

Strategic Planning Report

A.I.D./Chile
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1. Background and Introduction

This report contains the products of a strategic planning exercise carried out with the A.I.D. Representative's office in Santiago, Chile from February 24 to March 4, 1992. Participants included Paul Fritz, the A.I.D. Representative; Carl Cira, Regional Democratic Initiatives Officer; Claude Bovet, Regional Housing Policy and Financial Advisor; George Deikun, Regional Housing Advisor; FSN Project Management Specialists Juan Carlos Diaz and Renato Hidalgo; Luz Maria Bernabo, Program Assistant; Mark Renzi of Management Systems International; and Karen Anderson of the Office of Development Planning and Programs, Bureau for Latin America and the Caribbean (LAC).

The exercise was conducted at the request of the A.I.D. Representative, to contribute to preparation of A.I.D./Chile's FY 1992-96 Modified Program Objectives Document. The exercise also formed part of an ongoing series of planning activities conducted by the LAC Bureau and the Agency as a whole. These efforts are designed to assist A.I.D. field offices in developing strategic objectives that will focus and clarify their activities and the contribution of those activities to Bureau and Agency objectives.

Progress was made in developing a management information system to measure achievement of the strategy. For each strategic objective, principal program outputs and activities were outlined. Where possible, the process of identifying indicators and data sources for measuring achievement of each strategic objective and program output was initiated. Next steps in development of A.I.D./Chile's information system will call for completing a full set of program-level indicators, and possibly developing project-level indicators and elaborating an evaluation plan.

The team appreciated the high degree of involvement by A.I.D./Chile staff in the process of clarifying and describing their strategic objectives. The aim of this high level of engagement was to assist the staff in developing the skills necessary to replicate the process on their own as A.I.D./Chile's objectives continue to evolve.

2. Overall Strategy

A.I.D./Chile re-opened its doors -- as an "Advanced Developing Country" (ADC) in A.I.D. terms -- as Chile began its move towards democracy in 1988. Its original mandate as an ADC was to help Chile consolidate its democracy by supporting activities that would bolster its democratic institutions. In addition, like other ADCs, A.I.D./Chile was encouraged to be entrepreneurial in gaining access to A.I.D./W's centrally-funded project resources in order to maximize USG visibility. In accordance with guidelines for ADC programs existing at the time, A.I.D. representatives were encouraged to seek out targets of opportunity in a broad range of fields.

In the last year, the LAC Bureau has reclassified its ADC programs as More Developed Country (MDC) programs and indicated that their efforts should be focused to support no more than two "strategic objectives". Those strategic objectives should support central A.I.D. and country team concerns, such as improved democratic institutions, adherence to free market principles, and increased trade and investment. In addition, support for the Enterprise for the Americas Initiative is to be a strong priority for MDC programs.

The current strategy reflects the A.I.D. Representative Office and the LAC Bureau's priorities: one strategic objective supports key democratic institutions and the second supports USG efforts to promote the Enterprise for the Americas Initiative (EAI). The former is supported by a comprehensive strategy that has been evolving since A.I.D.'s return to Chile in 1988, and the latter represents an approach that has been constructed from a variety of activities that A.I.D./Chile had already developed in pursuit of various targets of opportunity prior to design of a formal strategy (the strategic objectives are described in detail in Section 3).

The strategic objective related to democratic institutions (DI) is expected to be able to achieve a level of impact roughly equivalent to what might be expected from an A.I.D. bilateral Mission. Its substantial degree of focus and comprehensive design reflect three years of programmatic focus and concerted investment. Its program outputs and the indicators identified to measure progress represent significant development accomplishments.

The second strategic objective, by contrast, has been constructed from existing activities that were originally developed for other purposes. A.I.D./Chile appreciates the importance of successful implementation of EAI, both to the US and Chile. It also recognizes the potential of several existing activities to support EAI implementation. Having articulated support for the EAI as a strategic objective it will now attempt to utilize existing mechanisms -- and develop additional ones -- to support its new focus. The level of its program outputs and the scale of its indicators are more modest than those of the DI strategic objective, reflecting the nascent state of supportive programmatic activity.

In pursuit of both objectives, A.I.D./Chile will continue to apply tactics available to MDC offices operating with low budgets in the context of large, relatively developed economies: training, networking, centrally-funded projects, leveraging other donors' resources, and a generally entrepreneurial approach to development. The A.I.D. Representative will seek opportunities for investments that will have multiplicative effects. For example, in support of democratic institutions A.I.D./Chile will work with NGOs capable of influencing governance, and in support of EAI the office will attempt to leverage the massive investment anticipated through the Multilateral Investment Fund.

While A.I.D./Chile feels confident that carefully orchestrated interventions can have an impact beyond the scale of A.I.D.'s investment, direct attribution of societal changes as a result of A.I.D./Chile's activity would be difficult. Accordingly, A.I.D./Chile has developed indicators at the strategic objective level that track developmental progress, even though the extent to which A.I.D./Chile's intervention is responsible for the changes would be difficult to ascertain.

Throughout its program activities and dialogue, A.I.D./Chile hopes to promote three cross-cutting concerns: increased pluralism, resumption of Chile's role as a regional center of excellence, and utilization of Chile as a model of the benefits of democratically-led capitalism and engagement in EAI (described more fully in Section 4). The balance of its activities represent externally-driven A.I.D. activities -- outside of A.I.D./Chile's program strategy -- in health, family planning, AIDS, and training (described more fully in Section 5).

3. Strategic Objective Analysis and Indicators

As described in the FY 93 LAC Bureau guidance for preparation of Modified Program Objectives Documents and Action Plans, More Developed Country (MDC) Programs are charged with developing a limited number of strategic objectives which embody a long-term vision for contributing to Bureau objectives. As explained in the guidance, the limited nature of MDC program resources require a different approach to formulating strategic objectives from that applied in A.I.D. bilateral programs. Depending on the resources available, MDC program objectives may sometimes be supported by a full set of program outputs which constitute plausible tactics for achievement of the strategic objective in the medium term. A.I.D./Chile's Strategic Objective #1, "increasing the responsiveness of key institutions to citizens' needs", falls into this category. Programs supporting other MDC strategic objectives may consist of clusters of activities which contribute to the objective, with the understanding that a lesser degree of impact may be expected. A.I.D./Chile's Strategic Objective #2, "support for selected investment and environmental objectives of the Enterprise for the Americas Initiative", falls into this category.

The nature of the indicators to measure impact also vary between the objectives. Indicators for the DI objectives are quantitative and progress can be tracked over time as the value of the indicator changes. For the EAI objective, however, most indicators tend to demonstrate progress in a "on" or "off" manner -- indicators for EAI are like a light switch and the ones for DI more closely resemble a rheostat. All indicators will be provided by either the relevant cooperating NGO or by RHUDO, thus minimizing the extent to which data will have to be collected solely for purposes of program impact measurement and reporting.

