

INTERNATIONAL DEVELOPMENT GROUP

**THE RESEARCH FOUNDATION
OF STATE UNIVERSITY OF NEW YORK**

MEXICO LEGISLATIVE SUPPORT PROJECT

QUARTERLY REPORT
July – September, 2001

October 31, 2001

CONTENTS

I. Executive Summary

II. Program Report

- Objective 1: Continue and deepen the program of providing technical assistance to the Chamber of Deputies.
- Objective 2: Replicate that program in the federal Senate.
- Objective 3: Replicate that program in targeted state legislatures.
- Objective 4: Use legislative strengthening as a means to promote more "Mexico-South" dialogues and initiatives between Mexico and its fellow Latin American countries.

III. Program Extension

IV. Attachments

I. EXECUTIVE SUMMARY

In the third quarter of 2001, SUNY executed its most formal technical training to date in the Chamber of Deputies. In separate consultancies, legislative experts from two American congresses taught legislative capacity-building to professional staff teams of the Chamber. During this period, SUNY and representatives of the Organization of American States (OAS) entered into agreement and began organizing the OAS' third regional course on "Legislatures, Democracy and Integration" for November 2001 – the first-ever such OAS activity to be held in Mexico. Also, in recognition of the accomplishments of SUNY's program to date, USAID/Mexico awarded SUNY a two-year extension to its cooperative agreement, ensuring the continuation and expansion of SUNY/Mexico's efforts through September 2003.

The extension agreement specifies SUNY's commitment to four strategic objectives: 1) Continuing and deepening its program of providing technical assistance to the Chamber of Deputies; 2) Replicating that program in the federal Senate; 3) Replicating that program in targeted state legislatures; and 4) Using legislative strengthening as a means to promote more "Mexico-South" dialogues and initiatives between Mexico and its fellow Latin American countries. At the request of USAID/Mexico, this report – and all succeeding quarterly reports – will be formatted according to these four objectives.

Objective 1: SUNY applied the bulk of its attention in the period to its work with the Parliamentary Services Secretariat of the Chamber of Deputies. In July, SUNY contracted the services of Clay Wellborn of the Congressional Research Service (CRS) in Washington. Wellborn is a long-time SUNY associate who in 2001 volunteered his time to receive two separate SUNY/Mexico delegations to DC – the visit of two Mexican senators in February 2001 and the visit of a group from the Chamber of Deputies Library in June 2001. This latter visit led to SUNY's invitation to Wellborn to come to Mexico.

Wellborn, who speaks fluent Spanish, gave two lectures on successive days to professional staff at the Chamber. The first was a thorough presentation about how to draft legislative research reports for legislators; the second was a lecture about the organization and professional legislative services of the United States Congress. Both lectures were well-attended. Wellborn also spent considerable time in meetings with staffers at the Chamber. His observations about the organization of professional services at the Chamber were delivered to SUNY in a report upon his return.

In August, SUNY again contracted Beatriz Grosso of the Argentine Congress to visit Mexico. This was Ms. Grosso's her third consulting visit to the SUNY program; she is the international legislative expert with most first-hand technical knowledge of the Mexican congress and has an intense desire to aid the institution's professional development. In this visit, Ms. Grosso's work was devoted to "training the trainers," assisting the Chamber in structuring its training programs for legislative staff. Her three days of work in Mexico were devoted to constructing first-time training manuals for the

Objective 2: In this period, SUNY accelerated its pursuit of closer ties with the federal Senate. The Senate began the second year of its term in September with changes to its *Mesa Directiva*, or ruling body. Sen. César Jáuregui (PAN), who traveled to Washington with SUNY in 2001, was elected vice president of the *Mesa* for the period 9/1/01-8/31/02. Jáuregui expressed his desire that SUNY assist the *Mesa* in coordinating a conference in Mexico City for all the ruling bodies of the countries 32 state legislatures – an idea which SUNY discussed with the Chamber of Deputies in the in 2000, when Jáuregui served as vice president of the *Mesa Directiva* of that body.

Jáuregui sensed that it would be difficult for the new *Mesa*, led by fellow panista Sen. Diego Fernández de Cevallos, to focus on state legislatures so quickly, so the discussions moved to the Senate's possible participation in the SUNY-OAS course set for November. Jáuregui accepted the responsibility to promote not just the Senate's participation, but also its significant financial contribution to the course.

Objective 3: Direct work with the state legislature of San Luis Potosí was a top priority for SUNY during the period. While no specific activities took place at the legislature, two representatives from that body came to Mexico City to attend Clay Wellborn's July presentation on legislative research at the Chamber of Deputies. The two representatives of the state congress' Legislative Research Institute were recognized as visiting dignitaries by the Chamber and they accompanied SUNY to a luncheon held in Wellborn's honor. The two also joined Wellborn and SUNY for dinner and discussion of exchanges of information. Due to this opportunity, SUNY believes a permanent link has been established between the CRS in Washington and the state congress of San Luis Potosí.

Objective 4: At the end of July, Ronny Rodríguez, a legislative specialist at the Organization of American States (OAS), arrived in Mexico City. SUNY received him and organized a series of meetings to promote the OAS' third regional conference on "Legislatures, Democracy and Integration." Before this time, the OAS had neither involved nor invited Mexican participation in events of this nature. (However, in December 2000, SUNY sponsored the participation of two Mexican staffers from the Chamber of Deputies in the OAS' 2nd regional course in Costa Rica.) After first securing SUNY's aid, the OAS sought to hold its course in Mexico. In these meetings, especially those at the Congress and at the prestigious *ITAM* university, SUNY and Rodríguez put together the appropriate alliances to organize the event for Mexicans and participants from seven other Spanish-speaking countries of Central America and the Caribbean.

The events of Sept. 11 affected SUNY's work in the end of the quarter -- as those events affected most USAID projects worldwide. Still, the quarter marked significant accomplishments which were recognized by USAID's decision to extend the life of the project. During this period, the end date of SUNY's Congressional Support Project in Mexico was extended from Sept. 30, 2001 to Sept. 30, 2003.

II. PROGRAM REPORT

Objective 1: Continue and deepen the program of providing technical assistance to the Chamber of Deputies.

SUNY's principal partner in legislative strengthening activities remains the federal Chamber of Deputies. This body continues to demonstrate its commitment to developing and improving its non-partisan technical services. More importantly, the Chamber continues to seek out SUNY as its partner in the development of a more effective legislature. One important change is that the SUNY-Chamber relationship is bonded more in on the level of directorships of professional staff entities, such as the Secretariat of Parliamentary Services, and less and less on governing bodies, such as the *Mesa Directiva*, which is subject to annual changes of deputies.

Lic. Alfredo del Valle is the Secretary of Parliamentary Services. Appointed to the post in the 57th Legislature which ended in 2000, Del Valle's position is subject to renewal by the 58th Legislature, a decision that has yet to be made. Although his job security is considered tenuous, Del Valle is the highest-ranking professional staffer of the Chamber; the positions of Secretary General and Secretary for Administration and Finance (along with Controller) remain unfilled.

