

ACCION International

Meeting of the Board of Directors
Monday, December 12, 1966
12:30 p.m.

AGENDA

Approval of Minutes of June 27th Meeting

Changes in Board Membership

Review and Discussion of Docket Memoranda

1. Executive Director's Report:

ACAO COMUNITARIA do BRASIL
ACCION en VENEZUELA

2. Funding Reports: Fourth Quarter Corporate
Funding to Date
Foundation Activity

3. Recruiting Report: 1966-67 Program

4. Administrative Report

5. 1967 Budget

6. Personnel and Salary Changes

Comparative Report prepared by Employee
Relations Department; PepsiCo., Inc.

There follows a detailed description and program plan for the Brazilian organization. In brief, however, the close of 1966 will see the realization of hard won objectives in this country.

Three full time people, with the experience of several years in ACCION en VENEZUELA, are now working in Rio. Recruiting of Brazilians will be underway as soon as staff positions are filled. ACCION International will send six additional non-Brazilian community action workers into the ACAA organization as soon as the program development calls for them.

Local fund-raising is underway in Guanabara and the December 2, 1966 status of the campaign is as follows:

Number of U.S. Companies operating in Guanabara	130
Number to be contacted in campaign.	70
Number visited to date	55
Yet to be seen	15
Number of pledges	17

Arthur Anderson Co.
American National Insurance Assoc.
Atlantic Refining Co.
Braniff
Banco Lar Brasileiro
Burroughs
Crush
Elavadores Otis
Esso
First Bank of Boston
IBM
Insurance Co. of North America
Liquid Carbonics
Pepsi Cola
Remington Rand
Crown Cork
White Martins

Range of Contributions	\$2,500 to \$7,000
Number of refusals	4

The other 37 companies have requested Stateside approval for a grant in Cruzeiros or the request is pending local decision.

AÇÃO COMUNITÁRIA DO BRASIL

Community Action in the "Favelas" of Guanabara

I. THE CHALLENGE

- A. The Problem
- B. Existing Efforts; and the Need for an Independent Community Action Agency
- C. ACCION International
- D. The Challenge to the Private Sector

II. AÇÃO COMUNITÁRIA DO BRASIL

- A. Plan of Action
- B. Board of Directors
- C. Program Schedule
- D. Organization
- E. Budget

"From a society in transition to a mature democratic community -"
this is the theme and the final goal of AÇÃO COMUNITÁRIA DO BRASIL

I. THE CHALLENGE

A. The Problem

Brazil, like most countries of the hemisphere, suffers from the phenomenon of rural people leaving the land or interior towns to come to the city. The city is unable to accommodate them and the people squat on uninhabited land without the permission of the lawful owners.

Hundreds of thousands of persons live in these shanty towns or "favelas" in terrible misery. In order to survive they build improvised shacks of wood and tin without sanitation, without water, without lights. They climb or walk great distances along muddy paths just to get to transportation routes. In one favela it was found that an average of five persons live in the same room, and that 40% of the inhabitants of the favela are illiterate. Unemployment is high, and those who do find work are generally unskilled and therefore face limited opportunities.

Legally non-existent, the favelas of Rio de Janeiro have between 400 and 750 thousand inhabitants.* Government statistics list between 185 and 200 favelas in Guanabara.** Moreover, the favela problem is growing faster than the population. The national birth rate is 3.3%; in the favelas it is 7%.

The favela populations exert great political, economic and social pressures on the city. And as the problem grows, it is certain to become more explosive. People whose ancestors for centuries had come to expect very little from life can now see the tremendous wealth and opportunity available to certain sectors of the society. They have come to desire and demand that they share in this progress during their own lifetime.

Their desires are not completely hopeless. There does exist among the people of the favelas a great willingness to work, to learn, and to change their conditions and way of life. The favelas themselves represent an untapped potential resource for solving the problem as well as a potential danger if steps are not taken.

* The last official survey listed 400 thousand favela inhabitants; CEDUG listed 500 thousand, and the DRF, 750 thousand.

** COHAB lists 200 favelas and the DRF, 185.

Unfortunately, a tradition of paternalism, fostered from above, and years of unfulfilled promises have aggravated the problem and have prevented any effective action at the grass roots level.

The apparent problem may be physical conditions but the underlying roots are psychological. Only by a change of attitude at all levels, coupled with new organizational skills, will the favelas begin to become liveable communities, and the people of the favelas have the education and opportunities that can be considered fair and decent in today's world.

B. Existing efforts

Debate on the "problem of the favelas" has centered around one of two extremes--either relocation of the inhabitants in the new suburbs or "vilas", or leaving the people where they are and "urbanizing" their surroundings. Whatever the solution, the upper classes generally take the attitude of "Leave it to the Government". The Guanabara State Government has not yet revealed definite plans for the favelas, but it has indicated a desire to support efforts of favela rehabilitation based on self help and executed by the favela residents themselves.

The experts admit that, even with outside help from the U.S. and other governments, it would take at least 30 years just to correct physical conditions alone, apart from the great need for education, training, and the creation of a new sense of pride and dignity--all of which are necessary to create democratic communities.

There are an estimated 300 private organizations working in favelas. Most of them reach only one or two favelas where they concentrate on one or two specific projects. The programs generally depend upon volunteer help from among upper class married women and therefore lack continuity. These groups run into great difficulties in trying to expand their programs because of their dependence upon one or two financial sources, and because there is very little coordination with government or industry in the program areas.

Moreover, the projects are usually based upon principles of charity and welfare, and consist in efforts to do things for the people rather than motivating the people to solve their own

problems. Though commendable, these efforts have generally resulted in little more than slight improvements and incomplete projects. Most of these programs are well-intentioned and their leaders have expressed great desire to lift the paternalistic hand and work on organization and self help. They admit, though, to a lack of training as to how to go about it.

Although private companies have done a great deal to help their own employees, nevertheless the image remains within the favelas that private enterprise makes tremendous profits on investment and is completely uninterested in helping to solve the nation's problems. This is particularly true of the attitude toward foreign companies.

Something has to be done, and in order to take action there must be created an executing agency, whose objective is to motivate and capacitate favela residents to form groups, to mobilize resources, and to plan and execute favela development programs themselves. This agency must have trained, full time personnel and the organizational efficiency to fulfill that objective. An agency is needed with an economic base that allows for constant and steady expansion, whose program has an overall impact upon the entire favela community, and which coordinates and channels all available outside resources into the favela.

C. ACCION International

ACCION International is a privately-supported, non-profit organization incorporated in New York in 1965. It is an out-growth of a successful community action program in Venezuela. Its primary objective is to help in the establishment of privately supported, national organizations dedicated to social and economic improvement of urban favelas. ACCION International draws upon a pool of personnel from various countries who have experience in community action work to assist in the organization of the new nationally-based community action groups.

The ACCION or "Ação" movement in Latin America attempts to accomplish the following goals:

- create stable, self-reliant communities capable of solving their own problems

- develop local leaders in the favelas and foment the development of representative organizations which act to solve community problems
- stimulate the participation of the leading classes in the problems of the favelas
- demonstrate the effectiveness of community action as a method of producing progress and social change
- develop a national corps of full time community action workers

To carry out these objectives the local national organization recruits and trains community action field workers to live and work within the favelas, helping the people to organize a wide variety of self help projects in education, recreation, health, sanitation, housing, vocational training and small industry.

This is done through tested community action techniques whereby the field worker calls meetings, discusses community problems, and helps the people to organize themselves, mobilize their resources and deal effectively with government and industry.

ACCION EN VENEZUELA, a community action organization founded in Caracas in 1961, has promoted during the past two years alone more than 10,000 self help projects, organized and executed by the barrio inhabitants and oriented and directed by more than 100 community action field workers.

During this two year period more than a million dollars was mobilized in money, materials and technical help from private industry, government, and the barrio inhabitants themselves.

The cost of maintaining the organization, nearly US\$500,000 cash yearly, is contributed by more than 200 private companies in Venezuela. A Board of Directors is composed of prominent Venezuelan and foreign executives, and the Venezuelan personnel carry out projects which have affected the lives of some 200,000 barrio inhabitants in 12 cities of the country.

As a part of the initial expansion of the ACCION idea, ACCION International assisted a group of Argentine business executives to form the C.A.B.E. (Center for ACCION in Slum Communities) program which was organized last year to work in the "villas miserias" of Buenos Aires.

ACCION International has offered to assist in the establishment of a Brazilian Community Action organization by providing the experienced personnel to advise and aid the program in its initial years.

D. The Challenge to the Private Sector

The favela problem represents a great challenge to the private sector of Guanabara. The private sector can provide the energy, the flexibility and the initiative necessary to bring new ideas and methods and stimulate the favela people to help themselves. By accepting this challenge and establishing a much needed community action program, the private sector will accomplish various things:

1. It will have direct impact on helping the people of the favelas to help themselves.
2. It will dramatically demonstrate to the government and to all social groups that the community action method means that people are willing and able to help themselves, and that tangible results can bring about a change of attitudes.
3. It will demonstrate to the people of the favelas that private business and industry are interested in their problems and want to participate in their solution.
4. By establishing an institution at the favela level, the work of many existing organizations can be coordinated and directed toward having maximum impact within the community.

The need is there. The timing is right. It is merely a question of citizens of vision applying new techniques, mobilizing resources, and taking advantage of this unique opportunity to help the community and the Nation.

II. AÇÃO COMUNITÁRIA DO BRASIL

AÇÃO COMUNITÁRIA DO BRASIL has been established as a non-profit Brazilian corporation, registered in the State of Guanabara in November, 1966, after several months of consultation with representatives of ACCION International. The organization has no political or religious ties or motives. The objective, as stated in the by-laws, is the improvement of the conditions of the favelas in all aspects--social, economic, educational--by means of self help and community action.

Field workers will be recruited and trained to do the organizational work within the favelas and financial support will be sought from private sources to carry out the program.

The organization will also seek to cooperate with other agencies, private and governmental, in order to channel and coordinate the flow of material and technical assistance to the favelas to complement community action work. Special projects such as technical training and small industry will be developed in conjunction with other groups.

The principal offices are located in Rio de Janeiro, where the first pilot projects will be started. However, the organization contemplates setting up similar programs in other cities throughout Brazil.

In São Paulo, the Institute for Social and Economic Studies (IPES) has asked that ACCION International assist in establishing a program there. As a first step, IPES has made a two-month survey of the São Paulo favelas. AÇÃO COMUNITÁRIA DO BRASIL will assist in planning and starting a pilot program in São Paulo during 1966-67.

A. Plan of Action-Guanabara

The Guanabara program will be launched as a pilot project and will concentrate on four favelas. The program will be organized in the following stages.

1. Organization. The Board of Directors has been formed and the organization established. More directors will be elected to the Board in order to widen the base of interest and support. In addition, an Advisory Board is being formed of prominent individuals from the government and the universities who have

experience and knowledge of the problems and can therefore advise the staff and help solve problems that confront the program in its initial stages.

For tax purposes, "Utilidade Pública" is being sought in order to make the organization officially exempt from taxation and to give sponsors tax deductions for financial contributions.

2. Selection of the Brazilian Staff. A Brazilian Executive Director is presently being recruited and candidates are being interviewed. He must be a good leader and organizer, between 30 and 45 years of age, with a university degree and proven executive ability. He will work with the Board of Directors and will promote and organize the recruitment and training programs and supervise the Director of Field Operations for Guanabara. He will also help set up programs in São Paulo and in other cities of Brazil.

A Director of Field Operations will be responsible for setting up and supervising the projects in the favelas of Guanabara. He will work under the direction of the Executive Director.

3. Favela Survey. A survey of 50 of the more than 200 favelas in Rio is presently being made by a Brazilian staff man who has extensive knowledge of favelas, having lived in one for many years. Initial surveys have already been completed of 30 favelas; eight of these are being more intensively studied in order to select four locations for the Guanabara projects: two in the north zone and one in each of the south and central zones. The information being gathered--physical conditions, educational and skill levels, employment patterns, internal organizations and conflicts, outside groups and influences, possible resources for projects, and attitudes of the inhabitants towards each other and toward community action--will also serve to orient and train the community action workers and to guide the development of the "AÇÃO" program according to the real, expressed needs of the favelas.
4. Recruitment of Brazilian Field Workers. The Brazilian "AÇÃO" staff will have the responsibility for recruiting and selecting the community action workers. Basic qualifications of the field workers are maturity, initiative, imagination, organizational ability, and serious interest in helping solve the problems of the favela.