A.I.D./Chile's strategy is described below through objective tree analysis and presentation. Indicators to measure program impact are presented in program information matrices at the end of each discussion of strategy.

A. STRATEGIC OBJECTIVE #1: RESPONSIVENESS OF KEY INSTITUTIONS TO CITIZENS' NEEDS INCREASED.

Recognizing the importance of sustaining Chile's relatively recent return to democracy, support for the consolidation of Chile's democratic transition constitutes the first of two primary concerns of the A.I.D./Chile program. A.I.D./Chile's strategy calls for dedicating a significant

portion of its total resources to address specific constraints within Chile's judicial, legislative, electoral and municipal government institutions to enhance those institutions' ability to respond fully to citizens' needs.

Figure 1: Objective Tree #1: Democratic Institutions

Strategic Objective

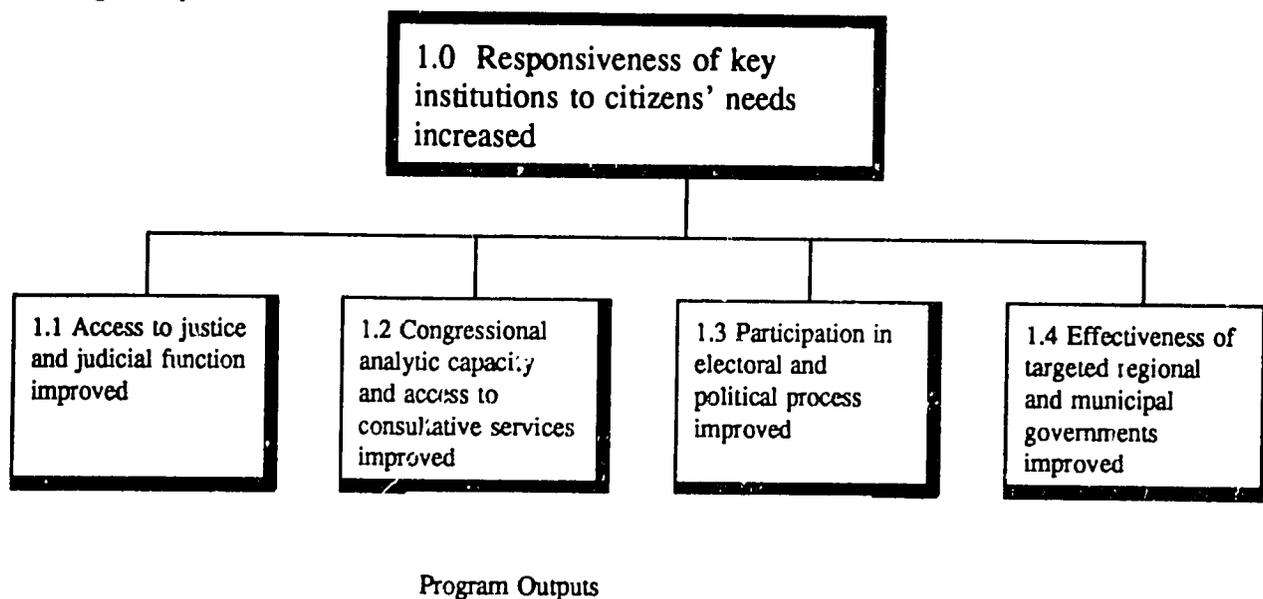
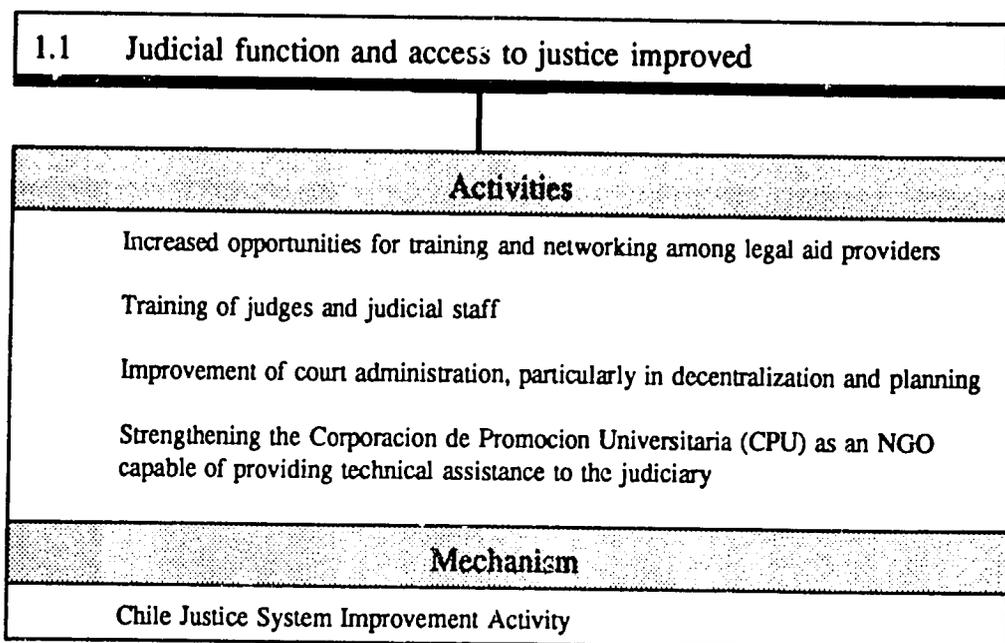


Figure 1, above, illustrates A.I.D./Chile's strategy for helping Chile consolidate its democratic transition. A.I.D./Chile has identified four program outputs through which it expects to assist in increasing the responsiveness of democratic institutions.¹ These outputs target key constraints in Chile's principal democratic institutions: the judiciary (1.1), the legislature (1.2), the electoral process (1.3), and municipal government (1.4).

Each program output is listed below, together with the A.I.D. program activities supporting those outputs and the specific implementing mechanisms to be utilized in carrying out the activities.

