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SEMINARIO INTERAMERICANO DE ENTIDADES DE APOYO A LA JUVENTUD RURAL

INTER-AMERICAN SEMINAR FOR RURAL YOUTH SUPPORT ENTITIES

CAMPINAS, SP, BRASIL, 4 AL 11 DE NOVIEMBRE DE 1973

PROGRAMA INTERAMERICANO PARA LA JUVENTUD RURAL

Report of the

II INTER-AMERICAN SEMINAR FOR RURAL YOUTH SUPPORT ENTITIES

November 4 to 10, 1973

Campinas, Sao Paulo, Brazil

Compiled and Edited by

Theodore Hutchcroft
Director
Inter-American Rural Youth Program

and

Edgar Arias Ch.
Project Coordinator
Inter-American Rural Youth Program

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FOREWORD

The Inter-American Rural Youth Program (PIJR: Programa Interamericano para la Juventud Rural) is an agency of the National 4-H Foundation of America, Inc., conducted in cooperative association with the Inter-American Institute of Agricultural Sciences of the OAS (IICA: Instituto Interamericano de Ciencias Agrícolas de la OEA). Its purpose is to provide leadership (1) to encourage the expansion and development of national program institutions in Latin America and the Caribbean to provide the rural young people with nonformal educational opportunities to achieve their full potential as individuals in society and to improve the quality of life in their communities and countries, and (2) to increase the international educational content of 4-H in the United States so these young people may become active and informed participants in development.

The II Inter-American Seminar for Rural Youth Support Entities was conducted by PIJR in Campinas, State of Sao Paulo, Brazil, on November 4 to 10, 1973, with 42 participants from 15 countries of the Americas. Those taking part were the executive secretaries or managers of private support entities of nonformal rural youth educational programs, as well as leaders and supervisors of rural youth programs, personnel of the private sector, and representatives of national and international agencies interested in the role of youth in rural development.

The Seminar was made possible by grants of the Tinker Foundation and the Elanco Division of Eli Lilly International Corporation, for international travel scholarships and Seminar administration, and the Massey-Ferguson do Brasil for in-country expenses of the participants.

The National 4-S Club Committee (CNC4S) of Brazil was the coordinating host institution, ably assisted by the Technical Assistance Training Center (CATI) of the Secretariat of Agriculture of the State of Sao Paulo. Also cooperating were IICA, the Food and Agriculture Organization of the UN (FAO), the Brazilian Association of Rural Credit and Assistance (ABCAR), the Central Agricultural Cooperative of Campinas, the Rural Center of Araras, the Rural Youth Clubs of Araras, Piracicaba, and Monte Alegre do Sul, and the Tennis Club of Campinas.

The Seminar was held for the participants to:

1. Study the role of private enterprise, rural youth programs and support entities in the process of expansion and improvement of rural youth programs as an important factor of development.

2. Analyze the cooperative systems between the support entity, the organization in charge of the rural youth educational program, and the private sector.

3. Suggest management, public relations and resource development policies for developing closer cooperation between the support entities and the private sector, and the rural youth program.

4. Develop ideas about better ways of establishing regional cooperative programs for resource development.

5. Exchange information about national and international agencies interested in rural development and on types of rural youth projects these agencies may sponsor in the countries.

This is the second Hemispheric meeting of PIJR directed toward improving the cooperative relationship of private and public resources in behalf of the rural young people. The previous session was the First Inter-American Seminar for Executive Secretaries or Managers of National Rural Youth Support Entities held in August 1967 in Bogotá, Colombia.

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PHOTOGRAPHIC REVIEW

The participants from 15 countries, along with special guests for the Inauguration, gather outside the CATI Seminar Center following the opening session of the II Inter-American Seminar for Rural Youth Support Entities.

INAUGURATION: Ilo Soares Nogueira, First Vice President of the Inter-American Rural Youth Advisory Council speaks with (left to right) officials of ABCAR and CATI, Director Hutchcroft of PIJR, President Gandolfo or CNC4S, Nogueira, Barbosa of CNC4S, representatives of the Banco do Brasil, and Dante Rando of CATI rural youth clubs.

CLOSING: Some of the Seminar participants at the final ceremony.

Ing. Raúl Victoria of Mexico makes a presentation to the closing ceremony of the Seminar representing the participants from the 15 countries of the Americas.

DISCUSSION GROUPS

Visiting with Ilo Soares Nogueira (center) are (left to right) Gonzalo Chacón, Ecuador; William Gómez, Costa Rica (behind Ilo S. Nogueira); Rolando Ruíz, Nicaragua; Armando Morales, El Salvador; and Tomás Nieto, Colombia.

Spanish-speaking work group in session: President Mario di Fonzo, Argentina, and Secretary Santiago Galarraga, Venezuela. In foreground are Rolando Ruíz, Nicaragua, and William Gómez, Costa Rica.

English-speaking work group (from the front): Garnet Edwards, Trinidad and Tobago; Barbara Myers, United States; Erwin Fletcher, Jamaica; and Remo Roselli, Brazil (interpreter).

Brazilian discussion group included: Duban Borges de Madeiros of INCRA; Iacira Leite Sedrim of DETJUR, Pará; Yedda Moreira Pajuaba of INCRA; and Marisa Dulce Pereira of ACAR, Minas Gerais.

Seminar participants observe the washing and grading of fresh oranges prior to processing into concentrated juice at the plant of Sucorrico.

A member of the Araras Rural Youth Club completes her presentation at the new rural center.

The meeting room of the new rural center near Araras was filled to capacity for the special meeting and demonstrations provided by the Rural Youth Clubs of Araras, Piracicaba, and Monte Alegre do Sul.

SECTION II

INAUGURAL AND CLOSING CEREMONIES

WELCOME

Dr. Carlos Catelli Gandolfo
President, National 4-S Club Committee - Brazil

It is with great satisfaction that Brazil, represented here by its delegates and officers, extends a warm welcome to all the outstanding personalities from America who have come here to participate in this Seminar. This satisfaction and honor is even greater due to the significance of the meeting, and to the increasing importance that Brazil is giving to youth, particularly to rural youth. In our country there are over 13 million rural youngsters in the age range of 10 to 24 years, a colossal as well as potentially productive population.

Personally, and as President of the National 4-S Club Committee of Brazil, I would like to add to the satisfaction of having you here today, the certainty that we shall obtain many beneficial results from this meeting by exchanging the knowledge acquired through dealing with youth and their problems. This knowledge is very useful now that we are initiating a new program with rural youth, searching for a quick utilization of their potential through educational and technological perfections rationably based and inspired on the development goals of the Brazilian government.

We should, gentlemen, due to the mention made to our new program, highlight the outstanding work of the Brazilian Association for Credit and Rural Assistance (ABCAR) and its affiliates, and that of the Integral Technical Assistance Center (CATI), an organization of the State Secretariat in Sao Paulo, as without their efforts in favor of the rural youth movement in Brazil or the state of Sao Paulo everything done in this aspect would have been useless.

We should also praise the civic spirit and clear progressive sight of Brazilian businessmen, who have never denied their cooperation to rural youth and who are increasingly joining in the effort made by the National 4-S Club Committee of Brazil and the whole supporting network in providing the rural areas with the needed means for its development.

It is our hope that you gentlemen, participating in this Seminar, may obtain the results desired and that they may be useful to rural youth throughout the Americas, whose importance in the future of our continent as well as in each of your countries will be confirmed in the present time and will be recognized in all its grandeur.

REMARKS TO INAUGURAL SESSION OF THE II INTER-AMERICAN SEMINAR FOR RURAL YOUTH SUPPORT ENTITIES

Theodore Hutchcroft
Director, Inter-American Rural Youth Program

On behalf of the Inter-American Rural Youth Program, I take pleasure in welcoming you to this II Inter-American Seminar for Rural Youth Support Entities. At the same time, I extend greetings in behalf of our parent organization, the National 4-H Foundation of America, and of the organization with which it is in cooperative association in PIJR, the Inter-American Institute of Agricultural Sciences of the OAS.

The private sector has been an active and important participant in the development of nonformal rural youth educational programs since these first became a part of the rural scene in Latin America and the Caribbean more than thirty years ago. The significant growth of these rural youth programs has been aided greatly by the individual and collective support from the private sector to supplement the efforts of the official leadership. We have learned we can depend on the private sector to provide rural youth programs with two important resources: (1) financial assistance, and (2) moral leadership.

At the time PIJR was created in 1960, there were only four countries with true national private support entities, though two others had privately operated programs which filled some of the roles of a support entity.

Today, there are 23 national support entities, 14 of which are legally constituted. Others are being formed. Their combined annual budgets for all purposes is estimated at about US$1 million. This is ample evidence of the major contribution the private sector is making to rural development through the rural youth educational programs.

Each national support entity is a creature of its environment. The basic principles for their creation and operation are adapted to meet the needs, traditions, and laws of each country. The important consideration is that so many different countries have chosen this means of strengthening their rural youth programs.

On the basis of our thirteen years experience, PIJR believes that a capable and well-trained executive secretary or manager is fundamental to the successful operation of a private support entity. For this reason, PIJR conducted in Bogotá en 1967 the First Inter-American Seminar for Executive Secretaries or Managers of National Rural Youth Program Support Entities. This meeting contributed directly to the growth and improvement of entities in the Americas. I am pleased that six "graduates" of that Seminar are with us here in Campinas.

Yet in the intervening six years there have been new Executive Secretaries or Managers appointed, there are new members and officers of support entities, new personnel in leadership positions of the national rural youth program institutions, and new managers in the private enterprises. A second Seminar has been needed to train these new personnel as well as to introduce to all entities some new concepts in management. That is why we are here.

This Seminar took life with a grant from the Tinker Foundation of the United States which provided the international travel funds as well as the program planning support for PIJR to conduct this training. It has been supplemented by an important grant from the Elanco Division of Eli Lilly International.

We are in Brazil at the invitation of the National 4-S Club Committee, one of the most successful national support entities in the Hemisphere. Massey-Ferguson do Brasil has made a grant for the in-Brazil operating expenses of the Seminar. We are grateful, too, to the Secretariat of Agriculture of the State of Sao Paulo for making available the excellent facilities of this training center of the Coordenadoria de Assistencia Técnica Integral (CATI), and for the cooperation of the Associaçao Brasileira da Crédito e Assistencia Rural.

The challenge this week is for each of us to better understand the role and responsibilities of the private sector as a supplemental resource that will enhance the nonformal rural youth educational programs. You are here to learn how to better manage your entities --

-- to develop more and better projects,
-- to secure more resources,
-- to more effectively administer these activities --

that the rural youth of the Americas may more fully achieve their potential as effective individuals in society and improve the quality of life in their families, their communities and their countries.

WELCOME

Ilo Soares Nogueira
Public Relations Director, Massey-Ferguson do Brasil.

I speak in behalf of Massey-Ferguson and as a businessman, but also as one involved with the problems of rural youth which request solutions from your experience. In this capacity, as a person concerned with rural youth's problems, I wish to express my satisfaction to see you gathered here in Campinas, where for a week, you will try to find solutions for the most important problems affecting the rural youth movements in Latin America and the Caribbean.

In my opinion as a businessman, I think that one of the more important actions to achieve the expansion of rural youth programs, is to make our own governments conscious of them in order to create a positive atmosphere towards economic and social development, with the purpose of stimulating public attitude and eliminating obstacles.

We are sure that through your experience we will achieve this main goal so as to have fullest participation of youth in the development of our countries. For this reason, I consider that the deliberations in this Seminar are very important for us in the private enterprise and for the organizations in charge of this type of programs in the different countries.

I wish you success in your task and regret that I will not be able to be with you due to a trip to represent my country in the Brazilian Exposition at Brussels.

CLOSING REMARKS

Dr. Carlos Catelli Gandolfo
President, National 4-S Club Committee - Brazil

Due to unavoidable commitments, I was not able to participate more directly in the activities of this Seminar nor have the privilege of meeting with good friends present here. However, I have followed with interest the work developed here, through both my associates and the information published in Sao Paulo's newspapers.

We are glad to see that the recommendations of this Seminar, due to their sound arguments and the prestige of the institutions backing them, will provide an excellent support to those who are constantly seeking greater attention and above all, greater action in behalf of the rural youth from both official organizations and private enterprise. Actually, as you well know, we are not involved in a task based in ethnic, moral or human solidarity reasons, which by itself would not have great meaning. The matter is placed in national priority terms, in an era in which the youngster cannot be separated from the implementation and consolidation efforts of the socio-economic development of any country, including the most developed ones.

Before proceeding on to a careful evaluation of the results, I assure you this Seminar was very useful to us. The new concepts and perspectives developed here will lead us to revise structures, and consequently to a greater integration of efforts. In looking the situation over, we are pleased to see that once again the three Americas have united in behalf of a joint action of great human significance and social repercussion.

In expressing our sincere appreciation to the national and international agencies represented here, to PIJR for providing the opportunity to hold this meeting, to our hosts for their wonderful hospitality, and to the youngsters who came to honor the rural youth of the America, we want to offer you our collaboration and to wish you professional success as well as personal happiness.

STATEMENT

Ing. Raúl Victoria V.
Head, Community Improvement Department - Mexico

Distinguished guests at this closing ceremony of the II Inter-American Seminar for Executive Secretaries of Rural Youth Support Entities, ladies and gentlemen, associates from the various countries:

It is a great honor for me to address you in representation of all participants in this Seminar, to thank the organizers of this event the opportunity which has been given us to share the thoughts of the nations in the American continent here represented, and present problems, seek solutions and different ways in which to help and support rural youth, with whom we are involved as adults and as rural youth workers.

We would also like to point out our satisfaction for the manner in which this Seminar has been carried out and for its effective organization, reflected in the great productivity of the work groups and the new experiences acquired.

Our deepest appreciation to the sponsors of this event: PIJR, Massey-Ferguson do Brasil, JACTO Enterprises, National 4-S Club Committee of Brazil, State Secretariet of the State of Sao Paulo, Technical Integral Assistance Center (CATI), and all its technical, administrative and service personnel for their courtesies. Our thanks also to the personnel of Campinas and Araras Cooperatives, as well as those from Piracicaba and Monte Alegre do Sul, and also to all persons whom so gracefully received us.

We now return to our respective countries, deeply grateful and reinforced in our efforts to continue working from our jobs towards a greater support of rural youth.

We now bid farewell to our Brazilian brothers, and will not say good-bye but just a simple see-you-soon.

REMARKS TO CLOSING SESSION OF THE II INTER-AMERICAN SEMINAR FOR RURAL YOUTH SUPPORT ENTITIES

Theodore Hutchcroft
Director PIJR - Costa Rica

This has been an important week for each of us. We have exchanged ideas and implications as well as heard presentations by various experts in fields related to the work of national private support entities for nonformal rural youth educational programs. This has been a very stimulating experience, and we in PIJR are proud to have played a role.

My congratulations to you, the Seminar participants, for the attention you have given and the high quality of your discussions.

It is appropriate to extend our appreciation to the many cooperating agencies and individuals who made possible this Seminar. We are grateful for the financial sponsorship which made it possible for us to conduct this Seminar: the Tinker Foundation, the Elanco Division of Eli Lilly International Corporation, and the Massey-Ferguson do Brasil.

Our hosts have provided more of that excellent hospitality for which Brazil is so famous throughout the Americas, and which we enjoyed so much during the 1966 Inter-American Rural Youth Leaders' Conference. The National 4-S Club Committee has been the coordinating host institution. The President, Carlos C. Gandolfo and the Executive Secretary, Arthur Mendes de Castro Barbosa, have given their fullest cooperation.

The Secretariat of Agriculture of the State of Sao Paulo has provided these excellent facilities as a site for our Seminar. We want to thank our friend Dante Rando and his associates of the Technical Assistance Training Center (CETATE), for making our stay this week so enjoyable.

We appreciate the advise and participation of our colleagues in various international and Brazilian agencies, including the Inter-American Institute of Agricultural Sciences of the OAS (IICA), the Food and Agriculture Organization of the UN (FAO), the Brazilian Association of Rural Credit and Assistance (ABCAR), the Central Cooperative of Campinas, the Rural Center and the rural youth club of Araras, and of the Tennis Club of Campinas.

I want to give special tribute to Ilo Soares Nogueira, Public Relations Director of Massey-Ferguson do Brasil, former President of the CNC4S, and currently First Vice President of the Inter-American Rural Youth Advisory Council. His leadership has been an important factor in the development

of this Seminar. I regret that he cannot be with us today, but know that he is performing a valuable service in Europe for his country.

Now we come to the close of our week together, but for this to be a successful Seminar, we are only at the beginning. Where do we go from here? For PIJR, this means several things.

1. PIJR will continue to speak out in behalf of the cooperative relationship of public and private resources, working together to make rural youth programs available to more young people, and to provide them better training opportunities.

2. We plan to make better use of the Inter-American Rural Youth Advisory Council. Several outstanding Members on the Council are from the private sector. Men such as Ilo Soares Nogueira not only know rural youth programs, but are effective spokesmen wherever they travel. We need these kind of friends for the rural young people.

3. We will expand our resource development activities, in behalf of our own activities as well as to promote contacts between your entities and affiliates and subsidiaries of international organizations.

4. We will strengthen the role and responsibilities of the national support entities in the four demonstration countries of the W. K. Kellogg Foundation grant. As the members' food production and nutrition projects expand, there are increasing numbers of young people to be served by these entities. We want to help them design activities and strategies to accomplish this which may be applicable later in other countries as well.

5. PIJR will continue to serve as a central source of information on rural youth programming in the Americas, including national support entities.

6. The primary thrust of PIJR's effort will be in training of top level personnel in national rural youth program institutions, again, including the entities.

The success of this Seminar indicates to us the value of continuing the series. We will begin preparations immediately for a III Inter-American Seminar for Rural Youth Support Entities, making tentative plans for a date in 1975.

We will have several mini-seminar sessions at the 1974 Inter-American Conference on Rural Youth for meetings of executive secretaries and managers and for officers and staff of support entities. These were initiated at the 1972 Puerto Rico Conference, and though the attendance was small, the sessions were very productive.

7. We will do whatever we can to come to your countries to consult with you about your problems and how to solve them. We are interested in the expansion of entities, and of their more effective integration

into the rural youth program operations.

What are you taking home from this Seminar? Each of you could give a different answer to that question. I hope that each of you has found at least one new idea that can be immediately applied to your situation.

More important, I believe that we leave Campinas with a much better understanding of the roles and responsibilities of the official program institutions, of the private sector, and other organizations with whom we work. Though each entity has its individual characteristics, depending upon the customs and laws of our peoples, the principles you have discussed this week have general application.

It is my belief, too, that you have improved your personal capabilities for carrying out your responsibilities in the private support entity. The ideas and understanding of administration, resource development, public relations and information, and program activities, will make it possible for you to be a better manager of the resources placed in your hands.

It is with a great deal of pride that we present to you these certificates of participation in this II Inter-American Seminar for Rural Youth Support Entities. These are more than pieces of paper confirming your trip to Campinas. They are an evidence of the new commitment and increased capability that will make each national support entity a truly effective instrument for accelerated rural development in the Americas by providing the rural youth with the opportunities they need and deserve to achieve their individual potential, and to improve the quality of life for their families, their communities, and their countries.

SECTION III

THE ROLE AND RESPONSIBILITIES OF PRIVATE ENTERPRISE AND SUPPORT ENTITIES IN THE DEVELOPMENT OF RURAL YOUTH

NATIONAL PRIVATE SUPPORT ENTITIES -- A CHANNEL FOR ACTIVATING THE POTENTIAL OF RURAL YOUTH IN DEVELOPMENT

Theodore Hutchcroft
Director PIJR - Costa Rica

It is an honor to make this first presentation of the working sessions of the II Inter-American Seminar for Rural Youth Support Entities. During most of my life I have been involved in activities related to this topic. As a youngster, I was a member of two rural youth organizations, and most of my professional career has been devoted to a national private support entity. I am very interested in the topic of this Seminar, so am looking forward to the presentations and discussions that we will have this week.