He must be willing to live in the favela and devote long hours to the slow job of motivating and organizing the favela inhabitants.

The field workers will be predominantly men, but women candidates will also be considered. They will be recruited through personal contact with staff members and by means of recruitment campaigns at universities and technical schools.

All candidates will be personally interviewed by the AÇÃO staff and by experts familiar with this type of work. They will also take written tests developed by ACCION International and will undergo problem-solving situations in the favelas. A final group of ten will be chosen and will serve a minimum of two years in the field.

5. Bringing Foreign Advisors. The Executive Director of ACCION International and a general assistant, both of whom have at least four years of experience in urban development, are working with the Brazilian Board and staff helping to do the favela survey, coordinate the fund raising, set up the office, choose the Brazilian staff, and coordinate training.

Four non-Brazilian field advisors will work with the teams in the favelas during the pilot program. Two of them, both with at least two years experience working in the favelas in Venezuela, have already been chosen and will start language training and Brazilian orientation on December 1. They will assist in the training of the Brazilian workers. The two additional foreign advisors will be chosen as soon as they can be made available by the Venezuelan organization.

6. Administration. Offices have been provided by GASBRAS and are located at Rua São José 90, 16th floor. A full time bilingual secretary is currently employed and an administrator will be hired part time to keep careful control of incoming funds and to account for all expenditures. He will make financial reports to the Board and to the sponsors. He will also handle insurance, payroll, travel, etc.

7. Fund Raising. To set up the national organization and to plan and carry out a pilot program in Guanabara for this year and the next, Cr\$262.960.000 has to be raised. This covers organizational

expenses, recruitment and training, administration and costs of maintaining the community action workers in the field. All organizational expenses from February through October, 1966, have been borne by ACCION International, which will also pay for international travel and language training for foreign advisors.

Funds will be raised by the Board of Directors with the help of the staff. Appeals will be made individually on a personal basis to corporations, foundations, and individuals. The ACCION international staff will help by making visits to head offices of international companies located in Rio and São Paulo. The fund campaign will begin in November, 1966.

8. Training. Apart from the careful selection of personnel and good supervision for the field, training is the most important element in the program. In order to do the job, the field workers must receive not only the theory of building communities but they must also have the practical tools,--the techniques of promotion, group organization, human relations and leadership--that will enable them to develop people who will in turn develop their own communities.

Training will consist of two weeks of orientation in Rio and a four weeks course in Venezuela.

In the Rio course, the worker will receive basic orientation on the favela problems. He will analyze the favela historically, politically, socially, and economically; and he will learn from the experiences that other groups have had working in favelas. He will be introduced to all programs of government and private agencies and taught how to bring favela groups into contact with these agencies.

In Venezuela he will receive the Basic Course in Community Action which the ACCION EN VENEZUELA organization gives to its own workers and to workers sent by organizations in other countries. Every aspect of the four phases of community action (described later) is taught. The Brazilians will receive extensive training on how to organize, and enough technical knowledge to act as a liason between the people and the technicians

who are called upon to assist.

The courses are taught in small seminars and by the assignment of specific tasks for teams of trainees to carry out in the favelas. After the formal training period, the trainee will be assigned to one of the community action teams so that he can see how the field worker spends his day and the problems he encounters in putting theory into practice.

After the first year or two of field work in Brazilian favelas, "AÇÃO" expects to establish a Training Center in Brazil for community action work. Courses based on the experience in the favelas will be given to future "AÇÃO" workers and to participants from governmental and private organizations throughout Brazil.

9. Field Operations. Four favelas in Rio de Janeiro will be selected for the first year of work. The initial effort should be large enough to produce an impact and must have the potential to grow if it is successful. It must be more than "just another program". At the same time, it will not be so spread out that it cannot be easily managed. Community action is still more of an art than a science, and the chances of getting tangible results during the first year are much greater if work is established in four favelas instead of just one or two. In addition, there is the value of experience gained from working in slightly different types of favelas.

For the first year of work, a total of 14 community action workers--ten Brazilians and four foreign advisors--will be living and working in four favelas. A team of three or four workers will be located in each favela, depending upon its size.

The community action program is developed through four stages. During Phase I, "Entering and Knowing" (two months), the worker penetrates the favela, finds a place to live, and gets to know the people. He makes practical surveys of the needs, interests, and capabilities of the favela.

During Phase II or "Initial Projects" (two to four months), small, short-range projects are organized such as concrete stairs, literacy courses, clean-up campaigns. Each different sector of the favela becomes involved in some way. Committees

of men, women, and young people are formed and taught the skills of organization. The goals of the field worker at this stage are first to motivate the people and gain their confidence by showing that he is a man of action and sincerely interested in the job of getting things done, and secondly to show favela inhabitants how to gain the cooperation of their neighbors, how to organize themselves raise local funds, plan and execute projects through group action. A solid foundation of community participation must be established before more complicated projects can be started. The successful completion of the projects gives the favela residents self-confidence and shows them that tangible results can be achieved through their own efforts.

During Phase III or "Major Projects" (six to nine months), the workers encourage the formation of favela groups to plan and execute a major project with community-wide appeal: a school or community center, a water system, a small industry such as a bakery, or a vocational training center. The favela inhabitants learn how to develop community participation at all stages of the project through establishing community newspapers, promotion and fund raising campaigns, and general meetings. They learn how to plan the project and how to present clearly and confidently a complete project proposal to governmental or private groups who might supply funds, materials and technical help. During the execution of the project, the participants learn to have effective meetings, how to delegate responsibility, and how to organize the project step by step so that it will progress steadily, always involving more technicians and teachers from outside the favela,--thus incorporating and integrating favela residents into the life and opportunities which exist in the city.

At least one major project should be accomplished within one year after entry into the favela. This project should serve as a unifying element, and a nucleus of leaders should be capable of carrying on similar projects. At this stage the community action team gradually withdraws from full participation in the community and the "Institutionalization" (Phase IV)

stage begins.

Committees that have functioned effectively are now made more permanent. A central committee must then make an overall plan for one or two years for the development of the favela. Each group plays a role in creating the plan. The plan describes what has been done, what remains to be done, and how it will be accomplished. It can be presented to outside authorities and financing agencies to petition more massive technical assistance in completely rehabilitating the favela. Most important, the favela inhabitants will be capable of carrying out a large part of this effort. They will be united, on their feet, and able to deal effectively with their own community, with government, and with outside agencies.

Favela programs will be linked up with regional and national plans, and their success will focus attention on the favelas. The people of the favelas will have a new set of attitudes and organizational skills to deal with their own problems and to attract outside groups of teachers, trainers, and businessmen to participate in housing projects and in more long-range solutions. The institutionalization phase continues until the favela is completely rehabilitated. "AÇÃO" remains the catalyst in making and fulfilling such plans.

* * *

There already exists in the favela a tremendous investment in life, in hopes, in family, and in a few material possessions. What is called for over a period of the next two to five years will represent a greater and a more positive investment. It will be an investment in people, and in their desire and drive to improve themselves; it will be an investment in fundamental civic education.

The return will be new attitudes, fresh ideas, renewed motivation. If reinvested by the private sector in the form of a Community Action program, the investment will pay a dividend to the Brazilian society. Years of frustration--of remote and unfulfilled dreams--will be replaced by confidence, skills, and tangible evidence that man, with his own hands and by his own efforts, can forge a better life for himself and for his children; and that sectors of society, united, can shape a new destiny for the community and the Nation.

ACÇÃO COMUNITÁRIA DO BRASIL

DIRETORES-FUNDADORES

Luciano Villas Bôas Machado	Diretor-Administrador da Cia. de Seguros de Bahia e da Cia. Fidelidade Seguros Gerais
José de Almeida Barbosa Mello	Gerente Geral do Banco do Comércio e Indústria de Minas Gerais
José Tomas Nabuco	Advogado
Antônio Carlos do Amaral Osório	Presidente da Confederação das Associações Comerciais do Brasil
Haroldo Cecil Poland	Presidente do Conselho Nacional de Economia
Fernando Machado Portella	Diretor-Superintendente do Banco da Boavista
Edmundo Barbosa da Silva	Consultor Econômico da Companhia Auxiliar de Empresas de Mineração
Flávio Henrique Lyra da Silva	Presidente da Associação dos Dirigentes Cristãos da Empresa
João Pedro Gouveia Vieira	Advogado

DIRETORIA

Haroldo Cecil Poland, Diretor-Presidente
Edmundo Barbosa da Silva, Diretor-Secretário
Fernando Machado Portella, Diretor-Tesoureiro

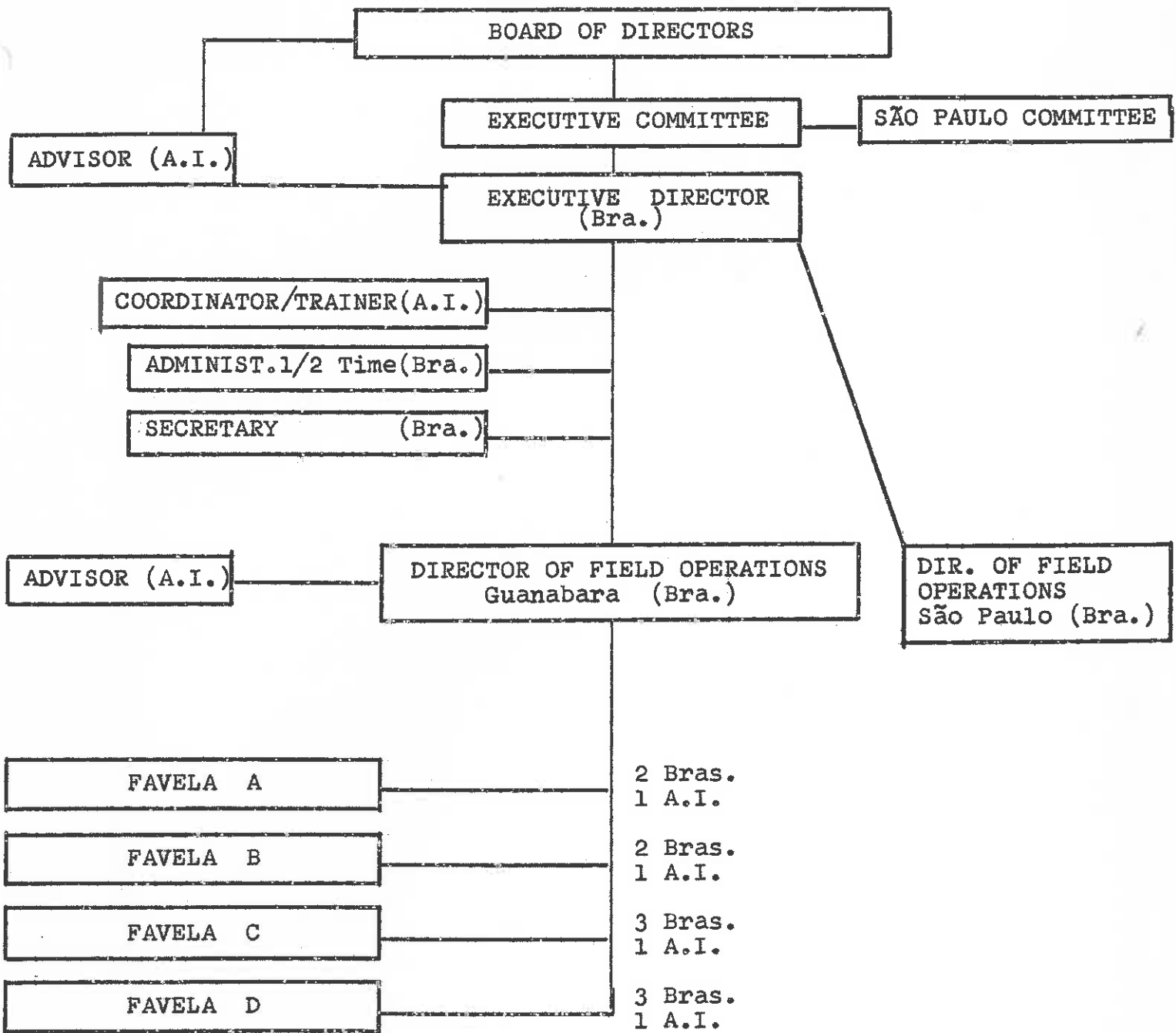
Advogado

Dr. Paulo Germano de Magalhães

Conselheiro Técnico

Joseph H. Blatchford, Diretor-Executivo da ACCION International

AÇÃO COMUNITÁRIA DO BRASIL



Personnel in Guanabara

- 1 Executive Director for Brazil (Bra.)
- 1 Director of Field Operations - Guanabara (Bra.)
- 1 Advisor to Field Operations (A.I.)
- 1 Advisor on Coordination and Training (A.I.)
- 10 Community Action Field Workers (Bra.)
- 4 Field Advisors (A.I.)