It is clear from Del Valle's warm embrace that he believes that SUNY activities can aid his ability to remain in his position. Serving mutual interest, SUNY concentrated its efforts in the quarter with Del Valle and his Secretariat, which includes the Chamber's Library and its Investigation and Analysis Service (SIA), which is directed by long-time SUNY collaborator, Lic. Dulce Maria Liahut.

In a direct follow-up to the trip SUNY organized to Washington, Annapolis and Albany for the leaders and researchers of the SIA in the last quarter -- and in direct response to a request from the Secretariat of Parliamentary Services -- in July SUNY contracted the services of Clay Wellborn, a specialist at the Congressional Research Service (CRS) in Washington, DC. Wellborn's relationship with SUNY is long-established. For the SUNY-Mexico project he has volunteered his time to receive three separate delegations to the CRS. In two of these visits, including the visit of the SIA delegation, Wellborn invited the Mexican delegation to dinner at his home.

In Mexico, Wellborn prepared and conducted two presentations in Spanish. The first, attended by the entire staff of SIA, key Library personnel and staff directors of committees, was a half-day course in how to draft legislative research reports for legislators. In his second presentation, Wellborn lectured about the organization and professional legislative services of the United States Congress. (See Attachments for records of Wellborn visit.)

Wellborn also spent a day meeting with deputies and key staffers and visiting Library and SIA. Upon his return to Washington, Wellborn wrote a report to SUNY. Inside the report Wellborn cautions that the Chamber be careful in not creating redundancy while forming its second *Centro de Estudios*, this one dedicated to parliamentary research. (The Chamber's first *Centro de Estudios*, with whom SUNY works intimately, is dedicated to budget and public finance.)

In his report, Wellborn also offers an instructive Question & Answer section, in which Wellborn provides complete responses to questions from Dr. Jorge González Chávez, director of the SIA (see Attachments for Wellborn report).

In August, SUNY again contracted Beatriz Grosso of the Argentine Congress to visit Mexico. This was Ms. Grosso's third consulting visit to the SUNY program; she is the international legislative expert with most first-hand technical knowledge of the Mexican congress and has an intense desire to aid the institution's professional development. In this visit, Ms. Grosso's work was devoted to "training the trainers," assisting the Chamber in structuring its training programs for legislative staff. Her three days of work in Mexico were devoted to constructing first-time training manuals for the Chamber. (See Attachments for agenda of Grosso visit.)

August also marked the final month of the "speakership" of Dip. Ricardo García Cervantes (PAN). García was elected president of the *Mesa Directiva* of the Chamber for the first year of the 58th Legislature. The PRI and PAN parties, which together represent more than 80% of the deputies in the 58th Legislature, negotiated rotating presidencies of one year periods for their parties.

Just as occurred in the very first days of his presidency, SUNY met with García in his final month. The meeting was sought by SUNY to request the Chamber's participation in the proposed OAS-SUNY course on "Legislatures and Democracy", set to take place in Mexico City in November. In this meeting, García expressed his interest in the Chamber's participation and financial contribution to the course, but cautioned that ultimately the decision would be up to his successor as speaker.

García also express a determined desire to renew the *convenio*, or collaboration agreement, which SUNY and the Chamber signed in the 57th Legislature. Despite what were sincere efforts, the *convenio* was not renewed before García's term ended, caught in a bottleneck of last-minute business.

On Sept. 1, Dip. Beatriz Paredes (PRI) assumed the presidency of the *Mesa Directiva*. Paredes, a former cabinet secretary, governor, senator and federal deputy, is one of the PRI's most important leaders. In her first day as speaker, she gave the Congress's response to President Fox's first *Informe*, or State of the Union address. The speech was applauded by politicians and commentators of all parties and political persuasions for its defense of the Congress as an institution and its tough call for checks and

balances with the Executive. Paredes is a serious, ambitious political leader in Mexico; SUNY believes it can work closely with her. (See Attachments for Paredes clip.)

Objective 2: Replicate SUNY-Chamber program in the federal Senate.

Just as the Chamber of Deputies reconfigured its *Mesa Directiva* at the start of the 58th Legislature's second year in Sept., so too did the Senate. PAN leader Diego Fernández de Cevallos became the president of the Senate. He switched positions with PRI leader Enrique Jackson, who took over as the president of the Senate's *Junta de Coordinación Política*, that Chamber's political negotiating body comprised of the leaders of each political party in the Senate.

More importantly for SUNY, PAN Sen. César Jáuregui, who had traveled with SUNY to Washington earlier in 2001, was elected vice president of the *Mesa Directiva*. Jáuregui wished to maintain close ties with SUNY. As vice president of the Mesa Directiva of the Chamber of Deputies in 2000, Jáuregui advocated – unsuccessfully – a Chamber- and SUNY-sponsored conference for leaders of all 32 Mexican state legislatures. That conference remained a priority for Jáuregui, but this time to be jointly-sponsored by the Senate and SUNY.

After several meetings with SUNY, Jáuregui disappointedly determined that a state legislature conference would not be a priority for “Jefe” Diego and the *Mesa* in the near term. However, Jáuregui was receptive the Senate's participation in the proposed SUNY-OAS course on legislatures and democracy for young leaders from Mexico, Central America and the Caribbean. Jáuregui pledged that the Senate would play an active role in the course and that he could and would convince the Mesa Directiva to go along. He would not be proven wrong.

Objective 3: Replicate SUNY-Chamber program in targeted state legislatures.

In the previous quarter, SUNY entered into a formal *convenio* and began program activities with the state congress San Luis Potosí. Throughout this period, the two partners kept in constant contact. Due to scheduling limitations in that state, no specific activities took place there. However, two representatives from that body came to Mexico City to attend Clay Wellborn's July presentations on legislative research at the Chamber of Deputies. Two lead staffers of that congress' Legislative Research Institute flew to Mexico City to attend the sessions.

At SUNY's prompting, the Chamber of Deputies received the two staffers as visiting dignitaries, and Alfredo del Valle, the Secretary for Parliamentary Services, invited the two to the luncheon offered in Wellborn's honor. The two also joined Wellborn and SUNY for dinner that evening and engaged in a vivid discussion. Due to these efforts, SUNY believes a permanent link has been established between the CRS in Washington and the congress of San Luis Potosí.

At the quarter's end, SUNY received a query from Yucatán state. This query was prompted by Reginald Todd of the University of Texas at Austin, a long time SUNY collaborator. In September, Todd met with Padre José María Sabin, the rector of the private *Universidad del Mayab* (part of the *Universidad Anáhuac* system). Sabin was looking for an international partner to work with the newly-installed congress of Yucatán, which had just begun a dramatic political upheaval. Todd, whose UT program did not have the resources to engage in Mexico activities, referred Sabin to SUNY. After several discussions, a SUNY visit to Mérida was scheduled for October, as a preliminary analysis suggested that Yucatán could likely be the second state legislature in formal collaboration with SUNY.

Objective 4: Use legislative strengthening as a means to promote more "Mexico-South" dialogues and initiatives between Mexico and its fellow Latin American countries.

Over the years, SUNY and the Organization of American States have collaborated in various countries in legislative strengthening. Specifically, SUNY has worked with the OAS' *Unidad para la Promoción de la Democracia* (OAS/UPD). The UPD has developed courses in democracy and legislative themes for each of the OAS' three subregions: Central America/Caribbean, Andean nations, Southern Cone nations. For reasons relating to Mexico's internal democratic development, and its non-interventionist foreign policy, Mexico has not historically participated in activities of the OAS, nor fit logically into one of the UPD sub-regions.

