

PDKAmoleO

AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR (LAC)

FROM : LAC/DR, Terrence J. Brown

SUBJECT: CHILE - Voter Education Project

Action Requested: Your approval is required to authorize a \$1,200,000 grant to the Interamerican Institute of Human Rights (IIHR) for a voter education project in Chile.

Background: The presidency of Augusto Pinochet expires in March 1989. The Constitution of 1980 requires that before December 1988, the Commanders in Chief of the Armed Forces and the Director General of the National Police must propose a presidential candidate who will be subject to ratification by the citizenry through a plebiscite. If ratified, the candidate will assume the presidency in March 1989, for a period of eight years. If the candidate is rejected in the plebiscite, General Pinochet and the governing junta will continue in office until March 1990, but must call for presidential and legislative elections before December 11, 1989.

Observers believe that the September 1988 plebiscite could be a watershed in Chilean politics and voter registration and civic education are key elements of the equation. However, Chile's recent political history has not encouraged active citizen participation in the political process. The 8,200,000 eligible voters in Chile have not been able to vote for 14 years in national elections, and nearly half of them have never voted. Under the new electoral law, voting is no longer compulsory, and time-consuming mechanisms for voter registration have been established. Only two million out of nearly eight million eligible voters have signed up since electoral registers were opened in February to replace the records destroyed in the 1973 coup that brought Pinochet to power. Moreover, various polls have revealed skepticism and lack of confidence on the part of the Chilean electorate in the power of an individual vote.

In the light of the potential for a peaceful, democratic political transition if a large proportion of the Chilean populace registers to vote and exercises that vote, the Fundacion CIVITAS (CIVITAS), an independent non-profit foundation created in 1970, decided to undertake a nation-wide program of civic education with support from the Center for Electoral Promotion and Assistance (CAPEL), a division of the Interamerican Institute of Human Rights (IIHR), which is an international organization located in San Jose, Costa Rica.

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A civic education program of the scale described above requires external support. To obtain such support, CAPEL has submitted to A.I.D. a request for a grant in the amount of \$1,872,055 to create a program to be managed by CIVITAS to carry out non-partisan voter education on the role of electoral participation in improving daily life in Chile. Successful project implementation is expected to result in the registration of eight million Chilean voters.

Program funded activities will encourage broad voter turn-out and attempt to overcome voter apathy, skepticism, ignorance, and fear. Implementing mechanisms will include the media, seminars, and face-to-face interaction. The project design uses a pyramid training methodology beginning with the training of 60 voter education coordinators through a six-day workshop followed by their training of others until, eventually, a total eight million persons will be reached.

Discussion: An Issues Meeting on the Voter Education Project Proposal was held October 6, 1987. Reviewers discussed and clarified the following concerns:

- (1) Project Design - The likelihood of achieving the project purpose when low voter participation in Chile is attributed in large part to apathy and fear was discussed. Doubts were expressed in relation to the lack of experience with a voluntary registration system. It was recognized, however, that although Chile has not had experience with such a system, the level of education of the Chileans and the interest they have in developing a more democratic political environment is favorable to increased voter participation.
- (2) Other Donor Activities - Other international donors (German and Canadian, for example) are funding voter education activities, but these are mostly through direct links with the political parties as well as with cooperatives. This project will be distinctive for its strict non-partisan approach.
- (3) Project Sustainability - Even though the proposed activity could be perceived as a "one-shot" project, it is expected that the trained participants will remain and actively participate in future electoral processes. Nevertheless, neither IIHR nor CIVITAS can now plan a longer-term or even a follow-on program because the next step toward strengthening the electoral process in Chile will depend on the outcome of the plebiscite.

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(4) Political Risk - Although CIVITAS is a lay organization affiliated with the Catholic Church, this program is clearly secular and is not aimed at promoting or enhancing any religious or sectarian activity. CIVITAS is a well respected organization among Chileans and has the Catholic Church's confidence. CIVITAS is also perceived as non-partisan in the Chilean political arena.