- 18 Total Personnel

A.I. = ACCION International
(non-Brazilian)

Bra. = Brazil

ACÇÃO COMUNITÁRIA DO BRASIL

BUDGET - GUANABARA

21 Months - April 1966 to December 1967

April 10 - Dec. 31, 1966	Organization	
January 1 - March 31, 1967	Recruitment and Training	
April 1 - Dec. 31, 1967	Operations in the Favelas	
Salaries and Maintenance of Field Workers and Staff (including benefits)		Cr\$ 158.600.000
Recruitment - Brazilian Field Workers		2.200.000
Training of Brazilians:		
a) Per diem in Venezuela (Cr\$22.000 x 12 x 30)	7.920.000	
b) Tuition - Basic Training Course (Cr\$495.000 x 12)	5.940.000	
c) Travel to Venezuela (Round Trip)	13.200.000	
d) Training in Brazil (Salaries of personnel, training aides, materials)	<u>5.000.000</u>	
Training Total		32.060.000
Local Travel in Brazil		6.600.000
Information, Public Relations and Fund Raising		6.600.000
Administration: (Office, secretary, professional services, postage, telephone, etc.)		22.600.000
Contingencies (approx. 15%)		34.300.000
	<u>T O T A L</u>	<u>Cr\$ 262.960.000</u> (US\$120,000)

Note:

- 1) Possible donation: U.S.A.I.D. grant to cover training costs.
- 2) Costs for survey trip in February, and costs for organizational period April 10 to November 1, were financed by ACCION International and are therefore not included.

M E M O R A N D U M

To: Board of Directors - ACCION International

From: W. B. Crossley, Jr.

Date: December 9, 1966

Subject: FUNDING - Comparative Figure Analysis - 1965-1966

Corporations - Individuals \$500 and Up			
Statistical Classification	1965	1966	% Change
Number	41	77	+ 87
Cash Income	56,585	121,700	+ 116
% Total Cash Income	54	79	+ 46
Average Grant	1368	1580	+ 15
Foundations			
Statistical Classification	1965	1966	% Change
Number	10	5	- 50
Cash Income	45,750	26,500	- 42
% Total Cash Income	43	17	- 60
Average Grant	4575	5300	+ 18
Miscellaneous Less than \$500.			
Statistical Classification	1965	1966	% Change
Number	37	27	- 27
Cash Income	2804	5567	+ 98
% Total Cash Income	3	4	+ 33
Average Grant	76	206	+ 170
Totals			
Statistical Classification	1965	1966	% Change
Number	88	109	+ 24
Cash Income	105,139	153,767	+ 46
Average Grant	1193	1410	+ 18

ACCION International
Contributors
January 1 to December 9, 1966

A. <u>CASH</u> - \$500 or more	<u>Amount</u>
Abbott Laboratories	\$ 500
Alcoa Foundation ✓	2,000
American Can Co. Foundation	1,000
American & Foreign Power Co., Inc.	1,000
Anonymous Foundation ✓	1,000
Arthur Andersen & Co.	500
Bethlehem Steel Corp.	1,500
Brazilian Light & Power Co., Ltd.	10,000
Burroughs Corporation	1,000
Cabot Corporation	500
Cargill, Inc. ✓	500
Chrysler Corporation Fund	2,000
Clark International Marketing S.A. ✓	500
Container Corp. of America Foundation	500
Continental Can Co., Inc.	1,000
Corn Products Co.	1,500
Council for Latin America, Inc.	2,500
John Deere Foundation ✓	2,000
Bradford M. Endicott	2,000
Ernst & Ernst International	1,000
Ferro Foundation ✓	500
Firestone Steel Products Co. ✓	1,000
First Federal Savings & Loan Ass'n of Puerto Rico	625
Ford Motor Co. Fund	4,000
General Dynamics Corp. - Liquid Carbonic Division	2,000
General Foods Corporation	3,000
General Motors Overseas Operations	2,500
The Gillette Co.	1,000
Grace Foundation, Inc.	2,000
Gulf Oil Corporation	2,000
Harnischfeger Foundation, Inc. ✓	1,000
Haskins & Sells	750
Frederick H. Hatch & Co., Inc. ✓	1,000
Hooker Chemical Corporation	500
Hopkins Charitable Fund	3,000
J.M. Huber de Venezuela	500
International Basic Economy Corp.	3,000
IBM World Trade Corporation	1,000
International Flavors & Fragrances, Inc.	2,000
International Harvester Co.	1,500
International Telephone & Telegraph Corp. ✓	1,000
Johnson & Higgins	500
The Koppers Foundation ✓	1,000
Kraft Foods	500
Carl M. Loeb, Rhoades & Co.	500
The Lummus Co.	750

A.	<u>CASH - \$500 or more (continued)</u>	<u>Amount</u>
	Marsh & McLennan, Inc.	\$ 500
	Merck Sharp & Dohme International	2,000
	Mobil Latin America, Inc.	1,200
	National Cash Register Co.	2,000
	New York Foundation	2,500
	Oberlin College - Consolidated Relief Fund	775.29
	Oivind Lorentzen, Inc.	1,000
	Otis Elevator Co.	500
	Owens Illinois International (Charities Foundation)	2,500
	PepsiCo., Inc.	5,000
	Pepsi-Cola Foundation	2,000
	PepsiCo. International	5,000
	(Earmarked for Acao Comunitaria)	
	Pfizer International, Inc.	5,000
	Price Waterhouse & Co.	1,200
	Public Welfare Foundation, Inc.	5,000
	Puerto Rican Cement Co., Inc.	500
	Quaker Oats Co.	500
	Reader's Digest Foundation	1,000
	Bennie C. Reagan	1,650
	Rockwell-Standard Corporation	500
	Scaife Family of Pittsburgh	15,000
	Schering Corporation	750
	The Sears-Roebuck Foundation	2,500
	Sinclair Oil Corporation Foundation	1,500
	The Singer Company Foundation	1,000
	Smith, Kline & French Laboratories	1,000
	The Starr Foundation	500
	The Stauffer Chemical Co. Foundation	500
	Standard Oil Company (N.J.)	5,000
	Time, Inc.	2,500
	Tinker Foundation Trust	1,000
	Union Carbide Corporation	1,000
	United Shoe Machinery Corporation	1,000
	United States Steel Foundation	2,500
	Westinghouse Electric International Co.	1,000
	Arthur Young & Co.	1,500
	<u>Sub Total</u>	<u>\$148,200.29</u>
B.	<u>MISCELLANEOUS INCOME - Less than \$500</u>	
	A.I.F.L.D.	\$ 7.50
	N.W. Anderson	30.
	A.A. Armstrong	3.
	Baker Transworld, Inc.	150.
	Cities Service Foundation	300.
	W.F. Coles	300.
	Continental Grain Co.	250.
	A.J.F. Cross	4.
	Dun & Bradstreet Foundation, Inc.	100.
	Forest Fund	250.
	J.M. Gardner	15.
	A.F. Gordon	350.
	Grolier, Inc.	200.

B. MISCELLANEOUS INCOME - Less than \$500 (continued)	Amount
R.Y. Gromet	\$ 10.
Halliburton Co.	250.
E.R. Hopper	50.
International Packers, Ltd.	100.
Interpublic Corporate Services, Inc.	100.
H.E. Jepsen	50.
D.J. Keefe	25.
Kenyon & Eckhardt, Inc.	300.
Oscar Mayer Foundation, Inc.	300.
C.G. Pefinis	30.
C.G. Petry	10.
Phillip Bros.	300.
The Protane Corp.	100.
Raymond International, Inc.	100.
M.J. Richter	100.
W.J. Roth	50.
St. Timothy's School	100.
J. Henry Schroder Banking Corp.	300.
Scott Paper Co. Foundation	250.
G.W. Scott	5.
G. Shattuck	100.
C.R. Sisney	10.
Symington Wayne Foundation	100.
Toledo Scale Corporation	300.
R. Tower	20.
United Fruit Co. Foundation, Inc.	300.
A.W. Warner	15.
Wellesley College Service Fund	233.

Sub Total\$ 5,567.50TOTAL INCOME\$153,767.79C. CONTRIBUTIONS IN KINDTransportation:

PAA - 5 round-trips U.S.-Caracas-U.S.
Delta Airlines - 5 round trips U.S.-Caracas-U.S.
Braniff Int'l - 10 round trips U.S.-Rio-U.S.

Reproduction Work

Corn Products International
Pfizer International, Inc.
Standard Oil Company (N.J.)

Office Equipment

Mobil Latin America, Inc.
PepsiCo., Inc.
Standard Oil Company (N.J.)

Office Furniture

Gulf Oil Corporation

ACCION International
Funding Report
Oct. 1 - Dec. 9, 1966

Key

DMK - Donald M. Kendall
JPD - J.P. Delafield
AdR - Alphonse de Rosso
RCF - Richard C. Fenton
BF - Berent Friele
JEG - John E. Gross
WSL - William S. Lindsay
RCR - Rodman C. Rockefeller
MCR - Milton C. Rose
GCS - George C. Seybolt
TLW - Theodore L. Wilkinson
JHB - Joseph H. Blatchford
WBC - William B. Crossley, Jr.

L - Letter
P - Pending
Per - Personal
R - Refusal

<u>ORGANIZATION</u>	<u>CONTACT</u>	<u>BY WHOM</u>	<u>REQUESTED</u>	<u>MEANS</u>	<u>RESULTS</u>
Allis-Chalmers Manf. Co.	W.G. Scholl, Pres.	DMK	Re 1967	L	R
Admiral Corp.	V.Barreca, Pres.	DMK	Re 1967	L	P
Armco Steel Co.	C.W. Verity, Jr., Pres.	DMK	Re 1967	L	P
Amer. Optical Co.	E.W. Schumacher, Pres.	DMK	Re 1967	L	P
Aluminum Co. of Canada	N.A. Davis, Pres.	DMK	Re 1967	L	P
Arthur G. McKee & Co.	M. Cox, Pres.	DMK	Re 1967	L	P
Allied Chem. Int'l. Corp.	W.H. Winfield, Pres.	RCF	\$2,000	L	R
Amer. Machine & Foundry	H.A. Hooper, Vice Pres.	WBC	Follow-up	Per & L	R
Amer. Radiator & Std. San. Corp.	J.K. Miller, Exc. Vice Pres.	WBC	Follow-up	L	P
Alcoa	J.W. Wilson, Vice Pres.	DMK	Follow-up	L	P
Abex Corp.	B.G. Drummond, Dir. Int'l.	RCF	\$4,000- Re 1967	Per & L	P
Amer. Hospital Supply	W.T. Kelly, Jr., Pres.	WBC	\$1,000	L	R
Export Corp.	E.G. Kuchel, Pres.	DMK	\$1,000	L	P
Armour & Co.	W.W. Prince, Chrm.	DMK	\$1,000	L	P
Associated Press	W. Gallagher, Gen. Manager	DMK	\$1,000	L	P
Bundy Tubing Co.	W.W. Anderson, Jr., Pres.	DMK	Follow-up Re 1967	L	P
Borden Chem. Co.	T.D. Doggett, Vice Pres.	DMK	Follow-up Re 1967	L	P
Borg-Warner Int'l Corp.	R.A. Brown, Pres.	DMK	Follow-up Re 1967	L	P
Bendix Corp.	G.E. Stoll, Pres.	DMK	Follow-up	L	P
Bucyrus-Erie Co.	T.H. Beddall, Jr.	WBC	Follow-up	L	P
Barber-Greene Co.	E.P. Berg, Chrm.	DMK	\$1,000	L	P
Bell & Howell Foundation	H.A. Barber, Pres.	DMK	\$1,000	L	P
Baker Transworld, Inc.	F.A. Jones, Pres.	DMK	\$2,000	L	P
Bekins Van & Storage Co.	J.D. Wook	DMK	\$2,000	L	P
Crown Cork & Seal Co., Inc.	M.W. Bekins, Chrm.	DMK	\$1,000	L	P
J.I. Case Co.	J.F. Connelly, Pres.	DMK	\$1,500	L	P
Canada Dry Corp.	M.D. Hill, Pres.	DMK	Re 1967	L	P
Cummins Engine Co., Inc.	C.E. Van Anglen, Jr., Vice Pres.	DMK	Re 1967	L	P
Champion Papers	E.D. Tull, Pres.	DMK	Re 1967	L	P
Carrier Foundation, Inc.	K.R. Bendetsen, Chrm.	DMK	Re 1967	L	P
Corning Glass Works Foundation	W.T. Lane, Director	DMK	Re 1967	L	R
Cincinnati Milling Mach. Co.	R.H. Andrews, Vice Pres.	DMK	Re 1967	L	R
Cleveland Twist Drill Co.	P.O. Geier, Jr., Pres.	DMK	Re 1967	L	R
Cushman Industries, Inc.	A.S. Armstrong, Pres.	DMK	\$1,000	L	P
Collins Co.	E.J. Shages, Pres.	DMK	\$1,500	L	P
Cleveland-Cliffs Iron Co.	C.M. Elston, Pres.	DMK	\$1,000	L	P
Caterpillar Tractor Co.	H.S. Harrison, Pres.	DMK	\$1,000	L	P
	W.H. Franklin, Exc. V.P.	DMK	\$1,500	L	P
		DMK	Follow-up	L	P