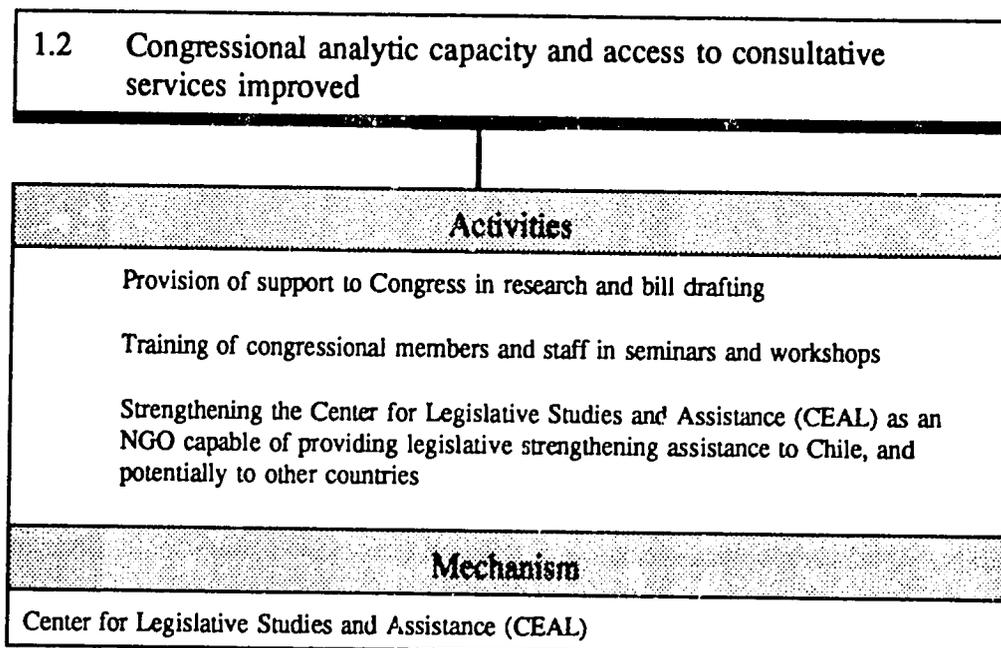
¹ AID/Chile is also considering working towards strengthening ethical standards. If activities are developed in this area, they would be implemented through institutions with which AID/Chile is already working and would contribute to existing program outputs.

Figure 2: Program Output 1.1



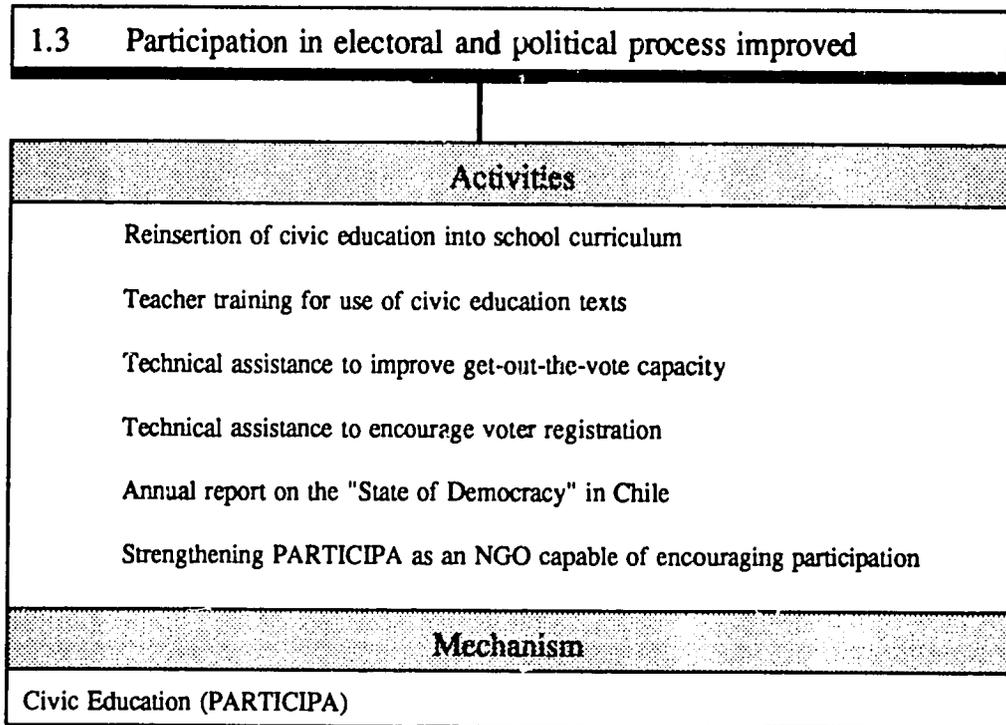
A.I.D./Chile will work with CPU to help improve the efficiency and effectiveness of the judicial system (program output 1.1, above). It will also work with legal aid providers to expand access among the poor to Chile's judicial system.

Figure 3: Program Output 1.2



A.I.D./Chile will target its efforts to improve the new legislature's capacity to access and use information from the private sector (program output 1.2, above). It will operate through an NGO, CEAL, which will improve legislative staff capacity and provide technical assistance and research to the legislature.