The DAEC was held on October 13, 1987. Recommendations from the review and from subsequent discussions of issues raised in that review follow:

- (1) Due to a reduction in the length of the project from 12 to nine months, the funding requirement should be reduced accordingly. (The reduction is from \$1.872 million to \$1.2 million.)
- (2) In view of the limited amount of time to achieve project results, the project funds should be fully obligated at the \$1.2 million level, with the understanding that any disbursements exceeding the \$50,000 required to fund project preparation activities should be conditioned on A.I.D. approval of the financial accounting system and organizational procedures established for project implementation and monitoring.
- (3) A consultant team should be dispatched as soon as possible to: (1) conduct an analysis of CIVITAS's administrative capacity; (2) determine IIHR and CAPEL's administrative and financial management capacity, with particular attention to its procedures for monitoring and tracking funds to CIVITAS; and (3) to recommend any measures deemed necessary to ensure adequate accountability for A.I.D. funds.

The team submitted the final report on November 18, 1987, with a number of observations and recommendations concerning the administrative and management capabilities of the proposed project implementing entities and the establishment of appropriate financial accountability systems. The principal observations and recommendations are as follows:

- The most appropriate grantee is the Interamerican Institute of Human Rights (IIHR) and not its sub-division, CAPEL. The basic responsibility for accounting, controlling and management of the project falls under the Executive Director of the IIHR.

- The IIHR has the accounting and reporting capability to handle the proposed grant under consideration and the IIHR's controller has the appropriate financial management capability. Also, the administrative systems presently followed by IIHR and CAPEL are found adequate.
 - The overall organizational set-up established at CIVITAS and the one contemplated for the Program staff (which is in the process of completion) is adequate, clear, and comprehensive and has the necessary internal and outside controls and safeguards to assure success of project implementation.
 - The IIHR has the capability to establish effective administrative systems for project implementation. The IIHR Controller has initiated all the necessary work, meetings and consultations leading to the establishment of an adequate accounting system and related procedures for recording all funds received, disbursements made, and other transactions. This should ensure proper accountability and responsibility, as well as an efficient fund disbursement to CIVITAS and its Program staff.
- (4) As an addendum to the proposal, IIHR should include a description of its role as grantee and IIHR's relationship to its sub-grantee CIVITAS and the relationship of both to A.I.D. with respect to reporting, monitoring and general oversight responsibilities. To accelerate project implementation under tight time constraints, it is recommended that a portion of project approved funds (up to \$50,000) be provided to IIHR prior to signing the grant for the purpose of delineating the referenced relationships in a manner satisfactory to A.I.D. before additional funds are disbursed for project implementation.

The grantee proposal envisions a significant role for the accounting firm Price-Waterhouse in assisting with the establishment and application of project funds accounting and controls systems. Price-Waterhouse will be drawing upon its on-going relationship with IIHR and experience with similar project activities carried out by the CAPEL division of the organization.

Regardless of contract accounting firm the accounting firm providing systems design, assistance and training may not perform the external audit.

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Assistance Instrument vs. Contract -

In the case of the proposed project, A.I.D.'s assistance objective is to stimulate and enhance the capability of CAPEL, within the IIHR, to provide voter education assistance and training to other civic oriented organizations. In essence, the purpose of the grant will be to support the on-going election promotion program of IIHR, through CAPEL, which has a successful history of assisting institutions with such initiatives.

The use of an assistance instrument instead of a contract is appropriate and consistent with Handbook 13, Chapter 1, Section 1.8.2.a.5, which states that the assistance instrument is the most appropriate mechanism for committing funds when the entity provides services as part of its own programs and not in pursuit of the objectives of an assistance program arranged by A.I.D. In the latter instance, a contract would be the more appropriate mechanism for committing funds.

Method of Selection of Grant Recipient -

The proposal for the grant was unsolicited. CIVITAS carried out a search for an appropriately experienced institution to provide the CIVITAS organization with the technical assistance and training needed to carry out a voter registration education program. CAPEL, a division of the IIHR was immediately identified as the only international institution with the experience and technical expertise to provide the kind of support and assistance sought by CIVITAS. CAPEL lacked, however, the financial resources to undertake the effort, and thus turned to A.I.D., which had provided funding for similar efforts in Latin America. A.I.D. reviewed the proposal, and found CAPEL's request for assistance for the activity consistent with A.I.D.'s mandate under the Foreign Assistance Act, as amended. Furthermore, the IIHR, through CAPEL, appeared to be the most appropriate institution to carry out the effort.

