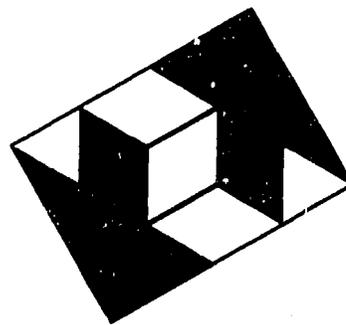


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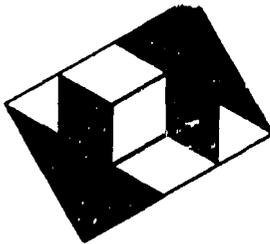
**STRENGTHENING DEMOCRATIC PROCESSES
IN CENTRAL AMERICA
THROUGH THE PARTNERS OF THE AMERICAS
PROGRAM**

**PARTNERS
OF THE AMERICAS**



**Submitted to the
Agency for International
Development
July, 1985**

**PARTNERS
OF THE AMERICAS**



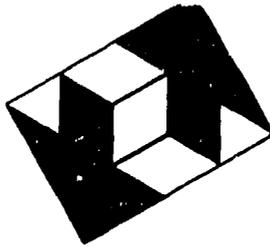
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DDD Terminal #202-737-6662

"Restoring vitality to the international economy, purpose to Western Hemisphere political relationships and hope to those seeking to strengthen democratic institutions is the ultimate goal. The final success would be to nurture a generation of leaders in the industrial democracies and in the developing countries with the experience of working together."

Henry Kissinger
Washington Post
June 25, 1985

"There is something called Partners of the Americas, which was set up back in the early '60's at the time President Kennedy was trying to get the Alliance for Progress off the ground. It brings together cities and states in the United States with communities in Latin America...It's a terrific concept and I wish there were more support for things like the Partners of the Americas."

Congressman Michael Barnes (D-Md.),
on the Fred Friske Show, WAMU-FM
June 17, 1985



PROPOSAL

STRENGTHENING DEMOCRATIC PROCESSES IN CENTRAL AMERICA THROUGH THE PARTNERS OF THE AMERICAS PROGRAM

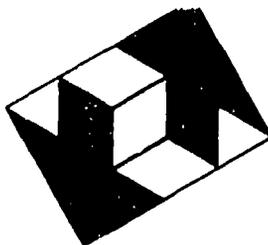
SUMMARY:

- This is a proposal to strengthen democratic concepts and processes in Central America and Panama through a 3-year program of professional exchange, regional seminars, program workshops and training activities directed and guided by Central American civic leaders, and utilizing the 21-year old, in-place network of the Partners of the Americas organization.

AID is being asked to provide seed grant funds averaging \$789,000 per year and representing 23% of the total program costs, which will result in:

- professional exchanges of 1,080 program specialists, civic and community leaders from six countries of Central America and six states of the U.S.;
- participant training in the United States for 131 young adult professionals from Central America and Panama, receiving up to 600 trainee months;
- cash grants for 55-60 community-based projects throughout Central America and Panama;
- regional workshops in Central America for 216 committee and youth leaders and their U.S. counterparts to exchange information on program development;
- leadership training in the United States, through regional seminars, for 45-60 Central American municipal and civic leaders;
- direct management support for the 6 Central American Partner committee organizations and their U.S. counterparts to allow them to conduct projects in community development, city-to-city linkages, town and city administration, strengthening of youth organizations, linking of volunteer service organizations, and observation-training for Central American journalists.

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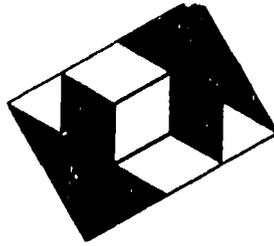


GENERAL PURPOSE:

- To put the public and private sector resources of 6 U.S. states and 6 Central American countries to work together at increasing opportunities for Central American citizens to participate in the local and national decision-making processes that affect their own rights and welfare.

SPECIFIC OBJECTIVES:

- 1) To strengthen public democratic institutions and leaders in Central America, such as legislators, city councils, mayors and governors, by providing them with exposure and continuing access to counterpart institutions in their respective U.S. "Partner" states and by networking with their Central American counterparts.
- 2) To strengthen private democratic institutions in Central America, such as youth-serving organizations, civic clubs, Partner committees, and volunteer agencies, through the establishment of direct linkages with counterpart agencies in their U.S. Partner states and in other countries of Central America.
- 3) To build a cadre of democratically-oriented Central American civic and community leaders by providing them - and the institutions they represent -with continuing access to valuable resources in the United States for technical assistance, advanced training, and grants of up to \$5,000 for community-based projects.
- 4) To facilitate cross-country communication and cooperation among Central American civic leaders through regional workshops and seminars that focus on increasing citizen participation in local and national decision-making processes.
- 5) To improve the independence of the press in Central America by providing -through journalism exchanges in the Partners network- Central American press leaders with observation training in media technology, editing, reporting, broadcasting, photojournalism, newspaper and radio station management.