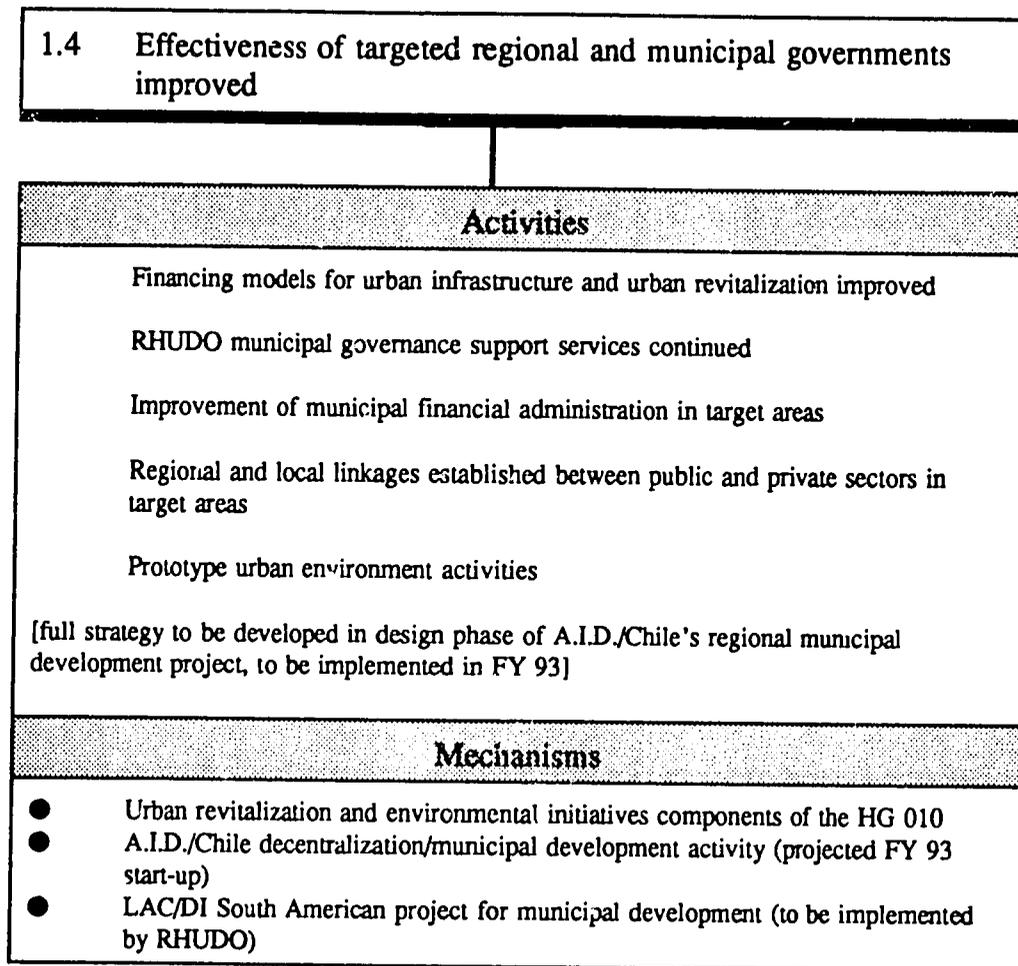
Figure 4: Program Output 1.3



For democracy to work, citizens must participate in the political process and elected officials must be accountable through popular vote. A.I.D./Chile is working through an exceptionally competent NGO, PARTICIPA, to increase civic awareness and the quality and quantity of participation at the ballot box and in the wider political system (program output 1.3, above).

Municipal governance represents a new, but timely, component of A.I.D./Chile's strategy (program output 1.4, below). Municipal elections will be held this year for the first time since the new regime assumed power. A.I.D./Chile is still designing its own program activity and is awaiting a regional municipal governance project, also in the design stage. In the meantime, RHUDO's project will work with targeted municipalities to develop a replicable model for municipal government/private sector collaboration in development efforts and to improve municipal government financing and its ability to deliver services.

Figure 5: Program Output 1.4



Indicators:

As part of the strategic planning exercise, indicators were identified to measure achievement of the strategic objective and program outputs. At the strategic objective level, it was felt that the most useful indicator of increased responsiveness of institutions to citizens' needs would be a measure of citizens' perceptions of that responsiveness. A.I.D./Chile expects to obtain data for citizens' perceptions of the legislature, selected municipal governments, the electoral process, and the judicial system through gender-disaggregated surveys to be conducted by its NGO grantees PARTICIPA, CEAL, and CPU. A.I.D./Chile will work with the implementing NGOs to coordinate their monitoring and evaluation efforts in an effort to arrive at a cumulative sense of Chileans' changing perceptions of the progress of democracy in Chile.

A full list of indicators identified during this exercise are listed in the matrix below. More complete indicators for Program Output 1.4 will be identified during the design phase of A.I.D./Chile's regional municipal development activity.

Figure 6:

Program Information Matrix: Strategic Objective #1

Statement	Indicator	Source	Responsibility
Strategic Objective			
1.0 Responsiveness of key institutions to citizens' needs increased	Citizens' perceptions of responsiveness of legislature, selected municipal governments, electoral process, and judicial system improved (by gender)	Surveys by PARTICIPA, CEAL, and CPU	DI Officer
Program Outputs			
1.1 Judicial function and access to justice improved	A. # of legal assistance facilities functioning B. # of persons who receive legal assistance (by gender) per year C. # of regional court administrators D. national automated case tracking system operating E. # of judges and judicial employees trained (by gender)	A&B. legal services survey C-D. CPU records	DI Officer
1.2 Congressional analytic capacity and access to consultative services improved	A. # of Congressional members and staff trained (by gender) B. # of consultative reports and expert testimony received by Congress	CEAL	DI Officer
1.3 Participation in electoral and political process improved	A. % of 18-21 year-olds who are registered to vote (by gender) B. # of women holding political party office C. # of public political issue meetings held	PARTICIPA	DI Officer
1.4 Effectiveness of targeted regional and municipal governments improved	A. 10 demonstration projects involving municipal and private sector collaboration successfully completed (replication measures to be determined) (other indicators to be determined when other projects are designed)	RHUDO	DI Officer

B. STRATEGIC OBJECTIVE # 2: SUPPORT SELECTED INVESTMENT AND ENVIRONMENTAL OBJECTIVES OF THE ENTERPRISE FOR THE AMERICAS INITIATIVE.

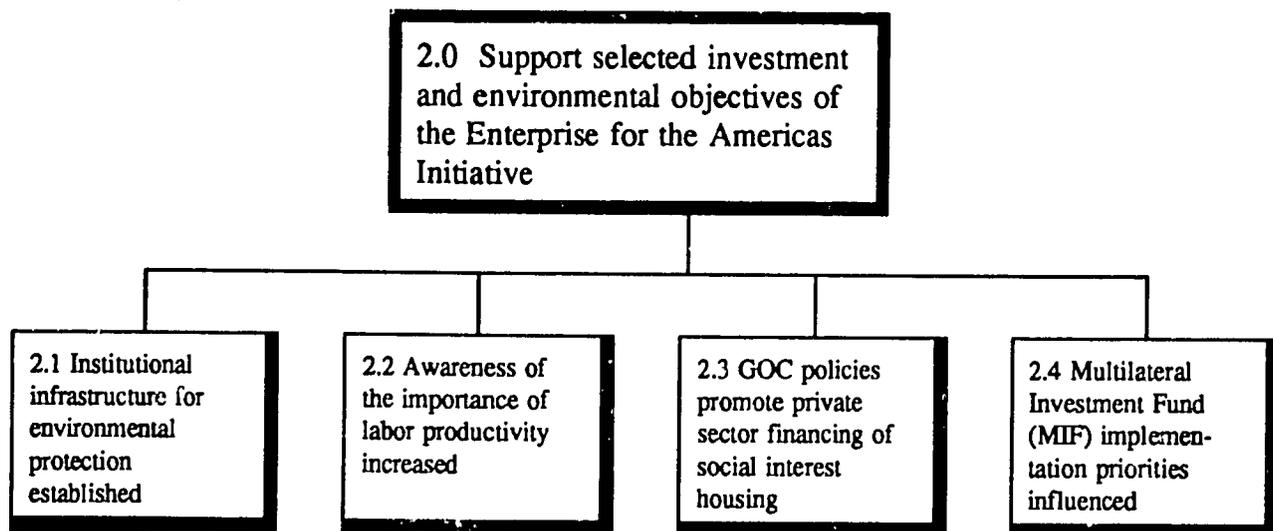
Support for targeted objectives of the Enterprise for the Americas Initiative (EAI) is the second high-priority goal of A.I.D./Chile. In support of this objective, clusters of A.I.D.-funded activities are expected to achieve significant gains in 1) eliminating anticipated environmental issues which might create obstacles to a free trade agreement between the U.S. and Chile; 2) increasing awareness of the importance of labor productivity, to enhance Chile's attractiveness for potential investment; 3) promoting private sector financing for low- and medium-income housing; and 4) influencing the identification of priorities within the EAI-related Multilateral Investment Fund.