<u>ORGANIZATION</u>	<u>CONTACT</u>	<u>BY WHOM</u>	<u>REQUESTED</u>	<u>MEANS</u>	<u>RESULTS</u>
Campbell's Soups Int'l.	E.J. Foltz, Pres.	RCF	\$2,000	L	R
Controls Co. of America	T.G. Ferguson	DMK	\$2,000 (1967)	L	P
Cartier, Inc.	J. Glaenger, Chrm.	DMK	\$1,000	L	P
Christiani & Nielson	O.H. Bentzen	DMK	\$1,000	L	P
Connell Bros. Co. Ltd.	H.A. Magnuson, Chrm.	DMK	\$1,000	L	P
Construction Aggregates Corp.	J.R. Senibar, Pres.	DMK	\$1,000	L	P
Cook Chemical Co.	R.G. Martin, Pres.	DMK	\$1,000	L	P
Cooper-Bessemer Corp.	W.K. Bailey, Chrm.	DMK	\$1,000	L	P
Core Labs., Inc.	J.D. Wisenbaker, Chrm.	DMK	\$1,000	L	P
Drew Chemical Corp.	R.W. Preusch, Pres.	DMK	Follow-up	L	P
DuPont	F. Loretta, Director L.A.	DMK	Follow-up	L	P
Diamond Alkali Co.	A.B. Tillman, Pres.	DMK	\$1,500	L	R
Dorr-Oliver, Inc.	L.R. Boling, Pres.	DMK	\$1,000	L	P
De Vilbiss Co.	H.P. De Vilbiss, Chrm.	DMK	\$1,000	L	P
Deere & Co.	E.F. Curtis, Pres.	DMK	\$4,000 (1967)	L	P
Delta Drilling Co.	J. Zeppa, Pres.	DMK	\$1,000	L	P
Eastman Kodak Co.	W.S. Vaughn, Pres.	DMK	Re 1967	L	P
Ethyl Corp.	G.F. Kirby, Pres.	DMK	\$1,000	L	R
Foster Wheeler Corp.	W.G. Ball, P.R.	WBC		Per & L	R
Fram Corp.	E.F. Wentworth, Jr., Pres.	DMK	\$1,500	L	P
First Federal Savings & Loan Association of P. R.	A.F. Pettet, Pres.	DMK	\$1,000	L	P
Franklin Supply Co.	H.E. Davila, Pres.	RCR	\$1,500 (1967)	L	P
Friden, Inc.	J.P. Harper, Pres.	DMK	\$1,000	L	P
General Service Foundation	W.S. Johnson, Chrm.	DMK	\$1,000	L	P
Goodyear Tire & Rubber Co.	G.A. Lloyd, Trustee	WBC	Follow-up	L	P
General Mills, Inc.	V. Holt, Jr., Pres.	DMK	Re 1967	L	P
Gates Rubber Co.	E.W. Rawlings, Pres.	DMK	Re 1967	L	P
Griffith Labs, Inc.	C. C. Gates, Jr., Pres.	DMK	\$1,000	L	P
General Tire & Rubber Co.	C.L. Griffith, Pres.	RCF	\$1,000	L	P
Grollier, Inc.	M.G. O'Neil, Pres.	DMK	\$2,500	L	P
Genesco, Inc.	F.P. Murphy, Chrm.	DMK	\$1,000 (1967)	L	P
S.J. Groves & Sons Co.	W.M. Jarman, Chrm.	DMK	\$1,000	L	P
Haskins & Sells	F.M. Groves, Chrm.	DMK	\$1,000	L	P
Honeywell, Inc.	C. Clapp, Partner	DMK, WBC	\$1,000	L	\$750.
O. Hommel Company	S.F. Keating, Pres.	DMK	Re 1967	L	P
Huber Corp.	E.M. Hommel, Chrm.	DMK	Follow-up	L	P
Hyster Co.	E.L. Smith, Chrm.	DMK	\$1,000	L	P
J.M. Huber Corp.	P.S. Hill, Pres.	DMK	\$1,000	L	P
	M.W. Huber, Pres.	DMK	\$1,000	L	\$500.

<u>ORGANIZATION</u>	<u>CONTACT</u>	<u>BY WHOM</u>	<u>REQUESTED</u>	<u>MEANS</u>	<u>RESULTS</u>
Howmet Corp.	J.J. Burke, Pres.	DMK	\$1,000	L	R
Helene Curtis Industries, Inc.	G. Gidwitz, Chrm.	WBC		Per & L	R
Helmerich & Payne, Inc.	W.H. Helmerich, Chrm.	DMK	\$1,000	L	P
The Hertz Corp.	L.G. Greenebaum	DMK	\$1,000	L	P
Hughes Tool Co.	R.M. Holliday, Pres.	DMK	\$1,000	L	P
Inland Steel Co.	G.A. Ranney	DMK	Follow-up	L	P
International Packers, Ltd.	C.J. Driscoll, Secr'y.	DMK	\$500. (1967)	L	R
Int'l. Telephone & Telegraph	E.J. Gerrity, Jr.	RCF	\$2,000 (1967)	L	P
Int'l. Latex Corp.	A.H. Spanel, Chrm.	DMK	\$1,000	L	P
Johnson & Johnson	G.O. Lienhard, Pres.	DMK	Re 1967	L	R
Johnson & Higgins	W. Bumsted, V.P.	RCR	\$1,000 (1967)	L	P
Kellogg Co.	J.E. Lonning, V.P.	DMK	Re 1967	L	P
King Ranch, Inc.	R.J. Kleberg, Jr., Pres.	DMK	Re 1967	L	P
Kaiser Industries Corp.	E.F. Kaiser, Pres.	DMK	Re 1967	L	P
Kenyon & Eckhardt, Inc.	D.C. Steward, Chrm, Exc.Comm.	GCS	\$500.	L	P
The Kendall Co.	R.G.K. Anson, Int'l.	WBC		Per & L	\$300.
Kerr-McGee Oil Indus., Inc.	H.T. Marshall, Pres.	DMK	\$1,000	L	R
Ketchum, Macleod & Grove, Inc.	D.A. McGee, Chrm.	DMK	\$1,000	L	P
Lubrizol Corp.	G. Ketchum, Chrm.	DMK	\$1,000	L	P
Lybrand, Ross Bros. & Montgomery	A.O. Willey, Pres.	DMK	\$1,000	L	R
Lykes Bros. Steamship Co.	H. Campbell	DMK	Re 1967	L	P
Lone Star Cement Corp.	F.A. Nemeec, Pres.	DMK	Follow-up	L	P
Lufkin Rule Co.	J.C. Mundt, V.P.	DMK	Follow-up	L	R
Link-Belt Co.	W.G. Rector, Pres.	DMK	\$1,000	L	P
Lincoln National Life Insurance	H.B. Collins, Pres.	DMK	\$1,500	L	P
Liggett Drug Co., Inc.	H.F. Rood, Pres.	DMK	Follow-up	L	R
Lee Higginson Corp.	R.T. Beattie, Pres.	DMK	Follow-up	L	R
McKesson & Robbins, Inc.	F.N. Schroder, Pres.	DMK	\$1,000	L	P
Miles Labs, Inc.	H.H. Henley, Jr., Pres.	DMK	Follow-up	L	R
Mead Johnson & Co. Fnd., Inc.	R.G. Rose, Treasurer	TIW	Follow-up	L	P
Monroe Int'l, Inc.	E.D. Elliot, Pres.	DMK	Follow-up (1967)	L	P
Max Factor & Co.	D.A. McMahon, Pres.	DMK	Re 1967	L	P
Motion Picture Assoc. of America, Inc.	M. Factor, Jr. Pres.	DMK	\$1,500	L	P
Magnus Chemical Co., Inc.	R. Hetzel, Exc. V.P.	DMK	\$2,000	L	P
The Marley Co.	A.W. Bowling, Jr. Pres.	JAL		Per & L	P
Metro Goldwyn Mayer Corp.	R.J. Powell, Pres.	DMK	\$1,000	L	P
	G. Killion, Chrm.	DMK	\$1,000	L	P

ORGANIZATION

CONTACT

BY WHOM

REQUESTED

MEANS

RESULTS

Mid Continent Supply Co.	T.N. Shults, Chrm.	DMK	\$1,000	L	P
McGraw-Hill, Inc.	R.E. Slaughter, Exc. V.P.	DMK	Follow-up (1967)	L	P
National Union Electric Corp.	J.V. McKee, Jr., Exc. V.P.	DMK	Follow-up	L	P
Nicholson File Co.	P.C. Nicholson, Pres.	DMK	\$1,000	L	P
Northern Trust Co.	D.R. Fuller, Pres.	DMK	Follow-up	L	P
Otis Elevator Co.	J.A. Black, V.P.	DMK	\$1,000 (1967)	L	P
Oxford Filing Supply Co., Inc.	R.A. Jonas, Jr.	DMK	\$1,000	L	P
The Pillsbury Co.	P.S. Gerot, Pres.	DMK	Re 1967	L	P
PittsburghPlate Glass Co.	D.G. Hill, Pres.	DMK	Re 1967	L	P
Phillips Petroleum Co.	S. Learned, Pres.	DMK	Re 1967	L	P
Proctor & Gamble Co.	C.M. Fullgraf	DMK	- - -	L	P
Philip Morris Int'l.	G. Weissman, Pres.	DMK	Re 1967	L	P
Paramount Pictures Int'l.	W. Piper, Asst. to Pres.	WBC	- - -	L	P
Paramount Pictures Corp.	P. Raibourn, Sr. V.P.	DMK	Per & L	L	P
Pennsalt Chem. Corp.	E.C. Swift, V.P.	DMK	\$1,500	L	P
Ruder & Finn, Inc.	W. Ruder, Pres.	DMK	\$2,500 (1967)	L	P
Robertshaw Controls Co.	T.T. Arden, Pres.	DMK	Follow-up	L	P
Rexall Drug & Chemical Co.	J.Dart, Pres.	DMK	\$1,000	L	P
Ross Gear	F.H. Davis, Pres	DMK	Re 1967	L	R
Reichhold Chemical Inc.	S.M. Baum, Pres.	DMK	\$1,000	L	P
Republic National Bank of Dallas	J.A. Aston, Pres.	DMK	\$1,000	L	P
Richardson-Merrell, Inc.	W.C. Rittman, Pres.	DMK	Follow-up	L	P
Rollins Burdick Hunter Co.	A.B. Palmer, Chrm.	DMK	\$1,000	L	P
Sherwin-Williams Co.	W.W. Gram	DMK	Follow-up(Re 1967)	L	P
Simmons Co.	J.T. Logan, V. P.	DMK	Re 1967	L	P
Sperry Rand Corp.	H.F. Vickers, Chrm.	DMK	Re 1967	L	R
St. Regis Paper Co.	W.R. Adams, Pres.	DMK	Re 1967	L	P
Sterling Products Int'l., Inc.	E.S. Landreth, V.P.	WBC	Follow-up	L	P
Simonds Saw & Steel Co.	G.K. Simonds, Jr., Pres.	DMK	\$1,000	L	P
St. Paul Fire & Marine Ins. Co.	R.M. Hubbs, Pres.	DMK	\$1,000	L	R
Scovill Manf. Co.	M. Baldrige, Pres.	DMK	\$1,000	L	P
Steel Improvement & Forge Co.	C.H. Smith, Jr., Pres.	DMK	\$1,000	L	P
Sargent & Co.	H.R. Giese, Pres.	DMK	\$1,000	L	R
Schlumberger, Ltd.	J.E. Rhodes, Comp.	TIM	Follow-up	L	P
Stauffer Chemical Co.	F.E. Cook, V.P.	DMK	\$1,000 (1967)	L	P
Smith Kline & French Over- seas Company	C.M. Correale, V.P.	WBC	\$2,000 (1967)	Per & L	P
Singer Sewing Machine Co.	E.E. Vose, V. P.	RCF	\$2,000 (1967)	L	P
		DMK	\$2,000 (1967)	L	P

