)	4	5

-2-

- 5. Yo considero que estableci relaciones personales que serán útiles en el proceso de desarrollo legislativo. 1 2 3 4 5
- 6. El hotel en que me hospede ofreció buen servicio y habitaciones limpias. 1 2 3 4 5
- 7. Yo considero que la realización de este tipo de evento es de beneficio para la institución y el país que yo represento. 1 2 3 4 5

Por favor, ocupe el espacio abajo para hacer comentarios adicionales sobre la conferencia. Muchas Gracias.

ATTACHMENT D.
PROGRAM PARTICIPANT CURRICULA

CURRICULUM VITAE

DATOS GENERALES

NOMBRE : ADRELIO ALFONSO ALBA VILLARREAL
CEDULA : 6-2-1973
SEGUROS SOCIAL : 31-2360
FECHA DE NACIMIENTO : 27 de julio de 1916
ESTADO CIVIL : Casado
DIRECCION :
TELEFONO : 51-8014

EDUCACION

PRIMARIA : Escuela Primaria de Océ
SECUNDARIA : Colegio La Salle 1935
Bachiller en Comercio y en Ciencias
Junier College 1936
UNIVERSITARIA : Universidad de Panamá 1937 (un año)
Universidad de Tulane
New Orleans, LA. U.S.A.
Doctor en Jurisprudencia 1944
Master en Derecho Administrativo 1945

EXPERIENCIA LABORAL

- Lombardo & Icaza 1946-1948
- Escuela de Leyes, Biblioteca; New Orleans

EXPERIENCIA POLITICA

- Participé en La Campaña Política de 1948, como candidato a diputado por la oposición.
- Candidato a Diputado, electo en 1968, ocupando el puesto por 11 días.

- Legislador electo en la campaña Política de 1989, por el Partido Arnulfista, perteneciendo a las siguientes comisiones:
 - Comisión de Credenciales, Justicia Interior y Reglamentos.
 - Comisión de Vivienda.
 - Comisión de Gobierno y Justicia y Asuntos Constitucionales.

ORGANIZACIONES SOCIALES

- Presidente del Club de Leones de Ocué.
Asociación de Ganaderos
Club Rotario de Veragus, Santiago
Camara de Comercio
- Presidente de La Fereia de SanSebastian de Ocué
1961 - 1965 - 1966 - 1991

COLABORACIONES EN OBRAS COMUNES

- Posada de San sebastian de Ocué
- Hospital Sergio Nuñez Nuñez.



CURRICULUM VITAE

Nombre: DOMI LUIS MONTENEGRO BARAHONA
Cédula de Identidad Personal: 7-46-722
Fecha de Nacimiento: 19 de enero de 1942
Lugar de Nacimiento: Las Tablas, Provincia de Los Santos, Panamá.
Edad: 48 Años
Estado Civil: Casado
Título que Ostenta: Ingeniero Civil
Idoneidad: Junta Técnica de Ingeniería y Arquitectura, No 72-6-78.
Fecha de Graduación: 4 de Septiembre de 1970.
Universidad: New Mexico State University,
Las Cruces - New Mexico, U.S.A.
Idiomas: Español e inglés.
Lugar de Trabajo Actual: DICOREISA, S.A. (Diseños, Construcciones, Reconstrucciones e Inspecciones).
Teléfono: 61-3864
Fecha del Curriculum: Enero 31, 1990.

TRABAJOS UNIVERSITARIOS
NEW MEXICO STATE UNIVERSITY

- 1- 1968: Forum de politica exterior de los Estados Unidos hacia Latinoamérica.
- 2- 1969: Estudios de factibilidad de diferentes rutas para un nuevo Canal Interoceánico (Mandinga, Caimito, Ampliación del existente, ruta Tuirá en Darién, Río Atrato por Colombia y otras alternativas por Centroamérica).
- 3- 1970: Estudio Socio-económico del Canal de Panamá.

ACTIVIDAD PROFESIONAL

1970 - 1971: Trabajé en sistemas de riego y drenaje en programa auspiciado por las Naciones Unidas a través de la FAO para las Provincia de Los Santos, Herrera y Coclé. Me inicié como diseñador de Estructuras Hidráulicas para los sistemas de riego, posteriormente fui Jefe de diseños y terminé como Director de los proyectos de riego Llanos de Coclé, adquiriendo experiencia administrativa en este campo.