In the fall of 2000, SUNY/Mexico worked with UPD legislative specialist Ronny Rodríguez in the planning of its 2nd annual regional course on "*Parlamentos y Democracia*," being held in December of that year in San José, Costa Rica. Not only did SUNY/Mexico director Robert Balkin lecture at the course, held for about 40 young regional leaders from Central America and the Dominican Republic, but SUNY also funded the participation of two key staffers from the *Mesa Directiva* of the Mexican Chamber of Deputies.

Due to the outstanding contributions of these two staffers, Roberto Gil and José María Lujambio, Rodríguez and SUNY began to discuss the possibility of holding the 2001 course in Mexico. In July 2001, Rodríguez traveled to Mexico for a series of meetings with SUNY, the Chamber of Deputies and the *ITAM* university, alma mater of Gil and Lujambio. In these meetings, SUNY committed to serve as the course's chief organizer, along with the OAS. The *ITAM* agreed to donate its installations to house the event. The Chamber's outgoing president, Dip. Ricardo García Cervantes, offered the Chamber's assistance, but warned that it would have to be ratified by the incoming *Mesa Directiva*.

Rodríguez's visit concluded with all parties agreeing to hold the conference in November. Negotiations began over financial contributions. SUNY took on the

challenge of getting not just the participation of both houses of the Mexican Congress, but also a substantive financial contribution as well. The quarter ended with SUNY working diligently on a course which would be double the size of any previous OAS/UPD effort to date.

Note on September 11th: As occurred with U.S. government agencies and programs all over the world, the terrorist attack on the World Trade Center and Pentagon had an effect on SUNY activities in Mexico at the close of the quarter. Difficulties in getting international consultants or Mexicans to commit to travel by air, and the plain uncertainty of the time, meant for a slower-than-intended end to the quarter.

Still, with activities planned for the San Luis Potosí congress, the promise of a new relationship with the congress of Yucatán and the organizational task of the OAS-SUNY course, the third quarter of 2001 offered strong results and a solid platform for the year's final quarter.

III. USAID and SUNY sign two-year Program Extension

The original USAID-SUNY cooperative agreement expired on Sept. 30, 2002. Over a period of several months, USAID/Mexico's democracy officer and SUNY began discussions concerning the achievements of the Mexico Congressional Support Program (CA 523-A-00-98-00032-00) and what SUNY could accomplish by building on its relationships and successes in Mexico. Those discussions led to a sixth modification of the USAID/SUNY cooperative agreement, this one extending the life of the project to Sept. 30, 2003 and increasing the obligation of funds by \$2.2 million.

SUNY remains grateful for the support given the Mexico program by USAID and commits itself to the four goal areas outlined in the extension documents (see Attachments):

Goal 1: Institutionalize current successful legislative strengthening program activities and processes in the Chamber of Deputies through technical assistance and training.

Goal 2: Replicate program activities in the Senate.

Goal 3: Replicate program activities in Mexican state legislatures and promote the creation of an association of state legislatures.

Goal 4: Encourage Mexico-South dialogue and exchanges.

Consistent with SUNY's commit to the above, this quarterly report – and all which follow during the extended life of the Cooperative Agreement – will be constructed to reflect program accomplishments under these four goals.

IV. Attachments

- 1. Agenda for visit of Clay Wellborn, July 23-25, 2001.**
- 2. Announcement for Wellborn's 7/24 lecture at the Chamber of Deputies.**
- 3. Announcement for Wellborn's 7/25 lecture at the Chamber.**
- 4. Report by Wellborn.**
- 5. Agenda for visit of Beatriz Grosso, August 20-22, 2001.**
- 6. Newsclip, Dip. Beatriz Paredes to assume speakership, 8/15/02.**
- 7. Documents covering the extension of Cooperation Agreement through Sept. 30, 2003.**

**Visita a la Cámara de Diputados del Mtro. Clay Wellborn,
especialista del Servicio de Investigación para el Congreso
en materia de Gobierno Americano
23-25 de julio, 2001**

PROGRAMA

Lunes 23 de julio

- 9:30 – 10:15 hs **Recepción y traslado a la Oficina del Secretario de Servicios Parlamentarios.**
- 10:30 – 12:00 hs **Visita guiada al Palacio Legislativo**
- 12:15 – 13:45 hs. **Visita a la Biblioteca y presentación del Servicio de Investigación y Análisis (SIA).**
- 14:00 hs. **Comida con miembros de la Comisión Bicameral del Sistema de Bibliotecas**
- 17:00 – 18:00 hs. **Visita al Centro de Estudios de las Finanzas Públicas**

Martes 24 de julio

- 10:00-14:00 hs. y **Curso sobre redacción de informes legislativos.**
16:00-18:00 hs

Miércoles 25 de julio

- 10:00 – 12: 00 hs. **Conferencia sobre la organización del Congreso de Estados Unidos y su Servicio de Investigación (CRS). Conferencia para diputados y secretarios técnicos.**
- 12:30 – 14:00 hs. **Reunión con investigadores del SIA.**
- 14:30 **Comida**
- 17:00 – 18:30 hs. **Conclusiones. Reunión con miembros de la Comisión Bicameral del Sistema de Bibliotecas y directivos de la Secretaría de Servicios Parlamentarios.**

CURSO SOBRE REDACCION DE INFORMES LEGISLATIVOS

Palacio Legislativo: 24 julio, 2001

Objetivo:

Conocer el proceso técnico para la redacción de informes o reportes de investigación que se realizan como apoyo a la función legislativa.

Contenido del curso:

1. *Las funciones de los analistas legislativos: los vínculos esenciales entre el trabajo de los analistas legislativos y la labor parlamentaria.*
2. *Etapas de investigación y revisión.*
3. *Herramientas y métodos de investigación.*
4. *Mecanismos estructurales del estilo*

Lugar y fecha: "Los Cristales", martes 24 de julio, 2001.

Horario: 10:00 a 14:00 hs. y 16:00 a 18:00 hs.

Expositor: Mtro. Clay Wellborn

SINTESIS CURRICULAR DEL MTRO. CLAY WELLBORN

TITULOS ACADEMICOS: Maestría en planeación urbana; Maestría en arquitectura; Licenciatura en Arquitectura; Licenciatura en Artes.

DESARROLLO PROFESIONAL:

Desde 1972, se desempeña como analista de investigación del Servicio de Investigación del Congreso de los Estados Unidos. Supervisa aproximadamente a 60 analistas y personal de apoyo. Entre los temas en los que se ha especializado están: responsabilidades del gobierno incluyendo áreas tales como el proceso legislativo, la operación y administración legislativas; prácticas de administración pública en la rama ejecutiva, gobierno estatal y local, federalismo, derechos civiles, elecciones, partidos políticos y financiamiento de campaña

Ha trabajado en el ámbito internacional en los siguientes países: Argentina, Chile, Honduras, Bolivia, Eslovaquia, Colombia, Egipto, Mozambique y Brasil.