BACKGROUND AND RATIONALE:

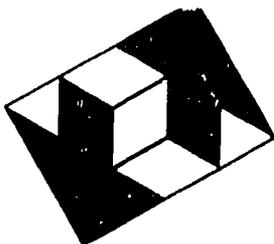
There are serious challenges to democracy in Central America. A combination of internal pressures - from overpopulation, high unemployment, high inflation rates, decreasing values of local currencies against the dollar, increasing costs of petroleum and other imports, inadequate health and educational services -and external pressures applied by nations of the Soviet-bloc have resulted in very serious internal civil strife, terrorism, guerrilla warfare, border clashes, press controls, and general public concern over the increasing military presence of Cuba and of the United States in Central America.

These problems are compounded by a decrease in positive people-to-people ties between citizens of Central America and citizens of the United States. Tourism to Central America, once extremely popular from the United States, is now reduced to a trickle. The major youth exchange organizations find it extremely difficult to locate any U.S. students willing to spend a summer or a year in Central America, or any U.S. families willing to host Central American students. University linkages between Central America and the United States have decreased, because university administrators and educators fear for their personal safety. Trade and investment ties are also decreasing. In short, at a time when Central America most needs the strongest ties to the country with the strongest democratic traditions, these ties are diminishing.

What is the impact of these trends? It means that middle-class Central Americans who are in the best position to organize and lead democratically-run organizations and political parties have less contact with institutions and people in the United States than before. These are the people who run the schools, universities, civic clubs, the YMCA, the Lions Club, the health services agency, the local Cerebral Palsy Association, the National Professional Association of Civil Engineers, etc. These key citizens need the encouragement, support, and help of their own counterpart organizations and individuals in the United States.

Secondly, it means that the low-income leaders of small community groups in rural areas, such as local parent-teacher associations which are so active in Central America, or the volunteer community action groups that get together on weekends to build a school or community center will also lose the encouragement and support of friends, schools, churches, and volunteer agencies in the United States. In so many cases their needs are limited to a few sacks of cement, a few board feet of lumber, or some technical advice. Unable to turn to the people of the United States, the inhabitants of these rural communities are bound to turn to the offers being made so willingly by nations of the Soviet bloc.

Lastly, this decrease in people-to-people ties has a real negative impact in the United States itself. Ours is a country that desperately needs greater knowledge about, and greater participation, in the lives of everyday people in the Third World.



With the overwhelmingly bad news coming out of Central America, our people will draw back into an isolationist shell at a time when we need more contact - not less - with our closest neighbors to south.

Soviet-bloc response: training

The Soviet Union, Cuba, and other eastern bloc nations have devised a unique and effective method for undermining democratic traditions and strengthening their influence in Central America. Their representatives seek out the brightest young inhabitants of rural villages, particularly in countries like Costa Rica, Panama, Guatemala, and Belize, and provide them with all-expense paid travel, tuition, training and political indoctrination in such vital fields as village-level health care, public health, education, agricultural extension, etc. Two or three years later, these professionals return to their countries well-trained and highly employable with their skills. It is estimated that there are now over 3,000 young Central Americans in training in Soviet-bloc countries.

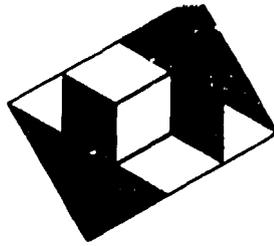
Private institutions and hospitals will tend to shy away from hiring these politically indoctrinated young professionals, but the governments, with their lower budgets and their needs for greater numbers of village-level health workers and extensions agents, provide these Soviet-trained workers with the entry level jobs they need. They do well, and many of them have now risen to mid-level positions in education and administration, health care and agricultural services, enabling them to influence policy and planning for their governments at the local, regional and national levels.

The United States Government is simply not able, by itself, to compete in this arena of training for Central American health, education, and agricultural professionals. It cannot mount a foreign assistance program large enough due to taxpayer resistance, nor does it have the administrative control over local universities and their admission policies and finances found in the centrally-run Soviet-bloc regimes.

In sum, the government of the United States needs and deserves the help of the U.S. private sector to maintain the traditions of democracy in Central America.

A U.S. private sector response: democracy at work:

This proposal recommends utilizing the 21-year old network of the Partners of the Americas program, linking 6 countries of Central America with 6 states of the United States, to open up a large North-South, two-way flow of civic and community leader exchange. This continuing contact with the United States and with other democratically-oriented Central American leaders will do much to strengthen democratic processes in Central America and Panama.



Democracy works in the United States not because it is preached, but because it is practiced. People in the U.S. are generally able to make a change in their community through their own personal involvement in projects, or in the local political process. People work through their churches, schools, community service agencies, clubs, federations, and local and national governments. People copy other people's successful models.

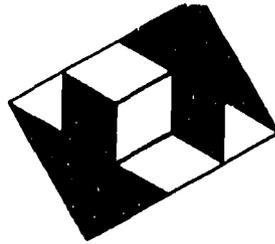
One of the key factors in the economic and social progress of the United States is the strong role played by local individuals, civic organizations, and community activist groups in the solution of local community problems. Instead of waiting for the city, county, state or national government to solve the problem, local groups will organize committees, or local chapters of existing national organizations to press for their particular concern, whether it is the improvement of elementary school education, local health services, traffic safety or services to people with physical disabilities.

