

PARTICIPANT GUIDE

CENTRO DEMOS INAUGURAL PROGRAM

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I. INTRODUCTION

FOUNDATION FOR THE DEVELOPMENT OF THE RULE OF LAW AND SALVADORAN DEMOCRACY

The Foundation for the Development of the Rule of Law and Salvadoran Democracy (FUNDEMOS) seeks to contribute to the development of institutions of Salvadoran design that will fortify democracy and the rule of law. This mission will be accomplished by encouraging the elimination of patterns of conduct that traditionally lead to sectarianism, exclusion, imposition and acts of violence, all of which undermine the rule of law. The Foundation also proclaims the importance of mutual comprehension and toleration of different opinions as the minimum basis of democratic trial and error. The executive agency created by FUNDEMOS to promote and carry out these noble aspirations, The Center for Strategic Studies in Salvadoran Democracy (Centro DEMOS), is a forum in which contemporary ideas and analysis of national reality will be eminently academic although framed in ways conducive to the consolidation of the democratic process underway in the country. The fundamental objective of DEMOS is to promote a more efficient and effective participation of the forces of change at work in Salvadoran society in the design and forging of their own destiny.

In this sense, the Centro DEMOS represents a focal point where the scope of leadership that emerges from the political community can interact and broaden their knowledge about national issues at the same time. The academic environment allows the different leaders to exchange opinions, experiences and perceptions of national reality while better acquainting themselves with the separate realities of individual real-life experiences that underpin particular interpretations of specific issues. As a result, it is anticipated that political tolerance will increase without necessarily unifying underlying criteria or conceding particular interests. With no guiding principle other than the responsible free association among the gathered representatives, the academic approach of the Center proceeds to the creation of "neutral space" and the identification of common ground where diverse groups can better define the spectrum of national interest.

The Centro DEMOS offers a unique opportunity to study and apply a methodology to visualize, design and execute strategic projects by equipping the participants with the necessary tools to increase their levels of efficiency and effectiveness when identifying and resolving problems. The entire process is designed to strengthen the capacity of each participant to make decisions that are congruent with the existence of the rule of law, while increasing his or her tolerance for the existence of alternative solutions that represent different interests.

The validity of the Center experience results from exposure to and knowledge about national issues, the daily contact and exchange of opinion between representatives of government and civil society; and the practice of civic sensibility that will fortify democratic institution-building. The development of better-informed and more qualified leaders could serve to open up space at the heart of the national political community and facilitate the exercise of civil rights independently of traditional State initiatives. In addition, the DEMOS approach will contribute in a more efficient way to clarifying alternative solutions to the scope of problems so that the mechanism of checks and balances, characteristic of every modern democratic system, may strengthen the rule of law and the democracy to which we all aspire.

II. GENERAL INFORMATION FOR THE PARTICIPANT

You are respectfully requested to read carefully the attached items. Should there be any questions, doubts or comments, please contact the Academic Office so that your suggestions can be included in the agenda of the next information session.

It is also important that you:

- A. Share in a respectful way your views of the issues under review.
- B. Listen carefully to the criteria, circumstance and real-life experience that form the basis of particular world views through which the various representatives present solutions to the issues under review, no matter what your own particular view may be.
- C. Be brief and concise when interacting with other participants as well as with the invited speakers.
- D. Insist that the Academic Office provide the necessary information to round out your knowledge of topics under review and facilitate a more discerning participation in the Center sessions.
- E. Read and adhere to Chapter IX, Internal Rules and Regulations of Centro DEMOS, where the rights and obligations of participants are clearly defined. Please take note that the private contract that you will sign establishes:

-- that the participant stipend is a right subject to specific guidelines requiring attendance at all scheduled sessions each week, unless a legitimate and documented excuse is made, in order to retain eligibility for the weekly stipend;

--that five (5) unjustified absences causes inelegibility for any additional stipend during the remainder of the course;

-- that the diploma certifying the participant as a graduate of the Centro DEMOS will be given only to those participants who have attended at least 85% of the scheduled academic events that comprise the strategic studies course.

III. DESCRIPTIVE INDEX AND COURSE METHODOLOGY

The Centro DEMOS seeks to build a permanent forum at the core of Salvadoran society for the analysis of ideas related to national problems, and project itself as the focal point where the leading representatives of most forces of change can interact and exchange criteria while broadening their knowledge of national issues.

Based on these project goals, the methodology as applied will seek to optimize interaction among participants through an academic program divided into three stages. In order to carry out these stages and their respective content-areas, the Centro DEMOS will sponsor a series of conferences, panel discussions, seminar-type workshops, study trips and roundtable briefings that will outline the results obtained by the working groups.

In its first stage, the program is designed to bring the different representative forces together in amenable circumstances that require their joint consideration of critical issues at work in the international arena. At this point, the effort is made to standardize an acceptable political glossary as well as the key concepts and terms attached to the language. In the same context, relevant, up-to-date information is constantly introduced in order to expand the working knowledge of the participants as they are exposed increasingly to a myriad of academic perspectives charged with diverse opinion and criteria.

In the second stage, the accent falls on the programmed interaction among the diverse interests represented in the Center as the debate moves to cover specific problems that confront Salvadoran society. Here, the panel-discussion format becomes a more critical tool of analysis while the seminar-workshops assume a roundtable character in order to maximize participant exposure to the variety of alternative solutions that begin to emerge from the group dynamics. In this way it is possible to encourage a graduated approximation to the roots of conflict while uncovering common ground where consensus may be achieved and more permanent national goals defined.

In the third stage, while rounding out the flow of information from previous stages, the participants have the opportunity to carry out a set of practical exercises in strategic analysis. To facilitate the analytical and interpretative tasks required, the Center invites a number of experts who contribute to the praxis that the participants undergo. This last stage of the program is structured so that the participants will apply knowledge and information to useful ends and, theoretically, be able to design and implement strategies that take their particular interests into account.

The program stages and contents may be visualized in the following way:

PHASE I: GENERAL CONCEPTS

Activity begins with an overview of current events happening both inside El Salvador and beyond, with attention to the role and impact of international organizations; programming then proceeds to a review of the judicial and political context in which the Constitution of El Salvador is framed. During this ten-week period the program emphasizes the glossary of key concepts and terms that are likely to be used in the presentation of issues and answers to contemporary problems. The general format is as follows:

- A. The External Context of El Salvador
- B. The Political Constitution of the Republic of El Salvador
- C. Diagnosis: Economic, Geographic, Military, Political and Social
- D. The Situation in Central America

Exposure to these issues occurs through two distinct academic activities:

I. Panel Discussions -- in which proponents of differing currents of thought present a wide range of opinion on a specific issue;

II. Seminar-Workshops -- in which the participants take under review the information as presented and respond in terms that reflect the specific thinking of the organizations they represent. To this end the entire group of participants is divided into four working groups.

Each working group is guided by a presiding officer and a secretary, both elected from within the working group at the start of each seminar-workshop, and in such a way that all participants will have the opportunity to exercise each office at least once during the program. Periodically, the working groups are reconstituted so as to maximize the degree of interaction among the participants.

In order to round out the information presented in the fora, the Center will sponsor a lecture series on specific topics during the final period (7:30 p.m. to 9:00 p.m.) after the seminar-workshops; the schedule of conferences will be as follows:

1. Regional Economic Blocs and the Process of Integration
2. The Agencies of International Finance
3. The Struggle for Democracy in Today's World
4. Monetary Policy and Economic Stability
5. The European Community and Central America
6. Initiative of the Americas and NAFTA
7. Fiscal Policy and Public Expenditure
8. Urban Immigration
9. Emigration and Remittance
10. Social Organizations in El Salvador

Phase II: DEVELOPMENT OF THE STRATEGIC STUDIES COMPONENT
(PROGRAM GUIDE)

The strategic studies component, decided by the roundtable event carried out in anticipation of the course itself, undertakes the study, analysis and discussion of specific problems that currently affect the Salvadoran society at large -- one problem for each factor of power: Geographic, Military, Political, Economic and Social.

The structure of the strategic studies component is produced by the set of invited representatives, leaders of the different social forces at work, in a roundtable forum that analyzes and selects the five main issues to be included in the program guide. At this event, each participant puts forth a specific topic and supporting rationale, during a three-minute period, that address the principal concerns of the sector that he or she represents. Once the group of participants establishes the set of issues, a vote is taken to determine the specific issues to be addressed in the strategic studies component of the program.

In this format the invited representatives are the agents who end up constituting the principal topics of analysis for each factor of power. The systematization of the program content is henceforth the responsibility of the Academic Office of the Centro DEMOS.

The issues raised in these key topical areas are addressed in the actual program through three activities: first, panel discussions that enable the participants to garner knowledge selectively about possible solutions to national problems due to their exposure to a minimum of four distinct viewpoints; second,

seminar-workshops where the mix of leadership will take up the variables of alternative solutions; and, third, roundtable presentations of the results obtained.

No emphasis is placed on the need to unify criteria at any time; but rather the importance of exposure to the host of alternative solutions that participants generate for consideration before the working group. As such, this exercise assumes intellectual contact with varying philosophical and ideological points of view, criteria and attitudes, all of which particular leaders display in the workshop environment; theoretically, this interplay of distinct ideas contributes to understanding the roots of existing differences among the participants.

PHASE III: STRATEGIC STUDIES

According to the program methodology, increased awareness and ability to identify problem areas and mobilize both human and material resources for problem solving is of vital importance in the effort to strengthen the participation of civil society in matters of public interest.

The Strategic Studies phase is divided into three academic areas:

- A. Theory, method and practical application of strategic analysis
- B. Theory, method and practical application of strategic planning
- C. Interpreting the new world order, megatendencies in the political and economic spheres, and the idea of international cooperation

At the end of this final phase of the program, having finished those activities related to strategic analysis and planning, a forum series like the one carried out in the initial phase, complements and updates the earlier round of discussion in order to consider once again challenges and opportunities in the arena of international politics, the alternatives for Central America and for El Salvador in particular.