Consistent with A.I.D. Handbook 13, CH.2B.4, in the case of an unsolicited proposal, the only issue is for A.I.D. to decide whether to provide assistance to this particular applicant. The provision of assistance is consistent with A.I.D.'s intent to strengthen IIHR's capacity to assist with activities related to the electoral process. Moreover, the program described herein will further strengthen IIHR institutional capacity to meet a growing demand for research and technical assistance throughout Latin America on the electoral process.

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IIHR is considered the most appropriate grantee for the project by virtue of the experience of CAPEL in election support activities in other countries in the Latin American region. With A.I.D. assistance provided through CAPEL, IIHR has responded to requests for technical advice from Bolivia and Honduras on improving and computerizing voter registries; from Guatemala on drafting a new electoral law, and for training poll monitors on balloting and counting procedures; and from Ecuador on improving the vote counting system.

Congressional Notification - A Congressional Notification was forwarded to the Hill on December 1, 1987. The waiting period expires after fifteen days, and funds may be obligated on December 16, 1987.

Recommendation: You are requested to authorize the proposed Chile Voter Education Project at a funding level of \$1.2 million and so indicate your authorization by signing below. You are also requested to initiate the project effort by signing the attached PIO/T. The PIO/T approves pre-grant assistance as Phase I of the project effort to permit the grantee, IIHR, and sub-grantee, CIVITAS, to further develop the project implementation plan and arrangements. Based on LAC/DI, LAC/DR and SER/OP/OS/LAC approval of the outputs of this first phase of the project effort, the PIO/T instructs the contracting agent to negotiate the grant to support project implementation, which comprises Phase II of the project effort.

Approved: _____

Malcolm Routh

Disapproved: _____

Date: _____

DEC 11 1987

PIO/T ATTACHED

Clearances:

DAA/LAC	:	MButler	_____	date	_____
LAC/DR	:	JEVANS	_____	date	_____
LAC/DI	:	NParker	_____	date	_____
LAC/UP	:	SSchoeffel	<u>(Draft)</u>	date	<u>19 OCT 87</u>
GL/LAC	:	TGeiger	_____	date	_____
PPC/PB	:	DAdams	<u>(Draft)</u>	date	<u>19 OCT 87</u>
LAL/DR/SAM	:	CBuck	<u>(Draft)</u>	date	<u>16 OCT 87</u>
LAC/CONT	:	GByllesby	_____	date	_____
SER	:	JJohnson	_____	date	_____
LEG	:	KKammerer	_____	date	_____

Drafter: LAC/DR :PBuckles/LCoronado :1695P/6OCT87/x 7-5648

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AID 1986-1 (10-79)

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
P.O. BOX 1100
INTERNATIONAL DEVELOPMENT

1. Cooperating Country
LAC Regional

Page 1 of 3 Pages

2. PIOT No.
598-0591-3-8656000

3. Original or
Attachment No. _____

4. Project/Activity No. and Title
598-0591
Human Rights Initiatives

PIOT

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

CONTRIBUTION

6. Appropriation Symbol
72-118102.6

6. Absorption Symbol and Charge 846-65-598-00-69-R1
1.DSA 88-35598-KG12

7. Obligation Based

Administrative Reservation

Implementing Occasion

8. Project Agreement Completion Date
(dd, Mo, Yr)

8. Authorized Agent
AID/W

10. This PIOT is in full conformance with PRO/AG
Date _____

11a. Type of Action and Governing AID Mechanism

AID Grant
(NS 14)

PASA/RSEA
(NS 12)

AID Grant
(NS 12)

Other

11b. Contract/Grant/AC/RSEA
Reference Number (if this is an
Amendment)

12. Estimated Financing (A detailed budget in support of column (2) is attached as an exhibit to _____)

Maximum AID Financing	A. Dollars	(1) Previous Year	(2) Increase	(3) Decrease	(4) Total by Class
		B. U.S.-Owned Local Currency			
			1,200,000		1,200,000

13a. Instructions to Authorized Agent

OP/OS/LAC is requested to execute a cooperative agreement with the Inter-American Institute of Human Rights to support a program of non-partisan voter education in Chile. Funds will be obligated in two phases: Phase I will provide \$50,000 in pre-grant assistance, and Phase II will obligate the balance of the funds in a cooperative agreement, according to the attached Statement of Work.