For nearly fifteen years it has been my privilege to be associated with the National 4-H Foundation of America, and through it with nonformal rural youth educational programs in more than 80 countries throughout the world. My attention for much of that time has been drawn to Latin America and the Caribbean. For the past five years I have been a part of the staff of the Inter-American Rural Youth Program. I can assure you no region is making greater progress at this time in the expansion and development of its rural youth programs than you are here in the Americas. One reason for this is the leadership that is being given by the national private support entities -- which you represent -- in bringing together public and private resources to benefit the rural young people.

This progress is in keeping with the spirit of individual values that has given greatness to our peoples. It is a part of our tradition that we revere Christopher Columbus, Bolívar, San Martín, Portales, and Martí, as well as more contemporary leaders as Betancourt, Manley, Bustamante, Figueres, Williams, Muñoz Marín, and Plaza.

Those who support nonformal rural youth educational programs do so because of their conviction that young people can be effective participants in development, and that one of the best ways to achieve this is to provide them with the educational and related opportunities they need to fulfill their individual potential. An improved quality of life comes from individuals working singly as well as collectively. Group action, as in rural youth clubs, provides the means of individual expression for the common good. We are here because we believe individual initiative is a fundamental expression of human dignity. Certainly this is expressed in our religious creeds, as well as in other humanistic doctrines.

In each of our countries, the public and private sector exist side-by-side. Rural development takes place when there is a cooperative relationship between them. They must work together in behalf of the people, not as competitors.

Some activities are better performed by one sector than the other, though this varies from country to country. Most countries have decided that the public sector -- represented by the government -- is the best to operate our roads, deliver our mail, and maintain internal security. On the other hand, we usually have found that a private press provides us with more and better news, and that the private sector can most effectively produce and distribute our food. In none of these examples is there any claim that a standard of perfection has yet been reached, but it is generally accepted that these divisions of responsibilities have best served our people.

Education is an area where there are many different approaches. In some countries there is a near monopoly by the government, while in others this responsibility is completely out of governmental hands. Usually, though, education is a shared responsibility with government schools existing alongside private institutions, and at all levels of training.

This is where we find non-formal rural youth education today. The basic responsibility in the majority of countries is governmental, within the Rural Extension Service of the Ministry of Agriculture. These programs are implemented with supplemental private resources: at the national level through the support entity, and in the rural communities through volunteer local leaders and other contributed resources. It would be difficult to find a better example of compatible, complementary relationships between the public and private sectors than exists in our rural youth programs.

There are three basic reasons for the official institution to involve the private sector in behalf of rural youth programs. The first is the most obvious, but not necessarily the most important; that is, the financial resources which are made available. The second is the educational value that such an association brings to the educational program. It is important that the young people know about the private sector of which they will soon be a part. And third, the private sector, as represented by its leadership is a tremendous force of public opinion in behalf of programs for the rural youth. Young people have almost no political power. It is important that there be adults who know of their needs and aspirations and are willing to speak in their behalf.

These three justifications have been summarized by Grant A. Shrum, Executive Director of the 4-H Foundation, as "enriching the youth program far beyond that possible with public funds alone."

The concept of a private support entity -- for a rural youth program or anything else -- is relatively new in Latin America and the Caribbean. It is a sign of the development and maturity taking place in this region, and of the new awareness that is evident throughout our society. The private support entity is a symbol of this new reality, of our responsibilities beyond our family and our immediate horizons. There are few similar organizations, so to be a part of this movement is to be a true pioneer. Yours is a great opportunity to influence the growth of our society as well as to aid the rural youth who are the immediate beneficiaries.

At times there appears to be confusion about the term "private support entity," especially by those unfamiliar with them. A private support entity is a privately-constituted organization that is outside of the official governmental institution but is related to that institution which is the nonformal rural youth educational program. The entity is a channel for supplemental resources -- usually financial -- that are not otherwise available to the rural youth program. These may be from the private sector -- banks, businesses, foundations, individuals, and even rural youth clubs, as well as from other parts of the official sector -- such as other governmental ministries and autonomous or semi-autonomous agencies.

To create an effective national support entity is a herculean task; many of you have been through this experience. To initiate such an agency requires an enlightened national leadership of the rural youth program; they must see the need and the potential benefits. They must be able to attract outstanding individuals of the private sector to assume the leadership of the entity. And, these same rural youth program leaders must be willing to turn over the operation of the entity to these leaders of the private sector.

Those of us in PIJR have observed three basic requirements for a successful private support entity. In our opinion, it is not possible to have an effective entity without all three elements being present. Yet, merely having all three does not guarantee a successful entity.

First and probably foremost, there must be a good rural youth program for the entity to support. The program must be a viable institution, serving the young people in an effective manner, and it must be publicly recognized as such. A "good entity" will have only limited success if the rural youth program is declining, or of poor quality. Though it can be a factor in turning around this apparent slide toward disaster, the entity cannot do the job alone.

Second, the entity must have outstanding persons within its membership. Its officers and Board of Directors must be persons who are knowledgeable and committed to improving opportunities for rural youth; who believe that youth can be an important factor in the country's rural development; who are leaders in their companies or organizations; and who have influence in the national life. They must be willing to speak up in behalf of rural youth and for the entity.

Third, a successful entity must have a good staff to carry out the directives of the Board and to administer the day-to-day operations. In effect, this means a qualified and active executive secretary or manager. An otherwise "good entity" supporting a "good rural youth program" will not be successful without adequate full-time personnel.

Consider these as the foundation stones for constructing an effective private support entity.

Every entity should have a statement of doctrine; this is an expression of the entity's major purposes, objectives, and methods of operation. Clear,

consistent, confident, and oft-repeated expressions of doctrine can develop consensus on common objectives among members of an organization, establish the premises for effective communication, develop a strong sense of collective purpose or cohesion, and thus increase both the satisfactions of its members and the effectiveness of the organization in dealing with its external environment.*

This statement is a flexible, changeable document. It helps to define the responsibilities of the entity as a supplement to the rural youth program. This relationship must be fully understood by all concerned.

For example, it is usually agreed that the program institution has the responsibility for training its staff, volunteer leaders and members, even though the expenses of this may be paid by the entity. The program staff (in this case, local extensionists) usually have responsibility for supervising the projects of members which are financed by loans from the entity. The entity is the lender but the program has the educational and technical responsibilities. The entity should secure and present awards and recognitions, though the program will take part in selecting the recipients.

It is almost inevitable, that as an entity increases in strength and effectiveness, that there will be a power struggle between the officials of the program institution and the officials of the entity. This should be avoided as much as possible. The preparation of a doctrine statement can do much to anticipate these conflicts and resolve them.

An entity functions in four general categories: administration, resource development, public relations and information, and program activities. These categories are subject to change, but I present them for your consideration as they are within the framework of this Seminar. The report of the Bogota Seminar -- which continues to be an excellent reference manual for executive secretaries and managers -- divides these into three categories. The divisions themselves are not so important as long as we understand what they mean.

I want to share with you some of my ideas on two of these categories, with a few supplemental comments on the other two. In a sense, I consider these items to be basic principles for effective operation of a support entity. While these comments are not intended to be definitive, I present them as both fundamental and adaptable to your individual situations.

First, a few comments about resource development -- fund raising -- for this is the ultimate purpose of a support entity.

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* "Institution Building as a Guide to Action," by Dr. Milton Esman, from "Proceedings of the Conference on Institution Building and Technical Assistance," 1969.

1. The entity must have full and complete authority for securing resources for activities in its plan of work. The rural youth program should not be a part of this activity nor hinder it any way. There may be some fund raising projects that are not acceptable for association with the rural youth program or the government, or certain types of organizations that are not acceptable sponsors. This depends upon the culture and traditions of the country. Once these limitations are defined, the entity must be free to seek resources from whom and in whatever manner it believes appropriate.

2. There are two questions that must be answered for the prospective sponsor before he will make a contribution: (a) Why should I (or my firm) become a sponsor? and (b) How can I (or my firm) make an effective contribution? All proposals for sponsorship should be aimed at answering these questions. Occasionally, a prospective sponsor will come to you with the first question already answered, usually because of publicity or recommendations from other supporters. Even in these cases it is important that the prospective sponsor be interested in the rural youth for the right reasons.

3. I have already mentioned this point, but it deserves repeating: A private support entity is an unusual organization in our Latin American and Caribbean economy. It requires leadership and staff that have unusual capabilities.

4. The executive secretary is a liaison between the rural youth program and the private sector. He must know about each, and he must be respected and accepted by each. The individual is more important than his background as long as he is able to successfully fill this liaison function.

5. These next two items are as must a part of the public relations function of the entity, as of resource development, but this only serves to emphasize that these two functions are indivisible.

The informational and educational activities in advance of proposal presentation are important in explaining why the prospective sponsor should be involved. Many other groups are asking this same sponsor for contributions. Maintaining his interest depends upon keeping him aware and enthusiastic about rural youth work. This is almost an uninterrupted process. Everyone concerned with the entity -- prospective sponsor or regular contributor -- needs to be kept informed.

At the same time, all of the information and promotion activities at your disposal cannot take the place of a personal contact. The larger the contribution request, the more important is this personal relationship. There will be more discussion on this during the week; it is a fundamental point.

6. Related to this is that matter of public recognition of the sponsor. This, too, is an unending phase of resource development. Sponsor recognition must be carefully planned and conducted. In most situations, sponsor

recognition systems recognize contributions because of their size and because of their continuity.

The administration of the private support entity is sometimes the least attractive function for the executive secretary or manager, yet it must be performed for the objectives to be accomplished in a satisfactory manner.

1. The budget is the financial description of the plan of work of the entity. They should be planned and operated together.

2. The first responsibility of the entity is to get resources for activities that are part of its plan of work. It has a secondary obligation to promote other resources that will benefit the rural youth program. For example, the executive secretary may encourage businessmen and local governments to provide resources for the rural youth program in a canton or province. These funds do not, usually, pass through the support entity but are important to the program in the area where contributed.

3. Timing is an essential element of support entity administration. Seeds for members' projects are useless if they arrive after planting time. There are good times and bad times during the year for raising funds, and for publicizing the rural youth program, to cite two other examples. The executive secretary must know these good and bad times, and consider them in the plan of work.

4. All projects and activities administered by the entity should bear a portion of the administrative costs of the entity. This was discussed at length in Bogotá, and is a generally accepted standard operating procedure. Most businessmen recognize administrative costs as a legitimate expense of operation. In many cases, this must be the first expense of the entity. Plan for it and use it as a tool for growth.

5. An important entity function is to serve as a central source of information about the rural youth program. How many members are enrolled in 1973? What are their projects? Where do they live? How many loans have been made for members' projects? What is their value? All of these are valuable bits of information that are needed for preparing the plan of work as well as for resource development and public information activities.

6. Finally, I encourage each entity to adopt a system of management by objectives and results. This is related to the statement of doctrine that was mentioned earlier. The annual plan of work should be written in practical terms so that everyone concerned knows what is to be done, when, by whom, and at what cost. This is not a simple task, but it is important.

There are two comments I want to make about the public relations and information activities of the entity.

The best ways to promote something is with the product itself. Your

product is rural young people. Use them to tell sponsors, governmental leaders, the general public, other young people, and even extensionists about the values of rural youth educational programs. There is no better spokesman.

Carefully select members who have good records and who can tell their experiences well. Give them some training in public presentation and details of the program. Do not leave this selection to chance by choosing the champion corn grower or the girl who wins the prize for sewing. These youngsters may be skillful at their work but not be articulate speakers.

Use these members to describe the program to prospective sponsors, but do not have them make the actual request for funds. That responsibility is shared by the leadership and staff of the entity.

Do not forget that former members are good spokesmen, too. Keep a list of former members who now are in positions of influence in agriculture, education, business and commerce, and the government. They are products of the rural youth program. From their perspective of maturity they can be articulate witnesses.

Each rural youth program has a symbol. Many are based on the four-leaf clover. The universal acceptance of the four-leaf as the symbol for rural youth educational programs is both astounding and gratifying. This is to your advantage. Regardless of whether or not your program's symbol includes the four-leaf clover, use the emblem whenever possible. We are living in an age of ideas, and symbols help to communicate ideas.

There probably are as many program activities that might be undertaken by a private support entity as there are rural youth -- maybe even more. This is where the closest cooperation is needed between the program leadership and the entity. All activities should be evaluated at least annually. While there should be continuity in some activities -- such as national rural youth week or encampment -- there are others that may be undertaken only once or twice. "We do it because it's traditional" should not be a part of the entity's program planning process.

In this same sense, the entity should seek ways for getting other organizations to assume larger responsibilities in behalf of the rural young people. The entity may initiate a project or activity in response to an immediate need, but may later pass this on to another organization. An example of this is the matter of credit for members' projects. At least half of the entities are administering credit funds. Without doubt, this has been one of the greatest contributions made by entities to the rural youth programs. Yet these entities get out of the business of loaning money as soon as the regular credit system is equipped to assume this responsibility. This should not be interpreted as a recommendation that all entities immediately drop their credit programs. The entities should maintain this activity as long as it is necessary to meet the needs of the young people, but at the same time it should use its influence to make the needed changes in the national credit system that will make it unnecessary for entities to serve as bankers.

Since its creation in 1960, PIJR has been collecting information about the status of rural youth programs and support entities in the Americas. This is presented every second year during the Inter-American Conferences. There is no other region of the world that has such a complete and continuing analysis of program growth and development.

In preparation for this Seminar, PIJR asked each country to submit a current status report on its national support entity. Each executive secretary was requested to conduct a series of interviews with sponsors and with non-sponsors to determine their attitudes towards the entity and rural youth programming. The preliminary analysis of this information has been prepared by Edgar Arias and will be distributed to you as reference material.

In addition, PIJR has prepared a number of other reference materials for your use this week. These are planned to be examples and guides for your discussions. No doubt, you will have adaptations and changes to recommend to these models.

In concluding these remarks, I want to refer to the efforts of PIJR that are directly related to national support entities.

First, we serve as a central source of information for national support entities throughout the Americas. We are at your service for training and consultation activities.

Second, we are putting you in contact with the representatives of affiliates and subsidiaries in your countries of international corporations and foundations. We have provided names and addresses along with suggestions on how to make these contacts. This is in direct response to a recommendation of the 1970 Argentina Conference. Up to now this effort has not yielded the benefits we might like, but these things take time. I urge your continued efforts and pledge you ours.

Third, we are giving increasing emphasis within the Kellogg Foundation grant projects to the responsibilities of the national private support entities. While we are pleased with the response of the four entities to the changing and expanding needs as a result of increasing membership in these demonstration projects, we believe they can do even better. PIJR will give special attention to this in 1974. From this, we hope we will gain some new ideas and activities that may be adapted to other entities.

Once again, I am proud that so many of you are taking part in this Seminar. Along with my associates in PIJR, Edgar Arias, Luis Ferreira, and Ernesto Maduro, and with Ted Williams of the 4-H Foundation, I am anticipating an exciting and useful week. As always, we are at your service as together we seek to create more and better opportunities for the rural young people of the Americas.

ROLE AND RESPONSIBILITIES OF PRIVATE ENTERPRISES AND SUPPORT ENTITIES IN RELATION TO RURAL YOUTH

Ilo Soares Nogueira
Public Relations Director, Massey-Ferguson do Brasil

Maybe the principal characteristic of modern national or international enterprises is the voluntary acceptance of new responsibilities within the communities they serve. To a certain point, this could be explained by the depersonalization of individual and/or family enterprise, through its transformation into large corporations. About twenty years ago, the principal and maybe only objective of an enterprise was to make profit; in other words, its responsibility was limited to the interests of the stockholders. The market economy with its great expansion and the growing groups of customers, created new responsibilities which in a certain way integrate the initial objective of profit. First comes the responsibility of satisfying the customer with products meeting the competitive qualities and at uniform prices. The universe of customers surpassed the boundaries of a few privileged persons to reach the masses; these masses are increasingly becoming a greater portion of the total population. Another unquestionable characteristic of the modern world, especially since 1960, is the growing percentage of youngsters in each and every country, especially in developing countries. For example, we have the case of Brazil where half of its population is around the twenty year age bracket. Today's youth tries to affirm itself through new approaches that sometimes are not in keeping with traditional values of their countries. Also this young mass represents a market by itself, which everybody tries to reach.

Based on the above, we can understand the important role of youngsters in this decade. In this case, the education of these youngsters in its broadest sense means to adequately prepare them for the fulfillment of their role in the next decade, especially in developing countries as those of Latin America and the Caribbean, where the rural population is greater than the urban.

This picture is being modified rapidly due to urbanization of rural areas, a phenomenon of our era that is stimulated principally by unsatisfactory conditions of rural life and through mass media communications by transistor radio which reaches the most remote places.

Private enterprise voluntarily assumes the responsibility of helping official entities in developing out-of-school educational opportunities for rural youngsters. Private support entities, committees or foundations regardless of how they are called, bring together human and financial resources of the enterprises, integrating them to the governmental effort

for development.

It is necessary to point out that this is not a philanthropic attitude, least of all charity; it is merely a private enterprise investment made in one of the population's sectors offering more possibilities of producing dividends. It would be demagogical to state that private enterprise only seeks youth's interests; the truth is that it propitiates the coincidence of interests that guarantee a continuation of the government-private enterprise association.

Rural youth work, a part of Extension's effort improves the youngster's education and consequently raises the efficiency level in the home and in the agricultural work. The result would be a greater production leading to increased income by the individual, family, region, etc. Here is how we can break the vicious circle of poverty that forms the picture of subsistence agriculture, where you work to eat and you eat to work. Nobody benefits from this perspective nor is interested in it, which besides being the cause for underdevelopment, is also the origin of social unhappiness and economic disadjustments. Here is where both the government and private enterprise join for the benefit of rural and urban communities. The same action can be focused in a different way by the government or the private enterprise.

The first is interested in:

1. Improving education, expanding agricultural production and increasing appropriate and intensive use of modern facilities.

2. Improving the quality of life through an increased income of the rural individual.

3. Offering the rural people, whenever possible, the same facilities available in the city, such as good schools, electricity, telephone, medical assistance, comfortable houses, etc. This development in rural areas automatically opens a new market. At first these benefits will appear in the form of agricultural elements and later as those of a comfortable life in developed countries such as a television set and a car.

In this way, facing reality and without demagogy, businessmen participate in youth work as a medium-term investment which reimbursement is greater than that obtained through publicity, which does not bring about happiness nor opens new markets. In certain cases, offering consumer goods or agricultural products to people who cannot afford them, will lead to frustration and/or revolt. We must not forget that opening new markets for our products is like generating work in the city or the rural area. Therefore, when the executive secretary of a private support entity requests support from a private enterprise, he is really offering a good

deal, which is highly profitable for the country, community, youth, and enterprise. Any enterprise which is duly informed will collaborate with rural youth work. Now more than ever, the private enterprise wants to collaborate with educational activities related to rural areas.

And this is, gentlemen, our pragmatic message. It is a new approach that executive secretaries should have in mind when submitting proposals to the private enterprise.

STATUS REPORT AND SURVEY OF NATIONAL SUPPORT ENTITIES IN LATIN AMERICA AND THE CARIBBEAN

Edgar Arias Ch.
PIJR Project Coordinator - Costa Rica

I. Introduction

There are 23 countries in Latin America and the Caribbean with private groups that assist in some way the national rural youth educational programs. These groups have different names, such as Committees, Advisory Councils, Associations, Foundations, etc., but PIJR classifies them as national rural youth support entities.

As an indication of the growing importance of these entities, by the end of 1972 sixteen of them reported combined budgets of nearly US$ 1 million. Just about one-fourth of these funds were for administration, 44% were applied for program activities and 31% for credit funds for loans to club members.

One-half of these funds came from private businesses, one-third from governmental agencies, nearly 14% from various international agencies and the rest from other sources.