Session Dynamics and Scheduled Outline:

The operational model is designed to minimize obstacles to participation. For this reason, the Center prefers a schedule of activities on Tuesdays, Wednesdays and Thursdays of each week, so that those participants who hail from outlying districts of the country will not be forced to endure time constraints during the program. In this way, the process of advise and consent can generate an internal dynamic of participation without prejudice to any group or organization represented.

Program sessions are invariably scheduled in the late afternoon and early evening so that participants from the capital city and surrounding areas can go about their daily work routines and still be enrolled in the Center. This timetable allows the participants to be in constant contact with the source of their representation while constantly keeping their representation in touch with viewpoints that emerge from Center activity. The result is a dynamic process of "feedback" and "feedforward" in which participants share their working experiences at the Center with colleagues not in attendance, while carrying back to the Center the concerns that emerge from this interaction at the source of representation.

The model for operations also seeks to minimize the exclusion or marginalization of representatives from outlying districts of the country by providing a stipend that participants can apply toward the cost of transportation

and lodging. Such a monetary concession may supplement or totally compensate the normal earning capacity of certain participants who must forfeit employment opportunities in order to attend the exigencies of the program. The provision of this stipend also takes into account the principle that all Salvadorans be involved in an equally appreciable way in the search for viable solutions to national problems.

Finally, the permanent presence of an Academic Director as well as five academic advisors in all phases and activities of the Center creates the first-hand commitment to follow up on the changes in attitude that participants undergo. Assuming that these changes reflect different levels of awareness and understanding of the issues under review, the model, as well as the dynamic forces that it unleashes, will allow for the on-going creation of support mechanisms that will optimize the degree of participation.

Program operations have been established on the following schedule:

A. Weekly Schedule	Tuesdays, Wednesdays & Thursdays
B. Administrative Sessions	Mondays & Fridays of the Work Week
C. Daily Schedule	<u>under normal operating conditions</u>
	4:00 p.m. activity
	4:45 coffee break
	5:00 activity
	5:45 coffee break
	6:00 activity
	6:45 light meal
	7:30 activity
	9:00 end of session
D. Sessions per week	3 Sessions (under normal conditions)
E. Working Weeks	27 Weeks
F. Working Sessions	85 Sessions
G. Study Trips	2 Trips
H. Sessions per Study Trip	3 Sessions
I. Study Trip Schedule	Friday, Saturday & Sunday (same work week)
J. Study Trip Sessions	6 Sessions
K. Total Program Sessions	91 Sessions
L. Inauguration Day	January 6th, 1994
M. Final Day	July 29th, 1994

IV. ACADEMIC OFFICE: PERSONNEL AND JOB RESPONSIBILITIES

The Academic Office of the Centro DEMOS assumes the responsibility for organizing and directing all educational activities and work sessions in which representatives in attendance participate. A permanent staff and provisional set of consultants will work to accomplish the tasks related to operational objectives.

The permanent staff under contract is responsible for the following scope of work:

Academic Director:

- Organize, manage and coordinate program development
- Supervise academic advisors and administrative staff attached to the Academic Office
- Implement instruments to verify participant attendance
- Carry out Center projects and work plans as well as the regularly scheduled academic activities
- Evaluate the implementation and execution of regularly scheduled academic activities and performance of academic advisory staff

Academic Advisors:

- Facilitate the academic activities attached to the respective factor of power throughout the program
- Coordinate seminar-workshops and all other working-group activities into which participants may be organized
- Coordinate the strategic studies component (phase II) for the selected issue related to the respective factor of power
- Identify and give orientation to speakers attached to the respective factor of power
- Attend all the scheduled events of the program
- Propose objectives and minimum content in support of program logistics and the respective factor of power
- Formative evaluation of program activities in the academic area

Assistant to the Academic Office:

- Render logistical support to all activity attached to the academic functions of the program
- Inspect atmospherics of conference hall and rooms where academic activities are scheduled and make necessary corrections

- Implement means of control over equipment and support materials that complement the scheduled academic activity in the Center

Secretary to the Academic Office:

- Provide secretarial functions required by the Academic Office
- Organize and oversee Center archives and data bank
- Assume responsibility for the transcription of all conferences and panel discussions contained in the program
- Edit and update the program schedule
- Channel all didactic materials in support of academic activities to the participants

The set of program consultants invited to the Center have different responsibilities in light of the established curricular guide:

Conference Speaker:

- Present expert analysis and interpretation of a specific issue
- Answer questions from the participants accordingly
- Interact with participants at dinner work-sessions

Director of Panel-Forums:

- Provide general orientation about the issue under review and facilitate a thorough discussion by the panel
- Moderate the discussion process among panelists
- Moderate the question and answer period
- Interact with participants at dinner work-sessions

Panelists:

- Provide particular interpretation of the issues under review
- Answer participant inquiries during the question and answer period
- Interact with participants during coffee breaks, at the light meal and dinner work-sessions

Program Guide Experts:

- Develop the strategic studies components of Phase II
- Provide particular interpretation of the issues under review
- Answer participant inquiries during the question and answer period and at the seminar workshops

- Facilitate the analysis of specific strategic components in the seminar workshops in Phase II of the program
- Interact with participants during coffee breaks, at the light meal and dinner work-sessions

Strategic Studies Experts:

- Implement an in-depth focus on the issues of strategic concern during Phase III of the program
- Implement the methodology of strategic analysis and planning
- Facilitate exercises related to strategic analysis and planning
- Facilitate and monitor the programmed study trips
- Interact with participants at the dinner work-sessions

V. LIST OF ORGANIZATIONS INVITED TO PARTICIPATE

**INSTITUTIONS / ORGANIZATIONS AND INDIVIDUALS
INVITED TO THE CENTRO DEMOS INAUGURAL PROGRAM**

PROFESSIONAL ASSOCIATIONS (7)

1. APES / Association of Salvadoran Journalists
2. ASDER / Association of Salvadoran Broadcasting Stations
3. ASIA / Salvadoran Association of Engineers and Architects
4. Bar Association of El Salvador
5. Medical Society of El Salvador
6. COLPROCE / Professional Society of Economic Sciences
7. Bar Federation of El Salvador

BUSINESS ORGANIZATIONS (10)

1. ABECAFE / Coffee Roasters Association
2. AMPES / Salvadoran Association of Intermediate and Small Businesses
3. ANEP / National Association of Private Enterprise
4. ASI / Salvadoran Industrial Association
5. Salvadoran Coffee Association
6. CASALCO / Chamber of Construction Enterprise
7. CCIES / Salvadoran Chamber of Commerce and Industry
8. COPRA / Farmer's Production Cooperative
9. FENAPES / National Small Business Federation
10. SCIS / Salvadoran Society of Merchants and Industrialists

EDUCATIONAL AND CULTURAL INSTITUTIONS (5)

1. IESCA / Central American Studies Institute
2. Evangelical University of El Salvador
3. José Matías Delgado University
4. UES / The National Autonomous University of El Salvador
5. UTEC / The Technological University

NON-GOVERNMENTAL ORGANIZATIONS (4)

1. ASAPROSAR / Salvadoran Association for Rural Health
2. CARITAS
3. CEDEM / Center for the Study of Democracy
4. FUSADES / Salvadoran Social and Economic Development Foundation

FARMER ORGANIZATIONS (1)

1. PESACORA / Salvadoran Federation of Agrarian Reform Cooperatives

COMMUNITY ORGANIZATIONS (2)

1. CAIMM / Clinic for the Treatment of Battered Women
2. CCM / Coordinating Committee of Marginal Communities

HUMAN RIGHTS ORGANIZATIONS (1)

1. CDH-ES / Human Rights Commission of El Salvador (non-governmental)

AUTONOMOUS ORGANIZATIONS OF STATE EMPLOYEES (2)

1. ANDES / National Association of Salvadoran Teachers
2. CCTEM / Coordinating Council of State and Municipal Workers

FEMINIST ORGANIZATIONS (1)

1. MUJERES '94 / Women's Citizenry Movement

ORGANIZATIONS OF INDIGENOUS PEOPLE (1)

1. MAIS / Autonomous Movement of Indigenous Salvadorans

LABOR ORGANIZATIONS (5)

1. CGT / General Labor Confederation
2. CTD / Democratic Workers Confederation
3. FENASTRAS / National Federation of Salvadoran Worker Syndicates
4. FESINCONSTRANS / Federation of Construction Industry Syndicates & Related Labor
5. UNOC / National Union of Farm Workers

POLITICAL PARTIES (10)

1. ARENA / National Republican Alliance
2. CD / Democratic Convergence
3. ERP / People's Revolutionary Army
4. FMLN / Farabundo Martí National Liberation Front
5. MAC / Authentic Christian Movement
6. MNR / National Revolutionary Movement
7. MSN / National Solidarity Movement
8. PCN / National Conciliatory Movement
9. PDC / Christian Democratic Party
10. Unity Movement

PUBLIC SECTOR (11)

1. Armed Forces of El Salvador (4)
2. Executive Branch (2)
3. Judicial Branch (2)
4. Legislative Branch (2)
5. Central Reserve Bank (1)

INDIVIDUALS (11)

1. Maribel Amaya (social factor)
2. Claudia de Cruz (political factor)
3. Juan José Dalton (social factor)
4. Joaquín Evelio Flores (political factor)
5. Rinaldo Gólcher (military factor)
6. Angelo Iannuzzelli (economic factor)
7. Roberto Lasala (economic factor)
8. Jorge Meléndez (political factor)
9. Ramón Arístides Mendoza (social factor)
10. Salvador Menéndez (political factor)
11. Ana Elda Reyna (social factor)

VI. GENERAL CALENDAR OF ACTIVITIES

CENTRO DEMOS INAUGURAL PROGRAM / 1994

COURSE OUTLINE

#	day	date	DESCRIPTION OF ACTIVITIES
PHASE I			
00	Thur	01-06-94	Inaugural Session
<u>week 1</u>			
01	Tue	01-11-94	Panel Discussion: The Ideal of a "Rule of Law" Seminar Workshop
02	Wed	01-12-94	Conference: The Struggle for Democracy in Today's World Seminar Workshop
03	Thur	01-13-94	Panel Discussion: Geographic-Political and Demographic Configurations
<u>week 2</u>			
04	Tue	01-18-94	Seminar Workshop Conference: Regional Economic Blocs and the Process of Integration
05	Wed	01-19-94	Panel Discussion: World Political and Economic Situation
06	Thur	01-20-94	Seminar Workshop Panel Discussion: International Financial Organizations
<u>week 3</u>			
07	Tue	01-25-94	Panel Discussion: Political and Economic Situation of Central America