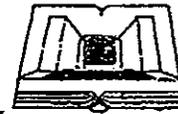
FROM : SECRETARÍA DE BIBLIOTECA

PHONE NO. : 56281316

JUL. 17 2001 12:46:PM P1



Secretaría de Servicios Parlamentarios



Dirección General de Servicios de Bibliotecas

**La Dirección de Servicios de Bibliotecas
a través de su Servicio de Investigación y Análisis (SIA)
tiene el agrado de invitar a usted a la**

Conferencia

sobre

***El Congreso de los Estados Unidos:
Su organización, funcionamiento
y Servicio de Investigación (CRS)***

que impartirá el

Mtro. Clay Wellborn

Especialista en materia de gobierno del Congressional Research Service
(C.R.S.) del Congreso de los Estados Unidos

Lugar: Zona "C" del Restaurante "Los Cristales"

Fecha: 25 de julio, 2001

10:00 hs.



SUNY

Con la colaboración de la representación en México
de la Universidad Estatal de Nueva York

Memorandum

To: Margarita Seminario
State University of New York
Mexico, DF

August 5, 2001

From: Clay H. Wellborn, Consultant

Subject: Trip Report—Visit to the Chamber of Deputies, Mexico, DF, 23-25 July 2001

Pursuant to a request from the Director of the Library of the Chamber of Deputies of Mexican Congress, the State University of New York asked me to make two presentations—

- A course on preparing and writing legislative research reports; and
- A conference on the United States Congress and its support agencies.

I was also asked to meet with members of the *Comisión Bicameral del Sistema de Bibliotecas*, with the Director and staff of the Library, and with the Director and staff of the *Centro de Estudios de las Finanzas Públicas*.

As visual aids for the course on preparing and writing legislative research reports, I created a series of slides that comprised my lecture notes. Copies of the slides were left at the Library.

Agenda

My visit to Mexico conformed to the following agenda, which was prepared by the Director of the Library of the Chamber of Deputies, in consultation with SUNY representatives in Mexico City.

Lunes 23 de julio

9:30 – 10:15 hs	<i>Recepción y traslado a la Oficina del Secretario de Servicios Parlamentarios.</i>
10:30 – 12:00 hs	<i>Visita guiada al Palacio Legislativo</i>
12:15 – 13:45 hs.	<i>Visita a la Biblioteca y presentación del Servicio de Investigación y Análisis (SIA).</i>
14:00 hs.	<i>Comida con miembros de la Comisión Bicameral del Sistema de Bibliotecas</i>
17:00 – 18:00 hs.	<i>Visita al Centro de Estudios de las Finanzas Públicas</i>

Martes 24 de julio

10:00-14:00 hs. *Curso sobre redacción de informes legislativos.*

Miércoles 25 de julio

10:00 – 12: 00 hs. *Conferencia sobre la organización del Congreso de Estados Unidos y su Servicio de Investigación (CRS).*
12:30 – 14:00 hs. *Reunión con investigadores del SIA.*
14:30 *Comida*
17:00 – 18:30 hs. *Conclusiones. Reunión con miembros de la Comisión Bicameral del Sistema de Bibliotecas y directivos de la Secretaría de Servicios Parlamentarios.*

Questions from Dr. Gonzales

In preparation for my visit, Dr. Gonzales Chavez sent me a series of questions about the Congressional Research Service. While in Mexico, I answered some of those questions and provided Dr. Gonzales Chavez with materials to answer others. To complement that information, I am enclosing written responses to each of his questions with this report (annex 1).

Observations and Suggestions

It is clear that since my last visit to the Library of the Chamber of Deputies, much has been achieved. The collections of the library have expanded; and a legislative research staff—capable of conducting nonpartisan, unbiased, objective legislative research—is now in place and beginning to function. The Chamber of Deputies and individual Deputies of all political parties, the Director of the Library, and Library staff can take justifiable pride in those achievements.

Questions and comments that were made during the three days of my visit lead me to believe that you may want to consider some of the following administrative and procedural suggestions as the Library works to enhance its service to the Chamber of Deputies.

Important Institutional Decisions

I understand that the Chamber of Deputies is considering two options for allocating resources to further enhance the legislative research support it receives:

- Option 1: Investing scarce resources in a new legislative research institution
- Option 2: Investing those funds to further enhance the existing legislative research capability of the Library of the Chamber of Deputies

Before making a funding decision, the Chamber may wish carefully to analyze the relative advantages and disadvantages of each option. Attention could appropriately be given to such considerations as—

- the economic costs of starting up a new institution versus the costs of enhancing of an existing institution;
- the ability of new versus existing institutions to produce reports and other research services directly useful to Deputies in their legislative and supervisory roles;
- the possibility of duplication of effort and resources (e.g., library collections, research staff capabilities, administrative staff and structures);
- the potential benefits of combining reference and analytical capabilities in the same institution;
- the need for supervision by congressional commissions or committees; and
- experience with the creation and maintenance of new legislative research institutions during the past several legislatures.

Role of the Bicameral Commission

1. The Congress may wish to expedite naming the president of the *Comisión Bicameral del Sistema de Bibliotecas*, so that working relationships between the *Comisión* and the directors of the Libraries can fruitfully develop.
2. The Chamber of Deputies may want to clarify the location of the Library in the Chamber's organization chart.
3. The *Comisión Bicameral* may wish to orient Members of the Congress regarding the research and analytical services available from the Library and the commitment of the Library to serve all members equally, without regard to political party.
4. The *Comisión Bicameral* may also wish to communicate especially with the Commission Presidents to inform them of the services available from the Library and its legislative research staff. Library staff could prepare materials explaining the services it can provide the Commissions for inclusion with the communications from the *Comisión Bicameral*.

Research Priorities

5. Given the limitations of staff and budget for the Library, the Director of the Library may want to establish or clarify criteria for assigning priorities to competing legislative research projects. She may want to discuss the proposed criteria with members of the *Comisión Bicameral* and seek their suggestions and agreement. If informal agreement can be reached, it may be useful to prepare a written statement of the Library's policy on priorities and distribute copies to each member of the *Comisión Bicameral* and possibly to all Deputies.

Meeting Budget Needs

6. Clarification of the legislative and administrative channels the Library should use when making budget would facilitate planning to enhance services to the Chamber of Deputies, its commissions, committees, and Members.

Doing Useful, Collaborative Research

7. It seems to me that the Director will want to continue indoctrinating the research staff on the importance of making their research reports useful to Deputies. This can be done through policy statements and guidelines, but more success is likely through day-to-day attention to the process for designing research projects and revising the resulting reports .
8. The Director may also want to develop innovative mechanisms to encourage professional interchange and collaboration among researchers. One possibility is to have regular end-of-the-week informal meetings where researchers and managers could get together for friendly sharing of refreshments and for review of the problems and achievements of the week.
9. Encouraging interdisciplinary research projects can be difficult, but given the relatively small professional research staff available, it may be profitable to such efforts with a view to building experience with collaborative efforts..
10. A more or less formal research design process could help researchers focus on what is important to the Chamber of Deputies. It could also be the mechanism for establishing the habit of collaboration. The process could require researchers to present and discuss with the Director and their peers an explanation of their research strategy for each major study. The research design review process might address such questions as the following:

- What is the issue?