EAI is a top priority of the Chile country team, and A.I.D./Chile is prepared to assist in the areas described above. A.I.D./Chile feels that it is particularly well-placed among country team members to work on environmental issues that could become important in seeking passage of a Free Trade Accord. A.I.D./Chile will approach all of its activities in this area with the intent of assuring that Chile maintains its adherence to the free market principles that have been the engine of its recent growth.

Figure 7 illustrates graphically A.I.D./Chile's program supporting Strategic Objective #2. Listed below are the program outputs supporting the objective, the clusters of activities relating to each output, and the mechanisms that will be utilized to carry out the designated activities.

Figure 7: Objective Tree #2: Support for Enterprise for the Americas Initiative

Strategic Objective

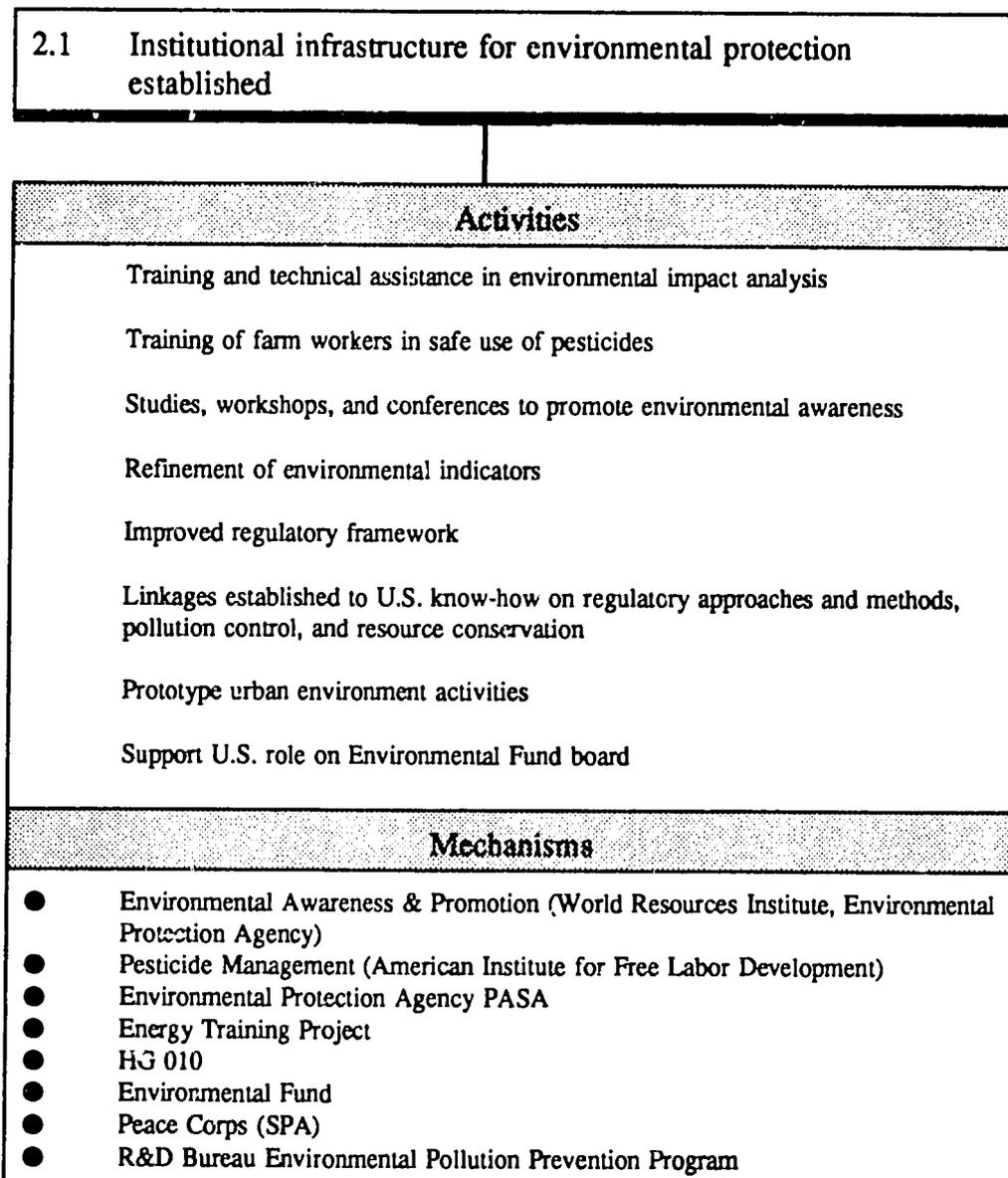


Program Outputs

Based on experience emerging from the US/Mexican North American Free Trade Agreement efforts to date, A.I.D./Chile feels that environment concerns could slow passage of a trade accord between the US and Chile (please see program output summary 2.1, below). A.I.D./Chile has established mechanisms with EPA, WRI, AIFLD, and centrally funded projects which it could bring to bear as technical assistance is needed to develop appropriate environmental institutions.