In preparation for the II Inter-American Seminar for Rural Youth Support Entities, PIJR staff requested the national entities to provide information about their activities in the first semester of 1973.

Six entities completed the status report and eight entities submitted questionnaires of interviews made to local managers, public relations and representatives of business industries, banks and other private institutions. These include both organizations that are contributing as well as some that have never contributed to rural youth programs. These responses show some of the tendencies prevalent both at the support entities and among current and potential private sector sponsors.

II. Status of National Support Entities

A. National Support Entity Membership

The total membership reported by five of the six national support entities is low. Argentina has the largest membership with a total of 202 affiliates, individuals, corporations, and private institutions.

B. Fund Raising

Only two countries carried out fund raising campaigns in 1973.

These earned about US$8,500. They expect to raise a similar amount during the last half of the year.

Two support entities did not have any income during the first six months due to the uncertainty prevalent among the private enterprises in those countries.

C. Affiliates

Five countries reported a total of thirty-five affiliates of the national entities with a total of 578 members. There seems to be a need of increasing both the number of affiliates by country and in total membership.

D. Publicity

Half of the entities indicated that they sponsor radio programs, but only one of them was a daily program. The other programs are either once a week or once a month.

Five of the six support entities publish a magazine or an information bulletin.

Special television programs were not reported by any of the six entities.

E. Budget

The six entities showed a balance of US$85,217.84 at the end of 1972. Four of them reported a total income of US$44,243.83 during the first six months of 1973. Total expenditures during the same period amounted to US$47,079.41. A little over this amount, either in cash or materials, is expected to be contributed by private enterprises during the rest of the year.

As indicated previously, two of the six entities did not show any income or expenditures during the period.

F. Credit

Credit funds for club members' loans is one to the most important activities of the support entity in the majority of the countries. One country alone has given during the first half of this year 487 credit loans to rural youth club members, amounting to US$106,787.63. Only 2.5% of that amount was loaned directly by the support entity, the rest was loans provided by the local banks. Percentage of repayment by individual countries ranged from 70% to 100%. It is considered a standard guide that more than 95% of repayment is needed for a successful credit program.

G. Problems

The main problems expressed by the support entities were:

1. Irregular attendance of the members to the support entity meetings.
2. Lack of activities of special sub-committees.
3. Budget operation.
4. Need for a larger staff (public relations, accounting, etc.).
5. Resource development.
6. Need of publicity campaigns.
7. Lack of stability of the extension personnel.

III. Survey Among Private Enterprises

This survey was made among private enterprises that are contributing to the rural youth programs at the present time or are considered potential sponsors. The executive secretaries selected the commercial houses, banks, industries and private institutions to be included, and interviewed managers or heads of public relations departments who are in the position of expressing the points of view of their enterprise.

A total of 102 representatives were interviewed in eight Latin American countries. Seventy-five of them are currently cooperating with the national support entity, while thirty-seven are not.

A. Information

The present sponsors indicated they frequently receive some information about the rural youth program and the support entity. This is mainly through personal contacts, circular letters, and the support entity's magazine. Four of those interviewed had never received any information. Press articles and news releases were mentioned in the third place; very few mentioned radio programs, and none indicated television programs as a means of their being informed.

Among the group of potential sponsors, 41% indicated that they had never received information either about the rural youth program or the support entity. The ones receiving information indicated the same communication channels as the present sponsors group, and mentioned them in the same order.

B. Thank-you letters

This question was asked only to the current sponsoring enterprises or individuals. Very few indicated receiving thank-you letters from individual club members or clubs.

C. Recognition

Fifty percent of the sponsors interviewed received some class of recognition, 24% only occasionally and 21% never received any recognition.

As a means of giving recognition to sponsors, both groups suggested credit be given through press articles, radio and television programs, visits of managers or representatives of the private enterprises to club members' projects, and by visits of members to the installations of the sponsoring enterprises. They also recommended all kind of public events in which plaques or certificates could be awarded.

D. Types of Contributions

About half of the enterprises included in this survey preferred to give their contributions in cash. Alternatives mentioned included such as providing materials, equipment, financing club members' projects, and technical publications, helping to set up training courses, and awarding scholarships to outstanding club members. Some indicated their interest in sponsoring rural youth club events and the organization of junior cooperatives.

Thirty-one out of the non-sponsor group of thirty-four enterprises indicated their willingness to cooperate with the rural youth support entity and offered the same type of assistance and cooperation as the current sponsors.

E. Motivations

Probably one of the most important questions in this survey are (a) what motivates the private enterprises to help rural youth and (b) why are some enterprises not cooperating with those programs.

The four reasons which received the highest priority were:

1. The rural youth can help in the development of each country.
2. Youngsters learn faster than adults.
3. Helping rural youth is good for public relations.
4. Youth is a potential consumer of our products.

Other reasons which enterprises believe are important for helping rural youth are:

1. The private enterprise needs to assume a social function.
2. Rural youth programs help to prevent migration from the rural areas to the cities.
3. Through rural youth programs we help to build better and more responsible citizens.

SECTION IV

PLANNING OF PROGRAMS AND PROJECTS TO COMPLEMENT THE WORK WITH RURAL YOUTH

RURAL YOUTH SUPPORT PROGRAM AND PROJECT PLANNING

Edgar Arias Ch.
PIJR Project Coordinator - Costa Rica

Need for Programs and Projects

The rural youth support entity, as any service enterprise or institution, needs to plan programs at more or less long range, as well as annual plans of work derived from specific programs and projects.

You already know the principles of programming, so we are going only to determine how they could be adapted to the work of a support entity.

1. Programming should be based in a careful analysis of the real situation in order to serve as the basis to determine the people's needs and aspirations.

In this case, the real situation takes into consideration the rural youth, not as an isolated group, but rather as one of the components of rural society. There are reference studies on this such as the ones made by the Conferences on Family, Childhood and Youth in several countries, as well as statistics and studies on population and agriculture and livestock carried out in various countries.

It also takes into consideration the group of youngsters forming the rural youth clubs and the personnel in charge of orienting these programs. This is what is known as Rural Youth Program, which under different names, operates in each and every country.

Another aspect which should be taken into consideration is the support entity in each country. How is it doing? What activities does it carry on in behalf of the rural youth?

The support entity also should take into consideration its own internal situation, the members' interest, facilities and resources, equipment and personnel, etc. Do you believe there are any other aspects to be considered? If so, which are they?

2. Programming should be oriented taking into consideration the educational, economic and social level of the youngsters whom the entity seeks to serve.

This implies knowledge of this level and participation of the youngsters in programming activities.

It has been recommended in several conferences and seminars conducted by PIJR, that youngsters take part in the planning of their programs. We would like you to indicate in your work groups which countries in your opinion have gone through this kind of experience and to what degree said participation has been achieved.

3. The programs should cover a wide range of subjects, take into consideration the different interests of the groups towards which they are directed, and be designed in such a way so as to allow for periodic evaluations. Again, how can this be achieved? Should we include agricultural projects only or nutrition ones? What other aspects would you consider important within the program of a support entity? At what level and how could these programs be evaluated?

4. The programs should be of an educational nature and for the purpose of improving the people and training them to solve their own problems.

Here again, how should we design programs and projects so that the persons towards which they are aimed are trained to solve their own problems?

In which specific cases has this objective been achieved? Do the projects and programs visualize the formation of cooperatives directed by club members? What other systems could exist?

5. Volunteer leaders should be used as much as possible in planning and executing the programs.

To what degree are we utilizing volunteer leaders? What do the work groups suggest in order to obtain real participation from volunteer leaders?

6. The program must take care of the most important problems affecting the youngster in the rural area, in order of priority and following national development plans.

Here again, who should outline these priorities?, the entity, the rural youth program, the private enterprise, or the youngster? How should they be outlined?

7. The objectives must be clearly defined, so that all the groups with which the entity works may understand them. Also, they should be evaluated frequently in order to adapt them to changes that may occur.

8. The programs must be multi-sectorial, involving other ministries and agencies.

These are some of the considerations related with programming that are applicable to the national support entity. The work groups may contribute new ones or point out any modifications they deem convenient.

After this first part of the topic, Ing. Luis O. Ferreira will speak more specifically on project planning and will submit to your consideration an outline or guide which has been used in several countries and international seminars.

It is our hope that after the session devoted to questions and answers is over, the work groups will carefully study these aspects of programming and formulation of projects and propose some examples to serve as a guide to executive secretaries in their future work.

INTERNATIONAL RURAL YOUTH EXCHANGE

William Gómez, Executive Secretary
National 4-S Club Foundation - Costa Rica

The leaders of the Central American countries have felt for years a need towards greater integration of the region. Central American integration was oficially established in 1960, and Costa Rica entered it in 1963. As a result of this, a greater personal communication has been achieved by the people from the countries in the area. However, the traditional concept of limiting borders has not allowed the attainment of a vigorous relation among the people of the area.

The first massive exchange with 4-C members from El Salvador and 4-S members from Costa Rica was carried on in 1972.

The Ministries of Education of El Salvador and that of Culture, Youth and Sports in our country initiated exchanges with young students. Through the good relationships of the Ministry of Culture, the National Foundation awakened their interest and they coordinated the Program. The Ministry of Education of El Salvador secured an Air Force airplane for the trip of 90 members, including leaders and extensionists from both countries.

In El Salvador, 4-S members were housed in a Study Center, and in Costa Rica 4-C members were hosted in 4-S members' homes.

The Salvadorean Air Force charged for airplane services only and each participant paid approximately $25.00

The exchange lasted 6 days, including those necessary for round-trip transportation.

Each country prepared interesting programs for their guests in which the participants had the opportunity to observe general activities of the rural youth programs as well as interesting sites throughout each country.

The responsibilities of the Ministries in each country as well as those of the support entities were fulfilled satisfactorily and in accordance with the project presented by Costa Rica and approved by both countries.

Undoubtedly, we can say that the results obtained were excellent. As a result of this exchange, the participants by Costa Rica have organized themselves to try to continue this type of exchanges with other countries in Central America and the Caribbean.

The fact that it has always been easy to find people offering their homes to host 4-S members or leaders from other countries indicates that there is a desire for service and approach to other human beings. In some cases, when "the new member of the family" arrives it is somewhat difficult to establish a friendly relationship, but it is also true that when it is time for he/she to leave, brotherly expressions are heard, similar to those expressed when a dear member of the family departs.

CONSTRUCTION OF THE 4-S NATIONAL CAMP

Edilberto Rodríguez
Executive Secretary, Patronato Nacional de Clubes 4-S
Panama

Situation

As national camps for the rural youth which were being held in different parts of the country were very expensive for the support entity and for the Ministry of Agriculture, the Patronato studied the possibility of establishing a permanent center for these annual activities.

Activities

1. A parcel of land was requested from the National Agrarian Reform Commission, which donated six hectares through the Ministry of the Treasury.

2. With the cooperation of the 4-S Club members and parents, the parcel was cleaned.

3. The Executive Secretariat prepared information for the press, radio, and television on this help. At a plenary session, the members of the Patronato were informed of what had been done to that point and of the plans to obtain further collaboration.

USAID, the Ministry of Agriculture, and private institutions cooperated. The contributions from the private sector were for a total of US$5,600 and from the government US$25,000.

Constructions

The Ministry of Public Works cooperated in the construction of the installations as did the Department of Sanitary Engineering of the Ministry of Health.

Visit to the Camp

With the purpose of keeping the public informed of the different stages of construction, visits were made to the project by private businesses' managers; directors of schools; representatives of the press, radio and television; personnel from the Ministry of Agriculture and the National 4-S Patronato as well as 4-S Club members.

Utilization of Remaining Land

In the remaining land, timber and fruit trees have been planted as well as edible beans.

Future Projection

Once the camp has been provided with all the facilities, it will be used not only for holding 4-S camps, but also as a training center for leaders and members. It will be used also by other youth organizations such as Future Farmers and Scouts, to carry on activities similar to those of 4-S Clubs.

SECTION V

INFORMATION AND PUBLIC RELATIONS

COMMUNICATIONS: A BRAZILIAN EXPERIENCE

Arthur Mendes de Castro Barbosa
Executive Secretary, National 4-S Club Committee - Brazil

Editor's Note: The new executive secretary of the National 4-S Club Committee of Brazil, Mr. Arthur Mendes de Castro Barbosa, made an informal presentation of the informational campaign being conducted by the Committee. A copy of the basic materials of the Applied Communications Program (see next page), was presented to the participants at the opening of the Seminar. During this session, Castro Barbosa explained the operation of the campaign pointing out that 8,000 organizations and individuals have been contacted in this manner during the first year of its operation.

This was followed by a slide film presentation which has been prepared by the Committee to introduce businessmen to the 4-S Club program and the operation of the 4-S Committee.

PROGRAMA DE COMUNICAÇÃO APLICADA
biênio 1973-74

13 milhões de jovens

PRODUÇÃO E CONSUMO

hoje e amanhã

O Brasil precisa de uma Juventude Rural consciente de sua responsabilidade e apta para o desempenho das importantes tarefas confiadas ao trabalhador do campo, homens e mulheres de todas as idades, cujas mãos trabalham com amor a terra fértil desta nossa Pátria continental.

É um imperativo do processo desenvolvimentista em que se lançou o País, igualmente voltado para a conquista de mercados exteriores e para a ampliação e potencialidade de seu mercado interior.

Colaborar com essa Juventude, incentivá-la, orientá-la, apoiá-la em suas reivindicações, guiar os seus passos para um destino semelhante ao de sua Pátria, é o dever irrecusável de todo brasileiro.

CNC4-S Presidente

CARTA - RESPOSTA COMERCIAL

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COMITÊ NACIONAL DE CLUBES 4-S

Rua Barão do Flamengo, 22 - Gr. 504 - Flamengo - ZC-01 - 20000

Rio de Janeiro - Guanabara

"Sob variados indicadores, os desempenhos melhores ainda são do Japão e Israel ... o que indica que matéria-prima ainda é o homem. E esta entre nós deve ser urgentemente melhorado pela educação e por investimentos em saúde e nutrição." (Roberto Campos, O GLOBO, 8-4-73).

FALTA de leite em Caracas, São Paulo e no Rio (e consumidos ainda não sentiu porque a COPI está hidratando um rasto de leite importado); falta de carne no mundo inteiro; falta de trigo no Brasil... e no mundo inteiro; escassez de arroz no mundo inteiro. Fome nos países em desenvolvimento e agora também nos desenvolvidos, com a URSS importando no ano passado 25 milhões de toneladas de cereais. Mas havia estoques. Durante os EUA e o MCE estão controlando, refreando, vigiando as exportações, com medo de escassez interna, ou incontrolável elevação do custo de vida.

O Presidente Médici tem prestigiado a campanha de educação da juventude

PROGRAMA DE COMUNICAÇÃO APLICADA

COMITÊ NACIONAL DE CLUBES 4-S

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A DEVOLUÇÃO DESTE IMPRESSO, OU A PRESENÇA NOSSO REPRESENTANTE EM SUA EMPRESA, NÃO PRESENTA COMPROMISSO.

COMITÊ NACIONAL DE CLUBES 4-S

Obrigado.

IDEAS FOR AN INFORMATION AND PUBLIC RELATIONS STRATEGY IN BEHALF OF RURAL YOUTH

Juan Díaz Bordenave
Communications Officer, IICA
Brazil

We do not promise to present specific communications strategies; instead, we will present some ideas for discussion of certain principles.

While it is relatively easy to find advice on how to plan and conduct an informational campaign or a public relations program, it is quite difficult to obtain orientation for objective reasoning which should precede and guide any campaign or program.

1. Alternatives in the Creation of an "Image" of Rural Youth

First, we must analyze very carefully the type of "image" that we think is necessary for rural youth.

As a matter of fact, rural youth can be regarded in different ways.

a. Rural youth as a producer

Within this image, the rural youngster is regarded as an auxiliary farmer or as a future farmer. Fundamentally, this is the orientation followed by the U. S. 4-H Clubs, which was transferred to Latin America some years ago.

As a consequence of this image, the work with rural youth would consist of promoting activities through which youngsters would become more technically and rationally economic farmers. An example of this type of public relations action is the US$600,000 grant by the W. K. Kellogg Foundation, which basic objective is to increase food production through rural youth club members.

b. Rural youth as a consumer

Another very common image nowadays is that of presenting rural youth as a real or potential consumer, as the great number of youngsters is an incentive for the enterprise interested in supporting this work. Frequently this image is combined with the previous for the simple reason that youngsters may hardly become consumers due to lack of money if they do not produce enough. Notice the utilization of this images in the following excerpts from Brazilian printed materials:

"Businesses and industries spend nowadays a large fortune in publicity to increase their sales. But it is useless to use colorful propaganda with people with an empty stomach. It is necessary that the investment made in publicity be in keeping with the purchasing power of the people. This is why many firms, like (list of firms) just as many others, are collaborating with the Committee which takes their donations to the rural areas, through the "Assistance Network", expanding the market for their products through an increase in productivity ..." (O GLOBO NO CAMPO, José Resende Peres, 21-8-73)

In the green brochure of the National 4-S Committee as part of its Applied Communications Program, the following incentive is offered to businessmen:

"On the other hand, think of all the existing products they could consume.
Brazil needs that market.
You need that market.
No matter what you sell or manufacture.
There is market for all the products and services.
They are 13,000,000 youngsters!"

c. Youngsters as participants in society's transformation

The phrase "youth is tomorrow's hope" has been repeated so many times that it has become boring and no longer motivates sponsorship. And fair enough, youth should not be conceived as tomorrow's hope, but as today's changing agent.

In effect, right now youngsters all over the world are challenging established traditions which have been already overcome by the social change dynamics. Youngsters are changing music, clothing, language, teaching, publicity, and transportation, and would change a lot more things if governmental structures would allow them to do so. Regrettably, all that has been said can be assured only regarding urban youth. Rural youngsters, uneducated, poor, without real support from any institution are not participating as active citizens in the change of their society's environment. They merely contribute their energy for routine work, and when they cannot stand this situation any longer migrate to the cities.

d. Youngsters as human beings

The above mentioned is largely due to the fact that in traditional societies such as ours, youngsters are not considered as individual persons. The following is an excerpt from IICA-FAO's document

"Marco Conceptual" for rural youth work:

> "The objectives of traditional education have not been, in most cases, forming an individual - conceived as a conscious being, oriented towards creativity and environmental transformation - but to mold an individual person ... introverted, to whom a minimum quantity of knowledge not applicable to his reality is transmitted, without giving him, through dialogue, the opportunity of discovering the physical, biological, social, economic, and political world in which he dwells. Schools reinforce the authoritarian tendencies that the same social structure has molded in the pupil's personality."

This is the real situation of youth who, being human beings, do not develop into complete persons and are not receiving the educational orientation and the necessary support to fulfill their human potential so as to contribute to their own society's transformation.

According to the IICA-FAO document, the family, education, and social structure are responsible for this:

> "The conception of a youngster as a person, implies that out-of-school education must contribute to counteract the traditional influence that other social institutions, such as the family, educational system, and work relations, could have provoked in the normal development of his personality."

In summary, there are several alternatives regarding the image that we must present to our countries' audiences, so as to obtain their support for positive work in behalf of rural youth. We may picture youth as producers or consumers, as producers-consumers, as change agents, or as human beings who have the right to receive support in order to attain complete development.

2. <u>Who Really is our Public</u>?

This is another aspect deserving careful attention, as correct definition of our public will orient our messages and help us establish the type of rural youth image we must present to obtain support.

Theoretically, in planning communications, first a diagnosis of the problem is made, and a solution then, indicating which public should participate in its application. We only have to choose then the appropriate messages and the most convenient means to reach said public.

We believe that the problem diagnosis of rural youth programs in Latin America either was not made or the one already made in the United States was adopted in our countries.

Let's take a look at one of the symptoms: This Seminar's brochure under "Background" states:

> "Since initiating activities in 1961, PIJR has placed emphasis on the importance of the support that private enterprises can and must give to rural youth programs in the Americas."