- What are the specific research questions?
- Why does the Chamber of Deputies need this research to be done.
- Who will be the intended users of the products?
- How is the resulting product to be used? – in the development of an iniciativa de ley? committee consideration? floor debate?
- What products will result from the study? (e.g., a memorandum for an individual Deputy, a report for distribution in the Cámara de Diputados, an in-person briefing for committee staff)
- When will the products be needed?
- What research and analytical methods will be used?
- What information sources will be used?
- Who will do the work?
- Who should do peer review of the draft products?
- Will the products need to be updated in the future?

I hope that these observations and suggestions will be useful in the Library's effort to enhance the research service it provides to the *Cámara de Diputados*. As you know, I am available by e-mail or telephone if you would like to discuss any of my observations.

Please accept my thanks for your kindness and hospitality during my visit to Mexico, and please extend my thanks as well to Lic. del Valle, Lic. Liahut, Dr. Gonzalez, and the entire staff of the Library.

PREGUNTAS SOBRE EL CONGRESSIONAL RESEARCH SERVICE –CRS–

FUENTES DE INFORMACIÓN.

- **¿Cuáles son las fuentes de información con que cuentan? Y de ellas ¿cuáles son las más utilizadas?**

Cuentamos con las colecciones de documentos de cada investigador, con las colecciones generales de la Biblioteca del Congreso, con bases de datos de la Biblioteca del Congreso, con bases de datos comerciales, con el Sistema de Información Legislativa que mantenemos para el Congreso, y con contactos personales en los ministerios, en la Casa Blanca, en las universidades, en varios centros de estudios como Brookings Institution, American Enterprise Institute, Urban Institute, etc. Aprovechamos el Internet, que es una herramienta indispensable.

- **¿Cómo catalogan la información, para poder utilizarse en problemas concretos?**

Tenemos un cuerpo de bibliotecólogos que catalogan todos los documentos que recibimos y alimentaron nuestros bases de datos bibliográficos.

- **¿Cuáles son los criterios para seleccionar las fuentes de información?**

Preferimos información de las fuentes primarias.

- **¿Cuentan con acuerdos con instituciones públicas y privadas para el intercambio de información?**

No. Pero tenemos muchos contactos con instituciones para actualizar nuestros conocimientos de sus programas, estudios, y trabajo, y para allegarse información. Cada investigador tiene que establecer y mantener contactos profesionales con estas.

- **¿ Se tiene contacto con los congresos locales, para allegarse o dar información?**

Tenemos contactos con consejos, alcaldes, y los gobiernos municipales para allegarse información. Los contactos hacen parte de redes esenciales de información.

- **¿Se tiene contacto con otros organismos públicos o privados, nacionales o internacionales, para allegarse o dar información?**

Sí, establecemos y mantenemos contactos con estos para allegarse información.

PROCESO DE INVESTIGACIÓN

- **¿Las solicitudes de investigación son directamente de legisladores o del grupo de asesores?**

De los dos, pero principalmente de los asesores.

- **¿A quien son dirigidas las solicitudes?**

La mitad son dirigidas a nuestra entidad de recepción de solicitudes—por teléfono, por fax, por carta al Director. La otra mitad son dirigidas a los investigadores.

- **¿Qué proceso interno se sigue a partir de que se recibe una solicitud de investigación, hasta que ésta se concluye?**

La solicitud va la División que tiene que ver con el tema, despues a una Sección dentro de la División. El supervisor de la Sección decide quen será el investigador principal. Se se necesita un equipo, el supervisor consulta con otros supervisores y organiza el equipo.

- **Regularmente ¿cuánto tiempo se lleva la elaboración de una investigación?**

Hay mucha variación—diez minutos, cuatro horas, dos días, una semana, dos meses. Una investigación compleja pueda llevar mas tiempo. Depiende tambien en cuando se necesita el informe.

- **¿Con cuanto tiempo de anticipación se les solicitan las investigaciones?**

Normalmente con poco tiempo de anticipacion. Por eso, nosotros tenemos que anticipar las necesidades del Congreso.

- **¿Qué materias son las más recurrentes en las solicitudes de investigación?**

Hay pocas materias de políticas públicas que no son recurrentes en las solicitudes. Depiende en los temas mas interesantes al Congreso.

- **¿Existe un formato para hacer la solicitud de la investigación?**

No hay un formato que los congresistas tienen que usar. Pero sí hay un formato que se usa internamente. Dr. Gonzales tiene unos ejemplos.

ORGANIZACIÓN INTERNA.

- **¿Qué características debe reunir un investigador de nuevo ingreso?**

Curiosidad, creatividad, inteligencia, escepticismo, formación universitaria en una disciplina tradicional o no tradicional, interés en la formulación de políticas públicas, y un conocimiento del proceso legislativo estadounidense.

- **¿Cuáles son los mecanismos de selección para los nuevos investigadores?**

Competition, examination of credentials by two panels of experts, interviews of the most highly qualified by the recommending officer—usually the chief of the division—and selection by the chief of the division.

- **Los nuevos investigadores ¿cuentan con manuales guía para la realización de su trabajo?**

Tenemos "guidelines" escritos, pero lo más importante en la realización del trabajo de los nuevos investigadores es el primer año de aprendizaje con su supervisor y su "mentor."

- **Si se lleva a cabo capacitación interna ¿quién la organiza e imparte?**

Si, pero la capacitación tiene que ver con el proceso legislativo más que con otras cosas. Tenemos también cursos cortos de capacitación que tienen que ver con cómo aprovechar los bases de datos que tenemos, con cómo aprovechar los documentos del Congreso, o con cómo aprovechar de los varios tipos de software.

- **¿Los investigadores deben ir actualizando sus conocimientos? ¿Cómo?**

Si. Cada investigador es responsable para actualizar continuamente sus conocimientos. Aumentar su nivel de conocimientos es esencial en el proceso de subir en su carrera en CRS.

- **¿Existen métodos para evaluar su desempeño? ¿Existen promociones?**

Hay evaluaciones anuales para cada investigador. Son por escrito y también hay reuniones evaluativas formales con el jefe de división cada año. Cada tres meses el supervisor tiene una reunión informal con el investigador para evaluar su desempeño.

- **¿ Si llevan a cabo intercambios para capacitación con instituciones pública o privadas?**

No.

INVESTIGACIONES

- **¿Existe un formato o una guía para la elaboraciones de las investigaciones? ¿Cuál es?**

No. Lo importante es el aprendizaje con el supervisor y el mentor.

- **¿La investigación sólo se realiza cuando es solicitada, o se hacen investigaciones para su publicación interna?**

Anticipamos solicitudes e iniciamos proyectos de investigación. No hay publicación interna. Al otro lado, publicamos cantidades grandes de informes para distribución al Congreso

Estas preguntas van encaminadas a poder hacer un trabajo escrito que describa de manera sencilla la función del CRS, por lo que sería conveniente contar también con datos estadísticos: número de personal por nivel, tanto de investigación como de apoyo, cantidad de trabajos realizados, espacios con que se cuenta, número de libros a los que se tiene acceso, nivel de remuneraciones, etc.