Similarly, these groups will make the best use of existing local facilities, such as an abandoned school building to house a new museum or art center, and they will press local, state, and national governments to provide funds and support for their particular concern. This process of local initiative is deeply rooted in the North American history and culture. It is based on the premise that people work most effectively when they participate in the decisions that affect their lives.

In Central America, the concept of community action, and community development is also an established tradition, with thousands of local community action committees established in rural communities and in urban areas throughout the region. However, the leaders of these local groups lack training in the techniques of activism, in determining how to use local, state, or national resources to serve their cause, or how to organize their communities for effective action.

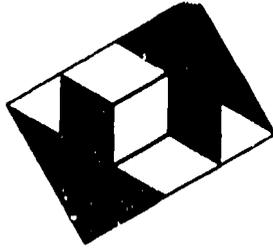
The Partners of the Americas program promotes the idea that people make a difference by organizing through their local community. By linking a country in Central America with a state in the United States, the members of the Central American Partnerships are exposed to the way things get done in the United States through the democratic process. It links 4-H clubs with 4-S clubs. It links similar service agencies such as Lions and Rotary. It links groups seeking improved public administration with community service and public agencies in their U.S. Partner state. It links universities. It does this on a volunteer people-to-people basis, providing for direct contact with the action-oriented service agencies and programs at the local community level that enable people to participate in a process that improves their lives, their communities, and their families.

The Partners program develops over a period of years a cadre of trained professionals and young people in a Central American country who become knowledgeable about the United States and its democratic systems. They have



been to school here. They have lived with our families. They have worked with agencies and institutions here. They have seen how projects develop, how funding is obtained, how laws are passed. Carrying these principles, ideas and techniques back with them, these Partners can have a significant impact in their country as they rise to positions of leadership.

The United States benefits immensely from these types of exchanges. Our citizens are enriched by contact with the unique cultures and traditions of Central American communities, they learn to appreciate the value of the resources available in the United States when they see how communities in Central America can work miracles with little or no funds. They enjoy being able to participate, even in a small way, in the development of a local or national economy, the improvement of a school system, the sharing of agricultural expertise. The broad series of exchanges conducted under the Partners program brings a whole new and exciting educational dimension to communities throughout the United States.



PROGRAM DESCRIPTION:

Objective 1: To strengthen public democratic institutions and leaders, Partners of the Americas proposes to:

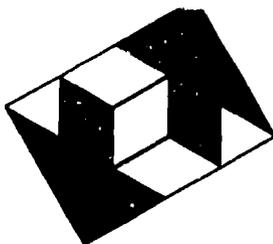
1. **Establish city-to-city linkages** that bring mayors and the heads of municipal service agencies (public works, sanitation, transportation, sewage systems, etc.) to their Partner municipalities for direct contact and continuing access to training, financial and material resources. A key method of preserving democracy at the local municipal level is to give city officials the means and techniques by which to deliver effective services to their citizens.

For example: the Director of the Fire Department in San Pedro Sula, Honduras, can come to Burlington, Vermont, to begin a program of continuing training for Honduran firefighters in techniques of fire prevention and firefighting. This results in the donation of hard-to-obtain firefighting equipment and technical journals from Vermont to the San Pedro Sula Fire Department.

2. **Conduct regional seminars in the U.S. for Central American legislators,** showing them how laws are proposed, written, reviewed, passed and implemented in their U.S. Partner states, and enabling them to share ideas with legislators of other Central American countries participating in seminars. These seminars would also provide the legislators with specific resources that would help their state, national, or provincial governments to provide effective services at the local level.

Objective 2: To strengthen private democratic institutions and leaders in Central America, Partners of the Americas proposes to:

1. **Establish linkages between youth-serving organizations,** such as 4-H, Future Farmers of America and rural youth groups that provide training and democratic principles through work at the community level. Their participation in these groups give Central American youth a positive outlet for their energies, along with highly valuable work skills, while promoting a tradition of entrepreneurship and private enterprise.
2. **Establish linkages between volunteer service organizations,** such as Rotary, Lions, Junior Achievement, JayCees, etc. to strengthen these community service agencies in Central America and the democratic traditions which they represent. Each of these organizations follows an internationally accepted democratic process of elections, leadership change, and strong membership participation.



3. Build strong local Partner committees in Central America so that they can be seen as effective local organizations of local citizens with access to valuable resources in the United States in such areas as training, small grants, financial and material resources. A Partners committee is itself a democratic institution, with strict codes for the election of officers, leadership changes, open membership, general participation in decision-making, frequent meetings, etc.
4. Expand linkages with community education agencies in U.S. Partner states, and networking with other Central American activities in community education, in order to promote the basic concept of community education that citizens must participate in decisions that affect their lives and welfare. This would be done by links between schools and community service agencies.

