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CHILE DEMOCRATIC INITIATIVES PROJECT

PERIOD MAY 1, 1990 - FEBRUARY 28, 1991

IMPLEMENTING AGENCY: IIDH/CAPEL/PARTICIPA
DONOR AGENCY: UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)

Project prepared with Technical Assistance of:
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I. Background

During the years 1973 through 1989, Chile was under the control of an authoritarian regime. With the inauguration in March of 1990 of a democratically elected government, new challenges need to be met in order to consolidate a democratic system of government. In the first place, Chilean society is profoundly polarized into various political and social sectors (e.g. civil/military, political parties, the various social strata), with differing visions of the political process. The educational system lacks the personnel required to teach civic education from a democratic perspective to future generations. Finally, the participation of the citizenry under the previous regime was limited by the existence of high degree of control by the central authority of the government over all inhabitants of the country. The control existed within an asymmetric relationship between the State and the community where citizens could only integrate themselves into the political process through pre-established channels of participation with pre-established ends, ends which they as citizens could not control.

Within this context of limited citizen participation, three sectors were deeply affected: local government (municipalities) and community participation organizations (neighborhood boards), women as a social group and the Chilean youth.

With regard to local government and community participation organizations, the leaders of both are currently selected directly by the executive branch of the central government. This results in a complete loss of representation with respect to the community and an extension of the President's power to the lowest levels of political organization.

With respect to women, there is and has been an increase of the cultural tendencies to discriminate and ignore women in political life. This is reflected in the virtual absence of women in key posts in the various political parties and in the newly elected parliament. For example, only 5.8% of the members of Parliament are women.

Referring to the question of youth in politics, young adults under the age of thirty-five went to vote for a president for the first time in their lives in 1989. Because of this absence from the political process, young adults lack knowledge of their rights and responsibilities as citizens. Considering that half the population of the country is less than 25 years of age, the task of training youth for participation in a democracy takes on the highest priority.

Within this context, **PARTICIPA** initiated an active civic education program in Central Chile where 75% of voters live. The objective was to contribute to the restoration of a democratic government in Chile through the active participation of its citizens. The 95% attendance to the polls attests to **PARTICIPA**'s success. However during its two years of functioning, **PARTICIPA** has had to respond to demands which have given it more the character of a campaign than an institution. Its style of work can best be characterized as that of constant crisis management. This style will have to be modified as **PARTICIPA** engages in a process of institution-building.

II. Goal and Objectives

A. Goal for the period of the bridge grant:

- to consolidate **PARTICIPA** as a permanent institution serving the democratic system in Chile through programs of civic education addressed to youth, women and the general populace.

B. Objectives for the period of the bridge grant:

In the period from May 1, 1990 through April 30, 1991, **PARTICIPA** will:

1. Consolidate its systems for the formulation and development of projects, management of information, internal administration and control of finances and maintenance of its visibility in the national arena.
2. Train 500 volunteers in five regions, containing around 75% of the total electorate, in democratic values and institutions, focusing specifically on local government and community based organizations. These volunteers will in turn reach 10,000 local opinion leaders through face to face communications and will inform and distribute printed materials to around 300,000 individuals through mass meetings.
3. Develop a documented assessment of the problem of women's participation in politics in Chile; train 200 potential women candidates from a variety of political perspectives for the posts of mayors and council persons in the forthcoming local elections; and facilitate encounter of 120 female opinion leaders from distinct social and political sectors to increase their capacity to participate in the national political dialogue.
4. Train 300 secondary school teachers in the content and methods of civic education for democracy in 15 one-day workshops; train 1000 juniors and seniors in secondary school in 20 one day workshops, and design, test and publish a civic education manual for secondary school students.

III. Scope of Project Activities

A. Institution Building (objective 1):

Activities for this period will consist of developing the capacities for:

1. Project Development and Information Systems
 - a. Formulate, evaluate and systemize **PARTICIPA** projects

Formulation includes:

- research on the background of proposed interventions;
- assist in decision-making regarding objectives, content and activities of specific projects;
- draw up of overall project budgets;
- identify possible sources of financing, and
- draft final proposals.

Evaluation includes:

- set up in conjunction with program coordinators the times and content of evaluations;
- design data-gathering instruments;
- supervise data collection;
- enter data into the computer system;
- analyze data in conjunction with program coordinators in accordance with the objectives of the program, and
- produce the final evaluation report.

Systematization includes:

- design in conjunction with program coordinators the guidelines for systematization of an activity;
- design the information gathering instruments;
- supervise information collection;
- enter information into the computational system;
- analyze information in conjunction with the respective program coordinator in accordance with the original guidelines, and
- produce the final report on information gathered.

b. Establish an information gathering system for **PARTICIPA** which includes:

- identify information requirements of the various program coordinators and of **PARTICIPA's** directors;
- design the necessary computer system;
- gather information, and
- provide monthly reports on institutional progress.

c. Create a documentation center:

- gather information relevant to each program area;
- create a computer based documentation system compatible with existing systems in Chile;
- establish connections with relevant libraries and research centers in both Chile and internationally to gather information, and
- acquire books, texts and materials relevant to **PARTICIPA**.

d. Prepare monthly reports:

- Design with the Executive Director, the structure of the monthly reports and other reports required;
- gather the necessary information from each program;
- record and process information gathered, and
- put together the required reports.

e. Train staff members:

- design together with program coordinators and the Executive Director the system of staff training;
- arrange for training with outside sources, and
- evaluate staff training.