Se han entregado unos documentos al Dr. Gonzales que tienen estos datos.

**Visita a la Cámara de Diputados de la Mtra. Beatriz Grosso,
Especialista en capacitación parlamentaria
20-22 de agosto, 2001**

PROGRAMA

Lunes 20 de agosto

- 9:30 – 10:20 hs **Recepción y traslado a la Oficina del Secretario de Servicios Parlamentarios.**
- 10:30 – 14:30 hs **Reunión general de trabajo con el equipo de capacitación.**
La reunión tiene como objetivo:
- Las herramientas necesarias para planificar la capacitación.
 - ¿Qué es capacitación?
 - Definir perfiles y necesidades.
 - Diferencia entre capacitación, formación y educación.
 - La capacitación y la vinculación con el puesto.
- 14:30 hs. **Comida con el Lic. Del Valle.**

Martes 21 de agosto

- 9:30 – 14:30 hs **Reunión general de trabajo con el equipo de capacitación.**
La reunión tiene como objetivo:
- Identificar los instrumentos para detectar las necesidades de capacitación legislativa.
 - Como llevar a cabo un estudio de necesidades.
 - Formación de formadores y como rescatar el saber institucional.
 - La capacitación y la cultura institucional.
 - Diseño de materiales.
 - Selección de capacitadores.
- 14:30 hs. **Comida.**
-

Miércoles 22 de agosto

- 9:45 – 14:30 hs. **Reunión general de trabajo con el equipo de capacitación.**
- Aplicación de los conocimientos adquiridos para el diseño de un plan de capacitación.
- 14:30 hs. **Comida y presentación de resultados a la Secretaria de Servicios Parlamentarios.**

REPÚBLICA 15 AUG 01

Designa PRI a Paredes para contestar Informe

POR JORGE ARTURO HIDALGO

CON EL ARGUMENTO DE QUE SE NECESITA una Presidencia en la Cámara de Diputados fuerte, que sepa contrarrestar agresiones y presiones del Gobierno federal, ayer la bancada del PRI propuso, por aclamación, a Beatriz Paredes como presidenta de la Mesa Directiva y, por lo tanto, responsable de responder el primer Informe de Vicente Fox.

Paredes dejará por un año la coordinación de la bancada tricolor, cargo que ocupará el vicecoordinador general, Rafael Rodríguez Barrera, y regresará en septiembre del próximo año.

"Se necesita un Poder Legislativo que sea un contrapeso más eficaz de otros poderes, que esté atento a que no haya excesos en el ejercicio del poder público, que pueda encauzar las expectativas de los diversos grupos de la sociedad civil de manera orgánica a través de sus comisiones.

"Un Poder Legislativo que aliente el debate plural, que respete las caracterís-

Descartan preguntas y respuestas

EL PRESIDENTE DE LA CÁMARA DE Diputados, Ricardo García Cervantes, aceptó ayer la posibilidad de que Vicente Fox escuche el día de su primer Informe a los representantes de los partidos, pero desestimó que pudiera responder preguntas, como pretende el PRD.

"Es posible que el Presidente de la República y el presidente del Poder Judicial... pudieran estar desde el principio de la sesión del Congre-

so General, para ello no hay obstáculo, para lo que sí hay obstáculo es para el cambio de formato, y yo creo que el tiempo de reformar la Ley Orgánica (para que haya una ronda de preguntas y respuestas) está agotado.

"Ojalá se pueda avanzar en la posibilidad de que los mensajes de los partidos puedan ser escuchados por el Presidente y en ellos incluirse alguna inquietud o alguna pregunta", dijo.

Por Jorge Arturo Hidalgo

La decisión ya estaba amarrada y

próximo periodo, pues alegó que aún falta la decisión final que tomarán el resto de los coordinadores parlamentarios para que se oficialice su nombramiento, lo que se da por descontado.

La decisión ya estaba amarrada y



Rafael Rodríguez Barrera será coordinador de la bancada priísta, en lugar de Beatriz Paredes, quien presidirá la Mesa Directiva.

ayer sólo se oficializó ante el silencio de quienes al interior de la bancada son opositores al liderazgo de la ex Gobernadora de Tlaxcala.

No hubo otra candidatura, pues la que pudiera haber representado Fernando Ortiz Arana se diluyó, ya que entre los 57 Diputados que hace un año votaron por él para coordinador hay desencanto, porque en un año no ha sido contrapeso de Paredes; incluso el queretano no acudió a la plenaria priísta.

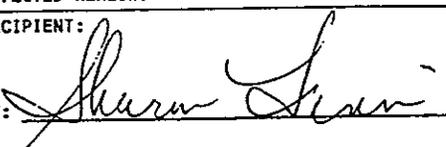
Ayer, en el salón donde se llevó a cabo el cónclave tricolor, la única que pi-

dió una explicación sobre los argumentos estratégicos para que la coordinadora dejara el cargo y buscara la presidencia del órgano legislativo fue la tabasqueña Lorena Beauregard.

Los opositores a Paredes, que no hablaron durante la reunión, señalaron concluida ésta que no descartan que la Legisladora busque con esta acción impulsar una eventual candidatura para la dirigencia del PRI, apoyada por el grupo afín a Francisco Labastida, que contrarreste la que ya emprendió Roberto Madrazo.

BEST AVAILABLE COPY

24

MODIFICATION OF COOPERATIVE AGREEMENT			Page 1 of 3
1. MODIFICATION NUMBER 06	2. EFFECTIVE DATE OF MODIFICATION 09/07/2001	3. COOPERATIVE AGREEMENT NUMBER: 523-A-00-98-00032-00	4. EFFECTIVE DATE OF COOPERATIVE AGREEMENT: 09/29/98
5. RECIPIENT: RESEARCH FOUNDATION OF THE STATE UNIVERSITY OF NEW YORK International Programs & Development State University Plaza Alabany, New York 12246 DUNS NO.: 02-065-7151 TIN NO. : 14-163-8361		6. ADMINISTERED BY: Regional Office of Contracts & Grants USAID/EI Salvador AnEmbassy - Unit 3110 APO AA 34023	
7. FISCAL DATA: Request ID: MAARD No. 523-4013-98028 Activity Title: SO3 Democracy Proj. 523-003 Organization ID: APP: 721/21037 Recource Category: BPC: LES10125523KG13 Account Number: Amount Obligated: \$ 425,000.00		8. TECHNICAL OFFICE: USAID/Mexico, Democracy Office	
		9. PAYMENT OFFICE: USAID/Washington M/FM/CHP SA-2, Room 700 Washington, DC 20523	
10. FUNDING SUMMARY:			
		<u>Obligated Amount</u>	<u>Total Est. Amt.</u>
Amount prior to this Modification:	\$	2,064,400.00	\$ 2,323,149.00
Change Made by this Modification:	\$	425,000.00	\$ 2,261,897.00
New/Current Total:	\$	2,489,400.00	\$ 4,585,046.00
11. DESCRIPTION OF MODIFICATION: The above numbered cooperative agreement, as previously amended, is hereby further amended to: 1) Increase the total obligated amount by \$425,000 from \$2,064,400 to \$2,489,400; 2) Increase the total estimated amount by \$ 2,261,897.00 from \$2,323,149 to \$4,585,046; 3) Extend the period of performance through September 30, 2003; and 4) Modify the program description to add the following attachment. ALL OTHER COOPERATIVE AGREEMENT TERMS AND CONDITIONS REMAIN IN FULL FORCE AND EFFECT.			
12. THIS MODIFICATION IS ENTERED INTO PURSUANT TO THE AUTHORITY OF THE FOREIGN ASSISTANCE ACT OF 1961 AS AMENDED. EXCEPT AS SPECIFICALLY HEREIN AMENDED, ALL TERMS AND CONDITIONS OF THE COOPERATIVE AGREEMENT REFERENCED IN BLOCK #3 ABOVE, AS IT MAY HAVE HERETOFORE BEEN AMENDED, REMAIN UNCHANGED AND IN FULL FORCE AND EFFECT.			
13. RECIPIENT: <input checked="" type="checkbox"/> IS <input type="checkbox"/> IS NOT REQUIRED TO SIGN THIS DOCUMENT TO RECONFIRM ITS AGREEMENT WITH THE CHANGES EFFECTED HEREIN.			
14. RECIPIENT: BY: <u></u> <u>Sharon Finn</u> (Name Typed or Printed) TITLE: <u>Director of Sponsored</u> <u>Programs Office</u> DATE: <u>10/29/01</u>		15. THE UNITED STATES OF AMERICA U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT BY: <u></u> <u>BETH S. PAIGE</u> (Name Typed or Printed) TITLE: <u>Regional Agreement Officer</u> DATE: <u>9-19-01</u>	