Objective 3: In order to build a cadre of Central American civic and community leaders with access to valuable resources in the United States, Partners proposes to:

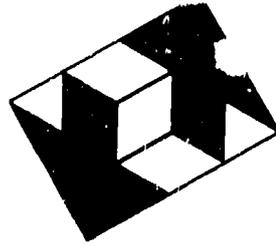
1. Sponsor exchanges of key professionals and leaders in such fields as agriculture and rural development, health services, cooperative development, small business development, women in development, primary and secondary education, etc. so that they can have a continuing exchange of information, materials, and resources with counterpart leaders and institutions in their U.S. Partner states as well with counterparts in other countries of Central America.

For example, the president of an agricultural cooperative in Guatemala would meet with counterparts in Alabama to develop a continuing series of exchanges for Guatemalan cooperative members in the techniques of cooperative management and the marketing of its products.

Objective 4: To facilitate cross-country communication and cooperation among Central American participants, Partners of the Americas proposes to:

1. Conduct regional workshops in Central America in such fields as youth development, vocational training, agricultural development, and health services, as well as regional seminars involving Central Americans in the United States in such fields as public administration, city government, and community education.

These workshops and regional seminars promote a sharing of ideas between the Central American participants, enabling them to compare their own development and progress in each field of work. The Partner committee hosting the regional workshop is able to show off model projects that it has conducted with its U.S. Partner state.



Objective 5: To improve the independence and freedom of the press, Partners of the Americas proposes to:

1. **Establish direct linkages between newspapers, broadcast stations, radio stations, magazines, free-lance journalists, and public relations specialists in Central America with their counterparts in the United States.** These exchanges would lead to advanced observation training in media technology, broadcasting, publishing, editing, reporting techniques, photo-journalism, etc. This aspect of the program would present Central Americans in the United States as communicators, bringing a positive image to the Central American people of the achievements of their countries. This series of feature articles and broadcasts that can result from a structured exchange program will do much to enlarge the confidence of the American people in the traditions of Central American democracy.

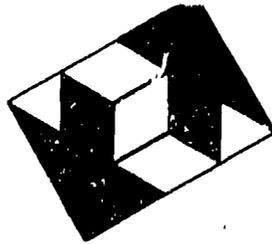
For example, a key journalist or editor from a Panamanian newspaper would spend a month with a newspaper in Delaware, living at the home of a counterpart reporter or editor, and observing how the paper gathers its news and performs its editing work. This could be followed 2 or 3 months later by a return visit from a representative of the Delaware paper to the newspaper in Panama City.

WHY THE PARTNERS?:

The Partners of the Americas program, established by the Agency for International Development in 1964 as the people-to-people component of the Alliance for Progress, is uniquely qualified to carry out the program described in this paper. In fact, one of its main purposes as envisioned by AID in 1964 was to "strengthen democratic institutions."

By its nature, the Partners program invites participation from a diverse group of people who meet together, plan together, and carry those plans to action. This participation is the essence of the democratic process. The local structure that makes a successful partnership is the Partners Committee. (Attachment A depicts a prototype Partner Committee.)

An effective Partnership establishes structures on the Northern and Southern sides and genuinely involves a large professional cross-section of people and institutions. With this structure the Partnership conducts a wide range of professional, technical and cultural exchanges that improve services and training opportunities for large numbers of people in each area. Language problems are solved through the use of qualified local volunteer interpreters.



The Partners program is unique in that it is not a U.S. organization operating in, for example, Costa Rica. It is a Costa Rican organization with strong ties to Oregon and with access to solid resources, training and technical assistance in the state of Oregon.

The characteristics of a strong local or national Partner committee include a number of democratically oriented principles, such as:

- a constitution and or by-laws that provide for annual election of officers;
- officers whose duties are clearly defined, such as president or secretary;
- an election system that provides for a regular change of leadership and for the training of upcoming leaders through the ranks of the organization;
- regularly scheduled meetings;
- a plan of action for the year;
- a regular publication communicating to all members and sponsors of the partnership;
- an aggressive system of membership recruitment, with full participation by women, youth and minority groups.

The Central American-U.S. partnerships that will participate in this program are:

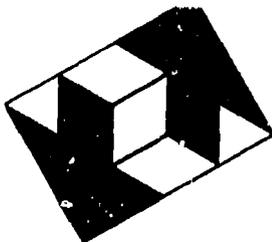
Panama-Delaware
Honduras-Vermont
El Salvador-Louisiana

Guatemala-Alabama
Belize-Michigan
Costa Rica-Oregon

(Nicaragua-Wisconsin is not included here because of the congressional prohibitions against the use of AID funds for Nicaragua.)

The ties that have been established through these Partnerships over the last 21 years are now solidly established in the fields of agriculture, health services, rehabilitation, special education, small business development, international training, women in development, arts, sports, educational development, journalism, emergency preparedness, etc. While all of these programs have indirectly assisted in the strengthening of democratic traditions, the program proposed here will have a more direct impact on the processes of decision-making at the local, community, and national levels.