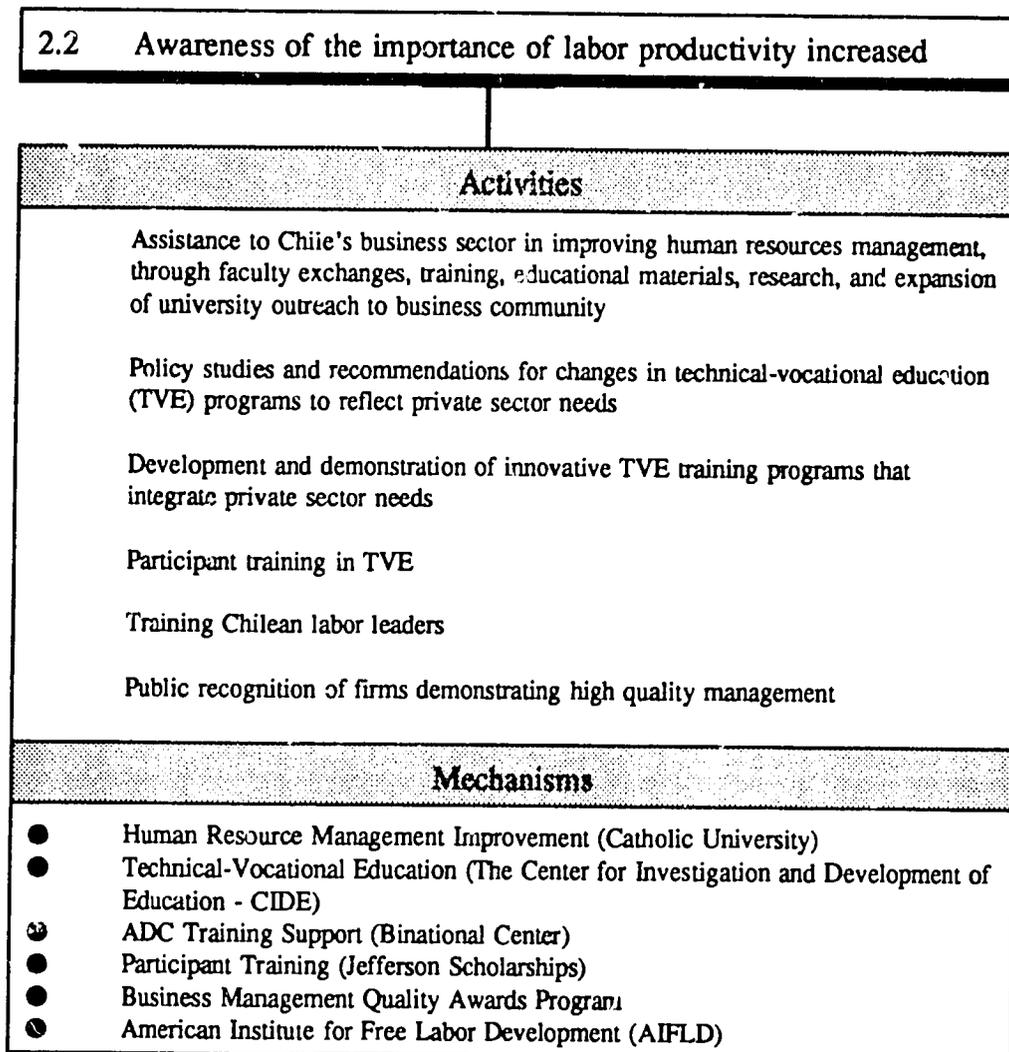
A.I.D./Chile also believes that working in environmental concerns would be important in the absence of a free trade agreement since insufficient awareness of the importance of environmental concerns now exists in Chile, reflected in relatively underdeveloped environmental institutions. Considerable potential exists for US firms to help bolster Chile's environmental institutions. Although US A.I.D. Representative membership on the new Environmental Fund Board will enable A.I.D./Chile to influence activities in biodiversity aspects of the environment, the main focus of the Mission's efforts will be pollution control, and, possibly, resource conservation.

Figure 8: Program Output 2.1



A key component in a business's decision to consider investing in Chile will be the productivity of its labor (please see the description of program output 2.2, below). A.I.D./Chile has been working with CIDE (Center for Investigation and Development Education) to get Chilean business-people to recognize the importance of labor productivity to maintain growth. In particular, A.I.D./Chile has been working to help unions and business appreciate the importance of collaborative approaches to increasing labor productivity.

Figure 9: Program Output 2.2



EAI is concerned with increasing both foreign and local investment in Chile. RHUDO has been active in the housing finance sector for several years and is now beginning a large project to reform the housing finance sector (program output 2.3, below). The project will demonstrate the advantages of increased private sector investment in low- and medium-income mortgages and will engage the GOC in policy dialogue to promote the availability of private sector mortgages.

Figure 10: Program Output 2.3

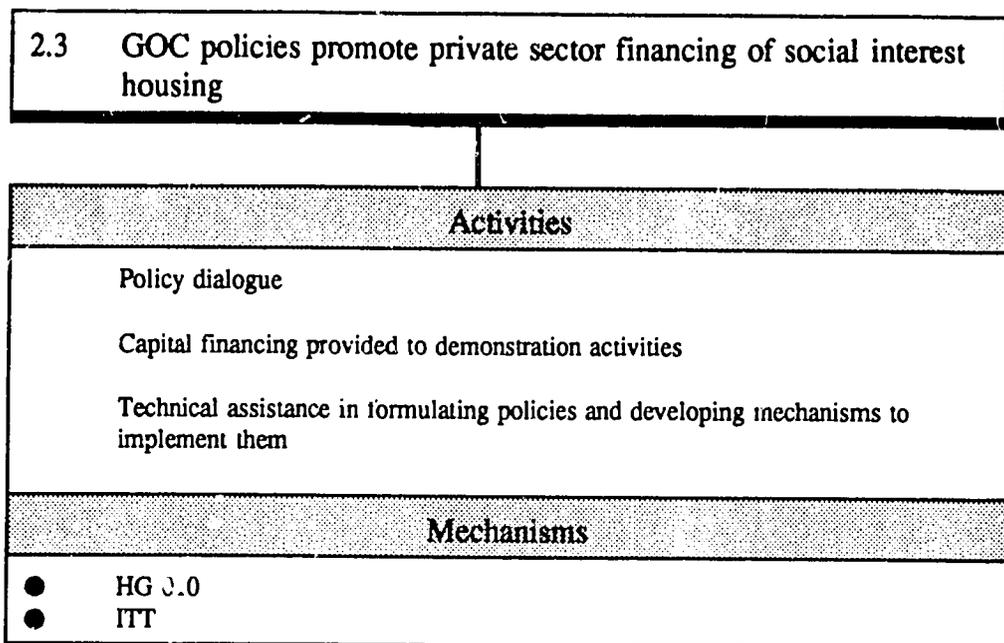
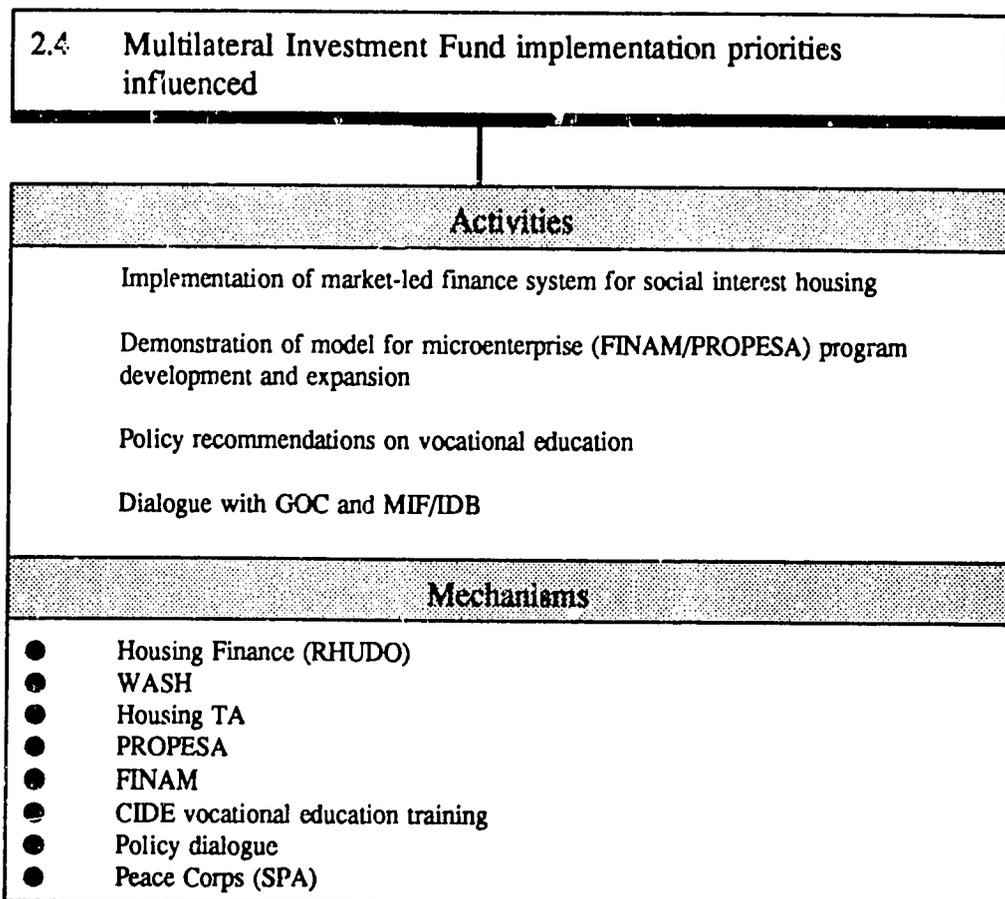