MODIFICATION OF COOPERATIVE AGREEMENT

(CONTINUATION)

Page NO.: 2

1. MODIFICATION NUMBER 06	2. EFFECTIVE DATE OF MODIFICATION 09/07/2001	3. COOPERATIVE AGREEMENT NUMBER: 523-A-00-98-00032-00	4. EFFECTIVE DATE OF COOPERATIVE AGREEMENT: 09/29/98
------------------------------	---	--	---

11. DESCRIPTION OF MODIFICATION: (CONTINUATION)

1. Second page of the Cover Letter, ACCOUNTING AND APPROPRIATION DATA, is amended to add the following:

"A. GENERAL

1. Previous Total Estimated Amount	:	\$ 2,323,149.00
2. Total Estimated Amount in mod. 06	:	\$ 2,261,897.00
3. New Total Estimated Amount	:	\$ 4,585,046.00
4. Previous Obligated Amount	:	\$ 2,064,400.00
5. Obligated amount in Mod. 06	:	\$ 425,000.00
6. New Total Obligated Amount	:	\$ 2,489,400.00
7. Previous Total Program Amount	:	\$ 2,903,936.00
8. Program Amount Mod. 06	:	\$ 2,670,340.88
9. New Total Program Amount	:	\$ 5,574,276.88
10. Cost Sharing Percentage (Non-Federal)	:	18%

B. SPECIFIC

1. MAARD NO.	:	523-4013-98028
2. Appropriation	:	721/21037 \$425,000
3. Budget Plan Code	:	LES10125523KG13

2. Section 1.2., PERIOD OF AGREEMENT, is hereby modified to add the following:
The effective date of this Agreement is the date of the cover letter and the estimated completion date is September 30, 2003.

Funds obligated hereunder are available for program expenditures for the estimated period beginning 1 July 1998 through April 30, 2002.

3. Section 1.3., AMOUNT OF AWARD AND PAYMENT., is hereby modified to add the following:

- a) The estimated amount of this Award is \$4,585,046.00.
- b) USAID hereby obligates the amount of \$2,489,400.00 for program expenditures during the period set forth in 1.2 above and as shown in the Budget below.

4. Section 1.4., BUDGET, is hereby modified to add the following:

The following is the Agreement Budget, including local costs financing items, if authorized. Revisions to this budget shall be made in accordance with 22 CFR 226.25.

CATEGORY	AMOUNT
Labor	\$ 1,090,788.74
Fringe Benefits	\$ 316,328.25
Travel, Transportation and Per Diem	\$ 404,133.00
Other Direct Costs	\$ 1,805,506.12
Indirect Costs	\$ 968,289.89
TOTAL USAID CONTRIBUTION	\$ 4,585,046.00

5. Section 1.15.3., Prior Approvals, add the following:
In accordance with OMB circular A-121, Section 48 entitled "Travel Costs", and in accordance with the Standard Provision of this Cooperative Agreement entitled "International Air Travel and Transportation", prior Agreement Officer approval is required for all international travel.

MODIFICATION OF COOPERATIVE AGREEMENT

(CONTINUATION)

Page NO.: 3

1. MODIFICATION NUMBER 06	2. EFFECTIVE DATE OF MODIFICATION 09/07/2001	3. COOPERATIVE AGREEMENT NUMBER: 523-A-00-98-00032-00	4. EFFECTIVE DATE OF COOPERATIVE AGREEMENT: 09/29/98
------------------------------	---	--	---

11. DESCRIPTION OF MODIFICATION: (CONTINUATION)

Approval is hereby provided for the following international travel:

- 34 Mexico City - Washington DC
- 10 Mexico City - Brasilia, Brazil
- 18 Mexico City - Madrid, Spain
- 10 Washington DC - Mexico City
- 1 Albany, NY - Mexico City
- 6 Buenos Aires - Mexico City
- 2 Brasilia, Brazil - Mexico City

6. Program Description, is hereby modified to add the following:

(See attachment 2)

**State University of New York
Congressional Support Program in Mexico**

Program Description

Introduction

The Research Foundation of State University of New York (SUNY) follow-on extension to Cooperative Agreement # 523 A 00 98 00032 00 to will institutionalize current successful legislative strengthening program activities and capacity-building processes with the Chamber of Deputies through technical assistance and training; replicate these program activities in the Senate; replicate these activities in selected state legislatures while promoting the process of building an association of Mexican state legislatures; and encourage Mexico-South dialogue and exchanges.

The extension includes the following goal areas:

- Goal 1. Institutionalize current successful legislative strengthening program activities and processes in the Chamber of Deputies through technical assistance and training.
- Goal 2. Replicate program activities in the Senate.
- Goal 3. Replicate program activities in Mexican state legislatures and promote the creation of an association of state legislatures.
- Goal 4. Encourage Mexico-South dialogue and exchanges.

Goal 1: Institutionalize current successful legislative strengthening program activities and processes in the Chamber of Deputies.

SUNY program activities will continue to build analytical and oversight capability in the Chamber of Deputies by improving the collection, analysis, and dissemination of legislative information. At the same time, these activities will enhance the power-sharing, oversight and accountability functions of the legislature. These activities will be conducted with SUNY's partners in the newly formed, non-partisan professional offices inside the Chamber of Deputies.

Illustrative activities include:

- 1. Technical assistance to the library to consolidate legislative studies methodology.
- 2. Technical assistance to draft manuals that enable internal legislative processes.
- 3. Technical assistance to the training center to develop courses on legislative processes and the complimentary material for the courses.