All costs incurred in carrying out activities related to those to be funded under the attached description of "Pre-Grant Assistance" as of December 1, 1987 are eligible for reimbursement under the grant.

13b. Address of Voucher Paying Office
AID/W YH/PAFD

BEST AVAILABLE DOCUMENT

14. Clearances—Include typed name, office symbol, telephone number and date for all clearances.

A. The project officer certifies that the specifications in the statement of work are technically adequate
LAC/DI, R. Knea

Phone No.
647-4380

Date
10/10/87

B. The statement of work lies within the purview of the institutionally approved agency program
Date

LAC/DI/ Norma Parkop

C. Funds for the services requested are available

LAC/DP, Wheeler

LAC/DR, TBrown
LAC/SAM, CBuck

Date
12/11/87

Date
12/18/87

15. For the cooperating country: The terms and conditions on both sides are hereby agreed to

17. For the Agency for International Development

Signature _____ Date _____

Maureen Bond
Dwight Ink

DEC 11 1987

Assistant Administrator, LAC

FUNDS RESERVED BY

J. Fuller
POSTED 12/15/87

MAINTAINED

15. Mission Reference

f

* Duplicate of page 1 for clearer copy

AID 1388-1
(18-77)

PIU/T

UNITED STATES INTERNATIONAL
DEVELOPMENT COOPERATION AGENCY
AGENCY FOR
INTERNATIONAL DEVELOPMENT

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

1. Cooperating Country
LAC Regional

2. PIU/T No.
598-0591-3-8656000

3. Original or
Amendment No. _____

4. Project/Activity No. and Title
598-0591
Human Rights Initiatives

Page 1 of 3 Pages

DISTRIBUTION

5. Appropriation Symbol
72-118102.6

6. Allotment Symbol and Charge
846-65-598-00-69-81
LDSA 88-35598-KG12

7. Obligation Status
 Administrative Reservation Implementing Document

8. Authorized Agent
AID/W

9. Project Assistance Completion Date
(Mo., Day, Yr.)

10. This PIU/T is in full conformance with PRO/AG
Date _____

11a. Type of Action and Governing AID Handbook
 AID Contract (MS 14) PASA/RESA (MS 12) AID Grant (MS 12) Other

11b. Contract/Grant/PASA/RESA
Reference Number (if this is an
Amendment)

12. Estimated Financing (A detailed budget in support of column (2) is attached as attachment no. _____)

Maximum AID Financing	A. Dollars	(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
		1,200,000		1,200,000	
	B. U.S.-Owned Local Currency				

13. Mission
Reference

14a. Instructions to Authorized Agent

OP/OS/LAC is requested to execute a cooperative agreement with the Inter-American Institute of Human Rights to support a program of non-partisan voter education in Chile. Funds will be obligated in two phases: Phase I will provide \$50,000 in pre-grant assistance, and Phase II will obligate the balance of the funds in a cooperative agreement, according to the attached Statement of Work.

All costs incurred in carrying out activities related to those to be funded under the attached description of "Pre-Grant Assistance" as of December 1, 1987 are eligible for reimbursement under the grant.

14b. Address of Voucher Paying Office
AID/W FM/PAFD

8. Clearances—Include typed name, office symbol, telephone number and date for all clearances.

9. The project officer certifies that the specifications in the statement of work are technically adequate

LAC/DI, R. Knee *R. Knee* Phone No. 647-4380 Date 12/10/87

LAC/DP, W. Wheeler *W. Wheeler* Date _____

LAC/DR, T. Brown *T. Brown* Date 12/11/87

LAC/SAM, C. Buck *C. Buck* Date 12/10/87

10. For the cooperating country: The terms and conditions set forth herein are hereby agreed to

11. For the Agency for International Development

Signature *Malcolm Booth* Date DEC 11 1987

This Dwight Ink Assistant Administrator, LAC

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PIOT

4. Project/Activity No. and Title
598-0591
Human Rights Initiatives

SCOPE OF WORK

18. THE SCOPE OF TECHNICAL SERVICES REQUIRED FOR THIS PROJECT ARE DESCRIBED IN ATTACHMENT NUMBER _____ HERETO ENTITLED "STATEMENT OF WORK".