08	Wed	01-26-94	Seminar Workshop Panel Discussion: Ecology: A New Challenge
09	Thur	01-27-94	Seminar Workshop Conference: Monetary Policy and Economic Stability
<u>week 4</u>			
10	Tue	02-01-94	Panel Discussion: Analysis of the Political Constitution of El Salvador
11	Wed	02-02-94	Seminar Workshop Panel Discussion: Salvadorean Political Pathology Conference: Monetary Policy and Economic Stability
12	Thur	02-02-94	Seminar Workshop Panel Discussion: El Salvador in the Iberoamerican Perspective
<u>week 5</u>			
13	Tue	02-02-94	Seminar Workshop Conference: The European Community and Central America
14	Wed	02-09-94	Panel Discussion: El Salvador in the European Perspective
15	Thur	02-10-94	Seminar Workshop Conference: NAFTA and the American Free Trade Initiative
<u>week 6</u>			
16	Tue	02-15-94	Panel Discussion: El Salvador in the perspective of the United States
17	Wed	02-16-94	Seminar Workshop Conference: Fiscal Policy and Public Expenditure
18	Thur	02-17-94	Panel Discussion: Economic Overview of El Salvador

week 7

- 19 Tue 02-22-94 Seminar Workshop
Conference: Urban Migration Patterns
- 20 Wed 02-23-94 Panel Discussion: Geographic Overview of
El Salvador
- 21 Thur 02-24-94 Seminar Workshop
Conference: Emmigration and Remittance

week 8

- 22 Tue 03-01-94 Panel Discussion: Security and Defense
Overview of El Salvador
- 23 Wed 03-02-94 Seminar Workshop
Panel Discussion: Security and Defense
Situation of Central America
- 24 Thur 03-03-94 Panel Discussion: Political Overview of
El Salvador

week 9

- 25 Tue 03-08-94 Seminar Workshop
Panel Discussion: Social Organizations in
El Salvador
- 26 Wed 03-09-94 Panel Discussion: Social Overview of
El Salvador
- 27 Thur 03-10-94 Seminar Workshop
Panel Discussion: Governability and the
Authoritarian Temptation

week 10

- 28 Tue 03-15-94 Panel Discussion: Human Rights and Democracy
in Central America
Seminar Workshop

29	Wed	03-16-94	Panel Discussion: Drug Trafficking in Central America Seminar Workshop
30	Thur	03-17-94	Panel Discussion: Central American Integration Seminar Workshop Closing Session / First Phase

PHASE II

week 11

31 Tue 04-05-94 Administrative Time
32 Wed 04-06-94 Panel Discussion: Geographic Factor
The Environment and National Development (I)
33 Thur 04-07-94 Panel Discussion: Geographic Factor
The Environment and National Development (II)

week 12

34 Tue 04-12-94 Seminar Workshop: The Environment and
National Development (I)
35 Wed 04-13-94 Seminar Workshop: The Environment and
National Development (II)
36 Thur 04-14-94 Round Table: Presentation of the Workshop
Results on the Geographic Factor
Phase III Introductory Conference:
The Praxeology of Strategic Studies (I)

week 13

37 Tue 04-19-94 Panel Discussion: Military Factor
Demilitarization and Democracy (I)
38 Wed 04-20-94 Panel Discussion: Military Factor
Demilitarization and Democracy (II)
39 Thur 04-21-94 Seminar Workshop: Demilitarization and
Democracy (I)

week 14

40 Tue 04-26-94 Seminar Workshop: Demilitarization and
Democracy (II)
41 Wed 04-27-94 Round Table: Presentation of the Workshop
Results on the Military Factor
Phase III Introductory Conference:
The Praxeology of Strategic Studies (II)
42 Thur 04-28-94 Panel Discussion: Political Factor
United States Intervention in the
Salvadoran Conflict (I)

week 15

43 Tue 05-03-94 Panel Discussion: Political Factor

United States Intervention in the
Salvadoran Conflict (II)

- 44 Wed 05-04-94 Seminar Workshop: United States Intervention
in the Salvadoran Conflict (I)
- 45 Thur 05-05-94 Seminar Workshop: United States Intervention
in the Salvadoran Conflict (II)

week 16

- 46 Tue 05-11-94 Round Table: Presentation of the Workshop
Results on the Political Factor
- Phase III Introductory Conference:
The Praxeology of Strategic Studies (III)
- 47 Wed 05-12-94 Panel Discussion: Economic Factor
Privatization: Problems and Perspectives (I)
- 48 Thur 05-13-94 Panel Discussion: Economic Factor
Privatization: Problems and Perspectives (II)

week 17

- 49 Tue 05-17-94 Seminar Workshop: Privatization (I)
- 50 Wed 05-18-94 Seminar Workshop: Privatization (II)
- 51 Thur 05-19-94 Round Table: Presentation of the Workshop
Results on the Economic Factor
- Phase III Introductory Conference:
The Praxeology of Strategic Studies (IV)

week 18

- 52 Tue 05-24-94 Panel Discussion: Social Factor
Delinquency and Violence: Street Gangs,
Para Military Groups & Response Options (I)
- 53 Wed 05-25-94 Panel Discussion: Social Factor
Delinquency and Violence: Street Gangs,
Para Military Groups & Response Options (II)
- 54 Thur 05-26-94 Seminar Workshop: Delinquency & Violence (I)

week 19

- 55 Tue 05-31-94 Seminar Workshop: Delinquency & Violence (II)
- 56 Wed 06-02-94 Round Table: Presentation of the Workshop
Results on the Social Factor
- Phase III Introductory Conference:
The Praxeology of Strategic Studies (V)

57 **Thur** **06-03-94** **Seminar Workshop: Summary of Contents in
the Area of Strategic Studies Praxeology
Closing Session / Second Phase**

PHASE III

week 20

58 **Tue** **06-07-94** **Methodology of Strategic Analysis**

59 **Wed** **06-08-94** **Methodology of Strategic Analysis**

60 **Thur** **06-09-94** **Methodology of Strategic Analysis**

week 21

61 **Tue** **06-14-94** **Methodology of Strategic Analysis**

62 **Wed** **06-15-94** **Methodology of Strategic Analysis**

63 **Thur** **06-16-94** **Methodology of Strategic Analysis**

64 **Fri** **06-17-94** **First Study Trip**

65 **Sat** **06-18-94** **First Study Trip**

66 **Sun** **06-19-94** **First Study Trip**

week 22

67 **Tue** **06-21-94** **Methodology of Strategic Analysis**

68 **Wed** **06-22-94** **Methodology of Strategic Analysis**

69 **Thur** **06-23-94** **Methodology of Strategic Analysis**

week 23

70 **Tue** **06-28-94** **Round Table: Presentation of Work Group
Results from Applied Strategic Studies**

71 **Wed** **06-29-94** **Methodology of Strategic Planning**

72	Thur	06-30-94	Methodology of Strategic Planning
73	Fri	07-01-94	Second Study Trip
74	Sat	07-02-94	Second Study Trip
75	Sun	07-03-94	Second Study Trip
<u>week 24</u>			
76	Tue	07-05-94	Methodology of Strategic Planning
77	Wed	07-06-94	Methodology of Strategic Planning
78	Thur	07-07-94	Methodology of Strategic Planning
<u>week 25</u>			
79	Mon	07-11-94	Administrative Time
80	Tue	07-12-94	Panel Discussion: The New World Order
81	Wed	07-13-94	Seminar Workshop
82	Thur	07-14-94	Panel Discussion: Political Megatendencies
83	Fri	07-15-94	Panel Discussion: The National Stability Thesis
<u>week 26</u>			
84	Tue	07-19-94	Seminar Workshop Conference: Leadership
85	Wed	07-20-94	Panel Discussion: Economic Megatendencies
86	Thur	07-21-94	Seminar Workshop
87	Fri	07-22-94	Administrative Time
<u>week 27</u>			

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|----|------|----------|--|
| 88 | Tue | 07-26-94 | Panel Discussion: The Logic and Reality of International Cooperation |
| 89 | Wed | 07-27-94 | Participant Session / Final Session Rehearsal Seminar Workshop |
| 90 | Thur | 07-28-94 | Panel Discussion: National Policy of the Current Government |
| 91 | Fri | 07-29-94 | Final Session of the Inaugural Program |

Note: Administrative time not yet defined in program operations will be assigned according to emerging program exigencies; program participants will be notified 15 days beforehand.

VII. PARTICIPANT GUIDELINES:

INTERNAL RULES AND REGULATIONS OF CENTRO DEMOS

(Chapter IX)

FROM CHAPTER IX OF THE CENTRO DEMOS INTERNAL RULES AND REGULATIONS

Program participants are defined as those individuals who have been nominated and accredited as representatives by any true force of Salvadoran society invited to participate in the course, and which has stated in writing its desire to become part of the set of program participants for the current academic course offering. This same procedure will apply to those individuals that the Center may invite as special participants. All program participants enjoy total freedom of political orientation, party affiliation as well as religious or philosophical belief, and will be classified only in the following terms:

- a) Scholarship Provision (becarios);
- b) No Scholarship Provision (no becarios).

Scholarship Provision (becarios): Is defined as that condition applying to those participants who receive parcial or total finance provision for their participation from the Centro DEMOS.

No Scholarship Provision (no becarios): Is defined as that condition applying to those participants whose cost of participation is financed totally by provision of the institution, group or organization that the participant represents.