4. Work with in-house counterparts to develop workshops and training manuals for committee staff on topics such as:
 - a. Bill drafting;
 - b. Legislative research; and
 - c. Comparative legislative analysis.
5. Develop with in-house counterparts deputies-only courses in:
 - a. Lobbying;
 - b. Media relations;
 - c. Constituent relations; and
 - d. Utilizing and advancing professional legislative services.
6. Institutionalize in a local university or a legislature the legislative studies and administration certificate programs or masters degree.
7. Work with in-house resources to organize international visits to:
 - a. Washington, DC to observe the structure of the Congressional Research Service and the Congressional Budget Office.
 - a. Madrid, Spain to observe the structure, function, and professionalism of that parliament's acclaimed *Letrados* (senior legislative advisers) program.
 - b. Buenos Aires, Argentina to observe the committee structure and the professional services of the Chamber of Deputies.

In addition to the above "internal" institutional approach, SUNY will build on its work to strengthen the Chamber of Deputies from the "outside," by helping forge relationships between the legislature and universities, non-governmental organizations and the press.

Illustrative "outside-in" activities include:

1. Train the trainer workshops on working with the Congress for NGOs.
2. Seminars introducing the Congress' professional, non-partisan services to groups outside the Chamber.
3. Conference on re-election and representation.
4. Friendly publications and manuals on interacting with the Congress.
5. Participation in international conferences.

Goal 2: Replicate program activities in the Senate

Just as the mid-term elections of 1997 turned the Chamber of Deputies into a true multi-party institution, the elections of 2000 created a first-time pluralistic environment in the Mexican Senate. A follow-on extension will grant SUNY the opportunity to replicate program activities with the Senate.

The legislative strengthening activities with the Senate will focus on developing institutional and operational capabilities and facilitating the relationship between the two federal chambers and the state legislatures.

Illustrative activities to accomplish this include:

1. Building consensus for the Senate to begin sharing Library, information and analytical services with the Chamber of Deputies.
2. International visits.
3. Training of committee staff.
4. Certificate courses for all staff.

Goal 3: Replicate program activities in state legislatures and promote state association-building in state legislatures.

Several of Mexico's 32 unicameral state congresses have demonstrated significant interest in receiving technical assistance and training in legislative issues from SUNY. In May 2001, SUNY signed a collaboration agreement with the state legislature of San Luis Potosí, SUNY's first such accord with a Mexican state congress.

San Luis Potosí is viewed by SUNY as a good investment and solid pilot project for several reasons: The political will of its leadership and staff to engage SUNY; its geographic location which offers SUNY the potential to create a 9-state regional program in legislative strengthening themes; and its willingness to invest and share costs with SUNY in these endeavors. The collaboration agreement with San Luis Potosí will also help SUNY hone its approach to working with other state legislatures.

Illustrative activities include:

1. Developing with Mexican counterparts a Mexican version of the National Conference of State Legislature (U.S.) or *Interlegis* (Brazil).
2. Participating in the U.S. National Conference of State Legislatures.
3. Building institutional capacity at state level.
4. Conducting workshops and courses for state legislators and technical staff.
5. Promoting dialogue and exchange of resources between the national and the state legislatures.

Goal 4: Encourage Mexico South Dialogue and Exchanges

To other Latin American nations, Mexico has been seen as a model in everything except politics and government. Mexico's 2000 elections have permanently changed that perception. Mexican legislative power, born in 1997 – and still years from maturation – is in dire need of outside support from efforts such as USAID's Congressional Support Project. Regardless, SUNY encounters other Latin American countries eager to see the Mexican Congress and learn from the Mexican experience.

Mexico can lead, and its Congress can play an important role in legislative strengthening efforts all over Latin America. It is not only that Mexico benefits from a higher level of financial investment in legislative infrastructure than most legislatures of

the region -- that is, its physical plant and the levels of investments made in information and technology -- but Mexico also has produced independent, serious legislative researchers and scholars who believe in advancing legislative branch power.

The Mexican Chamber of Deputies, in particular, boasts several initiatives suitable for "export" to the rest of Latin America, including:

1. The *Centro de Estudios de Finanzas Públicas*, inspired by the U.S. Congressional Budget Office, and a recipient of SUNY technical assistance.
2. The *Servicio de Información y Análisis*, loosely based on the U.S. Congressional Research Service and other SUNY legislative strengthening projects, and a recipient of SUNY technical assistance.
3. A state-of-the-art electronic voting system, based on effective voting systems used by state legislatures in the U.S.

Illustrative activities of Mexico-South initiatives include:

1. Continuing to advise and assist the Organization of American States in integrating Mexico, and qualified young Mexicans, in OAS training courses. SUNY has been asked to assist the OAS in conducting its first-ever leadership course in Mexico.
2. Developing a network of Latin American legislative experts.
3. Producing Spanish-language publications about and for Latin American congresses.
4. Building on SUNY's already successful exchanges between the Mexican Chamber of Deputies and legislatures in Argentina, Brazil, Guatemala, and Nicaragua.

Program Methodology

One of the greatest challenges facing Mexico's political system is the lack of consecutive re-election. Every three years, parliamentary elections create a "clean slate" in the Chamber of Deputies and all state legislatures. (Every six years in the Senate.) SUNY views the lack of re-election as a critical flaw of the Mexican political system in general and of the legislative power in particular. Thus, Mexican legislatures face special hurdles in building institutional capacity.

With a follow-on extension, SUNY will continue to emphasize training activities aimed at staffers who choose to build legislative careers, at legislators who are returning to serve after at least three-years hiatus and at fledgling non-partisan units which service legislatures. SUNY will continue to raise the re-election theme in all activities, whenever practicable.

Mexico is a country with considerable resources and is capable of funding a technical service provider. Moreover, Mexican think tanks and universities are eager to

form partnerships with legislatures to concretize and institutionalize SUNY-created or SUNY-inspired activities.

Strategies designed to institutionalize SUNY's program:

1. SUNY courses, conferences, workshops and consultancies always have a co-sponsor – either another university, think tank, or the legislative body itself.
2. SUNY courses, conferences, workshops and consultancies are critiqued thoroughly and presented to counterparts with the intention of annual or bi-annual repetition.
3. SUNY identifies and invests in key legislative personnel, providing such persons educational and training opportunities inside and outside of Mexico.

Approach and Sustainability

A participatory approach is the key to success for a legislative strengthening program in Mexico. Under this approach, Mexican legislators and staff develop program "ownership" and generate increased political will while at the same time creating conditions to institutionalize programs both inside and outside the legislatures. Mexico's legislatures are able to share costs with SUNY and contribute, by paying for technical services themselves, to their own political and institutional development.

Mexican sensibilities towards the United States must be factored into any working relationship with Mexican legislatures. For more than two years, SUNY has successfully managed this relationship by operating in a neutral, multi-partisan manner and by keeping key counterparts thoroughly informed of all activities, putting plans in writing and by using political instincts developed in many years of working with politicians and legislatures. SUNY succeeds in the current Mexican political environment and has constructed a multi-layered network of associates and contacts intent on partnering in more joint activities in the months and years ahead.

A program extension will build upon SUNY's successes to date. With such a follow-on extension to the cooperative agreement, SUNY will leave in place increasingly more sustainable mechanisms that will strengthen legislatures in Mexico, thus contributing to separation of powers, strengthening federalism and consolidating a democratic political system.