19. SPECIAL PROVISIONS

- A. LANGUAGE REQUIREMENTS (SPECIFY) _____
(IF MARKED, TESTING MUST BE ACCOMPLISHED BY AID TO ASSURE DESIRED LEVEL OF PROFICIENCY)
- B. ACCESS TO CLASSIFIED INFORMATION WILL WILL NOT BE REQUIRED BY TECHNICIANS.
- C. DUTY POST(S) AND DURATION OF TECHNICIAN(S) SERVICES AT POST(S) (MONTHS)
- D. DEPENDENTS WILL WILL NOT BE PERMITTED TO ACCOMPANY TECHNICIAN.
- E. WAIVER(S) HAVE BEEN APPROVED TO ALLOW THE PURCHASE OF THE FOLLOWING ITEM(S) (COPY OF APPROVED WAIVER IS ATTACHED)
- F. COOPERATING COUNTRY ACCEPTANCE OF THIS PROJECT (APPLICABLE TO AID/A PROJECTS ONLY)
 - HAS BEEN OBTAINED HAS NOT BEEN OBTAINED
 - IS NOT APPLICABLE TO SERVICES REQUIRED BY PIOT
- G. OTHER (SPECIFY)

20. BACKGROUND INFORMATION (ADDITIONAL INFORMATION USEFUL TO AUTHORIZED AGENT)

21. SUMMARY OF ATTACHMENTS ACCOMPANY THE PIOT (INDICATE ATTACHMENT NUMBER IN BLANK)

- 2 DETAILED BUDGET IN SUPPORT OF INCREASED FUNDING (BLOCK 13)
- _____ EVALUATION CRITERIA FOR COMPETITIVE PROCUREMENT (BLOCK 14)
- _____ JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT (BLOCK 14)
- 1 STATEMENT OF WORK (BLOCK 15)
- _____ WAIVER(S) (BLOCK 15 (SPECIFY NUMBER))

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AID 1288-1 (10-79)	1. Cooperating Country LAC Regional	2. PEO/T No. 598-0591-3-8656000	Page 2 of 3 Pages
	4. Project/Activity No. and Title		
PRO/T			

22. Relationship of Contractor or Participating Agency to Cooperating Country and to AID

A. Relationships and Responsibilities

See Statement of Work

B. Cooperating Country Liaison Official

LIC. Sonia Picado, Executive Director
Interamerican Institute of Human Rights
Apartado Postal 10081
1000 San Jose, Costa Rica Tel (506) 34-05-81

C. AID Liaison Official

LAC/DI, Roma D. Knee

LOGISTIC SUPPORT

23. Provisions for Logistic Support

N/A

A. Specific Items (Insert "X" in applicable columns as right. If entry needs qualification, insert asterisk and explain below in C. "Comments")

	IN KIND SUPPLIED BY		FROM LOCAL CURRENCY SUPPLIED BY		TO BE PROVIDED OR ARRANGED BY SUPPLIER
	AID	COOPERATING COUNTRY	AID	COOPERATING COUNTRY	
(1) Office Space					
(2) Office Equipment					
(3) Housing and Utilities					
(4) Furniture					
(5) Household Equipment (Stoves, Refry., etc.)					
(6) Transportation in Cooperating Country					
(7) Transportation To and From Country					
(8) Interpreter Services/Secretarial					
(9) Medical Facilities					
(10) Vehicles (official)					
(11) Travel Arrangements/Tickets					
OTHER SPEC.					
(12)					
(13)					
(14)					
(15)					

B. Additional Facilities Available From Other Sources

APO/FFO

FX

COMMBARY

OTHER (Specify, e.g. duty free entry, tax exempt)

STATEMENT OF WORK

A. Purpose

The purpose of the grant is two-fold, to strengthen the Grantee's capacity to provide technical assistance and training in election support activities, and to support a program of non-partisan voter education in Chile that will encourage broad voter registration and participation in national elections.