<u>ORGANIZATION</u>	<u>CONTACT</u>	<u>BY WHOM</u>	<u>REQUESTED</u>	<u>MEANS</u>	<u>RESULTS</u>
Scott Paper Co.	H.F. Dunning, Pres.	JPD	\$1,000 (1967)	L	P
Santa Fe Drilling Co.	J.D. Robinson, Chrm.	DMK	\$1,000	L	P
Schick Electric, Inc.	J.J. Culberg, Pres.	DMK	\$1,000	L	P
Seneca Grape Juice Corp.	A.S. Walcott	DMK	\$1,000	L	P
Seven-Up Bottling Co.	E.L. Taylor, Chrm.	DMK	\$1,000	L	P
Sheraton Corp.	E. Henderson, Chrm.	DMK	\$1,000	L	P
Smith Industries Int'l. Inc.	H.C. Smith, Chrm.	DMK	\$1,000	L	P
Std. Dredging Corp.	L.E. Yeager, Pres.	DMK	\$1,000	L	P
Tektronix, Inc.	H. Vollum, Pres.	DMK	\$1,000	L	P
Toledo Scale Corp.	H. McIntosh, Pres.	DMK	\$1,000	L	\$300.
20th Century-Fox Film Corp.	F.T. Kelly, Treas.	DMK	\$1,000	L	P
U.S. Steel Foundation, Inc.	Dr. W.H. Turner, Exc, Dir.	WBC		Per & L	P
United Press International	A.M. Thomason, Pres.	DMK	\$4,000 (1967)	L	P
U.S. Life Insurance Co.	R.H. Belknap, Pres.	DMK	\$1,000	L	P
Vick International	H.W. Monroe	WBC	Follow-up	L	P
Vision, Inc.	W.E. Barlow, Pres.	WBC	Follow-up	L	R
Veeder-Root, Inc.	W.C. Stauble, Pres.	DMK	\$1,000	L	P
Valvoline Oil Co.	E.F. Wells, Pres.	DMK	\$1,000	L	P
Witco Chemical Co.	R.I. Wishnick, Chrm.	DMK	Follow-up	L	P
Wilson & Co., Inc.	F.J. Zurek, V.P.	WSL	Re 1967	L	R
Weyerhaeuser Co.	N. Clapp, Pres.	DMK	\$1,000	L	R
S.S. White Co.	W.C. Mack, Chrm.	DMK	\$1,000	L	R
Weather Mineral Wells & Northwestern Ry.	J.T. Suggs, Chrm.	DMK	\$1,000	L	P
White Motor Co.	R.F. Black, Chrm.	DMK	\$1,000	L	P
Wyandotte Chemicals Corp.	R.B. Semple, Pres.	DMK	\$1,000	L	P
Youngstown Sheet & Tube Co.	A.S. Glosbrenner, Pres.	DMK	\$2,000	L	P

Docket Memorandum #2
 Foundation Activity

Cultivation of foundation support has been and will continue to be a long range objective for ACCION International.

Mr. Kendall sponsored a luncheon on September 23rd attended by foundation representatives who have supported ACCION International in the past and who are now being asked to consider current proposals. Correspondence and special mailings have been maintained with these and others in the foundation field.

A summary of foundation proposals written since April 1966 is as follows:

<u>Date</u>	<u>Foundation</u>	<u>Proposed</u>	<u>Amount</u>	<u>Result</u>
4/11	Carl Marks Fnd.	(general request letter)	-----	-----
4/15	Rockefeller Brothers Fund	3-year operating grant	\$50,000.	
5/4	General Service Fnd.	(general request letter)	\$3,500.	
5/6	Gulbenkian Fnd.	support for ACAO	\$40,186.	Declined
6/8	Wm. H. Donner Fnd.	ACAO COMUNITARIA	\$40,186.	
6/29	Rotary of Columbus	for AeV, 29 de Marzo	\$9,670.	
7/26	D'Orsay Fnd.	for AeV, language training	\$2,717.	
8/2	Hopkins Funds	Venezuelan workers to U.S.	\$4,630.	
8/9	Mary Reynolds Babcock	for program development	\$45,000.	
8/10	Athwin Fnd.	(general request letter)	\$1,500.	\$1,000.
8/11	Homeland Fnd.	for AeV language training	\$2,717	
10/3	Public Welfare Fnd.	(Blatchford letter)	\$5,500.	\$2,500
10/6	Ottinger Fnd.	field salaries	\$2,000.	
10/21	Fnd. for Y. & S.A.	AeV for Los Paraparos	\$8,220.	Declined
10/24	Rockefeller Fnd.	Development evaluation study	\$38,222.	Declined
11/1	Twentieth Century Fund	Development evaluation study	\$38,222.	

Docket Memorandum #2 - continued -

<u>Date</u>	<u>Foundation</u>	<u>Proposed</u>	<u>Amount</u>	<u>Result</u>
11/29	N.Y. Times Fnd.	for N.Y. operations	\$2,500.	
11/30	New York Fnd.	for N.Y. operations	\$10,000.	
			<hr/>	
			Total Requests . .	\$302,770.
			Received	3,500.
			Declined76,628.
			Pending	212,132.

Docket Memorandum #3
Recruiting

September orientation for 17 candidates was held in New York. Final selection and screening resulted in the departure of eight new workers for Caracas.

The general approach for the 1966-67 recruiting program will be toward recruitment of about 15 qualified workers, at least half of whom will be more experienced, career-oriented individuals. The general contract will be extended to two years, and the minimum age raised to 21.

New materials are being designed for this years recruiting program. Campus visits at the undergraduate level will be curtailed, and a more specifically directed approach will be made to selected audiences (returned Peace Corps volunteers, alumni/returnees of other related programs, graduate and professional school students). This program will result in a savings of an estimated \$33,000. from last year's recruiting budget.

The specific recruiting goals are as follows:

Group I: This is the category of applicants who will qualify for assignment as regular community action workers in the barrios. These applicants will be much the same as those successfully recruited in previous years. Projected number of Group I workers is ten.

Group II: Applicants sought for this "special contract" category will come to ACCION with more experience and special qualifications than those in Group I. Individuals recruited in this category will be seeking long term career opportunities in overseas work. They will be eligible for supervisory positions in the field or staff/management positions. The projected number of Group II workers is five: two staff and three field.

	<u>No. of Workers</u>	<u>A.I. Commitments</u>	
		<u>1967</u>	<u>1968</u>
Group I - field worker			
2 years at Bs 850/month	10		
Contract options for 4 workers after 9 months		\$1,200	\$4,800

Group II	No. of Workers	A.I. Commitments	
		<u>1967</u>	<u>1968</u>
A - professional level, field	3		
9 months @ Bs 850, 15 months @ Bs 1200-1500; plus \$100- 200 banked U.S. per month		\$5,400.	\$5,400.
B - professional level, administra- tion	2		
9 months @ Bs 850, 15 ^{months} workers @ Bs 1500-2500; plus \$100- 200 banked U.S. per month		\$3,600.	\$3,600.
		<hr/>	<hr/>
	ACCION International's Contract Commitment . . .	\$10,200.	\$13,800.

When recruiting program goals have been approved, interviewing and selection can proceed on the applications already on hand and additional applicants can be sought. This year, ACCION programs have been described in several professional journals both here and in Europe. The next issue of Outlook, published by the Experiment in International Living, will carry a small announcement of the 66-67 recruiting program, with space donated by the publisher. Additional media of this nature will be sought out and used, along with occasional newspaper and magazine outlets.

Just this month, over 100 letters are going to ex-Peace Corps Volunteers, from listings supplied by the Peace Corps offices. Selected Peace Corps applicants, ineligible because of alien citizenship, are contacted regularly (approximate rate: 15 every six weeks).

Mr. Terry Holcomb serves as Recruiting Field Director. He continues to make campus visits, maintains liaison with the advisory committee on selection, and conducts initial interviews. He also assists with fund-raising and public relations activity in the New England area.

European recruiting activity has shown good results this year. Miss Marich's several visits while she was on the continent this summer provided new contacts, as well as helping to develop existing ones. Bill James, of the Graduate Service Overseas office, National Union of Students, has been very active on our behalf, and the European Working Group has written to ACCION International, offering their cooperation in the recruiting of experienced or technical field personnel.

Docket Memorandum #3 - continued -

PROPOSED for Board action:
that the 1966-67 recruiting
program for 15 community
action workers be approved
and put into effect.

Docket Memorandum #4
Administration

On the basis of the June 27th resolution passed by the Board of Directors, ACCION International's payroll and operating accounts are with the Irving Trust Company, with authorized signatures (reflecting current personnel changes) of President, Vice-President, Treasurer, Asst. Treasurer, Secretary, Asst. Secretary, Executive Director, Vice President for Development, Associate Director and Administrator.

(Note correction of title from Director of Development to Vice President for Development)

Cash balance on hand as of December 8, 1966 is \$9,849.07. The expenditures, as per the quarterly statement, total \$140,169.26.

A representative from Price Waterhouse reviewed the books in mid-October and reported verbally to the Associate Director and Vice President for Development on their general good condition. Earlier recommendations on procedures are being complied with, and additional suggestions on financial reporting have since been put into effect.

The resignation of Alfonso Ortegon has been accepted, effective December 9th. He has trained Lewis Isaacs in the bookkeeping and other financial functions, and Mr. Isaacs, already familiar with the organization's procedures and needs will replace Mr. Ortegon as Administrator. He will be assisted periodically by a reputable CPA familiar with the needs of a small organization and with non-profit structure.

Some of the duties formerly assigned to the Administrator will be assumed by the Recruiting Secretary. These consist of functions directly related to recruits, i.e., transportation, visas and workers' insurance.

On the basis of recommendations by the Executive Director, the following reorganization is being put into effect.

The positions of Vice President for Recruitment and Regional Directors for Recruitment are dispensed with. The resignations of Mr. James A. Losty and Mr. Sumner Offill were accepted effective November 30th.

Former Regional Director T.M. Holcombe will work as Recruiting Field Director and will handle initial interviewing and other personal contact work involved with recruitment, reporting to the Associate Director. Mr. Losty's other work will be handled by the Associate Director.

PROPOSED for Board action:

that the present organizational structure and general procedure be continued, with authorization to use an independent Certified Public Accountant to provide professional services as needed.

ACCION International
1967 Budget

OPERATIONS	<u>1967 Proposed Budget</u>	<u>1966 Expenditures</u> (est. on basis of 3rd quarter exp.)
1. Recruiting	\$35,640	\$67,521
2. Fund Raising, Public Relations	36,471	42,584
3. Administration overhead	17,967	27,141
4. International Travel, Project Development	47,519	11,854 (+8,000 tickets)
	<hr/>	<hr/>
	\$137,597	\$149,100 (+ 8,000)
SPECIAL PROJECTS		
5. ACAO COMUNITARIA	\$31,550	\$12,900
6. Venezuelans to U.S.	4,630	-----
7. Technical Training & Small Business Development	62,120*	5,000
	<hr/>	<hr/>
	\$98,300	\$17,900
	<hr/>	<hr/>
		\$167,000 (+8,000)
	<hr/>	<hr/>
	\$235,897	\$175,000

* Not committed unless special funds become available.