Figure 11: Program Output 2.4



As an MDC program, A.I.D./Chile must leverage its information, technical assistance, and limited resources with other donor assets (program output 2.4, above). The Multilateral Investment Fund (MIF), itself part of EAI, will be providing large loans and considerable technical assistance in Chile in the next several years. A.I.D./Chile will attempt to maximize the effectiveness of that investment through dialogue with the GOC. It will also encourage the MIF to replicate successful A.I.D./NGO pilot efforts in microenterprise, housing finance, and human resources management.

Indicators:

Indicators were identified to measure achievement of the strategic objective and its program outputs. At the strategic objective level, indicators correspond to the specific EAI objectives related to environment and investment which have been targeted by A.I.D./Chile. A.I.D./Chile plans to contribute to the creation of the environmental infrastructure needed as a pre-condition to a free trade agreement, and to make its resources for technical assistance available to eliminate possible environment-related obstacles to the agreement. Hence, the first indicator at the strategic objective level is that no environmental obstacles to the agreement prevent its passage. A second indicator is the initiation of grants by the EAI-sponsored Environmental Fund, indicating that it has become operational. A.I.D./Chile hopes to support the EAI objective of privatizing infrastructure investment through leverage of the A.I.D./RHUDO activity. The indicator for success in this area is amount placed in mortgage-backed securities in private capital markets. A.I.D./Chile also hopes to support the EAI's investment objectives by creating a model for human resources development that better reflects the needs of private business. The indicator for success in this area will be the existence of training curricula more responsive to business needs, as assessed by the NGO CIDE. As mentioned earlier, most indicators for this strategic objective and its program outputs (except for 2.2) are not continuously measurable, but rather are "on/off" signals. In some cases the indicators are qualitative (2.0 A&D and 2.4 A-D). In others, obtaining information to discern progress towards victory would be too onerous for an MDC program and partial progress would have little impact. Hence, in some years, little movement can be expected from some indicators, but progress will be evident during the program period.

A full list of the indicators identified for the strategic objective are contained in the program information matrix below.

Figure 12: Program Information Matrix: Strategic Objective #2:

Statement	Indicator	Source	Responsibility
Strategic Objective			
2.0 Support selected investment and environmental objectives of the Enterprise for the Americas Initiative	A. No environmental obstacles prevent Free Trade Agreement passage B. Environmental Fund is operational and makes grants C. \$x mortgage-backed securities placed in private capital markets D. Technical education curricula more responsive to current business needs	A. CONAMA report B. Env. Fund report C. RHUDO report D. CIDE report	A. Env. Officer B. Env. Officer C. RHUDO D. Proj Mgt. Spec.
Program Outputs			
2.1 Institutional infrastructure for environmental protection established	A. Environmental impact analysis manual developed and published B. World Bank environmental institutional strengthening loan signed and disbursed C. Data base developed to set environmental problem priorities, by regions	A-C. CONAMA	ENV. Officer
2.2 Awareness of the importance of labor productivity increased	A. 20% of agreements between companies and unions include clauses on productivity B. 10% of Chilean companies use performance evaluation systems C. 3 model schools have innovative TVE curricula consistent with local business needs D. National recognition system of quality performance established	CIDE	Proj. Mgt. Spec.
2.3 GOC policies promote private sector financing of social interest housing	Enabling legislation and regulations promulgated to: A. implement payroll deductions for mortgage loan collections B. establish low-income mortgage guaranty system C. allow for issuance and trading of mortgage-backed securities	Federal Register	RHUDO

Statement	Indicator	Source	Responsibility
2.4 Multilateral Investment Fund (MIF) implementation priorities influenced	<p>A. Adequate finance received from MIF for national expansion of PROPESA and FINAM microenterprise activities</p> <p>B. MIF establishes vocational education priorities led by competency-based criteria</p> <p>C. A.I.D./RHUDO innovative low-income housing finance mechanisms supported -- as necessary -- by MIF</p>	<p>A. MIF</p> <p>B. RHUDO</p> <p>C. CIDE</p>	<p>A. Proj. Mgt. spec.</p> <p>B. RHUDO</p> <p>C. Proj. Mgt. Spec.</p>

4. Cross-Cutting Concerns

A cross-cutting concern is a central issue that permeates most programmatic activity but which does not have projects supporting it. It can be a way to describe a mode of intervention or it can represent a priority that is present in all activities. A.I.D./Chile may want to consider developing indicators to track progress in pursuit of cross-cutting concerns it has identified as being crucial to implementation of its program. The concerns identified reflect the limited resources at A.I.D./Chile's disposal and the relatively advanced stage of development that Chile enjoys, relative to the rest of Latin America. They are as follows:

1. **Increased pluralism.** A.I.D./Chile feels that Chile must strive to move beyond party, gender, and class barriers to maintain its growth path and extend the benefits of that growth. To further this goal, A.I.D./Chile will encourage all NGOs with which it works to promote participation from a wide spectrum of Chileans. This will both enhance the effectiveness of the organizations and serve as a model to other organizations in Chile and the region. A.I.D./Chile is engaging the NGOs as private sector agents to develop the GOC's effectiveness in governance and policy analysis and implementation.

2. **Resumption of Chile's role as a center of excellence in education and technical assistance.** Chile possesses the human resource and institutional capacity to help a number of Latin American countries. A.I.D./Chile will pursue opportunities to encourage organizations with which it works -- such as CEAL in the field of legislative assistance, CPU in judicial administration, PROPESA and FINAM in microenterprise, and PSTC and the university linkages program in encouraging excellence in science -- to share their knowledge and experience with other countries. This will include both technical assistance and networking activities.