B. Background

The presidency of Augusto Pinochet expires in March 1989. The Constitution of 1980 requires that before December 1988, the Commander in Chief of the Armed Forces and the Director General of the National Police must propose a presidential candidate who will be subject to ratification by the citizenry through a plebiscite. If ratified, the candidate will assume the presidency in March 1989, for a period of eight years. If the candidate is rejected in the plebiscite, General Pinochet and the governing junta will continue in office until March 1990, but must call for presidential and legislative elections before December 11, 1989.

Observers believe that the September 1988 plebiscite could be a watershed in Chilean politics and voter registration and civic education are key elements of the equation. However, Chile's recent political history has not encouraged active citizen participation in the political process. The 8,200,000 eligible voters in Chile have not been able to vote for 14 years in national elections, and nearly half of them have never voted. Under the new electoral law, voting is no longer compulsory, and time-consuming mechanisms for voter registration have been established. Only two million out of nearly eight million eligible voters have signed up since electoral registers were opened in February to replace the records destroyed in the 1973 coup that brought Pinochet to power. Moreover, various polls have revealed skepticism and lack of confidence on the part of the Chilean electorate in the power of an individual vote.

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C. Program Description

The Grant will expand and strengthen the capacity of the Interamerican Institute of Human Rights (IIHR), the Grantee, through its subdivision, the Interamerican Center for Electoral Assistance and Promotion (CAPEL), to provide technical assistance for elections support activities such as voter registration education. The more immediate objective of the project is to provide support for a specific voter registration education program in Chile to be managed by Fundacion CIVITAS, an independent, non-profit Chilean foundation.

As a result of the grant, IIHR will have strengthened the capacity of CAPEL to provide important technical assistance in program design and implementation, as well as program implementation monitoring. IIHR, through CAPEL, will have increased its capacity to provide appropriate guidance to local organizations and to manage specific voter education programs.

The immediate objective of CIVITAS' Voter Education Program is to encourage broad voter turn-out and attempt to overcome voter apathy, skepticism, ignorance, and fear in Chile. To achieve this objective, CIVITAS will -- with CAPEL's support -- plan and conduct a series of voter education courses over a period of nine to 12 months. Implementing mechanisms will include the media, seminars, and face-to-face interaction.

The program description in the Grant will incorporate a description of Phase I activities to be carried out using pre-grant assistance of up to \$50,000 for IIHR and CIVITAS to develop a Program Implementation Plan.

D. Expected Outputs

Phase I - Pre-Grant Assistance - Up to \$50,000 will be provided for IIHR, through CAPEL, to work with CIVITAS to develop a program implementation plan which will include the following elements and will be made a part of the grant:

1. Functional Organization - An official Organization Chart, showing all the components of the project and their inter-relationships will be developed. A separate document delineating the proposed functional responsibilities of the project organizational components will also be prepared. The organizational chart and description of functional

responsibilities will specifically identify the roles, responsibilities, reporting requirements, and authorities of the consultants to be used in the provision of technical assistance to CIVITAS.

2. Policies and Guidelines - IIHR will assign to CAPEL the responsibility for supervising the programmatic aspects of the project. CIVITAS and CAPEL will develop general policies and guidelines for implementing the program, seeking to assure that all activities funded under the grant are non-partisan in nature, content, and conduct.
3. A Time-Phase Implementation Plan and Detailed Budget - CAPEL will assist CIVITAS staff with the development of plans, strategies, procedures, a timetable, and a detailed budget for execution of the program.
4. Funds Flow Procedure - IIHR and CIVITAS will come to agreement on a system or procedure that will assure timely flow of funds to the project. IIHR will assign to its Controller the accounting, financial control, and audit responsibilities for all funds provided under the grant. The Controller will develop a scope of work for contracting, as necessary, the services of a qualified accounting firm with experience in similar international assistance activities.
5. Program Management - CIVITAS will appoint a Program Director and Executive Committee and identify key personnel to staff the project office. CIVITAS will assign to the Program Director and to selected board members the authority to administer financial resources and to contract for necessary personnel and facilities.
6. Identification of Appropriate Technical Assistance - CAPEL will identify consultants in technical areas needed for project planning and implementation, in areas such as voter registration, materials design, organizational techniques, mass media, institution building, and planning.
7. Program Oversight - With authority vested by IIHR, CAPEL will appoint a resident on-site representative in Chile who will be responsible for coordinating technical assistance and monitoring progress of the project.