The strength of the Partners program is dramatically shown by the one Partnership that is excluded from this proposal, the one linking Nicaragua with Wisconsin. This 20-year old Partnership has survived a major earthquake in Managua, civil strife, the Somoza regime, and the Sandinista revolution to continue its series of excellent exchanges in health services, agriculture, rehabilitation, vocational training, and the cultural arts. The Wisconsin-Nicaragua Partnership, praised by



Congressman Michael Barnes in recent impromptu remarks on a local radio talk-show (transcript attached) is a dramatic example of the fact that governments come and go, but the people remain, and people can work very effectively together.

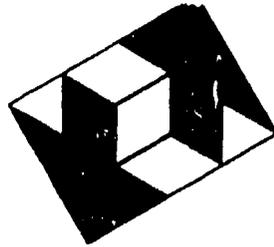
PROGRAM COMPONENTS AND COST:

The major components of the program will be:

- international travel for 1,080 volunteer specialists going to and from Central America on project work;
- regional workshops for 216 Central American participants and their U.S. counterparts, with specific program focus;
- regional seminars 60-80 for Central American community and civic professional leaders, each lasting 3-4 weeks in the United States;
- small grant funds to assist 55-60 community-based projects identified by the Partnerships in the areas described in this proposal;
- program management funds for the 6 local committees in Central America, and in their 6 counterpart areas of the U.S., enabling them to cover their local out-of-pocket costs in conducting their projects;
- coordination and project resource management costs of the Partners of the Americas organization.

The total costs of this program to AID are estimated at \$789,000 per year, over a three-year period, or a total of \$2.4 million. This will produce a multiplier of \$4.35 for each dollar contributed by AID, resulting in a total program value of over \$10 million.

The costs are described in the attached explanation of budget and the budget itself.

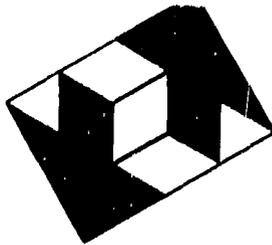


**EXPLANATION OF BUDGET AND CHART OF
TOTAL PROGRAM COSTS**

SEPTEMBER 1, 1985 - AUGUST 31, 1988

A. PROGRAM COSTS:

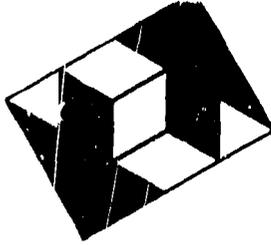
- **INTERNATIONAL TRAVEL:** The funds requested under this AID grant will cover international round-trip travel at \$800 per person, plus a small allowance of \$100 for board and lodging costs, for up to 15 project specialists per year for each of the 6 Central American Partnerships, or a total of 270 people over the 3-year period. It is conservatively estimated that at least 3 other people will travel at their own expense (or at the expense of other Partners' resources) for each person sponsored by this AID grant and directly as a result of this AID grant. The Democracy Grant will provide the seed funds to allow initial program development and planning to take place, followed by specific projects that, in most cases, can be supported by other financial resources. This means that a total of approximately 1,080 program specialists will be exchanged in the Central American Partnerships during the 3-year period of this grant.
- **BOARD AND LODGING:** The board and lodging for these 1,080 specialists, including the 270 sponsored by the AID grant, is estimated at \$60 per day for a 10-day average stay. These costs are covered by the local Partnerships or by the specialists themselves.
- **PROFESSIONAL SERVICES** of the 1,080 specialists, including the 270 sponsored by AID, are provided free of charge by the volunteers themselves, as are the services of the 540 host Partners making arrangements for their exchanges, setting up lectures, classes, and training sessions, home hospitality, local transportation, etc. The value of these services is conservatively estimated at \$100 a day for an average of 20 days before, during, and after the exchanges take place.
- **PARTICIPANT TRAINING** for 131 Central American trainees receiving approximately 600 training months at an average of \$2,500 per training month, will be provided by the Central American Partnerships at no cost to this AID grant. However, the committee management support costs provided in this Democracy Grant will help to build the local institutions in the Central American and on the U.S. side of the partnerships, to make possible quick and effective placement and monitoring of the Central American trainees. Local partnership resources provide tuition reductions or waivers, hospitality, local transportation, and the sending institutions provide salary continuation for each of the trainees, estimated at approximately at a \$500 a month for an average of 4½ months per trainee.