PARTICIPANT RIGHTS: The rights of participants in the Centro DEMOS program are defined as follows:

- a) Attend each and every one of the academic activities that are scheduled for the program cycle in which he or she is enrolled;
- b) Express freely opinions and concepts;
- c) Offer dissent to fellow participants, all staff and consultants;
- d) Evaluate and offer constructive criticism of the Center, its Academic Office, advisors, panelists, invited speakers and fellow participants;
- e) Make suggestions and propose changes for the better in a way that benefits the set of objectives pursued by the Center;
- f) Earn the assigned funds or stipends that may be incorporated in his or her contractual relationship with the Center;
- g) Propose the terms for cancellation of contracted scholarship provision due to valid causes or documented personal illness, accompanied by the approval of that group or institution of representation which has signed the contract as trustee.

PARTICIPANT OBLIGATIONS: The obligations of participants in the Centro DEMOS program are defined as follows:

- a) Undertake and sign a private contract with the Center which must be concluded as stipulated;
- b) Attend punctually all conferences, seminars, seminar-workshops, as well as all other regularly scheduled academic activities;
- c) Respect all statutes, rules and regulations of the Center, and fulfill all agreements entered into with the Center;
- d) Show respect for fellow participants, consultantes, invited guest speakers and Center authorities;
- e) Take good care of and look after the installations, property, equipment and work materials the Center may provide;
- f) Sign official receipts that the Center may require when disbursing contracted stipends or subsidies;
- g) Accept the deduction from his or her stipend those deductions established by law and any other amount to cover costs incurred due to willful destruction or deterioration of Center property or other property for which the Center may be responsible;
- h) Presente a valid, documented excuse, for absences due to illness or other special circumstances that cause absences;
- i) Participate actively in each and every one of the academic exercises or activities of the program for which there is scholarship provision;
- j) Fulfill the academic work and investigation that is expected of the group or the individual, unless an oral excuse, confirmed subsequently in writing, is presented to the academic advisor according to requirement;
- k) Elect and be elected to exercise those functions related to the programmed academic activities;
- l) Dress with pulchritude and decorum.

VIII. ATTENDANCE CONFIRMATION FORM

1. COMPLETE NAME OF THE PARTICIPANT: _____

_____.

2. NAME OF THE REPRESENTED INSTITUTION _____

_____.

3. ADDRESS: _____

_____.

4. TELEPHONE NUMBER _____

(SIGNATURE)

IX. DESCRIPTIVE SYLLABUS

THE 1994 DEMOS INAUGURAL COURSE

DESCRIPTIVE SYLLABUS OF THE CENTRO DEMOS INAUGURAL COURSE
(1994)

PART I

01.11.01
PANEL FORUM>

FREEDOM: THE RULE OF LAW AS IDEAL

OBJECTIVE: To analyze the idea of freedom as central to the quest for a rule of law in democratic political communities.

CONTENTS: The concept of freedom and its contribution to the development of a democratic mentality: philosophical roots of freedom; ethical foundations of human action; political options and democratic responsibilities in contemporary context. Distinctions are made between freedom and anarchy, responsibility and obligation, political mandate and political control, loyal opposition and destructive opposition. Thoughts on the question of balance between civic responsibilities and political rights in democratic society. Thoughts about the enemies of freedom: Who they are, how they operate and how to counteract their impact.

02.12.01
WORKSHOP ANALYSIS OF THE FORUM>

FREEDOM: THE RULE OF LAW AS IDEAL

02.12.01
CONFERENCE>

THE STRUGGLE FOR DEMOCRACY IN THE CONTEMPORARY WORLD

OBJECTIVE: To provide a problem-oriented overview of the situation facing contemporary national politics in their efforts to implement and strengthen democratic frameworks.

CONTENTS: The range of theory and practice that societies apply to the concept of democracy in today's world. Thoughts on competing organizational alternatives for political society and the question of how to satisfy best the needs and aspirations of constituencies. Reflections on the duel over fashionable trends, sacred ideas and hard-won political convictions from the Cold War era: why the almost universal movement toward democratic politics; democracy as an empirical process rather than an ideological means for achieving preconceived outcomes; new approaches and motivating forces in the search for democratic paradigms. An assessment of the role democracy plays in political modernization and national stability; in the promotion and defense of human and civil rights.

03.13.01
PANEL FORUM>

CONFIGURATIONS OF POWER IN INTERNATIONAL POLITICS

OBJECTIVE: To present a geo-strategic vision of power as well as historical projection and identifiable trends of an emerging world order.

CONTENTS: The world of geopolitics and its relevance to a wider appreciation for the role of power in international politics: "power politics" in history,

"balance-of-power" defined as theory and practice; the national and regional roots of power and its transformation into national and regional capability; "spheres of influence" in the world arena; the distinctions between "politics" and "rights" in the resolution of international crisis. An analysis of recent thinking on the main issues and trends affecting the theaters of international political actors in contemporary world: thoughts on the concepts of "multipolarity" and "unipolarity" in the emerging world order; the importance of geography as both resource of, and recourse to, national power; the political system and its relationship to the geographic factors determining both capability and limitation in the projection of power of international scope.

04.18.01
WORKSHOP ANALYSIS OF FORUM>

CONFIGURATIONS OF POWER IN INTERNATIONAL POLITIC

04.18.01
CONFERENCE>

REGIONAL ECONOMIC BLOCS AND THE PROCESS OF INTEGRATION

OBJECTIVE: To explore the impact of economic globalization and the trend toward regional integration.

CONTENTS: An analytical survey of the world economic trends that emerged in the aftermath of World War II and evolved during the Cold War period: experiments with regional integration and the nature of economic blocs; the concept behind the Marshall Plan, the strategic importance of Germany and the economic response of soviet socialism in COMECON; the economic and regional linchpins of Latin American "integrationism" and the balance sheet of the Andean Pact, Southern Cone, CARICOM and Central American Common Market experiments. A critical interpretation of the integration processes over time and the present situation arising from these efforts: arguments for sustained regional integration after the Cold War; the legacy of the CEPAL and world interdependence theses. A studied look at the impact of economic globalization to date and a forecast of integrationist trends: the new Asia and its economic blocs on line; the prospects of isthmian integration in the wake of the Caribbean Basin and Americas initiatives; the pace-setting North American Free Trade Agreement and the prospects of Central American participation.

05.19.01
PANEL FORUM>

THE WORLD POLITICAL AND ECONOMIC SITUATION

OBJECTIVE: To analyze the compatibility of interests as well as the surviving contrasts in the world.

CONTENTS: A comparison and contrast between the presidential and parliamentary systems of government at work: types of pressure groups and their impact on political and economic issues; opportunity and order in liberal and socialist democracies. The emergence of theocratic or fundamentalist nation states; the nature of "transition politics" confronting countries of authoritarian or mercantilist tradition: supply and demand in world markets; the reform of political and legal frameworks in response to widening freedom, human rights and the rule of law; the relationship between democracy and equality of opportunity; the question of potential demand and effective demand in natural markets. An overview of the resurgent national and ethnic atavism as factors that impinge on the politics and economic situations of modern states.

06.20.01
WORKSHOP ANALYSIS OF THE FORUM>

THE WORLD POLITICAL AND ECONOMIC SITUATION

06.20.01
CONFERENCE>

INTERNATIONAL FINANCIAL ORGANIZATIONS

OBJECTIVE: To survey and analyze the mission and operational functions of the principal international financial organizations that interact with nations states.

CONTENTS: An overview and analysis of the structure and function of the International Monetary Fund (IMF) and the World Bank; the International Finance Corporation (IFC), Interamerican Development Bank (IDB), Agency for International Development (AID), Canadian International Development Agency (CIDA), and others. The analysis seeks to identify the host of interacting variables within the decision-making processes of these organizations as well as to clarify the implementation mechanics required by public decisions of international scope: the rule of law vs. the rule of legalism; national options in the face of international decision making; the process of public decision and political accommodation within and between different political systems and economic communities. Some thoughts on the efforts to democratize the structure and function of international assistance organizations.

07.25.01
PANEL FORUM>

THE POLITICAL AND ECONOMIC SITUATION IN CENTRAL AMERICA

OBJECTIVE: To interpret critically and informatively the emerging relationship among the seven countries that comprise the political and economic scenario of Central American or the threshold of the XXI century.

CONTENTS: A ranging analysis portrays the main events that have affected the people and politics of Central America during the precarious transitions from authoritarian regimes to market-oriented democracies. A good part of the focus falls on the relationship between prevailing political systems and the nature of national economies: political, social and militant forces that have contributed to insurrectionary politics and negotiated peace processes; the tradition of state intervention and the movement toward variations of market-oriented economic programs; neoliberal challenges, the survival of mercantilist preferences, corporative roots of Hispanic society and the significance of this legacy on political organization as a civic or community enterprise; the emergence of democratic imperatives in political order and the effect on national development; the accumulation of debt and the viability of sustainable growth. Case studies: the Nicaraguan experience under the Sandinista model of revolution; Guatemala from the 23 March Movement to the "executive coup" of 1993; the elements of Costa Rican "exceptionalism" and isolation; traditional isthmian "self-perception" and the growing participation of Panama and Belize in regional events.

08.26.01
WORKSHOP ANALYSIS OF THE FORUM>

THE POLITICAL AND ECONOMIC SITUATION IN CENTRAL AMERICA

08.26.01
PANEL FORUM>

ECOLOGY: THE NEW CHALLENGE

OBJECTIVE: To understand the range and depth of impact on the natural environment of mankind's preoccupation with development and survival.

CONTENTS: Perspectives on ecology: special concerns within the discipline; environment, ecosystems, natural resources, environmental balance; reflections on the attitudes that permit air and water pollution to proliferate on the planet. Thoughts on the impact of man on the forces at play in nature: fish and wildlife; landscape modification; the use of chemicals in agricultural and manufacturing pursuits; the ecological legacy of the Industrial Revolution; the politics of pollution and its storage. An overview of energy: alternative sources, rational use of non-renewable resources. Thoughts on the relationship among market forces, civil society and the State as actors affecting the environment as well as instigators of initiatives that seek to resolve environmental problems. Some reflections on law and its possible application to environmental protection and the enhanced survival of natural resources.