We wonder: what criteria resulting from Latin American reality led to believe that private enterprise can and must be the main source of support to rural youth?

The truth is the solution chosen: identification of private enterprise as the main supporting public led the countries to choose one of the alternatives of the aforementioned image-message: rural youth as producers- consumers.

And now we truly ask ourselves: Is the diagnosis correct? Must private enterprise be the main supporting element of this great movement? Should we picture youth as producers-consumers in order to obtain support?

If we were to be pragmatic and scientific, we could pose another question: Since the founding of the first rural youth clubs in the 1940's more than 30 years ago, has any significant transformation been recorded of the situation of the Latin American rural youth that can be attributed to the influence of 4-S, 4-C, or 5-V Clubs, with support from private enterprise? Is it that the positive results obtained are enough to affirm the method chosen is the best? Should the thesis be backed that scarce results, if any, are due to little support provided by the private enterprise?

3. An Alternate Global Strategy

In our opinion, the moment has come - and IICA and FAO have recognized this - to restate the problem of promoting rural youth in Latin America. The only way to do this is to return to reality! In other words, to make a realistic and autonomous diagnosis of our own situations.

This is rather obvious if we compare the conditions and characteristics in the United States at the time the 4-H Clubs were founded with those still prevailing in Latin America.

Rural Youth Situation

United States	Latin America
Predominance of family property and family work in their own farm.	Predominance of latifundium and subsistence minifundium. Disguised underemployment.
Cultural orientation to technological innovations.	Cultural orientation to following traditional practices.
Large market for agricultural products.	Very small market for agricultural products, especially in small countries.
Good working opportunities not only in factories but in agriculture as well.	Little working opportunities particularly in agriculture.
Great involvement of private enterprise in the agricultural sector.	Relatively little involvement of private enterprise in the agricultural sector.
Constant government concern for the well-being of rural people.	Little government concern for the promotion of rural people.
Unstratified rural society, people can move easily from one strata to the next.	Stratified rural society: few possibilities of farmers improving their status.
Adequate community services: schools, health, food, recreation, sports, transportation, communications, religion.	Nonexistent or inadequate community services: few and bad schools, few health centers, few recreation centers, bad transportation, isolation, not enough goods in the market.

United States	Latin America
Associations highly respected (clubs, cooperatives, neighborhood committees, etc.)	Little respect for associations and participation in social action groups.
Family education oriented towards autonomy and independence.	Family education obedience oriented, following traditions and customs.
Education oriented towards agriculture and rural life.	Education far from reality and abstract.
Compulsory elemental schooling and absenteeism sanctioned.	Theoretical compulsory elemental schooling, but absenteeism rarely sanctioned; drop-out average very high.
Political decentralization: autonomous counties and citizen participation in community activities.	Political centralization: decisions made in the capital. Counties make very few decisions.
Large credit facilities for small farmers.	Difficulty in obtaining credit facilities for small farmers and farmers who do not own land.

The list of differences could be endless. The main idea that we want to convey is that, in a global situation of the majority of rural areas of Latin America, it is impossible to think that support from private enterprises, no matter their willingness to help, is enough to obtain a real promotion of rural youth.

Actual conditions are such that demand action by all societal forces, especially the government, which in our countries is the crucial agent of all transformations due to its highly centralized nature and combined with the people's passive attitude of not doing things on their own initiative.

The strategy we propose consists in considering private enterprise as one of the supporting publics and not necessarily the main one. We

think that rural youth promotion must be a global strategy, in which the government, state and municipal governments, the private sector and landowners, rural cooperatives and syndicates, banks, churches, service clubs, sports clubs, universities, the entire educational system and the entire extension and rural assistance system, as well as the out-of-school educational program should take part. The colonization and agrarian reform organizations should be active participants of this strategy, as they are introducing deep social innovations that should not once again ignore such a crucial sector as is the rural youth.

Some of the consequences of a global strategy for the promotion of rural youth could be general and specific measures, as follows:

Specific Measures

Improvement of family life especially providing a better education for parents so they may be able to better educate their children.

Intensified work of out-of-school organizations, such as the Extension Service, Community Development, Alphabetization and Radiophonic Schools for integral promotion of rural youth, not only orienting their action to keeping rural youngsters in rural areas, but preparing them for any job they wish be it either in agriculture itself, agro-industry, urban industry and others.

Support of programs in the social communications especially those oriented to inform and educate rural youth.

Support of youth organizations that will train them to make decisions and develop leadership abilities (clubs, syndicates, cooperatives, etc.)

General Measures

Reform of rural education, preparing youngsters for a more technical agriculture and a more active life.

Improvement of health, food, recreation, and music and artistic culture, services for rural youngsters.

Improvement of labor laws for youngsters working in agriculture or agro-industry.

Opening new work opportunities for rural boys and girls.

Vocational training of youngsters so as to facilitate their incorporation to industry, through the use of technical schools and institutes.

Opening of credit facilities for rural youngsters.

This is just an example of the great variety of measures that should be taken in every field within a national rural youth policy.

Such a policy should be backed by an organization responsible for it and the permanent guard of its implementation. This could be a National Rural Youth Promotion Council, where the various entities interested in rural youth would be represented.

The existing "support entities" that under the name of committees, patronatos, or national rural youth development associations ... that operate in almost every country would become within this framework the coordinating and executing organization of the policy outlined by the aforementioned council for which they should receive an amount of money proportional to the many different tasks they face.

4. Now We May Talk About Communications

After this brief and superficial diagnosis, which would be the image of rural youth that should be presented to the different audiences included in the aforementioned strategy?

We propose an integral image of Latin American rural youth, not segmented or idealized: youngsters who as human beings having rights to dignity, liberty, education, health, and work opportunities, lead prematurely frustrated lives with little possibilities of personal fulfillment; youngsters who should be participating citizens in the transformation and humanization of their own society, but that due to lack of a national decision on their behalf are marginated and oppressed; youngsters who are producers, but could be much more productive if they had access to education, technology, credit and technical assistance; youngsters who are consumers but should be greater consumers as they, just as their urban brothers, have the right to better clothing, better food, and ownership of certain goods which they as persons and producers need to use, books, tools, fertilizers, shoes, seeds, bycicles, transistor radios, etc.

This should be the authentic and complete image that should be presented of rural youth, as it is the description of what Latin American youngsters are and should be.

The problem now is: How can we communicate this image to our most important audiences, such as government leaders, leaders of educational, agrarian reform and colonization organizations, eclesiastic, university and business leaders, so that they will accept to participate in a joint effort.

The first step is to get a strict and ample diagnosis from the National Planning Ministry or Office about the situation of rural youth. Such a study should investigate also what the various official and private organizations are (or are not) doing in behalf of rural youth.

Ideas and arguments can be derived from this study to agitate public opinion and make leaders conscious of the really dramatic situation of rural youth in all our countries, including cases of exploitation, mass migration to cities due to unemployment, prostitution, misery and malnutrition, hunger and premature death.

Once the leaders are conscious our goal would be the establishment of a National Rural Youth Promotion Council and the corresponding national policy. Then, communications would be carried on to maintain coordination and enthusiasm, and to inform about results and progresses so as to keep public opinion alert.

The time will come when such communications will be for training rather than for motivating purposes. In effect, our countries still have to solve the problem of reaching the millions of youngsters (and adults) that live in rural areas, through mass media communications and not through the common channels of schools and text books. We must find new systems based on the radio, television, movies, theatre, and programmed teaching. We will have to develop systems through which syndicates, cooperatives and community centers of the rural areas will act as informal education and information agents.

5. Once Again About Youth Participation

Whatever action strategy is decided upon, we believe one should not err in believing that one can plan for youth without the participation of youth. Youth is the rebellious sector of our society and its historical function has been to counteract the traditional tendencies of previous generations which just want to rest and compromise.

Youngsters should participate in the diagnosis of their own situation, in the planning of the national policy for their promotion, and in carrying out the plans. The only way of accepting the statement "youth is tomorrow's hope" is by stimulating their participation in today's transformation.

Note: The opinions expressed herein are exclusive responsibility of the author

REMARKS

Dr. César Teixeira
Head Information Dept. - Ministry of Agriculture
Brazil

Introduction

I agree with most of the concepts expressed by Dr. Díaz Bordenave, particularly as they refer to general and specific measures of his strategy and the integral image of the rural youngster.

Approach Error

If I understood well what he said, I think there is a slight premise error in the approach he proposes, which in any case does not alter the quality of the strategy. I believe this approach error was due to the lack of definition of the communications structure itself as it referred to the real objective of a rural youth support entity.

Dichotomy

I make reference to the existing dichotomy between the rural youth program support entity and the institution in charge of said programs.

The Brazilian Case

I will try to explain better what I understand by "approach" and why I consider that the lack of definition of objectives and goals presented in the support entities' communications plan led to such a false premise basing my reasoning upon the Brazilian case, as I am more familiar with it. I also believe that resource development problems are common to all entities.

National 4-S Club Committee

In the eagerness to obtain resources from the private enterprise, which is the main supporting source of its activities, the National 4-S Committee did not clearly define its fundamental <u>support</u> and <u>incentive</u> functions, leaving the doubtful impression that the resources to be developed or developed would decisively influence behavior within the environment (member, communities).

If we examine the resources contributed by "many visionary enterprises" as compared to the budgets and investments of the various executing

structures or rural youth assistance program coordinating agencies, as ABCAR, CATI, FUNABEM, INCRA, Secretariat of Agriculture, CENAFOR, Rondon Project, etc., just to mention a few of the most well-known ones, we would find that those of the private enterprises are no more than a drop of water.

However, as it is necessary to obtain these funds, it is imperative to value that drop of water, even if it is only a bit of the whole. When an enterprise like Sears Roebuck or Massey-Ferguson include 20, 30, or 40 million "old cruzeiros" in their budgets for a support entity, it is not only a drop of water to the donor, but rather the largest contribution made by the company.

In offering such an amount to a support entity, the comptroller of the enterprise, who knows any savings made mean further separation from the critical red line, wants to know the results that will justify the continuation of such a contribution.

As such results are imponderable since the entity's action is of an incentive and not of an executing nature and consequently one of evaluation and discipline, one thereby appeals to social justification and to the image of youth as producer-consumers.

The Magic of Simplicity

As Bordenave says, I do not have the method to solve all the problems either. I believe that until such time as the excellent strategy proposed by him becomes a reality and is fulfilled, support entities should decide on some alternative of a practical and immediate nature.

a. Assuming its own reality

There is a golden rule in public relations that says: "There are no differences in how a person, institution or enterprise conquers the respect and admiration of the community or audience."

Only through a clear and well-defined position without doubtful interpretations and of perfect self-definition and conscious objectives is it possible to make a diagnosis and to plan an efficient resource development strategy.

b. The communicator must always be sincere

The work of a support entity is actually one of public relations, and public relations are a preventive action philosophy and not a technique to put out fires.

The same "candid approach" used in the self-analysis to define the goals and objectives and the action carried on to achieve these goals and objectives should be applied in the communications process, which in turn should be permanent and continuous.

c. Really inform

Inform, and do it constantly. Do not merely divulge. It is necessary to persuade, sell the image, institutionalize, inform more!

None of us hands out a ten cruzeiro bill without exactly knowing how it is going to be used. Information and feed-back are indispensable for the enterprise, regardless of how paternalistic it may be to justify a contribution in its budget.

For example, what happened with the money Singer invested in the rural youth program?

What is the social or economic profit expected of the Sears Roebuck donation?

What became of the youngsters who were 4-S members 20 years ago?

What real and true contribution is this program offering the youngster, rural development and the community?

What is achieved by investing in the so-called rural youth?

Should the contributions made available by the private enterprise to these programs (rural youth) be classified in the same manner as those given to a fraternity or orphanage? Why and why not?

Only after the support entity has assumed its own social responsibility, will it be able to appeal to the social responsibility of the private or public organizations.

Only after the support entity has assumed its own social responsibility may it assume the role of acting as a catalyst in the implementation of a global strategy permitting the realization of an integrated structure in a rural youth development policy. But only then could a unified policy be considered that would be implemented by institutions covering heterogeneous areas having different interests. In closing, I am in disagreement slightly with Dr. Díaz Bordenave's position regarding youth's participation "regardless of the action strategy followed."

The youngsters' reference information is indispensable for planning as he is his own "environment" or an important part of the environment we are trying to reach.

I believe the active participation of youngsters in the situation diagnosis may be accepted only after they have a great vision of their own situation and action in their environment. Without this, I believe their participation should be passive, limited to an important factor function, placing the responsibility of making critical analysis of data and planning in the hands of those who have taken into consideration all the facts and can obtain a "global perception" of the problem.

I think this explanation is necessary as the youngsters' participation is a basic rule in the work with youth. However, I have noticed that many times its application has resulted in distorted solutions, due to the lack of an ample vision to orient these youngsters on the road to be followed.

This reminds me a bit of the story of three blind men who were walking alongside a road and stumbled against an elephant.

-- I stumbled against something: it's a wall, said the first one.

-- No, said the second one, it's a cobra.

-- It is not, said the third one, it's a "column."

SECTION VI

RESOURCE DEVELOPMENT

RESOURCE DEVELOPMENT

Edward L. Williams
Director of Resources
National 4-H Foundation of America, Inc. (U. S. A.)

When I was invited to participate in this Second Inter-American Seminar for Private Support Entities, I was both pleased and looking forward to the learning experience.

I am a stranger in this part of our world and unfamiliar with the potential as well as the needs of your individual national programs. I honor the emphasis you place on honest, inter-personal relationships as contrasted to the more arms-length, impersonal of my own. I believe we are growing toward your more mature philosophy and in great part this is what I want to share with you as it relates to the climate of giving in the United States, both corporate and private citizen through trusts and foundations.

First, I am convinced that the greatest barrier to be overcome is the mental image that corporations and their officers are robots or profit oriented only. It is my experience that they want personal ties with 4-H as much as we wish to build them. Mass mailings, brochures, and impersonal approaches to them number in the hundreds annually, and fail. Person to person contacts are the keys to opening doors and support. Everyone agrees to this premise and then we all proceed to put it aside in our annual and daily plans!

Second, in respect to United States corporations, their affiliates, and subsidiaries doing business in each of your countries, I have researched this at some length with several public and private agencies in my country. I have brought this basic information to this Seminar to share with you. I will also share with you some major changes in attitude and structure to meet societal needs by the general corporate community. (See appendix items.)

Third, and finally, I will share with you some personal do's and don'ts as I interpret them daily in my own work in behalf of the National 4-H Foundation and the 5,500,000 young men and women it serves.

Again, I thank you for all the warmth you have extended to me as a representative of 4-H in the United States.

* * *

1. Identify those projects/programs for which private sponsorship is needed. Many persons do not comprehend the vital role which private resources can play in expanding their rural youth programs. There is a tendency to view private resources in the "free fertilizer or seeds or awards" categories, rather than potential program partners!

2. Projects should be designed in line with country's developmental priorities - otherwise there will be great difficulty in getting the program off the ground, let alone getting private money to finance it.

3. Proposals should often be written (or requests made) for three to five year commitments rather than for one-time gifts in which there is no plan for continuity. Three to five years is consistent with good program development and corporate planning cycles.

4. Give consideration to including PIJR assistance in your package program proposals. Many multi-national firms will look with favor on this approach, as it leads toward support of regional programs from within the region rather than from the outside.

5. Get the sponsor involved in the project - but guard against letting the sponsor take over. Ask the sponsor for:

a. Human resources
b. Expertise and leverage
c. Money from their own and other firms

Example of sponsor involvement and bank support:
Guatemala National 4-S Club Council has on its Board an executive of Bank of America. The Bank of America just announced a US$1,000 grant to Guatemala 4-S. Mr. Lombardi obviously is involved enough and knows the programs of Guatemala 4-S well enough to identify and personally endorse the needs.

6. I must emphasize the importance of research. This includes, not only an appraisal of enterprises which have been, are, or should be interested in rural development, but also key personnel with the entity who make the decisions.

Next, research should be done on who knows a prospective sponsor on a personal basis or who has mutual acquaintances and/or interests. It is difficult for a potential sponsor to say "No" to a friend or a friend of a friend.

In requesting an appointment, I emphasize the importance of relating to the prospect's personal or professional interests and indicating that you have something exciting to share with him. Then be sure you do.

Do not use a lot of printed material. We all resist reading. All that is needed is attractive pictorial publications about the rural youth educational program and the private support entity. Be sure they contain facts, not generalities and also that the facts are meaningful ... not just numbers of clubs, members and leaders, but concrete evidence of what they are accomplishing. Brief case studies, with photos, are good.

Do not even take a preliminary proposal with you, but have it clearly in your mind, including the situation; the need; why the prospect should be interested; the proposals including how the prospect can relate directly, and a general budget, including amounts guaranteed to come from other sources.

If he responds at all favorably, then offer to bring (not send) a written proposal. Find out what he would like to have included in it.

Although a prospect is a busy man, it is terribly rude to come right to the point. Allow time to talk about family, mutual interests and mutual acquaintances before turning to the topic of the day. The real business is often transacted in the last few minutes. When that has been accomplished, graciously and warmly excuse yourself.

7. Turning to the written proposal, be sure it is flattering, succinct and factual. The outline I usually use is:

Situation
Need
Proposal
Sponsor relationships
Anticipated results
Evaluation
Budget

In preparing the budget, we often forget to include administration and overhead charges. The entity may receive sponsorship for a project, but have no way to pay for administering it. Include a reasonable charge for this aspect. Business prospects can understand this with no difficulty. Individual prospects are something else. However, anyone with reasonable intelligence should be able to understand why it costs money to administer a project.

Have only one specific, identifiable project in a proposal. Sometimes, there is a tendency to include many projects in a single proposal. Usually, this does not appeal to the prospect sponsor.

Returning to the research, I would encourage you to look to North American affiliates and multi-national corporations. With the atmosphere as it is today, multi-national corporations are looking for identity with host countries.

I am going to stop. If you have any specific questions, I will try to respond.

Note: Supplemental materials for this presentation are found under Section IX

SECTION VII

EFFECTIVE MANAGEMENT AND ADMINISTRATION OF SUPPORT ENTITIES

BUDGET PREPARATION AND ADMINISTRATIVE ASPECTS OF THE RURAL YOUTH PROGRAM NATIONAL SUPPORT ENTITIES

Ernesto L. Maduro
PIJR Administrative Assistant - Costa Rica

I. Budget Preparation

When a person or entity, engaged in any activity, forecasts its future needs and expected income and plans the way they will be used, they have a much better chance of obtaining success.

This does not mean that the mere fact of preparing this plan, of estimating or budgeting future operations guarantees satisfactory results. However, having such a plan helps considerably in carrying out a task as well as allows for determining the progress that has been made and finally, offers an opportunity to evaluate the results. A budget is also very convenient for fund raising purposes.

What is a budget? A budget is a detailed break-down of:

1) All income available to the entity, including regular income, formal pledges of contributions and other expected income.

2) All expenses to be made during the period in accordance with the programs and projects that it is intended or have to be carried out.

Budgets may cover short, medium or long terms. In the first place, there are those covering a short period of time, generally one year, while others refer to periods of one to five years or more than five years. Generally speaking, short-term budgets are more detailed and specific, but; the latter are also very useful and will supply a framework within which future projects can be carried out. Here we will only refer to short-term budgets.

a) Short-term budgets (one year): In order to simplify the preparation of the monthly budget statements and to permit easier interpretation of the results, it is advisable that the budget items be the same as the ones used in the general accounting for income and expenses. This will render it unnecessary to carry separate books for accounting and budget purposes.

b) Income: Income that will be available to the entity should be estimated first in detail:

b-1) Regular or ordinary income, is that which the entity normally receives year after year, for example: supporting members dues, governmental or institutional contributions, etc. Generally these funds will be used first to cover administrative expenses and then to pay for the institution's regular project expenses.

b-2) Extraordinary or special income, includes all contributions received to finance specific projects. Disbursements to be covered with these resources, will logically have to be included in the expense section of the budget, earmarking a percentage of them to help cover administrative expenses. This percentage may vary between 15 and 20% of the total cost of each project, but local experience will determine the adequate percentage in each country or case. (See page 6, point c-3).