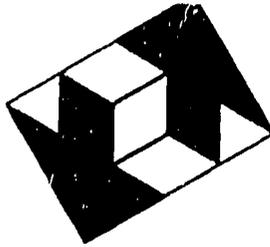
- **SMALL CASH GRANTS:** Resources other than this AID grant will provide cash grants of up to \$5,000 for approximately 10 projects for each of the 6 Partnerships over a 3-year period. Locally contributed labor and materials will add another \$5,000 to the value of each project. These projects will reinforce the exchange of civic, municipal, and professional leaders, enabling them to improve services to their local communities and constituencies.
- **REGIONAL WORKSHOPS:** on topics described in the proposal will be held 2-3 times each year, involving up to 12 delegates per partnership each year. The AID grant funds will provide for international round-trip travel for the U.S. and Central American delegates attending each workshop at central location, along with their board and lodging at \$60 per day per person during the workshop itself. The local partnerships will then provide board and lodging in the respective Partner areas for the 108 U.S. delegates going in the Partner areas following the workshop sessions. The 216 workshop delegates will each be contributing approximately \$2,000 worth of their professional services, valued at \$100 a day for an average of 20 days in workshop preparation, participation, and follow-up activities.
- **REGIONAL SEMINARS,** costing approximately \$3,000-\$4,000 per participant, will involve civic and professional leaders from Central America coming to the United States for 3-week structured programs of travel and meetings with counterpart professionals in key U.S. institutions around the country, and will include 5 days in their respective U.S. Partner state. Cost items include round-trip travel, per diem, translation, local transportation, and honoraria to resource people.
- **PARTNER COMMITTEE PROGRAM MANAGEMENT COSTS:** Local Partner committees in Central America and the United States need to have their basic out-of-pocket costs for clerical and executive coordination, publications, communication, office rent, supplies, and in-state or in-country travel, etc. covered by this grant so that they can make all the local arrangements and organize the programs described in this proposals. These costs are estimated at approximately \$23,000 per year for each Central American committee and \$30,000 for each U.S. committee.

B. MANAGEMENT COSTS

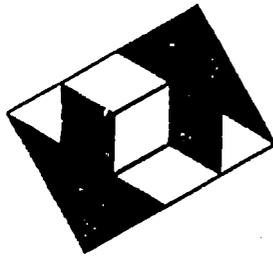
- **FULL-TIME MANAGER IN U.S.:** This person will have overall responsibility for the management of the funds requested in the grant, will supervise the servicing provided to the U.S. and Central American partnerships, analyze grant proposals from the partnerships, and carry out overall reporting responsibilities to AID. This manager will also serve as "Captain" of the team of professionals on the Partners staff that works with the Central American partnerships.



- **FULL-TIME MANAGER IN CENTRAL AMERICA:** This person, working with the U.S. team manager, will focus partnership servicing activities on the Central American committees themselves, conducting partnership and program development workshops, assisting them in utilizing resources available under all Partner programs and providing liaison to local U.S. AID missions. A citizen and native of Central America, this person operates out of the Partners' Central American regional office in San Jose, Costa Rica. (Salary support for this manager is needed only for Years II and III of the grant.)
- **FULL-TIME PROGRAM ASSISTANT:** This person will assist the program manager by providing logistical support in the organization of workshops, in communications with the Partnerships, in the preparations of regional seminars in the U.S., and will provide general back-stopping work while the Program Manager is in the field.
- **FULL-TIME SECRETARY:** This person will handle the typing and word processing needs of the Program Manager and Assistant, including communications with the partnerships, and reports to AID, communications with the AID missions, etc.
- **FRINGE BENEFITS:** Fringe benefits are estimated at 21.1% of salaries, per the attached calculations based on the 1984 audited financial statements.
- **CENTRAL AMERICAN REGIONAL OFFICE COSTS:** These costs will cover a portion of the office rental, local clerical support, equipment and supplies for the regional office in San Jose, Costa Rica. These funds are needed only in Years II and III of the grant.
- **CENTRAL AMERICAN PATH MANAGEMENT COSTS:** A regional center for the Partners Appropriate Technology for Handicapped Persons (PATH) exists in Costa Rica, supported by sources other than AID. The estimated management costs of this center during the 3-year life of the grant are estimated at \$10,000 per year.
- **CENTRAL AMERICA COMMUNITY EDUCATION CENTER COSTS:** A regional center of the Partners Inter-American Center for Community Education also operates out of San Jose, Costa Rica, providing support to the Central American Partnerships in the area of community education. The estimated management costs of the center over the 3-year life of the grant are \$20,000.



- **OTHER MANAGEMENT COSTS OF NAPA:** A whole team of professionals on the U.S. Partners staff, including program managers in emergency preparedness, women in development, international training, university linkages, youth development, PATH, community recreation and sports, administration, all provide support to the Central American partnerships. These professional services are estimated at \$20,000 per partnership per year.
- **COMMUNICATIONS:** These funds will cover the costs of international and domestic telephone, telex and postage for the staff services provided to the partnerships. They are conservatively budgeted at \$15 per day, or \$300 per month.
- **STAFF TRAVEL:** These funds permit the U.S. and Central American program managers to make a regular series of visits to the 6 Central American committees and the 6 U.S. committees, and to cover the board and lodging costs of staff participation in regional workshops. The costs are estimated at \$600 per month for travel, board and lodging, permitting at least one staff field visit per Partner committee per year.
- **SUPPLIES, PUBLICATIONS:** These costs cover the publication of training materials in English and Spanish for the Central American Partnerships, and the printing and distribution of a regional newsletter, as well as the costs of basic office supplies. They are estimated at \$250 per month, or \$3,000 per year.
- **INDIRECT COSTS:** These costs cover all of those items indirectly associated with the management of this grant, including office rent, equipment rental, salaries of administrative personnel, travel coordination, accounting, legal and consulting fees, general Partner publications, etc. These costs are shared equally by all granting sources and are estimated at 19.18% of all direct costs, as indicated in the attached calculations based on the audited 1984 financial statements.
- **MULTIPLIER EFFECT:** The total for all the elements of the Partners' Central America Democracy program show that AID's contribution, providing the basic support, will multiply 4.35 times into a program exceeding \$10,000,000 in value over the 3-year period of the grant. AID's contribution thus will represent approximately 23% of the total value of this program, but the remaining 77% which comes from other sources - partnership volunteers, local institutions, other granting agencies, foundations, and corporations - would not be possible without the basic support provided to the partnerships and to the Partners staff by the AID Democracy grant.