1971 - 1972: Trabajé con la Empresa Cardoze, S.A. en la Ciudad de Panamá, dirigiendo Construcciones de Edificios, Presupuestos de Obras e Inspecciones de Obras Civiles.

1973 - 1989: Trabajo con DICOREISA, S.A. (Diseños, Construcciones, Reconstrucciones e Inspecciones de Obras Civiles) en la cual desde mi inicio he sido el Gerente General de dicha empresa, he adquirido la experiencia en la Administración de la empresa, Diseños Estructurales, Presupuestos y Construcciones, Inspecciones de Obras Civiles, Peritajes y Avalúos, Manejo de Bienes y Raíces, Programación de Trabajo y Administración de Personal.

ACTIVIDADES COMERCIALES

Industria de la Construcción

Bienes y Raíces

Industria Ganadera (Producción de Ganado de Leche y Producción de Ganado de Carne).

ACTIVIDADES GREMIALES

NACIONALES E INTERNACIONALES

Miembro de la Asociación de Ingenieros y Arquitectos de Panamá desde 1972; Miembro de la Asociación Nacional de Ganaderos, y fui Presidente de dicha Asociación en 1984; Miembro de Criadores de Ganado Cebú de Panamá y Fiscal de ésta Asociación desde 1987 a la fecha; Tesorero de la Federación Nacional de Lazo en 1986 y 1987; Miembro funda-

CURRICULUM VITAE

ING. DOMI LUIS MONTENEGRO

Nació el 19 de enero de 1942, en la ciudad de Las Tablas, provincia de Los Santos. Ostenta el Título de Ingeniero Civil obtenido en septiembre de 1970 en New Mexico State University, de las Cruces- New Mexico, U.S.A. posee idoneidad profesional otorgada por la Junta Técnica de Ingeniería y Arquitectura.

El Ing. Domi Luis Montenegro domina dos idiomas, el Español y el Inglés. Es dueño y gerente de DICOREISA, S.A., empresa dedicada a Diseños, Construcciones, Reconstrucciones e Inspecciones de Obras Civiles.

Durante su vida universitaria en el New Mexico State University realizó, en 1968, un Forum de la Política Exterior de los Estados Unidos hacia Latinoamérica; en 1969, realizó Estudios de Factibilidad de diferentes rutas para un Nuevo Canal Interoceánico a través de Panamá y Centroamérica; en 1970, realizó un Estudio Socio-Económico del Canal de Panamá; al momento de su graduación recibió ofertas para trabajar en la National Aero Space Company (NASA) obtando por regresar a ejercer su profesión en su patria.

En su actividad profesional, durante los años 1970 y 1971, trabajó con la FAO en proyectos de Sistemas de riego en diferentes áreas del País, en programas auspiciados por la Organización de Naciones Unidas. Ha trabajado con su empresa propia y otras empresas privadas en la Dirección de Construcciones de Edificios e Inspecciones de Obras Civiles. Posee experiencia en Presupuestos, Administración, Diseños Estructurales, Industria de la Construcción, Peritaje y Avalúos, Manejo de Bienes y Raices, en Programación de Trabajo, Administración de Personal y en la Industria Ganadera en la Producción de Ganado de Carne, Ganado de

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Leche y Caballar.

El Ing. Domi Luis Montenegro es miembro de la Asociación de Ingenieros y Arquitectos de Panamá; de la Asociación Nacional de Ganaderos (ANAGAN) de la cual fue presidente en 1984; miembro fundador y Primer Secretario Ejecutivo del Patronato de la Feria de Colón; miembro de Criadores de Ganado Cebú de Panamá; de la Federación Nacional de Lazo; delegado de los Ganaderos de Panamá en la Organización del Plan Reagan para el Desarrollo de la Cuenca del Caribe; delegado por Panamá ante la confederación Interamericana de Ganaderos y ante la Asociación Mundial de Criadores de Ganado Cebú y Miembro Honorario del Benemérito Cuerpo de Bomberos de Panamá.