3. **Using Chile as a model for market-led democratic development under the Enterprise of the Americas Initiative (EAI).** The USG hopes to utilize the EAI model throughout the Americas and to extend bilateral free trade agreements wherever feasible. In order to facilitate this process, A.I.D./Chile feels strongly that the Chile experience will be able to provide a compelling model of the advantages of participation in EAI and free

trade agreements. A.I.D./Chile is interested in gathering data to analyze and demonstrate the success of (1) Chile's consolidation of democracy through support of its democratic institutions and (2) implementation of its free market economic policies.

5. Other Activities

In the process of developing its strategy and defining its strategic objectives, A.I.D./Chile identified several "other activities" in areas which are not a part of the main program strategy but which are pursued in response to A.I.D./W concerns, other USAID field office needs, or the availability of Central Bureau funding. "Other activities" (a) and (d), below, are bilateral and (b) and (c) are centrally funded. None of (a)-(c) requires significant management effort on the part of A.I.D./Chile and no follow-on activities are currently contemplated. Activity (d) does not contribute to either of A.I.D./Chile's strategic objectives, but does support the cross-cutting concern of developing Chile as a center of excellence in training.

- a. **Health.** A \$10 million bilateral earmark in policy assistance to help revitalize the already heavily privatized health sector, implemented with A.I.D./W-provided technical assistance.
- b. **Family Planning.** R&D funded matching grant and commodities provided to IPPF/APROFA (approximately \$900,000 in total) for family planning activities. APROFA (The National Family Planning Association), an IPPF affiliate, receives A.I.D.-funded contraceptives and technical assistance from IPPF as well as salary assistance from the matching grant.
- c. **AIDS.** Basic behavioral research is being conducted with high-risk HIV clients in Santiago to inform AIDS prevention activities (approximately \$600,000 in funding.)
- d. **Third-country training.** A.I.D./Chile supports other USAID field offices by facilitating "third-country" training in Chile. A.I.D./Chile provides logistical support for 30-40 Latin Americans sent by other A.I.D. Missions for training in economics, science, health administration and agriculture.

ANNEX

6

Strategic Objective #1: Tasks to get MIS started

Statement	Indicator	Source	Responsibility/tasks
Strategic Objective			
1.0 Responsiveness of key institutions to citizens' needs increased	Citizens' perceptions of responsiveness of legislature, selected municipal governments, electoral process, and judicial system improved (by gender)	Surveys by PARTICIPA, CEAL, and CPU	DI Officer 1. Frame questions to be answered 2. Obtain survey instruments (CEAL, CPU, PARTICIPA) 3. Plan coordination 4. Determine units of measure, if appropriate 5. Assign additional data collection tasks, if required 6. Set timetable for reporting (baseline and follow-up) to A.I.D.
Program Outputs			
1.1 Judicial function and access to justice improved	A. # of legal assistance facilities functioning B. # of persons who receive legal assistance (by gender) per year C. # of regional court administrators D. national automated case tracking system operating E. # of judges and judicial employees trained (by gender)	A&B. legal services survey C-D. CPU records	DI Officer 1. Review reports/survey instruments 2. Obtain base-line data 3. Set targets (CPU, Legal Aid) in #/yr. 4. Define (D) 5. Set timetable for reporting to A.I.D.
1.2 Congressional analytic capacity and access to consultative services improved	A. # of Congressional members and staff trained (by gender) B. # of consultative reports and expert testimony received by Congress	CEAL	DI Officer 1. Get baseline data 2. Set targets (by year) 3. Set timetable for reporting to A.I.D.
1.3 Participation in electoral and political process improved	A. % of 18-21 year-olds who are registered to vote (by gender) B. # of women holding political party office C. # of public political issue meetings held	PARTICIPA	DI Officer 1. Verify validity/availability of (A) 2. Obtain baseline 3. Determine methodology for (B) and (C) 4. Set targets 5. Set timetable

Statement	Indicator	Source	Responsibility/tasks
1.4 Effectiveness of targeted regional and municipal governments improved	A. 10 demonstration projects involving municipal and private sector collaboration successfully completed (replication measures to be determined) (other indicators to be determined when other projects are designed)	RHUDO	DI Officer 1. Set target dates 2. Set timetable a. replicability determination b. replicability progress c. demonstration progress

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Strategic Objective #2: Tasks to get MIS Started

Statement	Indicator	Source	Responsibility/tasks
Strategic Objective			
<p>2.0 Support selected investment and environmental objectives of the Enterprise for the Americas Initiative</p>	<p>A. No environmental obstacles prevent Free Trade Agreement passage B. Environmental Fund is operational and makes grants C. \$x mortgage-backed securities placed in private capital markets D. Technical education curricula more responsive to current business needs</p>	<p>A. CONAMA report B. Env. Fund report C. RHUDO report D. CIDE report</p>	<p>A. Env. Officer 1. Contact embassy 2. Monitor obstacles & report responses B. Env. Officer 1. Discuss report format with Env. Fund C. RHUDO 1. Set target \$ and dates D. Proj Mgt. Spec. 1. Define victory criteria 2. Obtain baseline 3. Set reporting timetable, format of CIDE 4. Set targets</p>
Program Outputs			
<p>2.1 Institutional infrastructure for environmental protection established</p>	<p>A. Environmental impact analysis manual developed and published B. World Bank environmental institutional strengthening loan signed and disbursed C. Data base developed to set environmental problem priorities, by regions</p>	<p>A-C. CONAMA</p>	<p>ENV. Officer 1. Develop contacts for monitoring 2. set target dates 3. Define (C)</p>

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Statement	Indicator	Source	Responsibility/tasks
2.2 Awareness of the importance of labor productivity increased	A. 20% of agreements between companies and unions include clauses on productivity B. 10% of Chilean companies use performance evaluation systems C. 3 model schools have innovative TVE curricula consistent with local business needs D. National recognition system of quality performance established	CIDE	Proj. Mgt. Spec. 1. Get baseline 2. Set target progress and dates 3. Set timetable of CIDE reporting
2.3 GOC policies promote private sector financing of social interest housing	Enabling legislation and regulations promulgated to: A. implement payroll deductions for mortgage loan collections B. establish low-income mortgage guaranty system C. allow for issuance and trading of mortgage-backed securities	Federal Register	RHUDO 1. Set target dates 2. Agree on progress reporting format
2.4 Multilateral Investment Fund (MIF) implementation priorities influenced	A. Adequate finance received from MIF for national expansion of PROPESA and FINAM microenterprise activities B. MIF establishes vocational education priorities led by competency-based criteria C. AID/RHUDO innovative low-income housing finance mechanisms supported -- as necessary -- by MIF	A. MIF B. CIDE C. RHUDO	A. Proj. Mgt. spec. 1. Agree on what is "adequate" 2. Set target \$ and dates B. Project management specialist 1. Define victory 2. Set targets and dates C. Proj. Mgt. Spec. 1. Define victory 2. Set target dates

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