**FRED FISKE SHOW, WAMU-FM, 6/17/85
CONGRESSMAN MICHAEL BARNES OF MARYLAND
TRANSCRIPT OF REMARKS**

CALLER: "...set aside a billion dollars from the bomber budget, okay, and take a thousand towns and say we want a sister-city relationship with cities and villages in Latin America, particularly in the area that we're most concerned with, and say, for each of the thousand towns we'll endow this process of interaction with a million dollars, which we can do by setting aside a billion dollars for this type of program ..."

BARNES: "The caller's got a super idea and it exists. It doesn't have that kind of money behind it, but there is something called Partners of the Americas, which was set up back in the early '60's at the time President Kennedy was trying to get the Alliance for Progress off the ground, and it exists. It brings together cities and states in the United States with communities in Latin America. For example, the state of Maryland is the sister state of the state of Rio de Janeiro in Brazil and there are ongoing programs that take people from Maryland down there and bring people from down there up here. It's not funded at the kind of level that the caller suggests -there's no billion dollar commitment to this program, but it exists. It's sort of exciting.

Interestingly, there is a sister state to Nicaragua: the state of Wisconsin is the sister state to Nicaragua and at this very moment, there is a whole crowd of folks from Wisconsin down in Nicaragua building wells, living in villages, working with people; and they bring people from Nicaragua up to the University of Wisconsin and they have ongoing exchange programs. Again, it is not funded the way that the gentleman suggests, but the concept that he outlined is very much alive and I agree it's a terrific concept and I wish there were more support for things like the Partners of the Americas."

June 28, 1985

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CHART OF TOTAL PROGRAM COSTS
PARTNERS OF THE AMERICAS
CENTRAL AMERICAN DEMOCRACY PROGRAM
SEPTEMBER 1, 1985 - AUGUST 31, 1988

BUDGET ITEM	THIS AID GRANT * PROVIDES *	OTHER * SOURCES * PROVIDE *	TOTAL PROGRAM COSTS

A. PROGRAM COSTS			
INTERNATIONAL TRAVEL for 1080 program specialists (810 sponsored by non-AID sources) round-trip travel & allowances for 60 persons/year/partnership & 6 p-ships @ \$900/pers.	243,000 *	* \$729,000 *	* 972,000
BOARD AND LODGING for 1080 specialists @ \$60/day x 10 day average stay:	* * * * *	* 648,000 *	* 648,000
PROFESSIONAL SERVICES of 1080 specialists and 540 host Partners @ \$100/day x 20 days average contribution:	* * * * *	* 3,240,000 *	* 3,240,000
PARTICIPANT TRAINING for 131 Cent. Amer. trainees receiving 600 training months @ \$2,500	* * * * *	* 1,500,000 *	* 1,500,000
Salary continuation for 131 trainees @ \$500/mo. x 4.5 mos	* * * * *	* 294,750 *	* 294,750
SMALL CASH GRANTS for 55-60 community-based projects plus locally contributed labor & materials @ \$10,000/project:	* * * * *	* 600,000 *	* 600,000
REGIONAL WORKSHOPS for 216 delegates: 5 delegates/p-ship/year from USA @ \$950/person, plus 6 delegates/p-ship/year from C.A. @ \$300/person x 6 partnerships:	* * * * *	* * * * *	* 135,000
Workshop board & lodging @ \$60/day/person x 4 days x 72 persons/year x 3 yrs.	* * * * *	* * * * *	* 51,840
Board and lodging in Partner area for 108 US delegates @ \$60/day x 10 days:	* * * * *	* 64,800 *	* 64,800
Professional services of 216 w-shop delegates @ \$100/day x average 20 days:	* * * * *	* 432,000 *	* 432,000
REGIONAL SEMINARS for 45-60 Cent. Amer. leaders; 3 seminars for 15 people/seminar @ \$60,000/seminar for travel, per diem, translation, and honoraria:	* * * * *	* * * * *	* 180,000
PARTNER COMMITTEE PROGRAM MANAGEMENT COSTS: 6 Central American committees @ \$23,000/year for management, clerical, communication costs plus 6 US committees @ \$30,000/year:	* * * * *	* * * * *	* 954,000
SUB-TOTAL, PROGRAM COSTS:	\$1,563,840 *	* \$7,508,550 *	* \$9,072,390