1. RECRUITING

Salaries and related expenses	\$15,315
Domestic Travel	4,000
Furniture & Equipment	300
Telephone & Telegraph	2,000
Postage & Delivery	1,000
Office Supplies	1,025
Stationery & Printing	750
Advertising & Promotion	2,250
Orientation	7,800
Special Recruiter	1,200

Below Salary

\$35,640

2. FUND RAISING - PUBLIC RELATIONS

Salaries and related expenses	\$19,691
Domestic Travel	3,700
Foreign Travel	4,500
Furniture & Equipment	300
Telephone & Telegraph	1,750
Postage & Delivery	1,750
Office Supplies <i>+ Expenses</i>	1,250
Stationery & Printing	750
Advertising & Promotion	2,250
Professional Services	230
Taxes & Permits	50
Dues & Subscription	250

\$36,471

3. ADMINISTRATION & OVERHEAD

Salaries and related expenses	\$5,747
Furniture & Equipment	175
Telephone & Telegraph	1,750
Equipment Rental	125
Office Supplies	750
Postage & Delivery	100
Stationery & Printing	300
Rent	6,300
Utilities	200
Maintenance & Repairs	520
Professional Services	2,250
Miscellaneous	50

\$17,967

4. INTERNATIONAL TRAVEL, PROJECT INITIATION AND DEVELOPMENT

Salaries (including \$10,200 banked for professional workers)	\$35,419
Foreign Workers Travel (180 x 45: 25 back, 15 down)	7,200
Travel to ACAO, AeV, C.A.B.E.	4,000 -
Travel to Europe	900

\$47,519

Total Operations \$137,597

5. SPECIAL PROJECTS

ACAO COMUNITARIA do BRASIL

1. Executive Director's Travel	\$3,300 -
Recruiting Non-Brazilians	2,000 -
2. Translation of Training Materials	1,400 -
3. Language Training	5,400 -
4. Transportation of Non-Brazilians - Partial Salaries for Non-Brazilian staff & advisors	4,850 -
5. Transportation for Program Consultants	10,800 -
	3,800 -

\$31,550

New budget for 1963

10,800

6. VENEZUELAN FIELD WORKERS FELLOWSHIP EXCHANGE

International Travel & Incidentals	\$1,600
Reception on Arrival	300
Domestic Travel (N.Y./Calif.)	1,200
Living Expenses (\$16, 20 days, 4 fellows)	1,280
Administrative Expense	250
	\$4,630

7. TECHNICAL TRAINING CENTERS & SMALL INDUSTRY DEVELOPMENT

	<u>Puerto La Cruz</u>	<u>Maracaibo</u>
ACCION workers 2 each @ \$4,000	\$8,000	\$8,000
Professional Teachers	5,000	5,000
Equipment	6,500	6,500
Educational Material & Supplies	1,560	1,560
Building	10,000	10,000
	\$31,060.	\$31,060.
		\$62,120

Total Special Projects \$98,300.

BUDGET TOTAL

\$235,897.

SALARY AND PERSONNEL PRACTICES SURVEY

ACCION, International

vs.

Other Non-Profit Organizations

J. J. Boylan
Employee Relations
November 30, 1966

ORGANIZATIONS SURVEYED

1. COUNCIL FOR LATIN AMERICA
120 East 56th Street
New York City
Mr. Hobbing, Staff Director
2. PAN AMERICAN DEVELOPMENT FOUNDATION
19th & Constitution Avenue N. W.
Washington, D. C.
Mr. Juan A. Nimo, Personnel Officer
3. COMMUNITY DEVELOPMENT FOUNDATION
Westport Avenue
Norwalk, Connecticut
Mrs. Edith Curtis, Personnel Manager
4. INTERNATIONAL DEVELOPMENT FOUNDATION
205 East 42nd Street
New York City
Miss Jean Rankin, Administrative Officer
5. OPERATION CROSSROADS - AFRICA
150 5th Avenue
New York City
Mr. Campbell, Director Information & Development
6. CARE
660 1st Avenue
New York City
Mrs. Nazareth, Personnel Officer
7. EXPERIMENT IN INTERNATIONAL LIVING
777 United Nations Plaza
New York City
Mr. Russell Ellis, Controller (Putney, Vermont Headquarters)
8. CATHOLIC RELIEF SERVICES
350 5th Avenue
New York City
Mr. Timothy Norris, Assistant to Executive Director
9. AMERICAN FRIENDS SERVICE COMMITTEE
160 North 15th Street
Philadelphia, Pennsylvania
Mrs. Catherine Naysmith, Assistant Personnel Secretary

SECRETARIAL - CLERICAL SALARIES

Commerce and Industry Association
New York City Survey - June 1966 Report

ACCION: Secretarial - Clerical Positions

These positions compared against latest survey data from: Commerce & Industry Association of New York, June 1966 - New York City Survey

<u>Accion Title</u>	<u>Paid Rate</u>	<u>Survey Title</u>	<u>Average Paid Rate</u>	<u>Accion vs. Average Rate</u>
Executive Secretary	\$ 6,500	(Same)	\$ 7,124 (319 firms - 2976 empls.)	Accion: 9.6% <u>Below Average</u>
Recruiting Secretary	4,680	"Secretary"	5,980 (384 firms - 6968 empls.)	" : 27.8% <u>Below Average</u>
Chief Clerk - Typist	4,680	"Sr. Clerk	5,668 (305 firms - 6432 empls.)	" : 21.1% <u>Below Average</u> <small>(Below 10% increase)</small>
Receptionist - Typist	4,160	"Receptionist"	4,472 (240 firms - 735 empls.)	" : 7.5% <u>Below Average</u> <small>(Below 10% increase)</small>

ACCION Personnel Policies vs. Surveyed Organizations (Total 9)

Summary:

(#'s refer to organizations as listed on contract sheet)

Transportation Expenses

Surveyed Organizations

Action

Mileage Allowance:

- 4 - 8¢/mile (#'s 1, 3, 6, 9)
- 1 - 10¢/mile (#7)
- 1 - 6¢/mile (#8)
- 3 - No set policy - actual expenses, rent or use official cars (#'s 2, 4, 5)

Toll & Parking Expenses:

- 8 - Paid
- 1 - Tolls not paid; parking paid (#7)

Travel Fares:

- 9 - Paid

Lodging:

- 5 - Paid for all reasonable expenses
- 1 - Actual expenses up to \$25/day maximum (#4)
- 1 - Hotel paid, balance \$7 per diem (#5)
- 1 - Hotel paid, balance \$7.50 per diem (#7)
- 1 - \$14 per diem to include hotel. If hotel paid (room over \$8/day) balance of \$6.50 per diem. Flat \$12 per diem for trainees. (#8)

Meals, Misc. Expenses:

- 9 - Paid as item above

Meals for Recruiters:

- \$3/Day

Applicant Expenses:

- 8 - Paid
- 1 - Flat \$20 day given for all expenses (#2)

Vacations

Accion

Surveyed Organizations

Service & Time Off:

- 10 days/year (2 weeks)
 - (1 day off per each 36.5 days of continuous employment)
- 1 - 2 weeks max - all employees - after 1 yr. (# 1)
Senior officers - 3 to 4 weeks
 - 1 - 26 days/year max - all employees - after 1 yr. (# 2)
 - 1 - 2 weeks - all employees - after 1 year plus: 1 additional day per year of service to max of 20 days (# 3)
 - 1 - 1 week-all employees 6 mos. to 1 yr. service
2 weeks - 1 yr to 2 yrs. service
3 weeks - over 2 yrs. service
4 weeks - over 8 yrs. service (# 4)
 - 1 - 2 weeks - all employees - after 1 yr.
4 weeks - all executives - after 1 yr. (# 5)
 - 1 - 2 weeks - all employees - after 1 yr.
3 weeks - " " 5 yrs.
4 weeks - " " 10 yrs. (#6)
 - 1 - 2 weeks - all employees - after 1 yr.
3 weeks - all employees - after 3 yrs. (#7)
 - 1 - 3 weeks - all employees - after 1st year
4 weeks - all employees - there:after (#8)
 - 1 - Officers & management:
4 weeks (max) after 1 year
- Other Salaried:
- 2 weeks - after 1 yr.
 - 3 weeks - after 2 yrs.
 - 4 weeks - after 5 yrs. (#9)

Vacations

Carry-over Year to Year:

Accion

Yes

Surveyed Organizations

- 2 - No (#4, #7)
- 1 - No set maximum (#3)
- 2 - No set policy (#1, #5)
- 1 - Can carry up to 90 day max (#2)
- 2 - Can carry 30 days max (#6, #8)
- 1 - No more than 1/2 of vacation time eligibility for current year. (#9)

aid Holidays

Number full days/year:

8

- 1 - 12 (#8)
- 1 - 11, plus option of 3 extra days off with pay for special religious holy days (#6)
- 2 - 10 (#1, #2)
- 1 - 10, plus Election Day in Presidential year (#4)
- 2 - 9 (#3, #9)
- 2 - 8 (#5, #7)

1/2 Days:

- 2 - Christmas & New Year Eves
- 3 - None (#s 3, 4, 6)
- 2 - Not set, discretionary by management (#1, #2)
- 1 - 3, Good Friday, Christmas & New Year Eves (#5)
- 2 - 1, Christmas Eve (#7, #9)
- 1 - 3, Christmas & New Year Eves & Holy Thursday (#8)

aves of Absence:

- Personal reasons with approval of immediate supervisor
- 2 - No set policy (#1, #5)
- 2 - Discretionary - no set rules - with or without pay (#2, #9)
- 1 - Allowed - no pay - no set max (#3)
- 1 - Up to 6 months maximum - no pay (#4)
- 2 - After 5 yrs. service can get 3 to 5 months with pay (#7)

Group Insurance:

- Comprehensive health hospitalization, and major medical for employees and dependents
- 9 - All have similar coverage of standard items. 3 also have Salary Continuation coverage

Work Day:

Accion

Surveyed Organizations

7 hours

8 - 7 hours
1 - 8 hours (#2)

Lunch:

1 hour

7 - 1 hour
1 - 1/2 hour (#3)
1 - 3/4 hour (#2)

Pay Period:

Semi -
Monthly

6 - Semi-monthly
1 - Management: monthly
Others: semi-monthly (#1)
1 - Monthly (#2)
1 - Optional monthly or semi-monthly (#7)

ACCION International
Personnel Policies
February 28, 1966

Transportation Expenses:

Employees driving their own automobiles on ACCION International business will be paid \$0.08 per mile, plus toll and parking expenses.

Regional recruiters traveling on Corporation business will be paid for the following, upon presentation of completed expense report forms.

All transportation expenses, including fares and tips.

Hotel room.

Reasonable entertainment expenses, including meals which must be purchased for prospective recruits.

Telephone calls made on Company business.

\$3.00 per day for food (the approximate difference in cost between eating at home and eating on the road).

Other personnel on special trips, including the Vice President for Recruitment, will be reimbursed for the full costs of their meals.

Insurance:

The organization will maintain a comprehensive health, hospitalization, and major medical insurance coverage for all its employees, and their families. Details of this policy are given on a separate sheet. The Administrator should be notified immediately if an illness which may be covered by this policy is incurred.

All employees are covered by Workman's Compensation Insurance. This pays the total costs of hospital and medical bills to employees made ill or injured as a direct result of their work with ACCION International. Two thirds of the employee's average weekly salary over the year preceding the injury (up to \$60.00 per week of benefits) shall be awarded for total disability, in addition to the payment of hospital and medical bills. Employees are also compensated for salary lost due to partial disability. The employee collects for as long as the disability exists. He does not have to have been working for the organization for any length of time prior to the disability in order to collect. The Administrator should be notified immediately if an accident which may be covered by this insurance is incurred.

Employees working in the New York office are covered by New York State Disability Insurance. This partially compensates (50%, up to \$55.00 per week) for salary lost as a result of disabling injuries or illnesses. An employee can collect for injuries incurred between four weeks after he begins his job and four weeks after he leaves it. The maximum duration of payment for each disability is 26 weeks. A seven day waiting period will be enforced before

Personnel Policies - (Continued)

benefits can be collected. The Administrator should be notified immediately of an accident which may be covered by this insurance.

Vacations and Holidays:

Ten working days of paid vacation per year will be allowed. Vacation time can be carried from year to year. However, no more than 10 working days can be taken consecutively. Vacation time will accrue at the rate of one working day for each 36.5 days of continuous employment.

Leaves of absence for personal reasons can be taken with permission of the employee's direct superior.