Dentro de su actividad diplomática y política, el Ing. Montenegro, fue Canciller de Primera Categoría del Consulado de Farmington, New Mexico, U.S.A. por el Gobierno Panameño ante el Gobierno de los Estados Unidos de América desde el 4 de abril de 1968 al 11 de octubre de 1968. Es miembro militante del Partido Demócrata Cristiano desde 1980; Legislador por el Circuito 8.2. de Capira, Legislador Ad Honorem por la Provincia del Darién en 1990 a solicitud de sus moradores. Actualmente es Presidente de la Comisión de Obras Públicas de la Asamblea Legislativa y proponente de lo siguiente: Anteproyecto de Ley "POR MEDIO DEL CUAL SE PROTEGE LA PRODUCCION AGROPECUARIA NACIONAL"; Anteproyecto de Ley "POR MEDIO DEL CUAL SE CREA LA COMISION PANAMEÑA DEL CANAL (COPACA)"; Anteproyecto de Ley "POR MEDIO DEL CUAL SE DECLARAN INADJUDICABLES EN PARCELAS

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NO MAYORES DE 50 HECTAREAS POR FAMILIA, LAS FINCAS PROPIEDAD DEL ESTADO, DEDICADAS A LA AGRICULTURA Y GANADERIA Y SE TOMAN OTRAS MEDIDAS" y del Anteproyecto de Ley "POR MEDIO DEL CUAL SE PROMUEVE LA CONSTRUCCION DE PROYECTOS VIALES, QUE SIGNIFIQUEN DESARROLLO INTEGRAL DEL AREA".

NOMBRE: LUIS BENJAMIN ROSAS VELASQUEZ

FECHA DE NACIMIENTO: 24 DE AGOSTO DE 1949

LUGAR: REMEDIOS, PROVINCIA DE CHIRIQUI, REPUBLICA DE PANAMA

EDAD: 42 AÑOS

DATOS ACADEMICOS:

Completó sus estudios primarios en la escuela ANTONIO ANQUIZOLA, ocupando el 3er. puesto de Honor. Hizo su Primer Ciclo en el Primer Ciclo de Remedios, donde obtiene su Certificado con el 1er. puesto de Honor. Completa su escuela secundaria en el Colegio FELIX OLIVARES, de David en 1967.

Inicia sus estudios Universitarios en la Facultad de Agronomía de la Universidad de Panamá. En Cuarto Año es nombrado Representante Estudiantil ante la Junta de la Facultad, por su alto índice académico; obtuvo su Título de "LICENCIADO EN INGENIERIA AGRONOMICA" en 1974 con el más alto índice académico de su promoción.

EXPERIENCIAS PROFESIONALES Y POLITICAS:

Se inicia como profesional en el Banco de Desarrollo Agropecuario en febrero de 1974, como ANALISTA DE CREDITO, en la Provincia de Chiriquí hasta agosto de 1975. Durante este período dictó seminarios de capacitación en el "MANEJO DE ESTADOS FINANCIEROS" y "EVALUACION TECNICA Y FINANCIERA DE LOS PRODUCTORES AGROPECUARIOS", a Tasadores, Técnicos y personal de Crédito del Banco de Desarrollo Agropecuario, en la Provincia de Chiriquí.

A partir de septiembre de 1975 hasta febrero de 1977 se encarga del Departamento de Asistencia Técnica Agrícola del Banco de Desarrollo Agropecuario, a nivel Nacional. Encargado de dirigir el departamento que tenía la responsabilidad de asesorar al productor agropecuario, financiado por el B.D.A., en la tecnología, semilla, suelos etc., a utilizar para lograr mejores rendimientos a menor costo. Durante este período dictó seminarios a Productores y Técnicos del B.D.A., sobre "Técnicas de producción de Tomate Industrial", "Técnicas de producción de cebollas", "Técnicas de producción de maíz y sorgo", en Natá, Los Santos y Chiriquí.

En marzo de 1977 se encarga de la Gerencia General del Complejo deportivo "ASTROCENTRO" hasta febrero de 1980. Este complejo deportivo estaba constituido entre otros por un boliche de 24 pistas. Durante su administración promovió diferentes torneos Internacionales de Boliche entre los que destaca "El Torneo de las Américas" en donde participaron delegaciones masculinas y femeninas de todos los países de América.

Fue delegado del equipo panameño que compitió en 1977 en el Torneo Internacional de Miami, Florida, delegado del equipo panameño ante el Torneo Internacional de Clubes, celebrado en Bogotá en 1978 y Director de la Selección Nacional Boliche en el Torneo Centroamericano de Boliche, celebrado en San José de Costa Rica en 1979.

A partir de 1980 inicia su gestión como Empresario Privado, dedicándose a la Ganadería. Apicultura y Porcinocultura en la Provincia de Chiriquí.