PROPOSED AID BUDGET
PARTNERS OF THE AMERICAS
CENTRAL AMERICAN DEMOCRACY PROGRAM
SEPTEMBER 1, 1985 - AUGUST 31, 1988

BUDGET ITEM	YEAR I *	YEAR II *	YEAR III *	TOTAL *YEARS I-III
A. PROGRAM COSTS	*	*	*	*
INTERNATIONAL TRAVEL for 270 program specialists: round-trip travel & allowances for 15 persons/year/partnership x 6 p-ships @ \$700/pers.	\$81,000 *	\$81,000 *	\$81,000 *	\$243,000
REGIONAL WORKSHOPS for 216 delegates: 6 delegates/p-ship/year from USA @ \$950/person, plus 6 delegates/p-ship/year from C.A. @ \$300/person x 6 partnerships:	45,000 *	45,000 *	45,000 *	\$135,000
Workshop board & lodging @ \$60/day/person x 4 days x 72 persons/year	17,280 *	17,280 *	17,280 *	\$51,840
REGIONAL SEMINARS for 60-80 Cent. Amer. leaders: 3 seminars/year for 15 people/seminar @ \$60,000/seminar for travel, per diem, translation, and honoraria:	*	60,000 *	120,000 *	\$180,000
PARTNER COMMITTEE PROGRAM MANAGEMENT COSTS: 6 Central American committees @ \$23,000/year for management, clerical, communication costs plus 6 US committees @ \$30,000/year:	318,000 *	318,000 *	318,000 *	\$954,000
SUB-TOTAL, PROGRAM COSTS:	\$461,280 *	\$521,280 *	\$581,280 *	\$1,563,840
B. MANAGEMENT COSTS:	*	*	*	*
Full-time manager in US:	42,000 *	42,000 *	42,000 *	\$126,000
Full-time mgr. in Cent. Amer.:	0 *	22,000 *	22,000 *	\$44,000
Full-time program asst.:	24,000 *	24,000 *	24,000 *	\$72,000
Full-time secretary:	18,000 *	18,000 *	18,000 *	\$54,000
Fringes @ 21.1% salaries:	17,724 *	22,366 *	22,366 *	\$62,456
Cent. Amer. reg. office costs:	0 *	11,000 *	11,000 *	\$22,000
Communications @ \$300/mo:	3,600 *	3,600 *	3,600 *	\$10,800
Staff Travel @ \$600/mo:	7,200 *	7,200 *	7,200 *	\$21,600
Supplies, publications:	3,000 *	3,000 *	3,000 *	\$9,000
SUB-TOTAL, MGT. COSTS:	\$115,524 *	\$153,166 *	\$153,166 *	\$421,856
SUB-TOTAL, DIRECT COSTS	\$576,804 *	\$674,446 *	\$734,446 *	\$1,985,696
Indirect costs @ 19.18% of all direct costs:	110,631 *	129,359 *	140,867 *	\$380,856
GRAND TOTAL, ALL COSTS:	\$687,435 *	\$803,805 *	\$875,313 *	\$2,366,552

7/8/85 EDL

BUDGET ITEM

THIS * OTHER * TOTAL
 AID GRANT * SOURCE * PROGRAM
 PROVIDER * PROVIDE * COSTS

BUDGET ITEM	THIS AID GRANT PROVIDER *	OTHER SOURCE PROVIDE *	TOTAL PROGRAM COSTS
B. MANAGEMENT COSTS:	*	*	*
Full-time manager in US:	126,000 *	*	126,000
Full-time mgr. in Cent. Amer.:	44,000 *	*	44,000
Full-time program asst.:	72,000 *	*	72,000
Full-time secretary:	54,000 *	*	54,000
Fringes @ 21.1% salaries:	62,456 *	*	62,456
Cent. Amer. reg. office costs:	22,000 *	*	22,000
Cent. Amer. PATH mgt. costs:	*	30,000 *	*
C.A. comm. ed. center mgt. costs:	*	20,000 *	*
Other Cent. Amer. mgt. costs of NAPA @ \$20,000/p-ship/year x 6 p-ships:	*	360,000 *	*
Communications @ \$300/mo:	10,800 *	*	10,800
Staff Travel @ \$600/mo:	21,600 *	*	21,600
Supplies, publications:	9,000 *	*	9,000
SUB-TOTAL MANAGEMENT COSTS:	\$421,856 *	\$410,000 *	\$831,856
SUB-TOTAL, DIRECT COSTS	\$1,985,676 *	*	\$1,985,676
Indirect costs @ 19.18% of all direct costs:	380,856 *	*	380,856
GRAND TOTAL, ALL COSTS:	\$2,366,552	\$7,918,550	\$10,285,102
Average annual cost:	\$788,851	\$2,639,517	\$3,428,367
Percent share of total costs:	23.0%	77.0%	100.0%
Multiplier effect of AID Grant:	\$10,285,102 / \$2,366,552 = 4.35:1		

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