2. Maintain PARTICIPA's national visibility

Activities under this rubric will include public relations and communications efforts that will both continue existing activities and develop new initiatives. These include:

a. Continuing efforts:

- award the Education for Democracy prize to media organizations which assisted in informing the citizenry during the past presidential election;
- publish **PARTICIPA**'s newsletter "Participa Informa";
- establish face to face contacts with directors and professionals in the different media of communications;
- maintain an archive of articles that relate to both **PARTICIPA**'s specific activities and the socio-political climate in Chile, and
- maintain contact with other institutions and opinion leaders relevant to **PARTICIPA**'s areas of activities.

b. New initiatives:

- train civic education trainers ("monitores juridicos") in the program areas of local government and youth education;
- put together scripts for mini-programs for radios and secure their insertion in radio programs throughout the country;
- develop educational programs for radio and print media focussing on local government, youth and women in politics;
- create a video and photographic record of **PARTICIPA**'s activities as well as produce a video documentary of **PARTICIPA**'s activities as public relations tools, and
- conduct six meetings with national opinion leaders to contribute to a national civic dialogue aimed at de-polarizing Chilean politics and political discourse.

3. Strengthen the capacity of PARTICIPA to control its administration and finances.

- based on the current system for administering personnel, material resources and finances, the administrative staff will improve its capacities to manage projects. Efforts in this area will include refinement of the current system for computer based financial reporting, tracking of indirect costs and fund accounting. It will also include training of key staff in the overall management of a PVO, including use of invitational travel and on the job training.

B. Citizen awareness of local government (objective 2):

Activities under this rubric used the network of PARTICIPA volunteers built up over the past two years. As in previous years, this will be a two-phased effort: training of PARTICIPA volunteers who will in turn provide outreach to a broader public in their communities.

1. Training of volunteers will consist of:

- a six-week cycle of training sessions regarding the functions and values of democratic institutions;
- a four-week cycle of training sessions regarding local government and participation at the local level;
- workshops regarding basic values of democratic civility and fundamental human rights.

2. Contact with the citizenry will consist of:

- conferences and roundtable discussions for 10,000 individuals and informational workshops for 300,000 regarding the basic values of democratic civility, the fundamental rights of the individual, the institutions of local government and the importance of political participation at the local level.

C. The Role of Women in Politics (objective 3):

Activities in this program area will consist of:

1. Development of a documented assessment of the status of women in Chilean politics through:

- visits to institutions that are studying this issue;
- interviews with experts in the field;
- gather and review publications on this issue, and
- preparation of a report on this issue.

2. Conduct of an impact seminar with experts in the field of women in politics directed at the communication media and 200 young adults of all socio-economic levels who play roles as social and political leaders at the national level. Among other things the seminar will include discussion of the assessment described under 1. above.
3. Training of 200 female leaders (potential candidates at municipal elections of the V and of the Metropolitan regions:
 - organize a planning team with representatives of the various political parties;
 - draw up a list of trainees, guaranteeing the non-partisan nature of the overall group, and
 - conduct of four training workshops.
4. Conduct of four encounter sessions (working lunches) with 30 female opinion leaders each, for a total of 120 female leaders.

D. Civic Education for Youth (Objective 4):

Activities in this area will be geared to high school students and teachers at selected secondary schools. A set of teaching materials will be developed and tested during the workshops. These materials will be the basis of a civic educational manual. Activities include:

1. Selection of high schools students to conduct the training activities.
2. Selection of monitors that will conduct training activities in schools.
3. Design of training activities to be conducted in the schools.
4. Preparation of learning modules and visual aids to be used in the workshops.
5. Preparation of evaluation instruments to test materials during workshops.
6. Training of the monitors.
7. Conduct of training activities in schools.
8. Design of civic education manual based on materials used at workshops.
9. Printing of first edition of civic education manual.

IV. Persons Responsible for Project Implementation

The implementation of the project will be the responsibility of **PARTICIPA** staff under the leadership of the Executive Director. The attached Organizational Chart presents the various functions and lines of authority within the organization. The following is a brief description of the main areas of responsibility.

Board of Directors: Appointed by the Members' Assembly, it is the main decision making body within the organization. It approves programs and budgets and appoints and supervises the Executive Director.

Executive Director: The top administrator, the Executive Director, (Monica Jimenez), is responsible for the day to day operation and program direction of the organization

Academic and Program Director: Responsible for technical supervision of the three main program areas: local government, women's programs and youth programs. This position will be held by Humberto Nogueira.