For this type of contribution, it may be convenient and almost always necessary to open special budget and accounting expense accounts and sub-accounts, so that a detailed and independent control can be obtained for each of these projects.

This will be determined by the size and importance of a project or the donor's requirements by detailed reports or separate control.

Also in this case, a percentage from the total budget for each special project, should be put aside to help cover administrative expenses.

b-3) Miscellaneous income, which because of its uncertain and variable nature is included in a separate income item. Eg.: Sale of fixed assets, foreign currency exchange differences, accounting adjustments, etc.

Special cases as when a donor supplies funds for a certain activity which could not have been anticipated, warrant a different procedure. In these circumstances the entity can act simply as administrator of the funds, without including either the income, or the expenses in the budget. A percentage may or may not be charged for the work and responsibility involved. The latter would be a typical miscellaneous income account.

Nevertheless, we recommend that all income and expenses be included in the budget to permit an integral and not fractional evaluation of the entity's activities. This will be done by adding to the regular budget, or through an extraordinary budget.

During the year, the income budget is also extremely useful to determine if the expected income is being received as planned, and if not, to activate its collection.

c) Expenses: The next step is to detail all expenses within three basic groups: 1) administrative, 2) program and 3) projects financed with specific funds.

c-1) Administrative Expenses, cover fixed, regular and normal expenses regardless of program-project expenses. We refer to overhead or general expenses. Sub-accounts for this may be grouped as follows:

01- Salaries and Wages
02- Other Personnel Benefits
03- Stationery and Office Supplies
04- Rent
05- Electricity and Communications
06- Furniture and Equipment
07- Insurance
08- Repairs
09-
10- Miscellaneous

Salaries, Wages and Other Personnel Benefits, may be easily calculated. The first group will include the salaries of the Executive Secretary, his secretary, office boy or other administrative personnel. Amounts to be budgeted in the second item will be figured taking into consideration the legal responsibilities of the entity for its employees, under the labor laws of each country.

Indemnities should be calculated at the end of each particular yearly period, as if all personnel were to be dismissed at that time, then the amount reserved for this purpose at the beginning of the year should be deducted, to obtain what is to be budgeted. The resulting amount should be included in the annual budget together with social security dues, bonuses, etc.

With reference to Stationery and Office Supplies for administrative use, an estimate for the first year of operation may prove difficult, but the actual expense of previous periods will provide a very good base for budgeting in future years.

Account 04, Rent, presents no special problems. 05, Electricity and Communications, is handled in the same way as account 03. It will include the estimated cost of cables, telegrams, telephone, postage, etc., for administrative purposes.

Account 06, Furniture and Equipment warrants a broader explanation. Since we are dealing with non-profit entities, which will be governed by a budget-type accounting, it is advisable to register purchases of fixed assets as an expense. Therefore, the necessary funds should be inclued in the budget, to fully cover the cost of purchasing these goods.

The main reasons for depreciating fixed assets in a profit-making enterprise are as follows:

a) To distribute the cost of the fixed assets into the years during which it is expected to be in operation, so that each year's income shares an equitable portion of such cost. In this manner, each period's profits will fairly reflect the results of the enterprise's operation.

b) Adequate representation of the enterprise's financial situation in its Statement of Accounts, including the present book value of its fixed assets. This is important to its creditors, shareholders and clients, as well as to obtaining credit.

c) Gradual withholding of the company's profits through depreciation, with the purpose of accumulating resources for the eventual replacement of fixed assets.

d) Comply with the tax laws of the country which generally do not allow the full value of an asset to be charged to expenses in only one year.

None of these reasons are applicable to non-profit operations such as support entities, which on the other hand usually are not subject to income tax. For this reason, and because - as mentioned above - its accounting is of a budget type,

the recommended system is followed and fixed assets are controlled only through Record Accounts.

Accounts 07, Insurance and 08, Repairs and Maintenance are also handled similarly to number 03, although it is usually quite easy to estimate insurance policy premiums to be paid during a particular year.

Numeral 09 is left open, to be used to bring out any important item, the same being the case with all numbers after 10. This last item (Miscellaneous) will include an amount which may fluctuate between 5 and 10% of the administrative budget, to cover assorted items that because of their small amounts are of little importance or frequency to justify having a separate account.

c-2) Programa Expenses, will include all expenditures originated in the execution of the entity's program projects. Therefore, it will have accounts of diverse natures, depending on the characteristics of each project. Nevertheless, certain headings will appear in all of these accounts. A set of such accounts is offered below to serve as a guide:

01- Salaries and Wages
02- Other Personnel Benefits
03- Publications Material
04- Rent
05- Electricity and Communications
06- Furniture and Equipment
07- Motor Vehicle Expenses
08- Travel Expenses
09- Repairs and Maintenance
10- Miscellaneous

Other types of expenses may appear which because of their importance and frequency justify the opening of separate subaccounts. First we will deal with the above mentioned, which are the most common.

01 Salaries and Wages and 02 Other Personnel Benefits: The same arguments given for the corresponding items of Administrative Expenses apply here but refer to technicians and assistants employed to carry out the entity's programs.

03 Publication Materials: Will include printing paper, ink, drawings, photographic materials, multilith plates, stencils, etc., needed for the development of the publicity program.

04 Rent: Covers rent of classrooms, meeting and projection rooms, etc., needed during the year.

05 Electricity and Communications: Includes funds to cover electricity costs in the rooms referred to in the previous paragraph; also, cable and telephone expenses in the execution of program projects.

06 Furniture and Fixtures and 09 - Repairs and Maintenance: These accounts will include the cost of furniture and equipment to be used in program activities and its maintenance. We refer to projectors, classroom desks, blackboards, flannelgraphs, typewriters, recorders, vehicles, etc. Regarding Furniture and Fixtures the ideas expressed in section c-1) for this item are also applicable here.

07 Motor Vehicle Expenses: Covers costs of gasoline, oil, repairs, tires, etc. of the vehicles used in the projects.

08 Travel Expenses: The cost of airline or other tickets and per diem of technical personnel, including the Executive Secretary for travel in connection with project activities will come under this sub-account.

Other items such as Scholarships, Awards, Symbolic Material, Interest on Funds obtained for credit plans, etc., may appear and require separate sub-accounts. In any case, the importance and/or frequency of this type of expense will determine if they are to be estimated in a separate sub-account or not. The accountant will determine this in accordance with his needs and experience.

In certain cases the basis to differentiate between administrative and program expenses may be rather subtle. This will be more in evidence when the entity is starting its activities and which evolve mainly around the Executive Secretary. In this situation, each expense should be carefully studied before its accounting is decided.

c-3) Projects financed with specific funds: after some time, the support entity will be in a position to obtain financing for large projects which because of their volume, complexity and if the donor so requires, will have to be controlled by a separate ledger and budget account with its respective

sub-accounts. In each case the Executive Secretary and his accountant will determine the budget accounts needed in accordance with the project sent to the donor for his approval. The same accounts and sub-accounts should be opened in the accounting records, so as stay within the principles stated when talking about short term budgets.

As stated when discussing about Special or Miscellaneous Income, one should not forget to include certain percentage to cover the entity's administrative expenses when submitting a proposal to a potential sponsor.

If the project is approved, the total amount of the grant is included in the income chapter, but only the balance resulting after deducting the corresponding percentage for administrative expenses is included in the expenses item for the same project.

This way, the amounts obtained from this percentage may be used to cover part of the entity's regular administrative expenses, possibly freeing other resources for program expenses.

d) Budget Evaluation: One of the main advantages of a budget-based program is not only that it provides a constant control of its progress in general, but makes possible a partial and final evaluation of its results. For this purpose it is necessary to prepare monthly or at least quarterly Budget Statements (see Model I), which are explained as follows:

Income Accounts with their respective totals will come first. Next, the expense items and totals and finally the net balance (income less expenses) in all five columns.

Column A will show the total budget for each account for the whole period; part of the budget proportional to the number of months elapsed will appear in Column B. In other words, if the Budget Statement refers to 7 months of operation, Column B will include an amount equal to 7/12 of the annual total appropriated for each item. Column C will include the actual expenses as of the date of the Statement, as obtained from the accounting for each time. The importance of having the same set of accounts for accounting and budget purposes, is easily appreciated here as it makes it unnecessary to obtain special summaries or break-downs prior to the preparation of this Statement.

Column No. 4 (B less C) will indicate the real budget situation of each item. That is to say, comparison of the amounts spent

and the amounts appropriated for that particular period. This Column should be evaluated carefully because there is a type of expenditure which occurs gradually and more or less proportionally during the year (salaries, rent, electricity, etc.) while others are made at a certain specific moment or during a short lapse of time. Included in the second kind are purchases of furniture and equipment, travel expenses, payment of scholarships or awards, etc. These accounts should be evaluated by observance of the balance of Column No. 5 (A less C) which shows the net amount available for the rest of the period.

Once the Statement has been prepared, Columns Nos. 4 and 5 should be carefully studied, noting if the balances of each account are positive or negative.

With reference to the income section, a negative balance means that real income has been higher than the amount budgeted, while a positive balance will reflect the amounts that are still to be collected or that have been received were less than anticipated.

The significance of the balance is the contrary insofar as expenses are concerned. A positive balance means that expenses have stayed under the sums appropriated, while a negative one indicates that the budget has been exceeded for the period of time under consideration.

We have already mentioned that because of their nature, certain items may produce temporary deficits or surpluses (in column No. 4) which if caused by expenses clearly anticipated in the budget will disappear with the course of time and should not be cause for alarm. However, Executive Secretaries should be prepared to make the necessary explanations in each case.

A study of the income accounts will indicate if it is necessary to activate the collection of promised contributions, or if income in excess of that anticipated, has been received.

A deficit in the expense accounts will mean that a careful policy should be followed in the future regarding disbursements and also if the situation persists, it will be necessary to increase the amount budgeted in the next yearly period.

The opposite case, that is a surplus, provided that it does not refer to items that are spent fully in a short lapse of time, will be a motive for reducing funds allocated in the next budget for that particular item.

Generally speaking, we may say that the analysis and evaluation of a Budget Statement is subjective to a great degree, since a large number of considerations and circumstances determine the conclusions to be arrived to. Here we have only attempted to furnish a guide that may help in these chores.

e) Rigidness of budgetary items: In most cases a governmental budget is totally rigid or fixed and no item may be exceeded if the proper increase which usually requires legislative approval is not previously obtained. A rural youth support entity is not hampered by these limitations. For them, the budget, besides being a control tool, is a very effective way of evaluating the results obtained and progress of its projects.

What we are saying is, that even though the directors of an entity should try to follow its budget closely, it does not mean that if because of special circumstances it should prove necessary to alter and go beyon the program and budget, that this may not be done.

In other words, the budget should not become a strait-jacket that would hinder the achievement of the objectives of the entity; changes in the original plan may be made, but taking into account that they will be reflected in the budget statement. Therefore, the Executive Secretary should be in a position to explain and justify his action, when the budgetary results are studied by the entity's Board of Directors.

It should be clearly kept in mind that the budgetary flexibility we are advocating should not necessarily mean a slackening of the entity's rules or bring about misrule in its activities since this will wreck not only the budgetary controls but also the purposes and objectives of the entity itself.

To this effect it is convenient that, radical and important changes that the Secretary wishes or has to make during the year, be previously approved by the board of directors of the foundation, association or committee. In this way the Executive Secretary is properly supported and the line of authority maintained. Furthermore, before the new plan is approved, it will be carefully studied by the various persons who make upt the board.

f) The Budget as Fund-Raising Instrument: It is important to point out that the task of budgeting begins not when the contribution itself is received, but rather at the time of requesting it.

Presently, hardly any institution or foundation donating funds to entities such as the ones we are discussing, will do so without receiving a formal plan indicating the needs of the project or activity proposed, the way in which such funds will be used and the expected results.

An essential part of such a presentation is a well-planned and presented budget, mainly including in the expenses all necessary details for its proper analysis.

In many cases, the contributing institution will request a complete report at the end of the project, as well as a final settlement of the budget presented.

The aforementioned is just one more reason to actively implement the practice of operating on the basis of a complete budget.

g) Program and Budget Commissions: As an entity expands and increases the volume and variety of its activities, to appoint Program and Budget Commissions is very convenient when preparing for the following year.

Each commission could be in charge of preparing the program-budget for one or more activities, including suggestions on how to raise the funds to finance them. The commission should submit its project to the Board of Directors, which will study and coordinate it in collaboration with the Executive Secretary. Later it will approve it, after the adjustments and additions they deem convenient have been made, for execution during the corresponding period, in accordance with the policies and methods outlined here.

II. Aspects of Administration

In order to carry out its work efficiently, every office or entity should have an administrative organization which will not only fulfill its purposes but also not be an obstacle in the development of the program.

Such an organization may be summarized in the following points:

1. Adequate personnel with clearly defined functions.
2. A well-planned and operated filing system.
3. An adequate accounting system.
4. Accounting reports.
5. Professional advice (or counsel). (Lawyer, auditor)

We will delve on these points so as to furnish the basis for an administrative organization in accordance with the first paragraph of this chapter.

a) Personnel: Logically the administrative personnel to be employed by an entity, will be determined by the resources at its disposal and the functions and programs under its responsibility. Basically, it should, however, have the following personnel:

a-1) Executive Secretary, whose functions from the administrative standpoint will mainly be those of a supervisor, although if necessary and possible he could undertake some of the accounting duties. All employees referred to below will work under his direction. The Executive Secretary will also be responsible for studying the accounting and budget statements before presenting them to the committee, together with the reports he will prepare, showing the relevant or interesting points of said statement.

The Executive Secretary will work under the direction of the committee and will be the executor of its policy and directives. Together with the treasurer or the president of the committee, he will sign all checks issued by the entity.

a-2) Secretary-Receptionist, who besides the usual duties assigned to her (taking dictation, typing, filing, etc.) could be in charge of keeping the accounting files. She will also supervise the work of the office boy, purchase of office supplies and the petty cash fund.

She will also be responsible for handling telephone calls and the daily remittance of mail, attending to visitors, etc.

Two of the foregoing jobs must be dealt with more amply, since their importance warrants this. We refer to a filing system and the operation of the petty cash.

The filing system should be planned so as to permit an easy location of needed correspondence not only for the secretary but for the Executive Secretary or Manager.

This is achieved by classifying the material first by groups and then by specific subjects. These subject files should be kept in strict alphabetical order.

A numerical filing system may be developed; however, it is very important to have an index that facilitates its operation. This index should always be kept in a visible place.

Daily filing of the previous day's correspondence is highly recommended.

The files should be clearly labeled, with indication of year, number and subject. It is a good practice to change all files each year, moving the used ones to another drawer in the file, for any consultations that might be made. It is advisable to keep the files for a minimum of five years and a maximum of ten at the end of which they should be destroyed to avoid the need of large storing spaces.

All offices should have a petty cash. Within the administrative system we will recommend as an important requisite, the making of all payments above a certain amount by check. However, all other routine expenses of small amounts, should be paid through the petty cash.

Petty cash should operate with an amount sufficient so as to make it unnecessary under normal circumstances, to be reimbursed in less than fifteen days. The petty cash fund will have to be fixed by each office.

The secretary will have authority and be responsible, for the handling of these funds. She will make all the necessary expenditures provided that individually they do not exceed an amount that may be fixed at $10.oo or its equivalent.

When approximately 90% of the money at her disposal has been paid out, she will make out a reimbursement statement, detailing all expenses paid and attaching invoices or other vouchers supporting same, so that her fund may be restored to its original value. In this way, the principle that all expenses will be supported by a check (with the consequent approval of same) is maintained and the need to write checks for very small expenses of routine and urgent nature, is avoided.

This system allows for quick and simple audit checks as at any given moment, the person in charge should have in the petty cash box either cash or expense vouchers for the total amount of the original fund.

a-3) Office boy, in charge of office cleaning, taking messages to other offices, making bank deposits, etc., all under the direct supervision of the secretary.

a-4) Accountant, who can be a person working part-time, a possibility that may be determined by the work-load. He will be responsible for writing checks, of codifying the expenditures, of entering all vouchers in the accounting books, balancing the above and making out the draft accounting statements which will be typed by the secretary. In the case of a part-time employee, the secretary may undertake the emission of checks, particularly those that because of their urgency, cannot wait until the arrival of the accountant.

There may be several other administrative employees, whose duties will be assigned by the Executive Secretary in accordance with the needs and volume of the entity.

The Executive Secretary will coordinate the functions of all personnel so that its work may be as effective and fluid as possible and so that it will not hinder, but on the contrary, help in carrying out the programs assigned to the entity.

b) Filing System: When referring to the functions of the secretary, we have talked at length about filing systems so we will not refer here to this. We would, however, like to stress its importance and usefulness.

c) Accounting System: We will try to set forth a simple but technically well-conceived system, which will be adequate to register appropriately the operations of an entity similar to the one about which we are talking.

We may say that an accounting system is made up of the following elements, which we will explain in detail:

1) Chart of accounts
2) Accounting books
3) Accounting vouchers
4) Accounting methods
5) Reports

c-1) The chart of accounts which we offer below may serve as a basis to construct the one which will operate in each entity. It allows for the addition of new accounts and for the deletion of those which will not be needed in each particular country.

MODEL OF CHART OF ACCOUNTS

Asset Accounts

Current Assets

10	Petty Cash	
11	Banks	(°)
12	Accounts Receivable	(°)
13	Inventories in Stock	(°)
14		
15	Loans with Credit Plan Funds	(°)
16		
17	Prepaid Expenses	(°)
18		
19		

Fixed Assets

20	Furniture and Equipment - D	(Debit)	(°)
20R	Furniture and Equipment - H	(Credit)	Record Account

The thirties series will be reserved for Other Asset accounts, if necessary.

Liabilities

Current Liabilities

40 Accounts payable (°)
41 Loans payable (short-term) (°)
42 Resources - Credit plan
43

Long-Term Liabilities

50 Loans payable (long-term) (°)
51 Mortgages (long-term) (°)

The sixties series is reserved for Other Liabilities if necessary.

Equity

70 Surpluses
71 Reserve for Law Indemnities (°)
72 Other Reserves

75 Income and Expenses (Annual Summary E Account)

Accounts of Income and Expenses

80 Income (°)
90 Administrative Expenses (°)
91 Program Expenses (°)

Accounts from No. 92 on, will be used to control projects, which because of their importance and scope warrant a special ledger account and sub-accounts.

All accounts detailed above with the symbol (°) will operate as control accounts of their respective sub-accounts, which will be carried in the auxiliary ledger.

Sub-accounts: Accounts noted in the above chart will control as many sub-accounts as each one requires. As an example, account number 11 will have as many sub-accounts as bank checking accounts as it proves necessary to open in the entity's name. Account number 40 will have enough sub-accounts to cover each one of the creditors of the entity. It is always convenient to have in each account,

a sub-account under the denomination of Miscellaneous for those debits or credits of small amounts and of little frequency, which as a result do not justify opening a separate sub-account.

Sub-accounts are important because they furnish detailed information and at the same time prevent the proliferation of ledger accounts, which is not at all convenient. The ledger should include only general accounts of relative importance in the accounting, leaving to the sub-ledgers and sub-accounts, those of lesser importance and of a more specific nature.

Description of Accounts: A brief sketch of all the ledger accounts is set out below, as a guide for the accountants of each entity:

10 Petty Cash: Will include the amount fixed as a fund for this purpose. As already stated it is highly recommended that a petty cash fund be operated in each entity, in accordance with the procedures explained when dealing with the duties of the secretary. This account should only move in the ledger when the fund is created or changed.

11 Banks: Deposits made in the checking accounts and credit notes issued by the banks will be debited to this account. Credits will originate in checks drawn and debit notes written by the banks against the entity's accounts. It is important that all bank accounts are reconciled periodically against the bank statements as soon as they are received. The Executive Secretary should check the conciliations. For projects financed with specific funds, separate bank accounts may be opened.