09.27.01
WORKSHOP ANALYSIS OF THE FORUM>

ECOLOGY: THE NEW CHALLENGE

09.27.01
CONFERENCE>

MONETARY POLICY AND ECONOMIC STABILITY

OBJECTIVE: To promote a critical understanding of both micro and macro economic factors that impinge on public decisions affecting monetary policy and economic development.

CONTENTS: A survey of the analytical tools, methods and conclusions of modern economics after various schools of thought and application: conceptual and practical problems pertaining to the nature and origin of money; the relation between monetary policy and economic stability. Defining the elements that comprise a monetary policy: monetary aggregates and the determinants of monetary growth; types of banking systems and resulting policies on energy and banking reserves; on the monetary multiplier; determining the velocity of monetary circulation. Thoughts on economic stability as a function of market organization, equilibrium in price structure, the allocation of resources as well as monetary demand.

10.01.02
PANEL FORUM>

ANALYSIS OF THE POLITICAL CONSTITUTION
OF THE REPUBLIC OF EL SALVADOR

OBJECTIVE: To undertake a concerted study of the current political constitution as an exercise in critical thought about the criteria used to construct the rule of law.

CONTENTS: An overview of the philosophical and organizing principles that sustain the political constitution of the nation; an explanation of the legal structure and its juridical relationship to the areas of social, economic, political, military and governmental apparatus or initiative: constitutional

history, traditional forms of representation, the demand for political modernization; the bias for centralized State authority and centripetal legalism; the weakness of local and regional expressions of governmental authority; thoughts on the absence of a national agenda of relative independence from the governing party; insights on the exclusive or custodial approach to policy formulation assumed by the State over civil society. Finally, the context and motivating forces behind the Constitution of 1983: the character and importance of constitutional reforms carried out in accordance with the peace process and political transition.

11.02.02

WORKSHOP ANALYSIS OF THE FORUM>

ANALYSIS OF THE POLITICAL CONSTITUTION
OF THE REPUBLIC OF EL SALVADOR

11.02.02

PANEL FORUM>

THE POLITICAL PATHOLOGY OF EL SALVADOR

OBJECTIVE: To develop a critical understanding of the existing patterns of behavior that compromise the organizing principles of political society and corrupt politics.

CONTENTS: An analysis of the social and individual qualities of the human condition in El Salvador in an effort to identify behavior patterns that tend to distort political activity: Thoughts on the hierarchical and sectarian character of traditional party organization; nepotism, cronyism, and other forms of favoritism; the abuse of power and the politics of impunity; patriarchy, "caudillismo" and other authoritarian experiences. Insights on the attitudes and facts of socialization that tend to propitiate destructive political actions; the loss of sovereignty or the presence of excessive foreign influence over national matters; the decreased capacity for building effective national power and democratic representation in pursuit of a stable political order.

12.03.02

WORKSHOP ANALYSIS OF THE FORUM>

THE POLITICAL PATHOLOGY OF EL SALVADOR

12.03.02

PANEL FORUM>

EL SALVADOR AS SEEN FROM IBEROAMERICA

OBJECTIVE: To present an interpretive overview of El Salvador from other Latin American vantage points and to explain the intellectual forces behind the range of perspective.

CONTENTS: An appraisal of El Salvador, its people, its politics and its problems, as seen by distinct viewpoints present in countries such as Venezuela, Colombia, Chile and Mexico: perspectives on the peace process seen from afar; the considered wisdom and popular thinking about the present political, economic and social conditions in El Salvador; thoughts on the ways other countries might contribute to the strengthening of Salvadoran democracy. Finally, an evaluation of political transitions experienced elsewhere in the hemisphere and the possible lessons for El Salvador in its time of change.

13.08.02
WORKSHOP ANALYSIS OF THE FORUM>

EL SALVADOR SEEN FROM IBEROAMERICA

13.08.02
CONFERENCE>

THE EUROPEAN COMMUNITY AND CENTRAL AMERICA

OBJECTIVE: In the light of recent events in Europe, to present a realistic interpretation of the interests and likely participation of the European Community in the emerging profile of development needs in Central America at large and El Salvador in particular.

CONTENTS: A probing analysis of the guiding principles and framework that preface the aid and administration of cooperation between the European Community and Central America: the strategy and mechanics of economic assistance; grants vs. loans; the question of access to markets; anticipating fluctuations in the flow of financial assistance. An overview and critique of conditions and consequences that accompany the aid process: the meaning of GATT membership; the issues of respect for intellectual property and human rights; concern for environmental health and the war on drug trafficking. Insights that pertain to recent events and emerging priorities within and between regional configurations on the European continent: impact on economic assistance and cooperation with El Salvador; importance of Central America to the European Community and Greater Europe in relation to other world interests; opportunity for El Salvador in European markets and the challenge of competition for traditional Salvadoran enterprise; the question of technology transfer. Finally, thoughts on the level of real interest within the European Community for committed support for the process of Central American integration.

14.09.02
PANEL FORUM>

EL SALVADOR AS SEEN FROM EUROPE

OBJECTIVE: To present an interpretive overview of El Salvador from European vantage points and to explain the intellectual forces behind the range of perspective.

CONTENTS: An appraisal of El Salvador, its people, its politics and its problems, as seen by representative viewpoints of both official Europe and its civil society: assessing the peace process and democratic transition from afar; thoughts on political history, cultural values in comparative perspective, structural problems in the economy. An evaluation of the changes underway in Europe after the Cold War and their likely significance for El Salvador: the expansive nature of European democracy; the considered wisdom and current ideas about political, economic and social conditions in El Salvador; ways that Europe might help to strengthen Salvadoran democracy; comparative thoughts on the nature of political transitions in El Salvador and Eastern Europe. Finally, perceptions of the European press: coverage during the war years and period of negotiation; the elections of 1994; the impact of news reporting on European thought about El Salvador in its time of change.

15.10.02
WORKSHOP ANALYSIS OF THE FORUM>

EL SALVADOR AS SEEN FROM EUROPE

15.10.02
CONFERENCE>

THE INITIATIVE OF THE AMERICAS AND NAFTA

OBJECTIVE: To analyze the tariff reform efforts of the Reagan-Bush administrations together with attendant strategic concerns that led the United States to link its economic destiny more closely to the hemisphere through the Initiative of the Americas and the North American Free Trade Agreement.

CONTENTS: Observations on trade policy in the United States and the promotion of unfettered access to overseas markets: the variables at play in the creation and loss of employment opportunity; the displacement of industrial plants and the relative costs of labor across borders; traditional concerns about worker compensation vs. new imperatives of competitive markets; the idea of "growing" jobs and markets; the need for uniform codes governing the "rules of the game" and the NAFTA side agreements; ecological issues in relation to human rights and public health concerns. Finally, this analysis of tariff integration seeks to discover reasons behind opposition and support in the specific interests of different sectors within each country.

16.15.02
PANEL FORUM>

EL SALVADOR AS SEEN FROM THE UNITED STATES

OBJECTIVE: To present an interpretive overview of El Salvador from North American vantage points and to offer explanation of the intellectual forces behind the range of perspective.

CONTENTS: An appraisal of El Salvador, its people, its politics and its problems, as seen by representative viewpoints of both official United States policy makers and actors within North American civil society: assessing the peace process and democratic transition from the executive and legislative branches of government; the civil society in North American foreign policy and the forces that drive the range of perception on El Salvador; interpretation of the intervention and other pressures brought to bear on El Salvador prior to and during the insurgency; the role of the United States in the peace process. Thoughts on political history, cross-cultural perceptions, change in bilateral relations between El Salvador and the United States; the considered wisdom and current ideas about political, economic and social conditions in El Salvador; ways that the United States might help to strengthen the democratic process. Finally, perceptions of the North American press: the impact of television and print coverage during the war years and the period of negotiation; the elections of 1994; the impact of news reporting on North American thought about El Salvador in its time of change.

17.16.02
WORKSHOP ANALYSIS OF THE FORUM>

EL SALVADOR AS SEEN FROM THE UNITED STATES

17.16.02
CONFERENCE>

FISCAL POLICY AND PUBLIC EXPENDITURE

OBJECTIVE: To understand the criteria that guide macroeconomic decision making in the area of fiscal policy.

CONTENTS: A presentation of the basic framework that provides for the theory and practice of public finance and proceeds toward the application of macroeconomic aggregates in the discipline. An overview of methodological considerations in the structuring of income and expenditure as well as the financing of fiscal deficit:

domestic public debt vs. foreign public debt; distortions caused by increased deficit spending; assessing imperatives, alternatives and viability vis à vis adjustment measures in the public sector; how adjustment affects economic and social conditions. An appraisal of how the restructuring of public finance policy can facilitate more healthy investment in human capital, modernization of tax codes, elimination of subsidies and privatization of state enterprises. Finally, an evaluation in social and economic terms of the current results and future prospects of the structural adjustment policy applied in the public sector of El Salvador.

18.17.02
PANEL FORUM>

AN ECONOMIC DIAGNOSIS OF EL SALVADOR

OBJECTIVE: To present a critical analysis of the Salvadoran economy and to assess the preliminary results of the structural adjustment program.

CONTENTS: An appraisal of El Salvador in macroeconomic perspective presented by way of the initial results of the structural adjustments underway in different segments of the economy. In the area of goods and services, analysis of the production process and the impact of price liberalization; variations in patterns of public and private investment; the need for industrial retooling. Similarly, a critical look at interactive variables in the external sector, and particularly at the distortions caused by the flow of cash remittance to the family economy and other donations from abroad: consequences of tariff reduction; effects of fiscal and monetary policy on the economy in general; issues in the financing the fiscal debt; process in the privatization of banks, in deregulation of interest rates and in establishing agencies of guaranteed credit. Both qualitative and quantitative evaluations of the impact of compensation policies that accompanying the structural adjustment program. Finally, thoughts on the creation of economic and social development strategies in the short and long term, taking into account the probable future of the adjustment program as well as the overall goals and direction of macroeconomic policy should there be a change in administration at the national political level.

19.22.02
WORKSHOP ANALYSIS OF THE FORUM>

AN ECONOMIC DIAGNOSIS OF EL SALVADOR

19.22.02
CONFERENCE>

URBAN MIGRATION

OBJECTIVE: To reelect upon the causes of urban migration as well as the economic and social repercussions that apply.