En 1982 apoya y participa en la inscripción del Partido MOLIRENA, en la Provincia de Chiriquí.

En 1984 es postulado y elegido como Legislador Segundo suplente por el partido MOLIRENA, en el Circuito 4-7, que está formado por algunos corregimientos de los distritos de Tolé, Remedios, San Félix y San Lorenzo.

Página 2
Curriculum Vitae
LUIS BENJAMIN ROSAS VELASQUEZ

En 1989, es postulado y elegido como Legislador, primer suplente por el partido MOLIRENA en el Circuito 4-7; encargándose de la curul desde marzo de 1990 hasta la fecha, debido a que el Legislador principal, el LIC. JORGE RUBEN ROSAS, se encargó del Ministerio de Trabajo y Bienestar Social desde diciembre de 1989 hasta la fecha.

Como Legislador ha sido Vice-Presidente de la Comisión de Vivienda, y Miembro de la Comisión de Hacienda Pública y Política Económica y Trabajo y Bienestar Social de marzo a agosto de 1990.

A partir de septiembre de 1991 hasta la fecha es Presidente de la Comisión de Trabajo y Bienestar Social y Miembro de la Comisión de Asuntos Agropecuarios y Conservación del Medio Ambiente.

Es Miembro de la Comisión de Modernización de la Asamblea Legislativa.

En septiembre de 1991 participó del III Congreso Pro-Democracia, realizado en Stramburgo, francia.

LEYES PROPUESTAS:

1. Por el cual se establece la condecoración José de la Cruz Herrera, destinado al máximo índice académico de la graduación anual de la Universidad de Panamá, de la Universidad Tecnológica, de la Universidad Santa María la Antigua y demás universidades.

Aprobada el 4 de julio de 1992.

2. Proyecto de Ley No. 51 "Por el cual se modifican los artículos 6, 15 y 22 de la Ley 2 del 20 de marzo de 1986 y se le adicionan otros artículos".

3 de diciembre de 1991 (rechacado)

Este Proyecto trata de reglamentar el uso de Pesticidas en el sector agropecuario.

Idiomas

Intérprete Público Autorizado (Inglés-Español, Español-Inglés)

Asociaciones

1. Comisionada de la Asociación de Técnicos Legislativos de Centroamérica (ATELCA).
2. Junta Directiva del Club de Mujeres de Negocios y Profesionales de Boquete.
3. Miembro del Colegio de Abogados.
4. Junta Directiva de la Asociación de Estudiantes de Derecho.

Cursos y Seminarios

Organización del II Encuentro de Presidentes de Congresos o Asambleas Legislativas de Centroamérica. (Octubre, 1990)

Reunión Taller Preparatoria de la Agenga Centroamericana de Ambiente y Desarrollo (Junio, 1991)

Representante por Panamá en el Taller Nacional sobre Mujer y Desarrollo Sostenible, Costa Rica (Julio, 1991)

Curso Desarrollo del Potencial de la Mujer (Diciembre, 1991)

Curso Introducción a las Computadoras (Sistema Operativo PC/MS-DOS, Nociones de Lotus 1-2-3, DBase III+ y Word Perfect 5.1) (Enero, 1992)

Seminario Políticas Económicas para el Desarrollo Sostenible en Centroamérica (Costa Rica. Noviembre, 1991)

CURRICULUM VITAE

NOMBRE: ALBERTO CIGARRUISTA CORTEZ
DIRECCION: BARRIADA BOULEVARD LOS LAURELES
CORREGIMIENTO DE JUAN DIAZ
CASA # 48 - PANAMA
TELEFONOS: RESIDENCIA- 33-1987
96-8110
OFICINAS 62-2540
96-8142

DATOS GENERALES:

LUGAR Y FECHA DE NACIMIENTO: PROV. DE LOS SANTOS
1 DE FEBRERO DE 1954

EDAD: 38 AÑOS

SEXO: MASCULINO

ESTADO CIVIL: CASADO

PROFESION: ABOGADO

NOMBRE DE LA ESPOSA: DORIS ELISA VARGAS

NUMERO DE DEPENDIENTES: CINCO

HISTORIA ACADEMICA:
UNIVERSITARIA: UNIVERSIDAD DE PANAMA
FACULTAD DE DERECHO Y CIENCIAS
POLITICAS
TITULO OBTENIDO: LCDO. EN DERECHO Y CIENCIAS PO-
LITICAS