12 Accounts Receivable: Will receive debits for all amounts owned to the entity. These debits will not only originate in cash outlays, since we are actually not recommending a cash accounting system or a cash based accounting system but an accumulative accounting one. Credit will originate on payments received from the debtors.

13 Inventories in Stock: It is quite possible that entities of this type will not have to use this account. Nevertheless, it may occur that for control and budget purposes it is not desired to charge the entire cost of certain types of supplies

such as paper for publications or symbolic materials, such as medals, diplomas, emblems, etc., to expenses when they are purchased and paid. The value of these goods will be debited to this account to be transferred to expenses as soon as they are used. When using this system it is convenient to design a special form which will act as a memorandum and serve as a basis to write the journal entry summarizing the monthly withdrawals from inventory, also a unit cost control of each article in stock is necessary. Physical inventories are to be taken periodically so that correctness of the accounting registered in relation with the goods in stock is verified. Inventories will be taken under the supervision of the Executive Secretary.

15 Loans with Funds for Credit Plan: It is constantly becoming more frequent, that support entities obtain funds to be loaned out to members of rural youth clubs. This account will be debited with the total amount of funds loaned and will control an auxiliary ledger with a sub-account for each of the club members receiving loans. Payments made to amortize the loan will be credited to this account and to the respective sub-account.

Based on said auxiliary ledger a careful and strict control should be kept of the movement of each loan, to determine the proper fulfillment of the obligations of each debtor.

It is convenient to have available payment-reminder forms to be sent to members informing them of the date their payment is due, as well as other forms for tardy-paying members. It is convenient to have two or three different models of the latter forms, each requesting up-to-date payment in a more severe way, which will be sent if there is no answer from the member after receiving the first communications.

The auxiliary ledger will also permit to make statistical-type accounting surveys relating to loan repayment and punctuality, amounts loaned by investment plan type, etc.

The increasing importance of credit activity within the entities' functions requires that the corresponding records be technically kept and controlled.

17 Prepaid Expenses: Will serve to register (debits) the amount of insurance premiums, one year subscriptions, rent

paid in advance, etc., or any other amount paid and covering relatively long periods, that is desired to be charged to expenses only when the period it covers has elapsed or ended. General procedure is to amortize each month an amount proportional to the time elapsed until its full liquidation. To clarify further: An annual insurance premium should be amortized in twelve equal portions each month. This system is important for information and control purposes.

20 and 20R Fixed Assets (Record Accounts): As we already anticipated when discussing budgets in non-profit entities, such as the ones we are dealing with, that operate based on donations and other contributions, it is recommendable to write off immediately the cost of all fixed assets purchased. At the end of each month all purchases will be summarized in a journal voucher detailing each one together with their respective amounts. This sum will be debited to account No. 20 and will be credited to No. 20R. Sales or retirement because of loss or wear, will be registered inversely in these same accounts, for their original purchase value separately crediting to a miscellaneous income account the actual amount received for the sale, if this is the case. These two accounts will control the respective sub-ledger with one sheet for each asset or group of similar assets purchased.

Each sub-ledger sheet must have the following information: Date of purchase, date of payment, number of check by which payment was made, number of voucher, supplier, detailed description of the assets including serial number, model, year, office of its location, person who uses it and purchase value. It is convenient to number the assets with a plaque or label and this number should be recorded in the corresponding sub-ledger sheet. The entity's name should be written on the plaque or label used to number the assets.

40 Accounts Payable: Will record all credits for amounts owed by the entity with a breakdown in the respective sub-ledger. Debits to this account will originate in payments made to creditors.

41 Loans Payable (Short-Term): If the entity obtains short-term loans (one year or less) guaranteed by a note or other similar document those amounts should be credited to this

account and payments made to liquidate the loan should be debited there.

42 Resources Credit Plan: Funds supplied to the entity for the development of a credit plan for rural youth club members, should be credited to this account when received. Loans made to club members will appear in account number 15 and account number 11 (banks) will include amounts still available for other loans.

This procedure is recommendable in those cases where the funds supplied to the entity will eventually have to be repaid and therefore constitute a liability. If the case is that the funds supplied are turned over outright to the entity as a contribution, but for the specific purpose of making loans to club members, they should be included as capital income which will increase the equity of the foundation or national association, with a credit to reserve accounts.

50 and 51 Loans and Mortgages Payable (Long-Term): These accounts will be used to register those operations which are obtained on terms longer than one year guaranteed by a note or mortgage respectively.

70 Surpluses or (Deficits): At the end of the first year the excess of income over expenses (if such is the case) or of the expenditures over income will be credited or debited to this account. This amount will become the nucleus of the equity of the entity. This equity will be increased by the surplus of future years or reduced by the deficits suffered. Normally this account should only have movement when accounts are closed at the end of the fiscal year and will then receive the balance of account number 75.

71 Reserve for Labor Law Indemnities: Monthly 1/12 of the necessary reserve to cover labor law indemnities of the personnel in accordance with the legislation of each country should be credited to this account. Indemnities should be figured as if all personnel will be dismissed at the end of each period. In subsequent years this reserve should be brought up to the total needed at the end of each period or year to cover indemnities. This item may be considered a capital account, meanwhile the entity is working normally and with the idea of continued work or activities, but will become a liability the day it is decided to terminate operations.

When indemnities are paid, this account will be charged up to the amount reserved for a person in particular, according to the respective sub-ledger. Any difference between this amount and the amount actually paid will be debited, or credited in cases of a surplus in the reserve account, to the respective expense account (91-02 or 92-02).

72 Other Reserves: This account will be used to register donations received for specific purposes by the entity. (For instance, funds for credit plans, etc.), or to constitute reserves with funds originating in ordinary or normal income, also for predetermined ends. In some countries it may prove necessary to form a legal reserve for which this heading may be used, or if so desired, the following one (No. 73).

75 Income and Expense: This account will be used to summarize annually the economic results of the entities operations. The balances of all income accounts will be credited here and all expenses during the year will be debited to this account. The balance will be credited to account 70 if a surplus occurs or debited if the year's operations have resulted in a deficit.

Income and Expense Accounts: We have already discussed these accounts in detail when dealing with budget construction, having described not only the accounts but the sub-accounts which should be carried in the corresponding auxiliary ledger. Now we only want to stress the importance of maintaining uniform criteria when classifying an expense item by account and sub-account. This is necessary so that accounting reports, which inevitably show only global amounts, are clearly representative of the entity's activities and may be taken as being correct, without having to resort to constant analysis of the debits or credits made to each income or expenses sub-account.

c-2) Accounting Books: The number, type, style and format of the books to be used depends on each countries' laws, regulations and customs. Therefore, we will only suggest here what we consider the ideal books and which are best suited for the needs of a support entity, taking into consideration that recommendations are made subject to established rules on this subject in each country.

Basically, we suggest three books: Ledger (3 columns), journal (3 columns) or a columned journal, sub-ledgers (loose leaf) (see Model II) and balance books (used to register the yearly accounting statements). Voucher forms needed are referred to below and subsequently we will deal in a simplified way with the accounting procedures which should be used.

c-3) Vouchers: Also subject to local laws, we suggest the following vouchers: Check voucher (Model III) Journal Entry (Model IV), Purchase Order (Model V), Cash Receipt (Model VI), Travel Expense Account Form (Model VII), and any other that practice deems necessary.

c-4) Accounting Procedure: Operations to be registered in accounting books will have one of the following origins: a) drawing of a check, b) making a bank deposit, c) credit or debit notes sent by the bank, d) non-cash operations and e) record entries.

c-4-a) All payments made by the entity should be made by check except of course those made by petty cash which eventually will nevertheless, be covered by a check when a periodical reimbursement is made to this cash. When a check is written, either immediately or later on, the accounting of the operation will be made in the lower part of the check in the space destined for this purpose. The check vouchers will have original and at least two copies.

c-4-b) A journal voucher will be used to register deposits made to the entity's checking accounts. This will be done as soon as possible after the deposit is made.

c-4-c) Same procedure will be used for debit and credit notes received from the bank.

c-4-d) Non-cash operations include adjustment or correction entries, withdrawal from inventory entries, amortization of prepaid expenses or formation of reserves, accounts payable, entries in monthly or annual closing operations, etc. For all these entries the journal vouchers form should be used.

This form will have an original and at least one copy.

c-4-e) Record entries will be used to register the purchase and withdrawal of fixed assets generally at the end each month, also on the journal voucher form.

Check vouchers and journal entries will be numbered consecutively starting with the number 001, at the beginning of each fiscal year, taking precautions to insert the second ones by date. Later the duplicates of the checks and the original of the journal entry will be filed for daily use with the accounting books.

The check triplicates and journal entry duplicates will be filed with any supporting vouchers. The person withdrawing the check will sign in acknowledgment on the triplicate copy of the check. One or more files will be opened for the vouchers each month.

As already stated, the accounting vouchers will be the ones used to make the entries into the accounting books, first into the journal or columned journal and then into the sub-ledgers. From the journal, transfers to the ledger will be made periodically or at the end of each month if a columned journal is used, and a monthly balance obtained from the ledger. The sub-ledgers will also be balanced and compared to the respective control accounts in the ledger. Finally, a budget statement can be made up according to the model offered in our previous talk.

To close this chapter on accounting procedures which we have made as brief as possible, considering that each entity's accountant will be in a better position to determine the details, we offer a description of the columned journal which we highly recommend.

c-4-f) <u>Columned Journal</u> : The book needed for this purpose should have spaces to accommodate at least the following headings: Date, voucher number, check number, detail (beneficiary of each check or type of entry or other reference) and at least ten columns which will be distributed in the following way: One double column

for bank, one double column for accounts receivable and another one for accounts payable. The remaining columns will be assigned to income or expense accounts (simple columns). Generally a flexible judgment should be used when assigning column headings, leaving only those for accounts with movement during the month that justifies this. Nevertheless, in any distribution of columns, three will have to be assigned for the group "Various", one for account number and the other two for)"Debits" and "Credits".

The columns "Various" will be used to register charges or credits to those accounts which do not have an independent column; this explains the necessity of assigning a column for the account number in this group.

Vouchers will be entered in numerical order in this journal following the instructions contained in the check or journal voucher in relation with accounts affected and using the "Various" columns in case an account does not have a separate column.

At the end of each month all columns will be added and the totals of the debit columns should be the same as the sum of the credit ones. The "Various" columns will be summarized so that all credits or charges will result in one debit and/or credit to each account affected.

Then once a month, transfers to the ledger may be made, with notable savings in time and accounting work as well as reduction in errors. This system also simplifies cross-reference information by registering all operations in one book and allows keeping a simple and orderly file, for quick and easy consultation.

d) Accounting Reports: We recommend that the following reports be made out monthly: Balance Sheet (Model VIII), Statement of Income and Expense (Model IX), Detail of Sub-Ledgers and Budget Statement (Model I) and Statistical type reports could be added to the above.

A model of each of the above statements is furnished; they should allow the financial, economic and budget situation of the entity

to be determined. The sub-ledger breakdown will be the basis for a more detailed analysis of the more important items.

After the first year, comparative reports can be made to study the evolution of the program and also statements containing monthly and accumulated income and expense figures can be prepared.

It may be too technical and lengthy for the scope of this work, to go into methods of financial report analysis. We believe that this should be left to the accountants and financial counsel to whom we will refer in the following point of this paper.

e) Counsel: There is no doubt of the advantages for an entity like the one under study, to have legal and accounting counsel in order to facilitate its relations with the government and other state entities, and generally to help in the achievement of the goals of the entity.

We believe that this help may be obtained, without cost from accountants and lawyers who wish to cooperate with the rural youth movement, as we believe precedents have been set in this respect.

Lawyers can mainly help in the fields of relations with the government and other state offices, labor relations and in the writing of contracts and other legal matters.

Auditors may help to counsel on administrative organization, internal control methods and income tax matters by supplying certified balance sheets so as to facilitate obtaining contributions, etc.

In certain cases, these professionals or groups of professionals, may not be in a position to supply free counsel because of their own internal regulations. In this case the procedure usually followed is for them to immediately make a donation to the entity for the same amount as their bill for services rendered. For accounting and budget purposes, this income should be registered as such and the bill in the corresponding expense account as if one were completely independent of the other.

f) Conclusions: Taking into account recommendations made at the Inter-American Rural Youth Leaders' Conference and Congresses, we have tried to lay down a set of rules that may serve as a basis

to standardize the budgetary, administrative and accounting systems of rural youth support entities in the Latin American countries. At the same time we have furnished basic knowledge, experience and ideas that may serve to simplify the work of the Executive Secretaries, national committees, associations and/or foundations, with regard to the operation of their respective offices, in the obtention of contributions and the evaluation of their efforts, through budget and accounting statements.

This way we hope to have aided the betterment of rural youth programs in the Americas, bearing in mind their coordination and expansion.

SECTION VIII

REPORTS OF THE DISCUSSION GROUPS

GROUP I
(Brazil)

President: Geraldo Lucas
Secretary: Iacira Leite Sedrim

Theme: "Role and Responsibility of the Private Enterprise and Support Entities in Relation to Rural Youth"

Recommendations:

1. Private enterprises must:

   a. Define a rural youth program investment policy, integrating it to their expansion and marketing plans and in agreement with governmental priorities.

   b. Multiply the effects of such programs through publicity of matters related to rural youth.

   c. Recruit new enterprises to collaborate with support entities.

   d. Provide resources for rural youth support entities.

2. Support entities must:

   a. Know the rural youth assistance programs and improve the dialogue and information with them.

   b. Interpret the interests and priorities of private enterprise together with the assistance network and vice versa.

   c. Provide, together with governmental organizations, solutions to the problems of the rural youth.

   d. Integrate the interests of various assistance organizations in a single resource application program, concentrated in the priority items of each region.

   e. Stimulate private enterprises to provide resources as investments rather than as donations.

   f. Present proposals to private enterprises and official organizations in an effort to obtain resources for rural youth programs.

g. Keep enterprises informed on the success and achievements of the projects carried on.

h. Try to obtain tax deductions for investments made by private enterprises in rural youth programs.

i. Make public opinion aware of the problems of rural youth.

Suggestions to the Assistance Network:

1. Know the policies, objectives, and action plans of the other youth assistance programs so that its work may be compatible with theirs.

2. Formulate projects in agreement with global and sectorial plans, compatible with regional needs and priorities.

3. Provide support entities with social and economic data and information on priority areas, proposed solutions, etc., tending to stimulate private initiative.

4. Interpret governmental policies relating to rural youth projects for support entities.

5. Discuss the preparation of work programs with support entities' representatives.

6. Provide human resources for carrying out programs.

7. Provide financial resources for the execution of projects, as a supplement to private resources.

8. Present reports, accounting statements and information on the achievements and results of the projects.

9. Carry on research leading to the achievement of perfection in its work methodology in terms of greater quantity, better quality and less unitary costs.

Theme: "Rural Youth Support Program and Project Planning"

Recommendations:

1. Pre-requisites for program definition:

   a. Knowledge of the work environment.

      (1) Rural youth within its social and economic context.
      (2) Business environment.
      (3) Entities involved in the problems of the rural youth.

   b. Knowledge of the policies, regulations and priorities of rural youth work at the various levels of governmental action.

   c. Knowledge of the needs, potentialities and problems of the assistance network.

   d. Characteristics of the support entity's infrastructure.

   e. Knowledge of the sources of income (technical assistance, practical knowledge, financing, etc.), national as well as foreign and international.

2. Recommended Program Areas:

   a. Public relations and publicity on rural youth addressed to governmental organization, enterprises and public opinion.

   b. Formation and specialization of human resources.

   c. Research and diagnoses.

   d. Expansion of the youngsters' network associations and associated similars.

   e. Support of assistance network's educational programs.

   f. Incentives for youth in order to increase their participation in the various programs.

   g. Incentives for the formation, consolidation and expansion of support entities.

Theme: "Information, Public Relations and Resource Development"

Recommendations:

1. Every effort made for resource development in behalf of rural youth must be identified in terms of investments which objective should be taking care of the rights and responsibilities of the youngster as a human being -- the highest priority within the social and economic context of modern age -- as well as in his quality as a producer and consumer of goods and services.

2. The source of funds concept should not be restricted to private enterprises, but rather extended to cover a wider sector, such as governmental entities at various levels and of a different nature, foundations, class and professional associations, religious groupings, service clubs, international and foreign communities and technical and social assistance organizations.

3. It is imperative to make an immediate diagnosis on rural youth, at both the regional and national levels, with the purpose of defining its problems and solutions as well as establishing complete statistics.

Recommendations for the Governmental Level:

1. Regulate a policy on rural youth in an attempt to rationalize and integrate isolated and contrasting activities, so as to create a national rural youth system.

2. Create a National Rural Youth Entity to be in charge of structuring and establishing the aforementioned system, having policy-making and support attributions in the various units of the system. For this reason, a work group should be created immediately in order to study this carefully.

Final Recommendations

1. Recommend competent entities to create and establish the policy for a credit plan for rural youngsters.

2. Recommend competent entities to extend to rural youngsters the possibility of access to land-owning, through legal agrarian reform or similar organizations.

3. Recommend to those entities responsible for the preparation and establishment of school curriculums the adoption of specific curriculums for the different rural situations, as well as the inclusion of matters related to associations and cooperativism in each one of them.

GROUP II
(Spanish-Speaking Participants)

President: Mario A. di Fonzo
Secretary: Santiago Galarraga

Theme: "Role of the Support Entities and Private Enterprises"

Recommendations:

This group recommends to the plenary session that the following proposals be adopted:

1. The Executive Secretary must work full-time in the support entity.

2. The Executive Secretary's salary must be in keeping to his functions and level, being therefore of a high level.

3. To recommend all Executive Secretaries to reread all recommended at the I Inter-American Seminar for Executive Secretaries of Support Entities, held in Bogotá, Colombia, in 1967.

4. The members of the support entity may belong to it in their personal capacity or in representation of private or public enterprises or institutions.

5. The support entity's responsibility must be one of moral, technical and economic or financial help to the support entity itself, and should also motivate other enterprises to cooperate with it.

6. The members of the support entity shall operate in the Board of Directors according to the established by-laws. There may be a case of an ideal existent enterprise being a member which will designate its representatives or with personal representatives.

7. The opinions expressed herein by the various country representatives present allow us to assume that development of rural youth programs is not going along in accordance with the current urgent needs in the agricultural field and over the entire world of today. Consequently, we recommend the general assembly of this Seminar to prepare recommendations to the various heads of state throughout the Hemisphere and their corresponding legislative councils, so that they may adopt the necessary funds in order to carry out these rural youth programs.

8. Try to encourage the formation of rural youth leaders, granting them facilities for obtaining any kind of benefits, mainly including them in the support entities' credit plans.

9. The other Ministries or Secretariats and national or international agencies should include in their national expansion programs more effective support for the expansion of rural youth development programs. We consider it convenient to request PIJR to join as a member of the support entities at the highest level, and that in those entities where this couldn't be done so, it may collaborate with funds in order to help cover administrative costs.

Theme: "Rural Youth Support Program and Project Planning"

Recommendations:

The work group fully discussed the document entitled "Rural Youth Support Program and Project Planning", being aware of the fact that there is an increasing need in the world for a greater food production to meet the needs of a continuously growing population. The planning presented is of significant importance, and we are giving it our fullest support and inviting other countries of the Hemisphere to program every item proposed in this report, emphasizing the following:

1. Take into consideration the most important policies of the corresponding governments in terms of agricultural and livestock development plans for the establishment of an adequate coordination. Rural youth encourages and promotes work dynamics; therefore, its development should be through the application of programs as the one outlined here, and through its participation in said programs.

2. Other programs considered indispensable are those which allow for the establishment of rural and community work, as electrification, health, handicrafts, communications, etc. It is possible to attain all of this through the proper connections with national organizations.