CONTENTS: A critical exploration of the motivating forces behind population displacement and urban migration patterns in El Salvador and the Central American region as a whole; reflections on the economic and social consequences that accelerated migration has produced in metropolitan areas; solutions to the problem proposed by different political actors in the community at large. Finally, an assessment of the impact of refugees and other displaced populations on the phenomenon of urban migration in general.

20.23.02
PANEL FORUM>

A GEOGRAPHIC DIAGNOSIS OF EL SALVADOR

OBJECTIVE: To offer both a descriptive and analytic perspective of the geographic situation of El Salvador.

CONTENTS: A description of the national domain in its continental and maritime dimensions; the residual effects from the loss of vital geo-strategic space in "territorial pockets" to Honduras due to the historic decision of the International Court at The Hague; the impact on regional and national economic activity due to losses of marine sovereignty in the Gulf of Fonseca. The new territorial configuration in the wake of prolonged armed conflict: modifications in regional landscape, extinction and migration of species, internal population displacement, the growth and development of metropolitan San Salvador; thoughts on the case of El Espino. Finally, an analysis of the interactive relationship between national domain and emerging demographic profiles: El Salvador's domestic context on the threshold of the XXI century.

21.24.02

WORKSHOP ANALYSIS OF THE FORUM>

A GEOGRAPHIC DIAGNOSIS OF EL SALVADOR

21.24.02

CONFERENCE>

EMIGRATION AND DOLLAR REMITTANCE

OBJECTIVE: To undertake a critical analysis of the social, economic and political consequences that emigration and subsequent currency remittance from the United States to El Salvador has had on the national economic profile.

CONTENTS: An analysis of the phenomenon of Salvadoran emigration to the United States: its causes and consequences at present and those which might arise over time; the prospect and impact of a sustained decrease in remittance as emigrants return in the aftermath civil war; points of view and problems as the process of repatriation and resocialization gathers momentum. A critical look at the effects of cash remittance from abroad as the primary source of hard currency for the nation.

22.01.03

PANEL FORUM>

A SECURITY AND DEFENSE DIAGNOSIS OF EL SALVADOR

OBJECTIVE: To develop a critical understanding of the constitutional role assigned to the armed forces of El Salvador.

CONTENTS: An overview of the presence and role that the armed forces have played in national political life as compared with established constitutional mandates. Definition and analysis of the national security concept and mind set; participation of the military in nation building and the political process in general; a critical look at the mission of the armed forces during the internal conflict of 1980-1992; the "no victor-no vanquished" interpretation of the war and an assessment of the idea of "fighting to a draw"; the issue of institutional reorganization as a result of the peace accords and the new role of the armed forces created by the constitutional reforms of 1992. Thoughts on the future of the Salvadoran armed forces in a time of transition and regional peace. Finally, the mission of the professional military institution and its commitment to the democratic process: the concession of political space to civil society.

23.02.03
PANEL FORUM>

THE SECURITY AND DEFENSE OF CENTRAL AMERICA

OBJECTIVE: To review the political and military actions carried out in pursuit of the defense and security of Central America by the armed forces of the region.

CONTENTS: An appraisal of individual national commitments to an integrative military effort: prior and existing frameworks of cooperation for dealing with war or armed conflict on the isthmus; the reactions of civilian populations and political actors to armed forces activity. An assessment of any *clear and present danger* to regional security as well as the strategic and tactical readiness of isthmian military institutions to respond should a clear and present danger arise: national budget allocation and foreign aid to regional military preparedness; the question of "down-sizing" the armed forces in the context of democratic nation building.

23.02.03
WORKSHOP ANALYSIS OF THE FORUM>

THE SECURITY AND DEFENSE OF CENTRAL AMERICA

24.03.03
PANEL FORUM>

A POLITICAL DIAGNOSIS OF EL SALVADOR

OBJECTIVE: To make a systematic analysis of the competing forces in the public moment, identify trends at work in political society, and speculate on foreseeable movement of parties and actors in the short run.

CONTENTS: An appraisal of the present situation in the Salvadoran *polis*: the structure and ideology of party organization across the national political spectrum. Thoughts on the residual political capacity of the armed forces and the Catholic Church; the power and influence of labor and entrepreneurial organizations as pressure groups; the impact of journalism and other media; the power and diplomacy of the United States and its embassy. El Salvador in regional and global perspective: thoughts on contemporary political problems; an analysis of the international political arena and its influence on the dynamics of national politics; speculation on the immediate direction Salvadoran politics are likely to take in the run up to the 1994 elections.

25.08.03
WORKSHOP ANALYSIS OF THE FORUM>

A POLITICAL DIAGNOSIS OF EL SALVADOR

25.08.03
PANEL FORUM>

SOCIAL ORGANIZATIONS IN EL SALVADOR

OBJECTIVE: To present a problem-oriented overview of the mission, objectives and legal boundaries of independent social organizations that operate as institutions created to develop and strengthen civil society.

CONTENTS: A probing analysis of the concept *civil society* as well as thoughts on the historic trends and events that have accompanied social movements in El Salvador: interpretations of the motivating forces which stimulated the

emergence of non-governmental organizations; considered implications of the growth and proliferation of non-Catholic religious denominations in the country. Finally, a critical appraisal of the present situation pertaining to social organizations and movements: real potential to perform effectively as agents that develop and strengthen Salvadoran civil society.

26.09.03
PANEL FORUM>

A DIAGNOSIS OF SOCIAL PROBLEMS IN EL SALVADOR

OBJECTIVE: To facilitate critical thought about the cardinal aspects that go into the make up of El Salvador's social reality.

CONTENTS: An overview of the major elements of social reality and interaction among the people at large: poverty, violence and aggressive behavior in general. Thoughts on the family and its social functions; formal and non-formal educational opportunities and omissions; the role and social impact of the mass media. An appraisal of Salvadoran culture and its effectiveness in promoting moral values and a code of ethics; the situation in public health and social welfare outreach. A problem-oriented evaluation of the efforts to reincorporate ex-combatants into the pace of civil society and the latent psycho-social effects on the population from the experience of war. Finally, considered observations about alternative solutions for undertaking the comprehensive development of Salvadoran society.

27.10.03
WORKSHOP ANALYSIS OF THE FORUM>

A DIAGNOSIS OF SOCIAL PROBLEMS IN EL SALVADOR

27.10.03
PANEL FORUM>

GOVERNABILITY AND THE AUTHORITARIAN TEMPTATION

OBJECTIVE: To generate critical awareness about the problem of governability that confronts developing democracies and ultimately endangers their survival when political crisis gives way to traditional authoritarian solutions.

CONTENTS: An overview of the periodic crisis in government that can undermine the formal democratic systems of Ibero America: thoughts on the effectiveness of traditional party organizations as agents of representation and mediation between the State and civil society. A critical look at concrete cases of instability in Perú, Brazil, Argentina, Venezuela and Guatemala, where the process of democratic nation building has failed to overcome the authoritarian temptations of the past. An appraisal of the key elements of the political crisis: the loss of confidence in the political class to attend to the complexity of modernization and the demand for effective representation from the people; the depth of commitment within the armed forces to the process of democratic institution building; the praetorian character of civil society; the proliferation of abstention at the polls as a symptom of the illegitimacy of political parties; the bureaucratic culture of depredation with its tendency to absorb financial resources and restrict the political options of the State; corruption and lack of demonstrable habits of honesty, sincerity or authenticity in the pursuit of a set of civic virtues consecrated to the ideals of public service rather than rapacious parasitism.

28.15.03
PANEL FORUM>

HUMAN RIGHTS AND DEMOCRACY IN CENTRAL AMERICA

OBJECTIVE: To reflect upon the relationship that exists between human rights and democracy.

CONTENTS: An overview of the human rights situation and democratic experience in the recent history of Central America: the concept human rights and what constitutes their violation; indicators of change in the overall attitude toward the importance of respect for human rights; indicators of consolidation and strengthening of the democratic process. A comparative appraisal of distinctions between civil and human rights. Thoughts on different types of democracy at work in Central America and the appropriate path to the future.

28.15.03

WORKSHOP ANALYSIS OF THE FORUM>

HUMAN RIGHTS AND DEMOCRACY IN CENTRAL AMERICA

29.16.03

PANEL FORUM>

DRUG TRAFFICKING IN CENTRAL AMERICA

OBJECTIVE: To examine the scope of activity related to the increase of drug trafficking and the consequences for individual nations of the isthmus.

CONTENTS: A probing look at the expanding international transport of illegal narcotic substances and the local repercussions in economic, political, military and social context: involvement of different segments of the social order; the effectiveness of police efforts to control proliferation and bring perpetrators to justice; the phenomenon of "money laundering"; the nature of support from the United States and international crime-fighting programs in general in the war on drug trafficking; the nature of support within and between Central American countries themselves; the meddling on the isthmus of represented interests from certain South American countries to expand the possibilities of drug traffic in the region; reaction of public opinion in El Salvador to the seizure of voluminous quantities of controlled substance and the question of what becomes of contraband substance once it falls into the hands of law enforcement.

29.16.03

WORKSHOP ANALYSIS OF THE FORUM>

DRUG TRAFFICKING IN CENTRAL AMERICA

30.17.03

PANEL FORUM>

CENTRAL AMERICAN INTEGRATION

OBJECTIVE: To assess both conceptual and philosophical arguments for isthmian integration in their political and economic dimensions.

CONTENTS: An historical overview of the efforts at integration and the process in place: the experience of Salvador Mendieta and the launching of a regional unionist movement; traditional and new free trade zones, the question of customs integration, synchronization of macroeconomic and financial policies, and how to create mechanisms which would permit the free movement of productive resources in the region. A detailed look at the Protocol to the Treaty of Central American Integration as approved by the isthmian nations; reflections on the System of Central American Integration (SICA), with an analysis of the reservations and recommendations of legal and technical scope which have impeded the process of integration from the perspective of individual countries and their particular institutions.