A.I.D. Approval - A.I.D. will review all outputs described above and provide notification of approval to the proposed grantee before the grant commitment is entered into between A.I.D. and the grantee.

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Phase II - Grant Funded Project Implementation (\$1.15 million)

1. Formalized Agreement on Implementation - IIHR will enter into a cooperative agreement with CIVITAS that describes the relationship between the organizations vis a vis the project, and specifies the functional program, administrative, and financial management responsibilities of each entity (IIHR, CAPEL, CIVITAS, Consultants, and Contractors) as well as the terms and conditions necessary for receipt and use of funds provided under the project. The clear delineation of responsibilities will provide greater capacity for IIHR to respond to the program's emergent needs as circumstances change or alter the scope and breadth of the project.
2. Expanded Program and Financial Management Capability - As a result of the support provided under the grant, IIHR will have expanded proven capability to carry out responsibilities for overall program and financial management of voter assistance activities carried out by local organizations. Specifically, IIHR, through CAPEL, will have gained increased ability to analyze voter education program needs and provide support in program design considerations related to management, supervision, and monitoring accountability requirements. As an immediate benefit from IIHR technical assistance (through CAPEL), CIVITAS will have developed an efficient structure, organization, and procedures to effectively administer assistance for voter education activities during the period of the grant and after the program is completed.
3. Technical Expertise - CAPEL will have provided the services of consultants in technical areas needed for project planning and implementation, such as voter registration, materials design, organizational techniques, mass media, institution building, and planning, thereby strengthening the capacity of CIVITAS to carry out similar voter education activities in the future. Through its participation in this activity, IIHR, through CAPEL, will have strengthened its organizational capacity to organize and plan voter education assistance for local organizations and to manage the logistics of delivery of technical services.
4. Training Methodology and Capability - IIHR, through CAPEL, will have assisted CIVITAS in the design, development, and implementation of a pyramid training methodology beginning with the training of 60 voter education coordinators

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through a six-day workshop followed by their training of others until, eventually, a total of eight million persons will be reached. Through its experience with CIVITAS, CAPEL will have broadened IIHR's capacity to respond to similar requests for technical assistance in the design and implementation of voter education programs in other countries.

5. Training Materials - Training materials will be developed by a team of interdisciplinary experts in the electoral process. They will draw heavily on the materials used by CAPEL and upon materials used by other organizations in grass-roots voter registration campaigns and get-out-the-vote drives. The training materials to be used by voter education coordinators will include three different video cassettes as well as a professionally produced audio cassette featuring well-known artists. The training materials for the civic leaders will consist of a kit of materials on how to conduct further training, information on voting legislation, a map of registration and polling sites, a how-to manual and other relevant educational materials. Fliers for distribution to a wider audience and four-color posters will be utilized by the 216,000 professional and sector representatives in the third tier of training. As a result of participating in this element of the program, CAPEL will have broadened its experience and knowledge of all aspects of materials production for voter education, including design, production, and distribution of the materials.
6. Newsletter - The voter education activities will be supplemented with a monthly newsletter, which will be produced using three rented computers and purchased desktop publishing software.
7. Media Campaign - In addition to the three video and one audio cassette to be produced for training purposes, a series of six spot announcements will be prepared for use by radio stations. Should access to television stations be granted, a portion of the funds budgeted for the media campaign effort would be used for the preparation of spot announcements for television. In addition, sound trucks may be substituted for radio spots as a means to disseminate information about voter registration procedures and to get out the vote at the time of the plebiscite.

8. Project Supervision and Monitoring - IIHR, through CAPEL, will have developed a stronger program planning, supervision, and monitoring capability which will deepen the organization's ability to respond to requests of local organizations for voter education technical assistance. CIVITAS will have developed the capacity to manage the direct implementation of all project activities, monitor and evaluate progress, and modify plans or take corrective action as necessary to effectively accomplish objectives.
9. Project Evaluation - At the conclusion of the program, there will be an evaluation of the workshops and courses. The goal of the evaluation session will be to internalize the process of conducting an on-going voter education program within CIVITAS so it can continue such a program in the future, assess project effectiveness, develop lessons learned, and analyze the project's potential replicability for other countries.