Time off with pay will be given for observance of the following holidays:

New Years Day
Washington's Birthday
Gold Friday
Memorial Day
Fourth of July
Labor Day
Thanksgiving Day
Christmas Eve ($\frac{1}{2}$ day)
Christmas Day
New Years Eve ($\frac{1}{2}$ day)

Miscellaneous:

The normal working day will be from 8:00 a.m. until 5:00 p.m. in Cambridge, from 9:00 a.m. until 5:00 p.m. in New York, and from 9:00 a.m. until 6:00 p.m. in Berkley, with an hour for lunch.

Paychecks will be mailed semi-monthly, arriving on the 15th day and the last day of each month. Social Security and Federal and State Income taxes will be withheld.

Employees must immediately report changes in their names, addresses, telephone numbers, marital status, dependents, and military status to the Administrator.

COUNCIL FOR LATIN AMERICA
 120 East 56th Street
 New York, New York
 (421 - 0500)
 Mr. Hobbing, Staff Director

Transportation Expenses

Mileage Allowance: (personal auto)	8¢/mile
Tolls & Parking:	Paid
Travel Fares:	Paid
Lodging:	Paid
Meals & Misc. Expenses:	Paid
Meals for Recruiters:	Paid
Applicant Expenses:	Paid

Vacations

Service & Time Off:	2 weeks - all employees - after 1 yr. Sr. Officers - 3 to 4 weeks after 1 yr.
Carry over Year to Year:	No set policy

Paid Holidays

Number Full Days/Year: Total - 10	New Year's Day Washington's Birthday Memorial Day July 4 Labor Day Columbus Day Election Day Thanksgiving Christmas Good Friday
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1/2 Days:	Not set - discretion - any by management
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Leaves of Absence :

No set policy

Group Insurance:

Have coverage of standard items, hospitalization, etc.

Work Day:

7 Hours (35 hour week)

Lunch:

1 Hour

Pay Peroid:

Management: monthly; other: semi-monthly

PAN AMERICAN DEVELOPMENT FOUNDATION
19th & Constitution Avenue, N. W.
Washington, D. C.
(202-393-8450)
Mr. Juan A. Nimo, Personnel Officer

Transportation Expenses

Mileage Allowance: (personal auto)	No set policy. Rent or use official cars.
Tolls & Parking:	Paid
Travel Fares:	Paid
Lodging:	Paid
Meals & Misc. Expenses :	Paid
Meals for Recruiters :	Paid
Applicant Expenses:	Given \$20/day for meals and hotel room.

Vacations

Service & Time Off:	26 days/year max - all employees - after 1 year.
Carry over Year to Year:	Can carry up to 90 days max.

Paid Holidays

Number Full Days/Year:	New Year's Day
Total - 10	Washington's Birthday
	Memorial Day
	July 4
	Labor Day
	Election Day
	Veterans Day
	Thanksgiving
	Christmas
	Good Friday (although given - is considered a discretionary day)

1/2 Days:	Not set - discretionary by management e. g. at Christmas time.
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Leaves of Absence:

For good reasons, with or without
pay at Secretary General's discretion.
(No set Policy)

Group Insurance:

Have coverage of standard items.

Work Day:

8 Hours (40 hour week)

Lunch:

45 minutes

Pay Period:

All paid monthly

COMMUNITY DEVELOPMENT FOUNDATION

#3

Westport Avenue

Norwalk, Conn.

(203-874-4524)

Mrs. Edith Curtis, Personnel Manager

Transportation Expenses

Mileage Allowance: (personal auto)	8¢/mile
Tolls & Parking:	Paid
Travel Fares:	Paid
Lodging:	Paid
Meals & Misc. Expenses:	Paid
Meals for Recruiters:	Paid
Applicant Expenses:	Paid

Vacations

Service & Time Off:	10 days - all employees after 1 year. Plus: 1 additional day for each year of service to 20 days a year max.
Carry over Year to Year :	Allowed - No set max.

Paid Holidays

Number Full Days/Year:	New Year's Day
Total - 9	Washington's Birthday
	Memorial Day
	July 4
	Labor Day
	Thanksgiving
	Christmas
	Good Friday
	Friday after Thanksgiving

1/2 Days:	None
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<u>Leaves of Absence:</u>	Allowed - No pay - No set max time policy
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<u>Group Insurance:</u>	Have coverage of standard items, plus s salary continuation.
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<u>Work Day:</u>	7 hours (35 hour week)
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<u>Lunch:</u>	30 minutes
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<u>Pay Period:</u>	All paid semi-monthly
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INTERNATIONAL DEVELOPMENT FOUNDATION
205 East 42nd Street
New York, New York
(MU-6-5170)
Miss Jean Rankin, Administrative Officer

Transportation Expenses

Mileage Allowance: (personal auto)	No set policy - actual expenses paid
Tolls & Parking:	Paid
Travel Fares:	Paid
Lodging:	All expenses paid - up to
Meals & Misc. Expenses:	\$25/day max - for hotels,
Meals for Recruiters:	meals, etc.
Applicant Expenses:	Paid

Vacations

Service & Time Off:	All employees.	1 week - 6 months to 1 yr. 2 weeks - 1 year + to 2 yrs. 3 weeks - 2 years + 4 weeks - 8 yrs and over
Carry over Year to Year:	None	

Paid Holidays

Number Full Days/Year:
Total - 10

Lincoln's Birthday
New Year's Day
Washington's Birthday
Memorial Day
July 4
Labor Day
Thanksgiving
Christmas
(Election Day - for Presidential year-only)
Friday after Thanksgiving
Columbus Day
None

1/2 Days:

Leaves of Absence:

Good reasons - up to 6 months max - no pay

Group Insurance:

Have coverage of standard items.

Work Day:

7 hours (35 hour week)

Lunch:

1 hour

Pay Period:

All employees - semi-monthly

OPERATION CROSSROADS - AFRICA
150 Fifth Avenue
New York, New York
(OR -5-4080)
Mr. Campbell, Director Information & Development

Transportation Expenses

Mileage Allowance: (personal auto)	No set policy
Tolls & Parking:	Paid
Travel Fares:	Paid
Lodging:	Paid
Meals & Misc. Expenses:	\$7 per diem
Meals for Recruiters:	"
Applicant Expenses:	Paid

Vacations

Service & Time Off:	<u>Executives</u> - 4 weeks max -after 1 year Other - 2 weeks max after 1 year
Carry over Year to Year :	No set policy

Paid Holidays

Number Full Days/Year:	Veterans Day New Year's Day Washington's Birthday Memorial Day July 4 Labor Day Thanksgiving Christmas
Total -	

1/2 Days:	(3) Christmas & New Year's Eves Good Friday
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Leaves of Absence:

No set policy

Group Insurance:

Have coverage of standard items.

Work Day:

7 hours (35 hour week)

Lunch:

1 hour

Pay Period:

All employees paid semi-monthly

CARR
660 First Avenue
New York, New York
(MU-6-3110)
Mrs. Nazareth, Personnel Officer

Transportation Expenses

Mileage Allowance: (personal auto)	8¢/mile
Tolls & Parking:	Paid
Travel Fares:	Paid
Lodging:	Paid
Meals & Misc. Expenses:	Paid
Meals for Recruiters:	Paid
Applicant Expenses:	Paid

Vacations

Service & Time Off:	2 weeks - after 1 year 3 weeks - after 5 years 4 weeks - after 18 years
Carry over Year to Year:	Can carry maximum of 30 days.

Paid Holidays

Number Full Days/Year:	Columbus Day New Year's Day Washington's Birthday Memorial Day July 4 Labor Day Thanksgiving Christmas Election Day Veterans Day Lincoln's Birthday
Total - 11 (plus 3 optional -with pay)	Plus: 3 optional days with pay for religious holy days
1/2 Days:	None

Leaves of Absence:

Good reasons-up to 1 year
Maximum - No pay

Group Insurance:

Have coverage of standard items, plus
salary continuation.
7 hours (35 hour week)

Work Day:

1 hour

Lunch:

Pay Period:

All employees paid semi-monthly

EXPERIMENT IN INTERNATIONAL LIVING

777 United Nations Plaza

New York, New York

(697-6485)

Miss Susan Edleman, Personnel

Mr. Russell Ellis, Controller

Putney, Vermont Headquarters

(802-387-544)

Transportation ExpensesMileage Allowance:
(personal auto)

10¢/mile

Tolls & Parking:

Tolls - not paid
Parking - paid

Travel Fares:

Paid

Lodging:

Paid

Meals & Misc. Expenses:

\$7.50

Meals for Recruiters:

Per diem

Applicant Expenses:

Paid

Vacations

Service & Time Off:

2 weeks after 1 year
3 weeks after 2 years & more

Carry-over Year to Year:

No

Holidays

Number of Full Days/Year:

Total - 8

New Year's Day
Washington's Birthday
Memorial Day
July 4
Labor Day
Thanksgiving
Christmasplus: Columbus Day or Veteran's Day
depending on where they fall in a
week for optimum benefit - e. g.,
Monday or Friday.

1/2 Days:

1 - Christmas Eve or Friday if
fell on Saturday or Sunday, etc.

Experiment in International Living (Con't)

Leaves of Absence:

Good reasons - sabbatical leave after 5 years service for 3 to 6 months with pay.

Group Insurance:

Have coverage of standard items.

Work Day:

7 hours (35 hour week).

Lunch:

1 hour

Pay Period:

Employee option: monthly or semi-monthly. Employee cannot change after choice.

CATHOLIC RELIEF SERVICES
350 Fifth Avenue
New York, New York
(LW - 4-9300)
Mr. Timothy Norris
Assistant to Executive Director

Transportation Expenses

Mileage Allowance: (personal auto)	6¢/mile
Tolls & Parking:	Paid
Travel Fares:	Paid
Lodging:	\$14 per diem with hotel (if an \$8 or less room). Above \$8 room-cost paid balance
Meals & Misc. Expenses:	by \$6.50 per diem. \$12 per diem <u>total</u>
Meals for Recruiters:	for Trainees.
Applicant Expenses:	Paid

Vacations

Service & Time Off:	All employees - 3 weeks - after 1 yr. 4 weeks - there after
Carry-over Year to Year:	4 weeks maximum

Paid Holidays

Number Full Days/Year:	New Year's Day
Total - 12	Washington's Birthday
	Memorial Day
	July 4
	Labor Day
	Thanksgiving
	Friday after Thanksgiving
	Christmas
	Good Friday
	plus: 3 holy days
1/2 Days:	3 - Christmas & New Year's Eves & Holy Thursday

Leaves of Absence:

For good reasons - no pay to max of 1 year.

Group Insurance:

Have coverage of standard items.

Work Day:

7 hours (35 hour week)

Lunch:

1 hour

Pay Period:

All employees - semi-monthly

AMERICAN FRIENDS SERVICE COMMITTEE
160 North 15th Street
Philadelphia, Pennsylvania
(215-L0-3-9372)
Mrs. Catherine Naysmith, Asst. Personnel Secretary

Transportation Expenses

Mileage Allowance: (personal auto)	8¢/mile
Tolls & Parking:	Paid
Travel Fares:	Paid
Lodging:	Paid
Meals & Misc. Expenses:	Paid
Meals for Recruiters:	Paid

Vacations

Service & Time Off:	Management: 4 weeks max - after 1 yr. Others: 2 weeks - after 1 yr. 3 weeks - after 2 yrs. 4 weeks - after 5 yrs. & over
Carry-over Year to Year:	No more than 1/2 vacation eligibility time during current year.

Paid Holidays

Number full Days/Year :	New Year's Day Washington's Birthday Memorial Day July 4 Labor Day Thanksgiving Friday after Thanksgiving Christmas Good Friday
Total - 9	

1/2 Days:	1 - Christmas Eve
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<u>Leaves of Absence:</u>	No set policy - discretionary - for good reasons if staff personnel.
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<u>Group Insurance:</u>	Have coverage of standard items, plus salary continuation.
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<u>Work Day:</u>	7 hours (35 hour week)
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<u>Lunch:</u>	1 hour
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<u>Pay Period:</u>	All employees - semi-monthly
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MINUTES of a Special Meeting
of the Board of Directors of
ACCION Internátional, held at
500 Park Avenue, New York City,
New York, on June 27, 1966,
12:30 P.M.

The following Directors were present:

Donald M Kendall
Albert Sims
Guillermo Espinosa
Alphonse de Rosso
William S. Lindsay
Milton C. Rose
Rodman C. Rockefeller

constituting a majority and a quorum of the Directors.

Messrs. Joseph H. Blatchford, Executive Director,
and Francisco Mendez-Capote, Assistant Secretary, were pre-
sent by invitation.