SECUNDARIA: COLEGIO JOSE DANIEL CRESPO

PRIMARIA : ESCUELA NICANOR VILLALAZ

CONFERENCIAS DICTADAS: ANTE MEDICOS POR LA PAZ (EE.UU)
SITUACION DE LOS DERECHOS HUMANOS
PANAMA

OCUPACION ACTUAL: LEGISLADOR DE LA REPUBLICA
PROVINCIA LE LOS SANTOS
CIRCUITO 7-2 LOS SANTOS-GUARARE

1992

CURRICULUM VITAE

RUBEN ELOY AROSEMENA VALDES

VIDA PROFESIONAL

- Estudios primarios y secundarios en el Colegio La Salle de Panamá.
- 1978 electo como Presidente de la Asociación de Graduados del Colegio La Salle.
- 1983 electo como Presidente de la Asociación de Estudiantes de Derecho de la Universidad Santa María La Antigua.
- 1986 graduado de Licenciado en Derecho y Ciencias Políticas en la Universidad Santa María La Antigua.
- Miembro del Consejo Académico de la Universidad Santa María La Antigua como representante de los estudiantes de leyes.
- Miembro del Consejo de Escuela de Derecho y Ciencias Políticas de la USMA representando a los estudiantes.
- Miembro de la Federación Interamericana de Abogados.
- 1987 "Master of Law" en Derecho Internacional y Comparado, en Southern Methodist University en Dallas, Texas.
- Miembro del Colegio Nacional de Abogados.
- Trabajó en la firma de abogados Illueca y Asociados.
- Actualmente es socio de la firma de abogados R. R. Arosemena y Asociados.

VIDA POLITICA

- Fue Secretario General Provincial de la Juventud del Partido Demócrata Cristiano de Panamá.
- Fue Secretario General Adjunto Nacional de la Juventud del Partido Demócrata Cristiano.
- Perteneció al Comité Ejecutivo del Partido Demócrata Cristiano.
- Electo para el período 1984-1989 como Honorable Representante Suplente del Corregimiento de Bella Vista, Provincia de Panamá.
- Electo para el período 1989-1994 como Honorable Legislador Primer Suplente por el Circuito 8.8.
- Electo para el período 1989-1994 como Secretario General de la Asamblea Legislativa.
- Miembro del Comité Político del Partido Demócrata Cristiano.

ACTIVIDADES CIVICAS

- Miembro del Club Rotario de Panamá.
- Miembro de la Asociación Panameña de Ejecutivos de Empresas.

CURRICULUM VITAE

Datos Personales

Nombre: Estela María Koyner McIntyre
Cédula: 4-142-1224 Seguro Social: 12-4817
Nacionalidad: Panameña
Fecha de Nacimiento: 26 de junio de 1962
Dirección Actual: 5649-A, Walker Ave., Diablo Heights, Ancón
Apdo. 5112, Balboa, Ancón, Panamá, R. P.
Teléfono Oficina: 62-6447 ó 62-6370
Residencia: 52-2758
Estado Civil: Soltera

Preparación Académica

1. Maestría en Derecho (Master of Laws), graduada en Tulane University, New Orleans, Louisiana, E.U.A., 1987.
2. Licenciada en Derecho y Ciencias Políticas, graduada en la Universidad Santa María La Antigua, Panamá, 1986.
Honores: Magna cum laude
3. Bachiller, graduada en Cristobal High School, Zona del Canal, 1979.
Honores: a) Primer puesto de honor de la graduación 1979
b) Miembro de la Sociedad Nacional de Honor (Caribbean Chapter of the National Honor Society of Cristobal High School)
c) Miembro de la Sociedad de Estudiantes Distinguidos de Colegios Norteamericanos (The Society of Distinguished American High School Students)

Experiencia

1. Asistente del Secretario General de la Asamblea Legislativa de Panamá (1990-)
2. Asesora Legal de la Asociación de Cafetaleros Boqueteños (1989-1990)
3. Asesora Legal del Club de Mujeres de Negocios y Profesionales de Boquete (1989-1990)
4. Administradora de empresa cafetalera (1987-1990)
5. Asistente Legal en R. & R. Arosemena y Asociados (1983-1986)
6. Asistente Estudiantil en la Comisión del Canal de Panamá (1979, 1981 y 1982)