3. Entities must evaluate projects at their different stages and levels.

4. Technical guidelines should be prepared by persons knowledgeable of the problems so that they may be solved satisfactorily. This will enable a greater participation of the youngsters in future planning.

5. It is advisable to give volunteer leaders as much representation as possible within a well-trained committee, so that the programs may be successfully fulfilled.

6. The problems affecting the rural youngster should be solved by the rural youth program, which should set priorities. It is necessary to promote the official formation of such programs in those countries where they do not exist yet.

7. Objective evaluation should be reviewed, extended or modified periodically, as both the dynamics and economy of the countries vary constantly.

Theme: "Ideas for an Information and Public Relations Strategy in Behalf of Rural Youth"

Recommendations:

The group pointed out that in order to establish ideas for an information and public relations strategy in behalf of rural youth, the first thing to do is to decide on the philosophy of the image of the Latin American rural youngster necessary to outline as the most convenient.

The group believes that in order to obtain support for positive action in this direction is to present the youngster as a human being having the right to receive support to develop to his full potential.

We should insist that the governments of the various countries establish a dynamic policy in behalf of the rural youth so as to obtain greater and better participation from the private sector and other institutions. In this way, they would become closer to the existing programs and could help the support entity in their work towards the attainment of rural youth development objectives.

Each country, according to the structure and by-laws of its support entity, should initiate the information and public relations work convenient for the achievement of these common interests.

* * *

Proposal Made By the Spanish-Speaking Work Group

The participants of the II Inter-American Seminar for Executive Secretaries of Private Support Entities hereby wish to express their deep appreciation to Brazil, the host country for the excellent work performed in behalf of its rural youth, and urges the governments of Latin American countries to follow the example it has set forth in finding a solution to the many problems affecting the rural sector.

Presented by Colombia and Ecuador.

GROUP III
(English-Speaking Participants)

President: H. Joe Myers
Secretary: Garnet S. Edwards

The group discussed the many problems affecting the smooth working of these entities and suggested ways of solving them.

Jamaica, whose foundation is just over a year in existence and Trinidad and Tobago, who is now finalizing plans to start theirs, were fortunate to have such experienced personnel in their group, e.g., Mr. Myers and Mr. Williams.

With respect to the functions and responsibilities of the various persons and institutions the group observed the following:

1. Executive Secretary

   a. To develop and maintain close working relations with rural youth leadership.

   b. Know and understand programme priorities of rural youth programme.

   c. Be responsible for efficient office management.

   d. Contacting potential donors and forwarding proposal requests.

   Cooperation and participation could be through monitoring and reporting.

2. Other Members of the Support Entity

   a. Through prestige group - which should give sanctions.

   b. Sponsor's Council - which should donate money.

3. Private Enterprise

   Social responsibility

The group suggested the following ways of obtaining participation and cooperation:

a. Financial
b. Material
c. Personnel

Further considerations in some detail with respect to the development of a foundation were mentioned, e.g.:

a. Job description
b. Importance of timing programme
c. Appropriate name for the foundation
d. Trustees who should know the needs of the community
e. Facilities in terms of personnel, etc. should be carefully worked our before launching the foundation.

During the discussion the group examined the following:

1. Fund Raising

   a. Personal contacts rather than impersonal, i. e. brochures or letters.

   b. With the personal contact one could take the individual to the project.

   c. Using your Public Relations Officer for initial contact then follow up visit.

   d. Write letter immediately after visit expressing thanks.

2. Research

   a. National
   b. International
   to determine the level of sponsors

   c. Individual research, i.e., background information of the individual, level of business, type of product, attitude, staff, etc.

3. Programme

   a. That the programme should be of a quality that sells itself

   b. Should be planned so that it can be implemented by stages.

   c. Sponsors should be kept informed.

   d. The programme should be so timed that it could benefit from the sponsors budget.

   e. The programme should be flexible.

   f. That projects be carefully selected to meet the needs of the community or individual.

g. That the programme be so designed that the sponsors see it as an investment rather than charity.

4. Publicity

That the mass media is not the most effective way to educate the sponsors, i.e., most sponsors could not find the time to read such publication. However, if the mass media effort was towards reporting success stories, this could be useful leverage.

SECTION IX

APPENDIX

LIST OF PARTICIPANTS
LISTA DE PARTICIPANTES

ARGENTINA

Mario A. di Fonzo, Ing. Agr. Gerente General Asociación Pro Clubes 4-A	Rivadavia 1439 Buenos Aires

BRASIL

Arthur Mendes de Castro Barbosa Secretario Ejecutivo Comité Nacional de Clubes 4-S	Rua Barao do Flamengo, 22 Grupo 504 Rio de Janeiro, GB
Cyro José Pereira Sampaio Jefe, Servicio Sector Rural Banco do Brasil	Rua Costa Aguiar, 626 Campinas, Sao Paulo
Dante Rando, Ing. Agr. Jefe Sección Juventud Rural CATI - Secretaría de Agricultura	Avenida Brasil 2340 Caixa Postal 960 Campinas, Sao Paulo
Duban Borges de Medeiros Jefe de la Sección de Extensión Rural - INCRA	Palacio Desenvolvimento, - 20° andar Brasilia
Elena Klatilova Economista Doméstica CATI - Secretaría de Agricultura	Avenida Brasil, 2340 Caixa Postal 960 Campinas, Sao Paulo
Geraldo Lucas Asesor Técnico ABCAR	Avenida Marechal Camara, 210 - 8° andar Rio de Janeiro, GB
Homero Figueiredo de Oliveira Comité Nacional de Clubes 4-S	Rua Vicente Licinio, 210 - Apt.° 201 Guanabara
Iacira Leite Sedrim Secretaria Ejecutiva DETJUR	Avenida Dr. Freitas, 2764 Belem, Pará
Iara Segaglio Auxiliar Economista Doméstica	Casa da Agricultura Araras, Sao Paulo

Ikuko Suhara Orientadora Rural 4-H Clube do Brasil	Rua Cardeal Arcoverde, 2539 Pinheiros, Sao Paulo
Ilo Soares Nogueira, Dr. Director de Relaciones Públicas Massey-Ferguson do Brasil	Caixa Postal 30240 Sao Paulo, S. P.
Jorge P. Guzman, Dr. Representante FAO	Caixa Postal 139 Campinas, Sao Paulo
José Augusto Duarte Mendes Asistente Administrativo Comité Nacional de Clubes 4-S	Rua Barao do Flamengo, 22 Grupo 504 Rio de Janeiro, GB
José Luis Torralba Comercio Exterior	Máquinas Agrícolas JACTO Pompeia, Sao Paulo
Josele de Paiva Mendes Franco Asistente Social CATI - Secretaría de Agricultura	Avenida Brasil 2340 Caixa Postal 960 Campinas, Sao Paulo
J. M. Nogueira de Campos Asesor de Directoría Nestlé	Caixa Postal 8220 Sao Paulo, S. P.
Marco F. de Vasconcellos Superintendente del Centro Piloto Fundación Nacional Pro Bienestar del Menor	Rua Clarimendo de Melo, 847 Quintino, Rio de Janeiro
María Aparecida Souza Pinto Asistente Social Federación de Entidades de Asistencia	Rua Luzitana, 369 Campinas, Sao Paulo
María Aparecida Vieira Secretaría, Sección de Trabajo con la Juventud Rural CATI - Secretaría de Agricultura	Avenida Brasil, 2340 Caixa Postal 960 Campinas, Sao Paulo
Ma. Claudete de Paiva Fernandes Jefe de la Sección de Desarrollo Rural - INCRA	Largo de Sao Francisco, 34 Rio de Janeiro, GB

Ma. Cristina Padilha Codo Asistente Social Federación de Entidades de Asistencia	Rua Luzitana, 369 Campinas, Sao Paulo
Marilena Ourique de Carvalho Sociologa DAEE	Praça Sta. Luzia s/n Taubaté, Sao Paulo
Marisa Dulce Pereira Coordinadora Estatual de Juventud Rural - ACAR	Avenida dos Andradas, 367 - 3° andar Belo Horizonte, Minas Gerais
Marina A. F. Ferraz do Lago Asistente Social CATI - Secretaría de Agricultura	Avenida Brasil, 2340 Caixa Postal 960 Campinas, Sao Paulo
Tetsuo Nohara Orientación Rural Cooperativa Agrícola de Cotia	Rua Cardeal Arcoverde, 2539 Sao Paulo, S. P.
Toyoshiko Kashima, Ing. Agr. Director Ejecutivo Cooperativa Central Agrícola Sul	Avenida Feijo, 401 Marilia, Sao Paulo
Yedda Moreira Pajuaba Jefe Sector Juventud Rural INCRA	Palacio do Desenvolvimento - 20° andar Brasilia, D. F.

COLOMBIA

Tomás Nieto A., Ing. Agr. Secretario Ejecutivo Asoc. Nal. Pro Juventudes Rurales	Apartado Aéreo 19114 Bogotá

COSTA RICA

Edgar Arias Ch., Prof. Coordinador de Proyectos PIJR	Apartado 10307 San José
Ernesto L. Maduro Asistente Administrativo PIJR	Apartado 10307 San José
Luis O. Ferreira, Ing. Coordinador Regional PIJR	Apartado 10307 San José

Theodore Hutchcroft Director PIJR	Apartado 10307 San José
William Gómez R. Secretario Ejecutivo Fund. Nal. de Clubes 4-S	Apartado 6704 San José

ECUADOR

Gonzalo Chacón, Ing. Agr. Secretario Ejecutivo Fundación Nacional 4-F	Apartado 37-8 Quito

EL SALVADOR

José Armando Morales, Agr. Supervisor Nal. Clubes 4-C Comité Nal. de Clubes 4-C	Centro Nacional de Tecnología Agrícola Santa Tecla

ESTADOS UNIDOS

Barbara Myers	3705 Van Buren Corvallis, Oregon
Edward L. Williams Director of Resources National 4-H Foundation	7100 Connecticut Avenue Washington, D. C. 20015
H. Joe Myers Assistant Director Extension 4-H and Partners of Alliance	Room 105, Extension Hall Oregon State University Corvallis, Oregon

GUATEMALA

Juan N. Masaya A. Secretario Ejecutivo Consejo Nal. de Clubes 4-S	7a. Avenida, 3-67, Zona 13 Guatemala

JAMAICA

Erwan A. Fletcher Manager 4-H Clubs	6 Richmond Avenue Kingston 10

MEXICO

Raúl Victoria, Ing. Comité de Ayuda a la Juventud Rural	Insurgentes Sur 2065 México, D. F.

NICARAGUA

Rolando Ruíz, Ing. Agr. Secretario Ejecutivo Asociación Nacional de Clubes 4-S	Colonia Luis A. Somoza A-30 Managua

PANAMA

Edilberto Rodríguez Secretario Ejecutivo Patronato Nal. de Clubes 4-S	Apartado 5390 Panamá 5

PARAGUAY

Andrés Penayo Secretario Ejecutivo Asoc. Pro Desarrollo de los Clubes 4-C	Alberdi 212 esq. Pdte. Franco Asunción

TRINIDAD-TOBAGO

Garnet S. Edwards Organizer 4-H Clubs	Ministry of Agriculture St. Clair Circle Port-of-Spain

VENEZUELA

Santiago Galarraga Secretario Ejecutivo Asoc. Civil Pro Clubes 5-V y Amas de Casa	Apartado 5306 Caracas

REPORT OF TOUR AND FIELD TRIPS

There were three field trips or special presentations arranged for the Seminar participants.

1. Coordenadoria de Assistencia Técnica Integral (CATI)

The first orientation session was on the Coordination of Integrated Technical Assistance (CATI) where the Seminar was being held. This is a part of the Secretariat of Agriculture of the State of Sao Paulo. It includes the Planning Advisory for Technical Assistance (ASPLAT), the Department of Technical Orientation (DOT), the Department of Supplementary Assistance (DAS), the Center for Training in Technical Assistance (CETATE) (where the Seminar was conducted), the Rural Communication Service (SCR) and the network of regional technical assistance divisions (DIRA).

The description was presented through a variety of visual methods, including slides, motion pictures, radio tapes and television.

An important part of this was the description of the Clubes Agrícolas Juvenis, the rural youth program in the State of Sao Paulo.

At the conclusion of the presentation, each participant was given a large collection of the publications of the CATI.

2. Visit to the City of Sao Paulo

Nearly an entire day was spent visiting the city of Sao Paulo, largest metropolitan area south of the equator.

The first visit was to the plant and offices of the Massey-Ferguson do Brasil, where the participants were shown a slide series on the history of the company and its development and contribution to Brazilian agriculture. This was followed by a delicious buffet luncheon in the company of many officials of the company.

The climax of the visit was a tour through the tractor manufacturing facilities.

At the conclusion, each participant was given some information on Massey-Ferguson do Brasil and a model of one of their tractors. This visit helped the participants to become acquainted with the agro-industrial growth of Brazil.

There was a short tour through a part of the city, including a view of the Government Palace of the State of Sao Paulo and a brief stop at the giant stadium of the Sao Paulo Football Club. The participants were given some time to relax and make purchases at the Iguatemi Shopping Center.

It was into the early evening when the participants arrived at the huge, new facilities of the Centro Estadual de Abastecimento Geral do Estado de Sao Paulo (CEAGESP), the wholesale market for the region. Officials of the facility gave an orientation with a slidefilm, then conducted a tour of various of the facilities for selling fruits, vegetables, flowers and fish.

The evening concluded with a delicious dinner at the restaurant of CEAGESP.

3. Field Trip to Campinas Cooperative and to Araras

The Friday afternoon field trip took the participants into the agricultural communities of the State of Sao Paulo.

The first stop was at the Cooperative Central Agro-Pecuaria Campinas, where the executive secretary explained the phenomenal growth in just thirteen years. The primary activities relate to coffee and cotton production and marketing, and related services for the members. This central cooperative directs the operations of 20 regional cooperatives. They handle each year 300,000 bales of cotton, 500,000 bags of coffee, and 60,000 tons of supplies. Seminar participants received samples of cotton, cotton seed, and coffee.

The majority of this trip was in the community of Araras, where the first stop was at the Usina Açucareira Sao Joao, a very large sugar cane processing facility. The plant operates from June through November, transforming about 1,600,000 tons of cane into 180,000 tons of sugar, and 45,000,000 liters of alcohol (for industrial, gasoline, beverage and perfume uses).

A very pleasant change for the participants was a brief visit to a day nursery for 5-year old children in the city of Araras. At this center the working mothers may leave their children for as much of the day as is necessary.

The next stop was the Sucorrico S. A., a large orange juice concentrate production plant. Participants were able to follow the fresh oranges from their arrival at the plant through grading, washing and temporary storage, through to the squeezing, packaging (in barrels) and freezing operations where the final product awaited export to Germany.

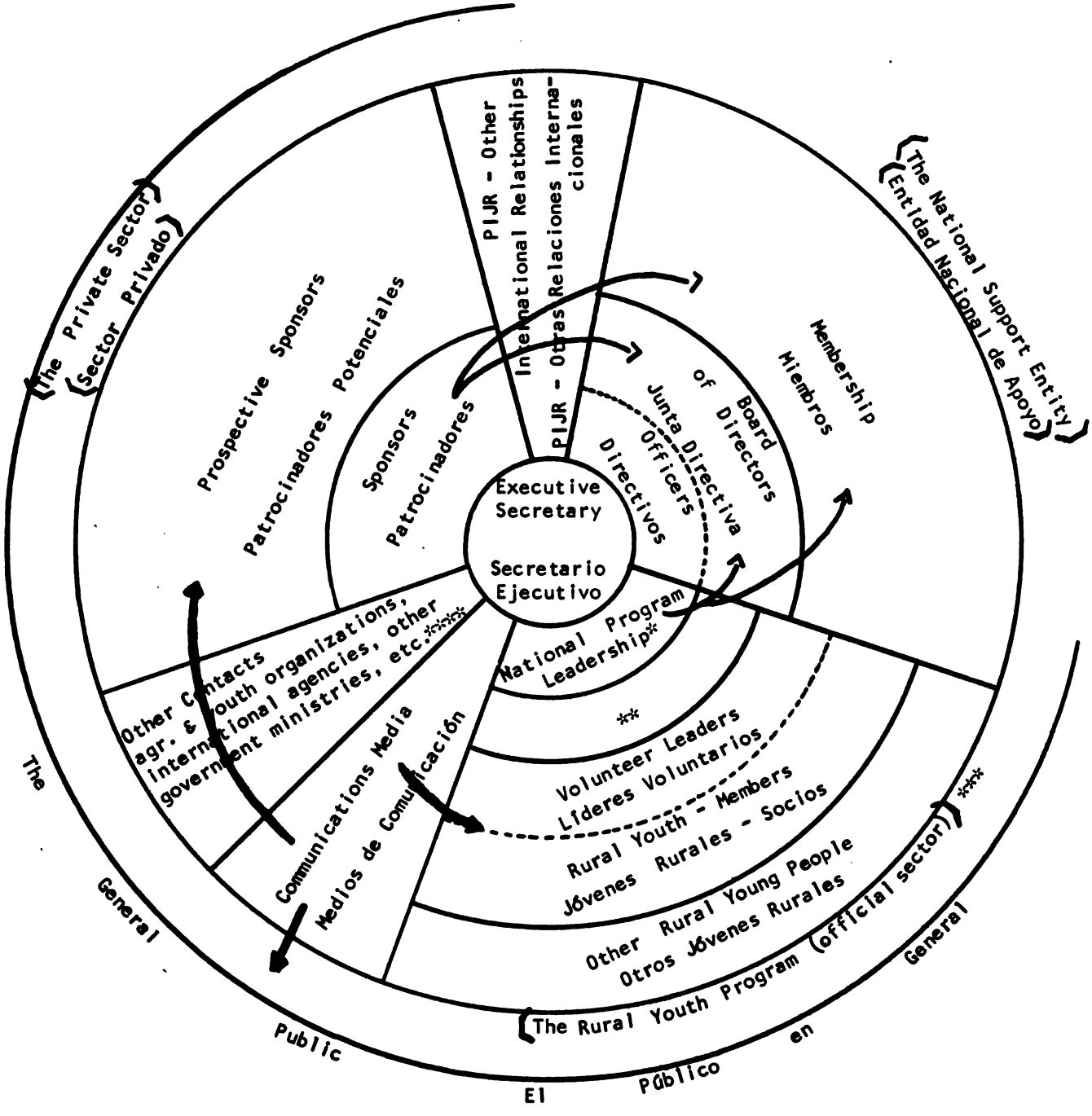
The daily capacity of this new plant is about 24,000 boxes of oranges.

Next the participants were taken to the new Rural Center in the community of Elihu Root, where the State of Sao Paulo and other organizations have built a pilot facility for community development. In addition to the large meeting hall, there are medical facility, a nutrition training center, and agricultural extension offices.

Members of the Rural Youth Clubs of Araras, Piracicaba, and Monte Alegre do Sul greeted the participants, along with local officials. Following a tour of the excellent facilities, there was a model meeting by the Araras Rural Youth Club, supplemented by demonstrations by members from the other two clubs. At the conclusion, there was a delicious churrasco dinner and music for dancing and singing.

RELATIONSHIPS OF THE EXECUTIVE SECRETARY/MANAGER

RELACIONES DE TRABAJO DEL SECRETARIO EJECUTIVO/GERENTE



* Líderes Nacionales de Programas de Juventudes Rurales

** Regional and Local Staff Personnel -- Personal Regional y Local

*** (Programa de Juventudes Rurales (sección oficial))

**** Otros Contactos - organizaciones juveniles & agrícolas, agencias internacionales, otros ministerios, etc.

CONTRIBUTORS

The major sponsorship for the Seminar was provided by the Tinker Foundation, the Elanco Division of Eli Lilly International Corporation, and the Massey-Ferguson do Brasil.