Mr. Kendall, President of ACCION International,
acted as Chairman and Mr. Mendez-Capote acted as Secretary
of the meeting and kept the minutes thereof.

The Chairman welcomed Messrs. Espinosa and Rose
to their first meeting, expressed his profound gratitude
and his pride that the Board of ACCION International had been
enriched by the participation of such a prominent Venezuelan
businessman and of a Senior Partner of Nixon, Mudge, Rose,
Guthrie & Alexander who has consented to serve as Secretary
of the Corporation.

The minutes of the last meeting of the Board of Directors held on January 25, 1966 were discussed and approved.

The Chairman stated that this meeting was being held in lieu of the Annual Meeting provided for in the By-laws of the Corporation.

The first subject on the agenda was a report of the Executive Director. The Executive Director, Mr. Blatchford, reported on Brazil, Venezuela, recruiting, administration, fund raising, board organization, the film "ACCION en Venezuela" and Europe. A copy of his report was ordered filed with the minutes of this meeting.

Following the report of the Executive Director, the Board discussed the following subjects:

1) The executive Director recommended that ACCION International make a contribution of \$5,000 to ACCION en Venezuela for general budgetary purposes. After discussion, and upon motion duly made and seconded, the following resolution was unanimously adopted:

RESOLVED, that a contribution of \$5,000 to ACCION en Venezuela for general budgetary purposes be, and the same hereby is, approved for payment in 1966.

2) The budget for Brazil, as presented by the Executive Director, was unanimously approved.

3) The Executive Director reported that Mr. Kenneth Weiss, the Administrative Assistant, is leaving ACCION International to work for the Council for Latin America in Bogota, Columbia.

The Executive Director recommended that an administrator, who is also a bookkeeper and can combine those functions, be hired. He reported that he had interviewed several candidates and that he had found a qualified person in Mr. Alfonso Ortegon.

After discussion, and upon motion duly made and seconded, the following resolutions were unanimously adopted:

RESOLVED, that the title Administrative Assistant be abolished and that the title Administrator be used in lieu thereof; and be it

RESOLVED FURTHER, that Mr. Alfonso Ortegon be, and he hereby is, appointed to serve as Administrator at an annual salary of \$6,000, to be increased to \$6,500 at the end of one month's proving period.

4) The Executive Director recommended, in order to upgrade the public image of Mrs. Mary Jean Nolde, who is now serving under the title Assistant to the Executive Director, that her title be amended to that of Associate Director.

After discussion, and upon motion duly made and

seconded, the following resolution was unanimously adopted:

RESOLVED, that the title Assistant to the Executive Director be abolished and that the title Associate Director be used in lieu thereof.

5) The Executive Director recommended that the salary of Mr William Crossley be increased. The Chairman then suggested that the Executive Director's salary be higher than those of any of his subordinates and, therefore, recommended to the Board that Mr. Crossley receive a 10% increase at this time as a reward for his successful fund raising and as an inducement to continue his efforts, but that the Board, at its next meeting, reconsider the salary being paid to the Executive Director.

After discussion, and upon motion duly made and seconded, the following resolution was unanimously adopted:

RESOLVED, that the annual salary of Mr. William Crossley be, and the same hereby is, increased by 10%, such increase to take effect immediately.

6) The Secretary reported that counsel had advised that at the Special Meeting of the Board of Directors, held on November 30, 1965, the Board had inadvertently omitted to formally amend the first paragraph of Article II of the By-laws, as heretofore amended, to provide for

the election of twelve Directors. Upon motion duly made and seconded, the following resolution was unanimously adopted:

RESOLVED, that the first paragraph of Article II of the By-laws be, and it hereby is, deemed to have been amended at the Special Meeting of the Board of Directors, held on November 30, 1965, as follows:

The Board of Directors of the Corporation shall be twelve (12) in number but may be increased to not more than thirty (30) and may be decreased to not less than three (3) by amendment of these By-laws.

The Secretary also reported that counsel had advised that at a Special Meeting of the Board of Directors, held on January 25, 1966, the Board had inadvertently omitted to formally amend the first paragraph of Article II of the By-laws, as heretofore amended, to provide for the election of thirteen Directors. Upon motion duly made and seconded, the following resolution was unanimously adopted:

RESOLVED, that the first paragraph of Article II of the By-laws be, and it hereby is, deemed to have been amended at the Special Meeting of the Board of Directors, held on January 25, 1966, as follows:

The Board of Directors of the Corporation shall be thirteen (13) in number but may be increased to not more than thirty (30) and may be decreased to not less than three (3) by amendment of these By-laws.

The Board then considered the election of Mr. Berent Friele, Senior Vice President and Director of American International Association of Economic and Social Development, as a

Director of ACCION International. After discussion, and upon motion duly made and seconded, the following resolutions were unanimously adopted:

RESOLVED, that the first paragraph of Article II of the By-laws be, and it hereby is, amended to read as follows:

The Board of Directors shall be fourteen (14) in number but may be increased to no more than thirty (30) and may be decreased to not less than three (3) by amendment of these By-laws; and be it

RESOLVED FURTHER, that Mr. Berent Friele be, and he hereby is, elected as a Director of the Corporation to serve until the next Annual Meeting and until his successor shall have been elected and shall have qualified.

The Board then considered the names submitted by the Executive Director as prospective new Directors. After discussion, it was concluded that Mr. Forest D. Murden and Mr. George Lesch be further considered by the Board as candidates for directorship.

7) The Board then discussed the showing of the film "ACCION en Venezuela", which has recently received its English version sound track. After discussion, and upon motion duly made and seconded, the following resolution was unanimously adopted:

RESOLVED, that a luncheon be held during the month of September, at a date to be agreed upon between the President and the Executive Director, for the purpose of showing the film "ACCION en Venezuela" to certain Foundation officials and trustees.

8) The Executive Director then suggested that the

Board consider, and take action upon, a proposal with respect to altering and amending the authorizations of the officers of the Corporation relative to the execution of checks, drafts, notes, bills of exchange, acceptances or other orders for the payment of money drawn on the Corporation's Operating and Payroll Accounts at Irving Trust Company. After discussion, and upon motion duly made and seconded, the following resolutions were unanimously adopted:

RESOLVED, that IRVING TRUST COMPANY, One Wall Street, New York City, be, and hereby is, designated a depository of the Payroll Account and of the Operating Account of this Corporation and that checks, drafts, notes, bills of exchange, acceptances or other orders for the payment of money upon said IRVING TRUST COMPANY, or payable at any of its offices, be signed on behalf of this Corporation by any two of the following, to wit: President, Vice President, Treasurer, Assistant Treasurer, Secretary, Assistant Secretary, Executive Director, Administrator, Associate Director, Director of Development, Director of Recruiting and the Directors; and be it

RESOLVED FURTHER, that any officer or officers of this Corporation be, and they hereby are, authorized to certify to said IRVING TRUST COMPANY that these resolutions have been duly adopted and that they are in conformity with the Charter and By-laws of this Corporation.

9) Mr. Guillermo Espinosa reported on the financial condition of ACCION en Venezuela and of the decision of the Executive Committee of the Board of Directors of ACCION en Venezuela to acquire a new General Manager in the near future. He reported that the Executive Committee

of that Corporation is looking for a competent Venezuelan, but stated that they would also be willing to consider a qualified American. Mr. Espinosa recommended that the Board authorize the Executive Director to travel to Caracas for the purpose of assisting the Executive Committee of ACCION en Venezuela with its immediate managerial problems. After discussion, and upon motion duly made and seconded, the following resolution was unanimously adopted:

RESOLVED, that the Executive Director be, and he hereby is, authorized to travel to Caracas, Venezuela, during his forthcoming trips to Brazil, for the purpose of assisting the Executive Committee of ACCION en Venezuela with its immediate managerial problems.

There being no further business to come before the Board, on motion duly made and seconded, the meeting was adjourned.

FRANCISCO MENDEZ-CAPOTE

Francisco Mendez-Capote

ACCION INTERNATIONAL

Annual Report Pursuant to Section 46 of the
Membership Corporations Law of the State of New York

The President and Assistant Treasurer of the Corporation respectfully submit the following report for the period January 1, 1965 through December 31, 1965:*

1. The real property owned by the Corporation and its location, is as follows:

None

2. The personal property owned by the Corporation as at December 31, 1965, amounted to \$7,541.00, located or invested as follows:

a) Cash	\$ 4,293.00
b) Office furniture at 145 East 52nd Street, New York, New York	2,643.00
c) Office equipment at 145 East 52nd Street, New York, New York	<u>605.00</u>
Total	<u>\$ 7,541.00</u>

3. The amount and nature of all property acquired by the Corporation during the period from January 1, 1965 to December 31, 1965, and the manner of acquisition of the same, are as follows:

a) Contributions	
1) Cash	\$102,361.00
ii) Office furniture	800.00
iii) Office equipment	300.00
iv) Air line passages	14,000.00
b) Other	<u>594.00</u>
	<u>\$118,055.00</u>

* This report has been prepared, in part, on the basis of information contained in the Corporation's financial statements as audited by Price Waterhouse & Co. However, the values ascribed to the office furniture and equipment and to the air line passages, all of which were contributed to the Corporation, are based upon unconfirmed assessments.

4. The amounts expended and appropriated during the period from January 1, 1965 to December 31, 1965, and the purposes and objects for which such amounts were spent or appropriated, were as follows:

a) Operations

Salaries	\$ 47,184.00	
Travel	13,792.00	
Rent and electric	8,570.00	
Printing and Stationery	12,244.00	
Recruiting and orientation	8,007.00	
Telephone & telegraph	5,320.00	
Postage	2,094.00	
Purchase of office furniture and equipment	1,481.00	
Professional fees	1,317.00	
Payroll taxes	1,255.00	
Advertising and promotion	985.00	
Equipment rentals	895.00	
Entertainment	696.00	
Dues & subscriptions	335.00	
Other	879.00	\$105,054.00
		<u> </u>

b) Accion en Venezuela

Grant	\$ 3,000.00	
Transfer of portion of fund balance	<u>19,749.00</u>	<u>22,749.00</u>
	Total	<u>\$127,803.00</u>

5. The names and addresses of the persons admitted to membership during the period covered by this report (other than the Incorporators of the Corporation, who resigned as Members following the Meeting of Incorporators held June 21, 1965) are as follows:

J. P. Delafield
250 North Street
White Plains, New York

Alphonse de Rosso
30 Rockefeller Plaza
New York, New York

Guillermo Espinosa
Helados "EFE"
Caracas D.F., Venezuela

Richard C. Fenton
235 East 42nd Street
New York, New York

John E. Gross
633 Third Avenue
New York, New York

Donald M. Kendall
500 Park Avenue
New York, New York

William S. Lindsay
717 Fifth Avenue
New York, New York

Forrest D. Murden, Jr.*
2 Sutton Place South
New York, New York

Rodman C. Rockefeller
30 Rockefeller Plaza
New York, New York

Anthony D. Rump
500 Park Avenue
New York, New York

George C. Seybolt
699 High Street
Dedham, Massachusetts

Albert G. Sims
475 Riverside Drive
New York, New York

Theodore L. Wilkinson
60 Broad Street
New York, New York

Dated: New York, New York
November 1st, 1966.

DONALD M. KENDALL
President

WILLIAM W. INGLIS
Assistant Treasurer

* Resigned June 23, 1965.

STATE OF NEW YORK)
 : ss.:
 COUNTY OF NEW YORK)

DONALD M. KENDALL and WILLIAM W. INGLIS, being severally duly sworn, each for himself, deposes and says: that DONALD M. KENDALL is the President of ACCION INTERNATIONAL, and that WILLIAM W. INGLIS is the Assistant Treasurer thereof; that they have read the foregoing instrument subscribed by them and know the contents thereof; that the same is true of their own knowledge; and, that they verify the contents thereof.

DONALD M. KENDALL
 Donald M. Kendall

WILLIAM W. INGLIS
 William W. Inglis

Sworn to before me this
 1st day of November, 1966.

HENRY C. FAURE, JR.
 Notary Public

HENRY C. FAURE, JR.
 Notary Public, State of New York
 No. 30-6245425
 Qualified in Nassau County
 Cert. Filed in New York County
 Commission Expires March 30, 1968

[NOTARIAL SEAL]

HENRY C. FAURE, JR.
 NOTARY PUBLIC
 STATE OF NEW YORK