30.17.03
WORKSHOP ANALYSIS OF THE FORUM>

CENTRAL AMERICAN INTEGRATION

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CLOSING REMARKS ON THE FIRST INSTALLMENT OF THE COURSE

PHASE II

31.05.04
ACADEMIC SLOT>

32.06.04
PANEL FORUM> SELECTED TOPIC IN THE GEOGRAPHIC FACTOR

THE ENVIRONMENT AND NATIONAL DEVELOPMENT (I)

OBJECTIVE: To facilitate a critical examination of the situation pertaining to the environment and to analyze proposals for the rational use of natural resources in the context of national development.

CONTENTS: A descriptive overview of the World Fund for Environmental Protection: the question of accessibility and connection to the concept of reforestation as the linchpin for recovery of the national landscape. An appraisal of elements present in the idea of *ecological economy*: environmental problems and their relative origin in socio-economic and political circumstances. An evaluation of the Salvadoran ecosystem: agricultural diversification, distribution and conservation of soils, biotic sustainability, water tables. Thoughts on the redistribution of urban zones in the metropolitan area of San Salvador over the last 15 years as an example of ecological imbalance. The question of El Salvador as a haven for toxic waste. Reflections on the concept of *sustainable economy* and its connection to integral national development.

33.07.04
PANEL FORUM> SELECTED TOPIC IN THE GEOGRAPHIC FACTOR

THE ENVIRONMENT AND NATIONAL DEVELOPMENT (II)

34.12.04
WORKSHOP ANALYSIS OF THE SELECTED TOPIC>

THE ENVIRONMENT AND NATIONAL DEVELOPMENT (I)

35.13.04
WORKSHOP ANALYSIS OF THE SELECTED TOPIC>

THE ENVIRONMENT AND NATIONAL DEVELOPMENT (II)

36.14.04
ROUND TABLE PRESENTATION>

FINDINGS OF THE WORKING GROUPS' ON THE GEOGRAPHIC FACTOR

36.14.04
INTRODUCTORY CONFERENCE TO PHASE III>

THE PRAXEOLOGY OF STRATEGIC PLANNING (I)

OBJECTIVE: To present a structured orientation to the logic and utility of strategic planning.

CONTENTS: The identification and definition of variables that affect processes of change and transformation in the objective condition of Salvadoran society: *interactive, emerging and threshold variables*; their incorporation into planning strategies that project implications of decision making into the future; the dynamics of cause and effect over time and the question of sustaining real or implicit decisions for the successful pursuit of objectives. Thoughts on the objective reality and subjective attitude that sustain a philosophy of strategic planning: what is and what is not strategic planning; the importance of establishing policy guidelines and organizational goals. A discussion of the essential premises to the conceptual models for strategic planning: planning a plan and the substantive information necessary for its development and implementation; thoughts on the formulation of "master" strategies and programs; importance of the implementation and formative evaluation processes; the revision of information flow, assessment standards and decision-making guidelines; design configurations and critical paths for strategic planning.

37.19.04

PANEL FORUM> SELECTED TOPIC IN THE MILITARY FACTOR

DEMILITARIZATION AND DEMOCRACY (I)

OBJECTIVE: To assess the process and extent of restructuring that Salvadoran military institutions have experienced in the wake of armed conflict and as a consequence of the Peace Accords.

CONTENTS: A probing analysis of modifications in the mission of the Armed Forces of El Salvador from a democratic perspective: trimming the hierarchy of command, reduction of forces, refocusing military power through the rule of law and in accordance with the constitutional reforms of 1992. A critical overview of national policy pertaining to civil-military relations historically and during the war years; an appraisal of the interference by the Armed Forces in the organizational prerogative of government; of the extent of military participation in the vital activities of the nation and the consequences of this participation. An assessment of the military role and civilian participation in traditional coup-d'état politics; the Armed Forces as both factor and instrument of power; the question of compulsory military service as a constitutional mandate; military power and human rights; traditions of militarism in El Salvador and the new role of servicemen in civil society.

38.20.04

PANEL FORUM> SELECTED TOPIC IN THE MILITARY FACTOR

DEMILITARIZATION AND DEMOCRACY (II)

39.21.04

WORKSHOP ANALYSIS OF THE SELECTED TOPIC>

DEMILITARIZATION AND DEMOCRACY (I)

40.26.04

WORKSHOP ANALYSIS OF THE SELECTED TOPIC>

DEMILITARIZATION AND DEMOCRACY (II)

41.27.04
ROUND TABLE PRESENTATION>

FINDINGS OF THE WORKING GROUPS ON THE MILITARY FACTOR

41.27.04
INTRODUCTORY CONFERENCE TO PHASE III>

THE PRAXEOLGY OF STRATEGIC PLANNING (II)

42.28.04
PANEL FORUM> SELECTED TOPIC IN THE POLITICAL FACTOR

UNITED STATES INTERVENTION IN THE SALVADORAN CONFLICT (I)

OBJECTIVE: In historical perspective, to assess the role played by the United States as an exogenous political actor on Salvadoran politics, with particular emphasis on the war years and the ensuing peace process.

ABSTRACT: A critical examination of power, sovereignty and United States intervention in the Salvadoran civil war. The political framework of intervention: conflicting definitions of national interest in the United States; power and its projection; the mix of morality and power in United States foreign policy; the national security doctrine, its origin and outcome as low intensity conflict in the Cold War context. The State Department as agent of United States foreign policy in El Salvador: the Reagan and Bush administrations, similarities and differences; the changing profile of the US Embassy in El Salvador. Checks and balances in United States foreign policy: the role of Congress; patterns of military aid during the war years; the Jesuit assassinations and the Moakley Commission. An analysis of activity undertaken by the Agency for International Development (AID): the nature of socioeconomic assistance during the war. An appraisal of US regional foreign policy concerns and their repercussions on the Salvadoran conflict: interest and role of the United States in the peace process; the question of continued United States support for El Salvador during the post-war period.

43.03.05
PANEL FORUM> SELECTED TOPIC IN THE POLITICAL FACTOR

UNITED STATES INTERVENTION IN THE SALVADORAN CONFLICT (II)

44.04.05
WORKSHOP ANALYSIS OF THE SELECTED TOPIC>

THE UNITED STATES INTERVENTION IN THE SALVADORAN CONFLICT (I)

45.05.05
WORKSHOP ANALYSIS OF THE SELECTED TOPIC>

THE UNITED STATES INTERVENTION IN THE SALVADORAN CONFLICT (II)

46.11.05
ROUND TABLE PRESENTATION>

FINDINGS OF THE WORKING GROUPS ON THE POLITICAL FACTOR

46.11.05
INTRODUCTORY CONFERENCE TO PHASE III>

THE PRAXEOLGY OF STRATEGIC PLANNING (III)

47.12.05

PANEL FORUM> SELECTED TOPIC IN THE ECONOMIC FACTOR

PRIVATIZATION: PROBLEMS AND PERSPECTIVES (I)

Objective: To analyze the problems and perspectives of privatization initiatives affecting State-owned enterprises.

CONTENTS: An evaluation of the structural adjustments underway since 1989, with emphasis on the process of privatization that the Arena administration has instituted. A critical assessment of the of the reasoning in economic, political and ideological context, which launched the privatization concept: particular roles of international organizations--World Bank, IMF and others--in its design, financing and implementation. An examination of problems and perspectives that privatization of the financial system and other state-managed services must confront in order to overcome the great burdens imposed by the economic and social demands of the nation: the process of cleaning up the financial system; incorporation of informal sectors into the formal economy; diversification of the agrarian sector; investment in human capital (health, education, other basic human needs); regional economic integration; and, most importantly, the question of real participation by the population at large in the benefits of economic growth and the creation of a solid foundation for social stability.

48.13.05

PANEL FORUM> SELECTED TOPIC IN THE ECONOMIC FACTOR

PRIVATIZATION: PROBLEMS AND PERSPECTIVES (II)

49.17.05

WORKSHOP ANALYSIS OF THE SELECTED TOPIC>

PRIVATIZATION: PROBLEMS AND PERSPECTIVES (I)

50.18.05

WORKSHOP ANALYSIS OF THE SELECTED TOPIC>

PRIVATIZATION: PROBLEMS AND PERSPECTIVES (II)

51.19.05

ROUND TABLE PRESENTATION>

FINDINGS OF THE WORKING GROUPS ON THE ECONOMIC FACTOR

51.19.05

INTRODUCTORY CONFERENCE TO PHASE III>

THE PRAXELOGY OF STRATEGIC PLANNING (IV)

52.24.05

PANEL FORUM> SELECTED TOPIC IN THE SOCIAL FACTOR

CRIME AND VIOLENCE: STREET GANGS / PARAMILITARY GROUPS

POSSIBLE SOLUTIONS (I)

OBJECTIVE: To examine the roots of social violence in El Salvador and to propose viable solutions to the rising incidence of political and social delinquency in the country.

CONTENTS: Working definitions of the concepts political violence and social violence; the types of violence present in gang and paramilitary activity; the incidence of violence and the different contexts in which street gangs and paramilitary groups emerge and interact with the political and social spectrum. An assessment of the social consequences that street gang proliferation as well as paramilitary vestiges have had on the greater Salvadoran community. An appraisal of the different programs created to deal with the problems of crime and violence in general.