Several Brazilian institutions cooperated, including the National 4-S Club Committee, the Secretariat of Agriculture of the State of Sao Paulo, the Secretariat of Tourism of the City of Sao Paulo, the City of Araras, the Rural Center of Araras, and the Sao Paulo State General Supply Center.

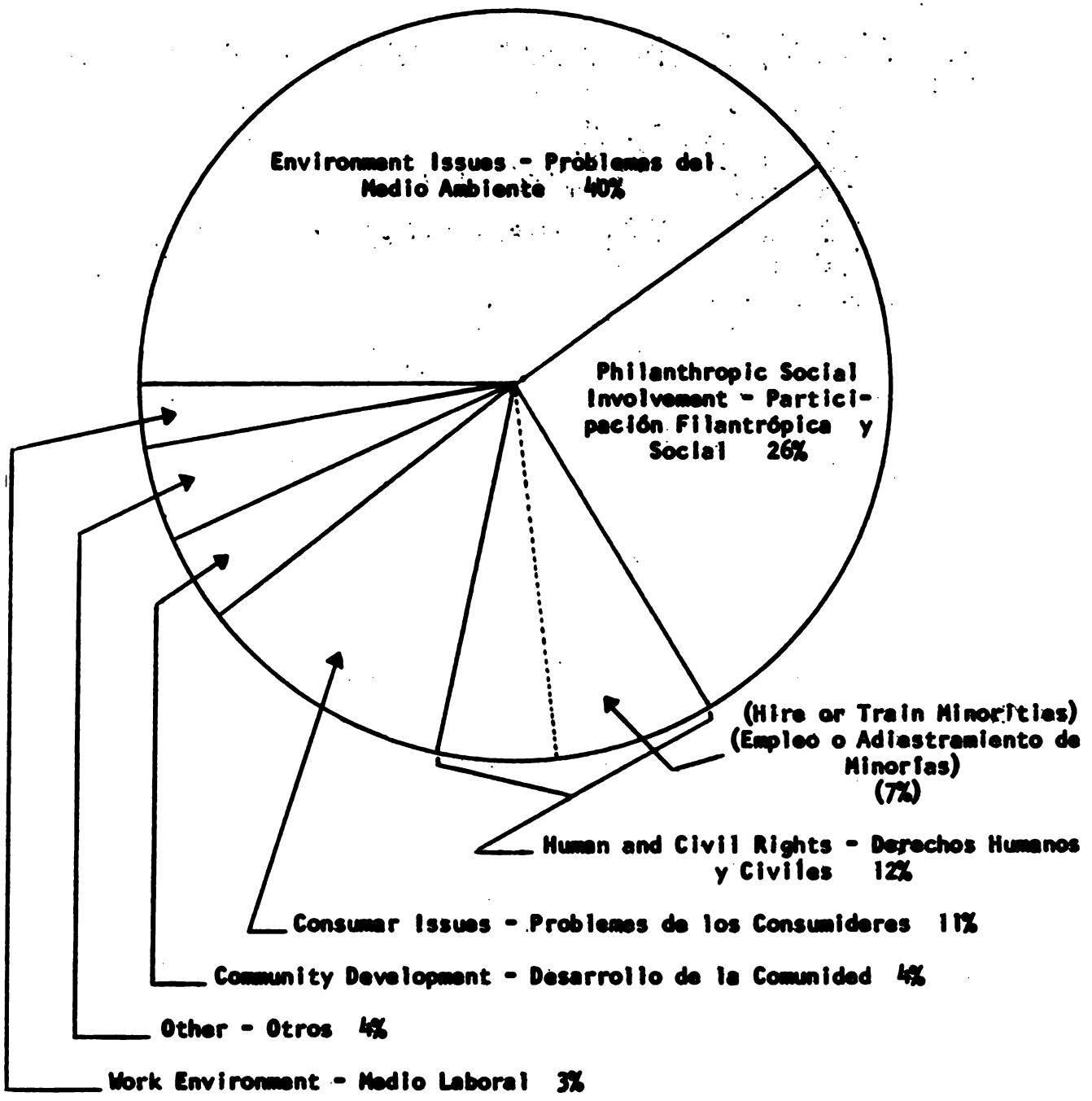
In addition, the following organizations made contributions to the Seminar:

JACTO - Máquinas S. A.
Coca-Cola de Brasil S. A.
Cooperativa Central Agrícola de Campinas
Tenis Clube de Campinas
Companhia Industrial e Comercial Brasileira Dr.
Usina Sao Joao
Sucorrico S. A.
Productos Alimentares - Nestlé

Supplemental Materials to Mr. Williams' Presentation

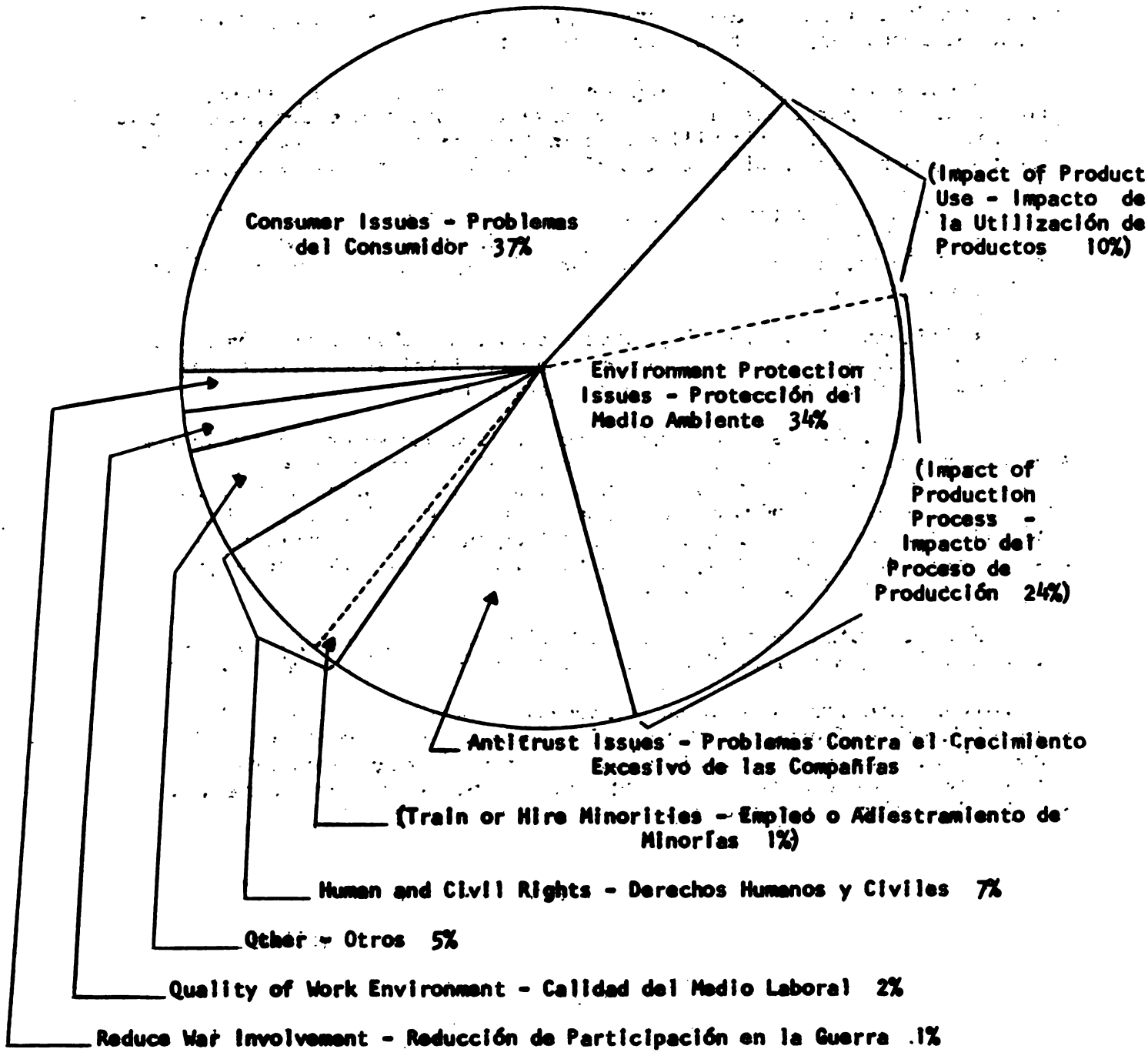
BUSINESS ACTION IN DIFFERENT SOCIAL AREAS

ASPECTOS SOCIALES EN LOS QUE LA EMPRESA PRIVADA INVIERTE



IN WHAT AREAS HAS BUSINESS BEEN SUBJECTED TO SOCIAL DEMANDS AND PRESSURES

AREAS EN LAS QUE LA EMPRESA PRIVADA HA ESTADO SUJETA A DEMANDAS Y PRESIONES SOCIALES



Appendix 3

STANDARD OIL COMPANY (INDIANA)

Late last year, after considerable study, Standard Oil Co. (Indiana) repositioned a number of its corporate departments in order to build a consolidated corporate responsibility structure.

John E. Swearingen, chairman and chief executive officer, explained the organizational change to directors, principal officers, major department heads and department managers this way:

"This consolidation is being undertaken because of the increasing impact on our operations of many environmental forces of a social, economic and political nature. It will enable us to mount a more effective public affairs program and facilitate the flow of information in this area..."

One of the main reasons for the new structure was the company's conclusion that changes in the social, political, and cultural environment in this and the next decade will require continuous review by high-level management.

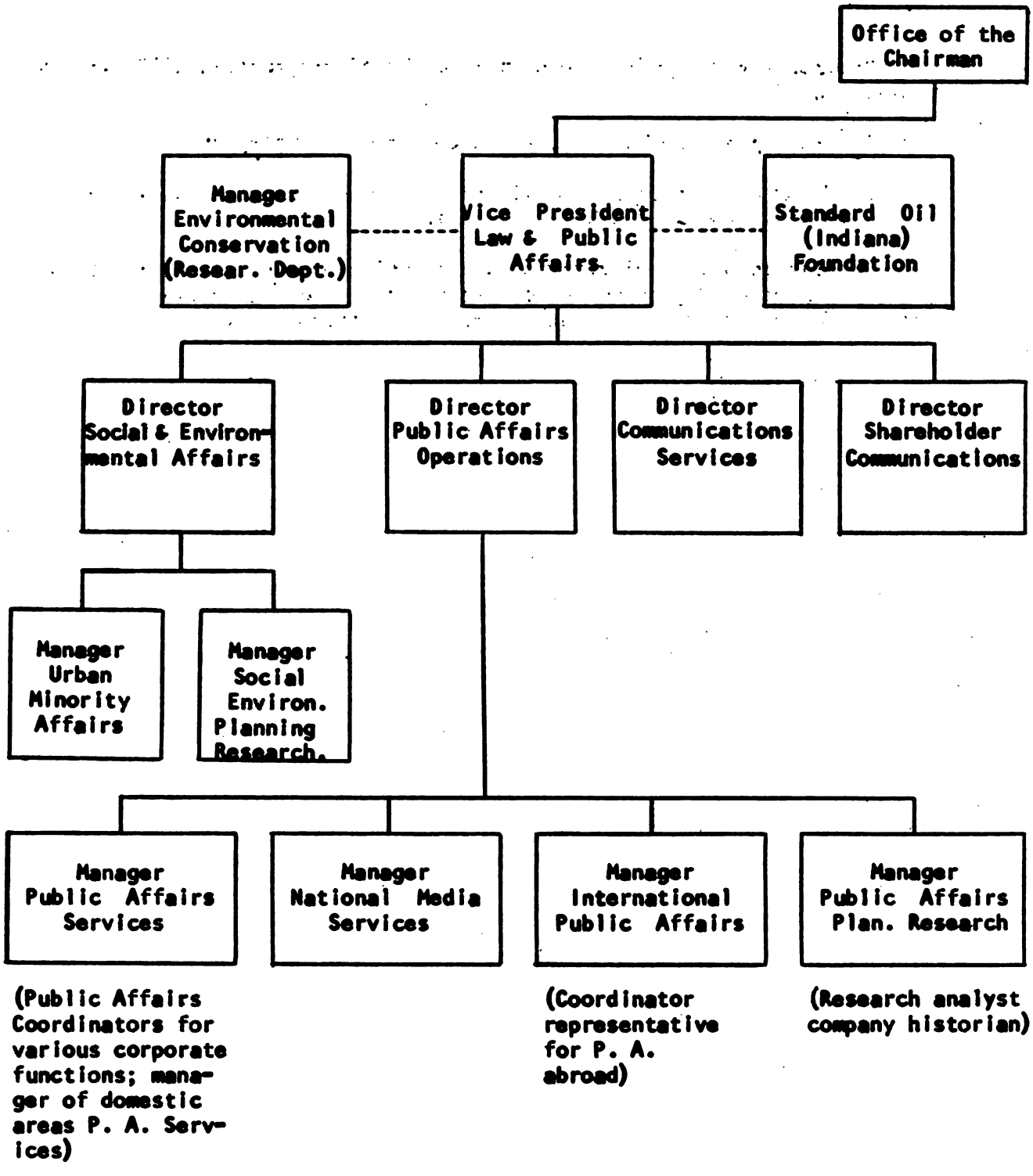
Philip Drotning, formerly director of urban and minority affairs at Standard of Indiana and now director of public affairs operations, was one of the major architects of the reorganization.

Drotning believes firmly that a company's chances for success in its social responsibility efforts are directly related to top management actions, hence the need for continuous flow of information on progress for top management review and response at Standard of Indiana. "Watch what they do and not what they say," is the way Drotning put it in his article, "Why Nobody Takes Corporate Social Responsibility Seriously" (Business and Society Review, Autumn 1972).

The new structure centers on the office of vice-president, law, and public affairs, who reports directly to the office of the chairman.

Four directors who oversee key aspects of the company's social responsibility efforts report directly to the vice-president, law and public affairs. They are the directors of social and environmental affairs, public affairs operations (Drotning), communications services, and shareholder communications.

STANDARD OIL COMPANY (INDIANA)



Appendix 4

CURRENT ATTITUDES — U. S. CORPORATIONS

Pressures on corporations to deal with social responsibility issues have intensified.

1. Irresponsible behavior by a few corporate managers.

2. Widespread and growing public disenchantment with all large institutions and their leadership.

3. The increased popularization of social responsibility issues by the press and groups such as the Council on Economic Priorities and the Corporate Accountability Research Group.

HOW U. S. CORPORATIONS WILL APPROACH SOCIAL RESPONSIBILITY
(Guidelines to Management)

Many businessmen and women are taking a broader interest as individuals in the work, life styles, and social fabric that surround them. They are engaging in more substantive discussions of their work and its social implications. Corporations are finding it advantageous to improve their performance records on social responsibility issues.

1. Be positive and flexible. A positive approach shows up in management's determination to seek progress in agreed-upon areas in an agreed-upon time. Implicit here is a common understanding of the facts and the issues in the selected areas. A flexible approach shows up in the organization's willingness to explore a variety of "problem" definitions, performance measures, program solutions, and other actions required to achieve the progress desired. Moreover, it means not losing heart if progress is slow or if the positive intentions of the effort are not immediately recognized as such by some corporate constituencies.

2. Make a top management commitment to appraise corporate social responsibility performance objectively and to change corporate policy, if appropriate, on the basis of the facts and information developed. This appraisal will rest on definitions and measures of social responsibility which must be developed as part of the overall evaluative process. A clear commitment and subsequent action by the chief executive officer can enormously improve social responsibility performance -- perhaps more so than any other single factor.

3. Get line management to participate in this performance appraisal. Line managers and members of the corporation's operating units should be encouraged to gather and evaluate facts on performance and to develop alternative proposals for changing or correcting corporate performance in their areas of responsibility. Their participation in developing new behaviour patterns increases 100-fold the program's chances of success.

4. Control expectations throughout the organization by setting modest goals initially, and then push hard to raise them as progress is made. In addition, it is wise to create an experimental atmosphere that encourages people to try new analytic and programmatic approaches and to accept the fact that some mistakes may be made.

5. Install a formal follow-up procedure. Developing and implementing policies to upgrade a company's overall social responsibility performance is a long-term proposition. It requires repeated efforts with correction, follow-up, and lots of hard work.

CATEGORIES OF SOCIAL RESPONSIBILITY ISSUES
a. Product line (e.g. dangerous products)
b. Marketing practices (e.g. misleading advertising)
c. Employee education and training
d. Corporate philanthropy
e. Environmental control
f. External relations (including community development, government relations, disclosure of information, and international operations)
g. Employee relations, benefits, and satisfaction with work
h. Minority and women employment and advancement
i. Employee safety and health

SOCIAL RESPONSIBILITY PHILOSOPHY	RESULTING LEVEL OF EFFORT
Lead the industry	Substantial experimentation and applied research; some failures should be anticipated when breaking new ground
Be progressive	Large effort to grapple with full range of issues; some breaking of ground likely
Do only what is required	Careful investigation of all requirements, plus advance planning for likely new requirements
Fight all the way	No action other than defensive reaction to likely criticism/investigations

HOW U. S. CORPORATIONS ARE ORGANIZING

How a company organizes its social responsibility effort depends on many variables -- the quality of personnel involved, the degree of their commitment to the social responsibility issues, their ability to secure line management input and support for policy changes, and their capacity to follow through on implementing new programs. The best organizational arrangement for one company may be quite inappropriate for another. Three possible approaches include:

1. The Officer. To be effective in an organization of any size, the officer must be in a reasonably high-level position, well-respected, and supported by a quality staff. If his charter embraces the full range of corporate social responsibility issues, he will have to be prepared to devote most of his time to the task. Because of the heavy time commitment, a company electing this approach generally rotates the job every two to three years to ensure that qualified managers will be receptive to such an assignment. With each change of officer, however, comes the risk that the continuity and drive of the effort will slacken. This is particularly true if the company has jumped into the task without any corporate responsibility strategy or "game plan." Thus, changeover procedures must be carefully thought out for this approach to work effectively.

2. The Task Force. The task force is a commonly used approach. Since it tends, however, to be crisis-oriented (as are many corporate responses to social responsibility issues), it is not very effective for mid-to-long-range planning. Another drawback of the task force is that it is less able to implement changes in operating practices because few permanent lines of communication exist between it and any company operating units. Finally, task force members are nearly always part-time participants in the review and development process, and unless they have first-rate staff support, they may not acquire sufficient understanding of specific problems. On the plus side, the task force approach is a good way to get an activity started quickly. If team members are carefully selected, the task force can bring together a group knowledgeable in many key operating elements of the business. Thus, the important factors to make this option effective are good people, a focused effort and quality staff work.

3. The Permanent Board Committee. A board-level committee has several arguments in its favor:

a. As tangible evidence of top management's commitment to deal

with social responsibility issues, it is a stimulus for the effort to gain support at key operating levels.

b. With the muscle of individual board members behind the effort, the review procedure can be rigorous and thorough.

c. Since most board members have a broad perspective, their approach to social responsibility issues can be more comprehensive.

d. Outside board members often can bring new insights to the subject and thus can contribute significantly to the effort.

Appendix 7

U. S. CORPORATIONS: OBJECTIVE CRITERIA FOR MAKING CONTRIBUTIONS TO COMMUNITY OR EDUCATIONAL PROGRAMS

1. Is the organization working in areas of critical social need and importance?

2. Can our company contribution significantly affect the success of the organization or one of its major projects?

3. Is the approach of the organization innovative or traditional?

4. What are other companies, foundations, individuals now contributing?

5. Will our contribution stimulate others to provide support? In case of a seed-money contribution, what are the chances that operating funds will be forthcoming from other sources?

6. Are employees involved in the organization's efforts?

7. Who sits on the board of directors? Is it a working board or a cosmetic one? Do board members participate in fund-raising efforts?

8. What is the quality of the organization's staff and volunteer workers?

9. Do they understand the scope of the problems they are dealing with? Do they have a specific goal, know what they need, and have a plan for what they need? If they get what they need, can they succeed?

10. Can we monitor the success/failure of the organization's efforts?