53.25.05
PANEL FORUM> SELECTED TOPIC IN THE SOCIAL FACTOR

CRIME AND VIOLENCE: STREET GANGS / PARAMILITARY GROUPS
POSSIBLE SOLUTIONS (II)

54.26.05
WORKSHOP ANALYSIS OF THE SELECTED TOPIC>

CRIME AND VIOLENCE: STREET GANGS / PARAMILITARY GROUPS
POSSIBLE SOLUTIONS (I)

55.31.05
WORKSHOP ANALYSIS OF THE SELECTED TOPIC>

CRIME AND VIOLENCE: STREET GANGS / PARAMILITARY GROUPS
POSSIBLE SOLUTIONS (II)

56.02.06
ROUND TABLE PRESENTATION>

FINDINGS OF THE WORKING GROUPS ON THE SOCIAL FACTOR

56.02.06
INTRODUCTORY CONFERENCE TO PHASE III>

THE PRAXEOLOGY OF STRATEGIC PLANNING (V)

57.03.06
WORKSHOP ANALYSIS OF THE INTRODUCTORY CONFERENCES TO PHASE III>

SUMMARY OF CONTENT AREAS IN STRATEGIC PRAXEOLOGY

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CLOSING REMARKS ON THE SECOND INSTALLMENT OF THE COURSE

PHASE III

58.07.06
METHODOLOGICAL AREA>

THEORY AND APPLICATION OF STRATEGIC ANALYSIS

59.08.06
METHODOLOGICAL AREA>

THEORY AND APPLICATION OF STRATEGIC ANALYSIS

60.09.06
METHODOLOGICAL AREA>

THEORY AND APPLICATION OF STRATEGIC ANALYSIS

61.14.06
METHODOLOGICAL AREA>

THEORY AND APPLICATION OF STRATEGIC ANALYSIS

62.15.06
METHODOLOGICAL AREA>

THEORY AND APPLICATION OF STRATEGIC ANALYSIS

63.16.06
METHODOLOGICAL AREA>

THEORY AND APPLICATION OF STRATEGIC ANALYSIS

64.17.06
FIELD METHODOLOGY>

FIRST STUDY TRIP

65.18.06
FIELD METHODOLOGY>

FIRST STUDY TRIP

66.19.06
FIELD METHODOLOGY>

FIRST STUDY TRIP

67.21.06
METHODOLOGICAL AREA>

THEORY AND APPLICATION OF STRATEGIC ANALYSIS

68.22.06
METHODOLOGICAL AREA>

THEORY AND APPLICATION OF STRATEGIC ANALYSIS

69.23.06
METHODOLOGICAL AREA>

THEORY AND APPLICATION OF STRATEGIC ANALYSIS

70.28.06
ROUND TABLE PRESENTATION BY WORKING GROUPS IN THE METHODOLOGICAL AREA>

RESULTS OF THE EXERCISE IN APPLIED STRATEGIC ANALYSIS

71.29.06
METHODOLOGICAL AREA>

THEORY AND APPLICATION OF STRATEGIC PLANNING

72.30.06
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THEORY AND APPLICATION OF STRATEGIC PLANNING

73.01.07
FIELD METHODOLOGY>

SECOND STUDY TRIP

74.02.07
FIELD METHODOLOGY>

SECOND STUDY TRIP

75.03.07
FIELD METHODOLOGY>

SECOND STUDY TRIP

76.05.07
METHODOLOGICAL AREA>

THEORY AND APPLICATION OF STRATEGIC PLANNING

77.06.07
METHODOLOGICAL AREA>

THEORY AND APPLICATION OF STRATEGIC PLANNING

78.07.07
METHODOLOGICAL AREA>

THEORY AND APPLICATION OF STRATEGIC PLANNING

79.11.07
ACADEMIC SLOT>

80.12.07
PANEL FORUM>

THE NEW WORLD ORDER

OBJECTIVE: To examine the political and socio-economic indicators of emerging power configurations in the international arena.

CONTENTS: A discussion of the concept *new world order*: defining characteristics; driving forces behind its emergence. An appraisal of the significance of the break up of the Soviet Union; the transition underway in Russia towards a free market economy and the nationalist reaction to socio-economic adjustments and novel political freedoms; the nature of confrontation in the Balkans and the specter of "ethnic cleansing"; the degree of assimilation by former socialist states of Western democratic capitalism. A political assessment of the United States and Western Europe in the light of their victory in the Cold War: the future of NATO; the meaning of German reunification and the appearance of neo-Nazi activity; the proliferation of nuclear capability and potential threat. Thoughts on ideologies, utopias and the *end of history*; neo-liberalism; the formation of regional power blocs; conflicting national traditions with the paradigm of democratic capitalism; fundamentalism and other Islamic challenges in the Middle East and the Persian Gulf; surviving barriers to free international movement of people. An analysis of the debate on North-South issues of national capability and the question of growth and development. Reflections on El Salvador in the New World Order.

81.13.07
WORKSHOP ANALYSIS OF THE FORUM>

THE NEW WORLD ORDER

82.14.07
PANEL FORUM>

POLITICAL MEGATRENDS

OBJECTIVE: To examine and project the main trends in political organization underway in contemporary nation states.

CONTENTS: An assessment of the principal influences on the political moment and speculations on future developments: ideas and patterns of behavior that dominate new thinking on politics; contrasts with political practices of the recent past. Thoughts on the emerging correlations of power within government: the question of traditional military missions and their transformation; fiscal inadequacies and possible solutions; issues in the appropriate role of the State; the question of accountability to the governed; limits to governability in the contemporary nation state; the impact of ossified bureaucracies the loss of confidence in political parties and the collateral effects on new democracy. An examination of new paradigms for dialogue and negotiation in the quest for political modernization. An appraisal of limits to the capability of the United Nations to solve what are essentially national problems.

83.15.07
PANEL FORUM>

THE NATIONAL STABILITY THESIS

OBJECTIVE: To examine the intellectual and operational components of the national stability thesis as well as its usefulness to the modern nation state.

CONTENTS: An analysis of the circumstances and conditions that allow the nation state to achieve and sustain a stable political order: questions of similarity and contrast between national security and national stability;

definitions and purposes of each; the practice of each in terms of relative capacity to bring about stable political regimes. Thoughts on the concept *stability* and the consolidation of the rule of law; the relationship of stability to the *status quo*; the dynamic qualities of a doctrine of stability. Reflections on the process of inexorable change in society and politics; stability and change; the concept of stability present in the Peace Accords; the role of stability in democratic order.

84.19.07

WORKSHOP ANALYSIS OF THE FORUM>

POLITICAL MEGATRENDS

84.19.07

CONFERENCE>

LEADERSHIP

OBJECTIVE: To develop a critical understanding of the qualities of leadership and their importance to the creation of vision and vitality in the national sphere of interests.

CONTENTS: An appraisal of the need for leadership in times of crisis as well as the characteristics of successful leaders in the process of political modernization. Selected profiles in courage and accomplishment: Lincoln, Gandhi, Churchill, Brandt, Gorbachev, Frederick De Klerk, Alfredo Cristiani, among others, in comparative perspective. Reflections on the issue of the leader as prime mover in historical change or historical forces as creators of opportunity for the emergence of leadership; a question of confluence of character and the needs of society. An overview of paradigms and techniques that contribute to leadership skills: recognizing priorities; the ability to synthesis; making decisions; delegating authority; discipline and will power; integrating diverse capabilities into coherent policies; precipitating concrete solutions; coping with change and complexity. The positive and negative dimensions of political skill, pragmatism, morality, ideology and ambition. A comparison and contrast of the professional politician, the opportunist and the statesman. Thoughts on leadership in El Salvador: the role of power and influence in a time of transition; the types of national and sectorial leadership; the nature of leadership in a culture of paternalism. An assessment of the profile of leadership needed in El Salvador and how to proceed with its development.

85.20.07

PANEL FORUM>

ECONOMIC MEGATRENDS

OBJECTIVE: To evaluate and project the main trends in economic thinking underway in contemporary nation states and assess their relevance to El Salvador on the threshold of the XXI century.

CONTENTS: An evaluation of increasing world interdependence in terms of influence on macro economic policy definitions for the developing nations and the accompanying economic adjustments geared toward the strengthening of democratic capitalism. Reflections on the implications of the need for insertion into world markets; the trend toward regional integration as a fast-track effort to achieve greater levels of economic and social growth; development through dependency paradigms to absorb better and more adequate technology while opening the door to international competitiveness and the sweep of productive modernization generated by such gambits. Thoughts on the new role of the State in the economic sphere: the need for investment in human capital; the search for the delicate balance between environment and development. A critical overview of the principal areas in which El Salvador must focus its attention in the short, medium and long term if the nation is to align itself with the economic megatrends on the horizon of the XXI century.

86.21.07
WORKSHOP ANALYSIS OF THE FORUM>

ECONOMIC MEGATRENDS

87.22.07
ACADEMIC SLOT>

88.26.07
PANEL FORUM>

THE LOGIC AND REALITY OF INTERNATIONAL COOPERATION

OBJECTIVE: To examine the dimensions behind the logic and reality of international cooperation and to analyze implications for El Salvador on the basis of changes resulting from the process of internal democratization as well as new external configurations after the Cold War.

CONTENTS: An analysis of the on-going process of transformation in world demographics, global economics and international political configurations; the logic and reality of these changing relationships in their connectedness to developing nations. Thoughts on the emerging profile of aid and administration of international organizations: trends of international cooperation affecting El Salvador; expectations of native social organizations toward agencies and actors of international cooperation. An assessment of national strategies for accessing the new profile of international cooperation as a result of the peace process and existing accords: aid criteria and the viability of proposals; defining priorities within and between national sectors; Salvadoran interpretations of international aid and administration efforts and their impact; the readiness of Salvadoran official and non-official organizations to respond to the logic and reality of contemporary international cooperation efforts.

89.27.07
WORKSHOP ANALYSIS OF THE FORUM>

THE LOGIC AND REALITY OF INTERNATIONAL COOPERATION

89.27.07
PROGRAM PARTICIPANT SLOT>

CLOSING CEREMONY REHEARSAL

90.28.07
PANEL FORUM>

NATIONAL AGENDA OF THE CURRENT ADMINISTRATION

OBJECTIVE: To examine the national agenda as defined by the in-coming administration for the next five-year period (1994-1999).

CONTENTS: An overview of government plans and programs as envisioned by the ministries of planning, economics, health, justice: the global focus of policy initiative and its implementation; design configurations; the issue of budgetary resources assigned to ministry program projections. An assessment of the

bureaucratic structure of ministries and possible reform measures to make them more efficient in their response to administration objectives. Thoughts on how to foment greater community participation in ministry programs; defining mechanisms and appropriateness; continuity with efforts begun by the previous administration; the question of external influence in the programs underway.

91.29.07
FINAL SESSION>

CLOSING CEREMONIES / 1994 DEMOS INAUGURAL PROGRAM

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