Pedagogical Advisor: Provides technical assistance to all program areas in educational material development and teaching methods.

Local Development Coordinator: Responsible for planning, coordinating, supervising and evaluating civic education activities at the field level. The Coordinator is assisted by a team of field supervisors. Activities are conducted by a body of several hundred volunteers.

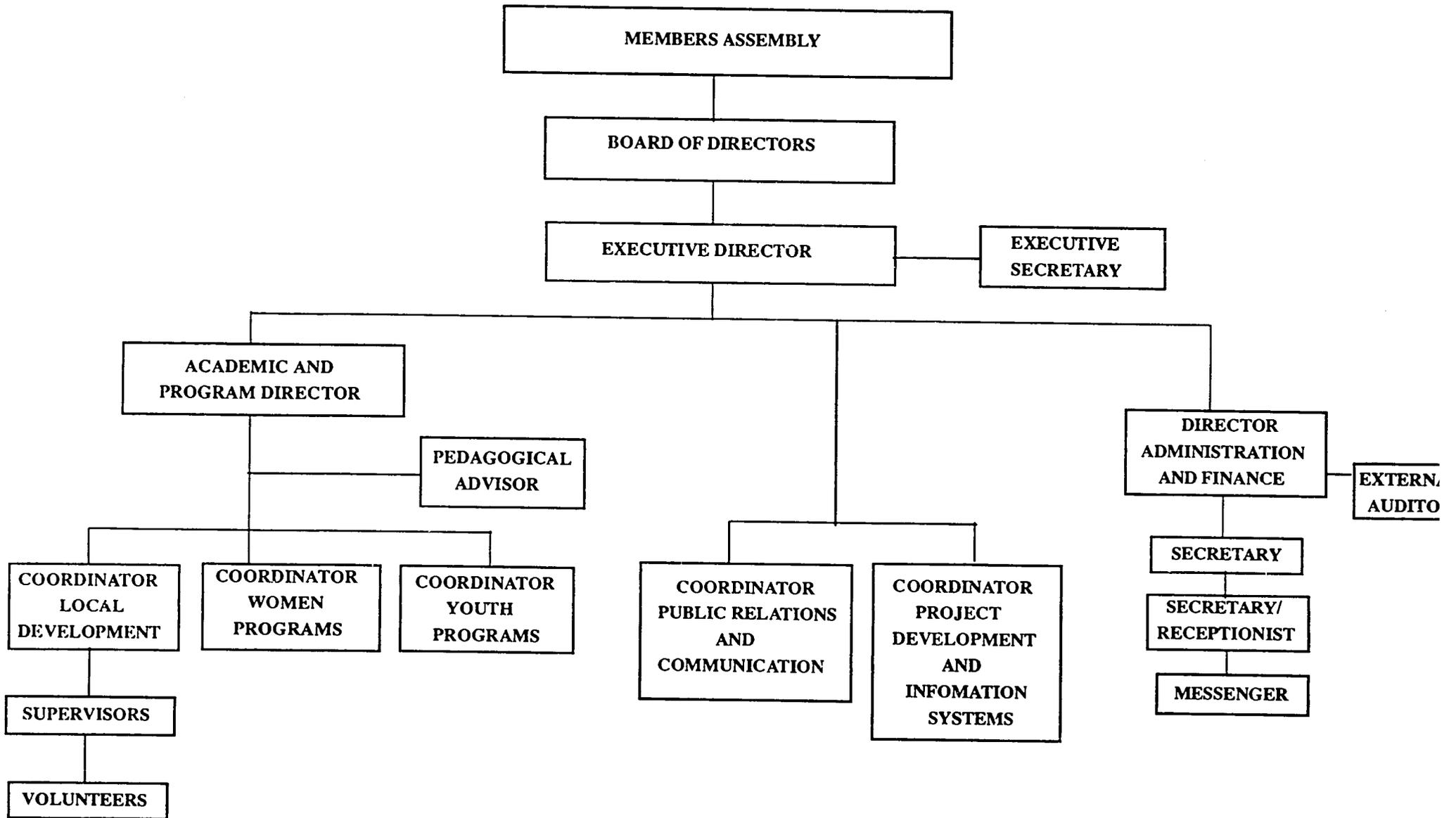
Women Programs Coordinator: Responsible for planning, supervising and evaluating all educational and training activities for women.

Youth Programs Coordinator: Responsible for planning, supervising and evaluating school based civic education activities for teachers and students.

Communication and Public Relations Coordinator: Responsible for maintaining and enhancing the institutional visibility of **PARTICIPA** in the media and Chilean society. Also maintains a graphic record of **PARTICIPA** activities.

Project Development and Information systems Coordinator: Responsible for the formulation, follow up and evaluation of projects. The Coordinator also manages the statistical and management information system.

Director of Administration and Finance: Hires and supervises clerical staff, manages the computerized accounting system and responsible for overall office administration.



V. Evaluation

Evaluation will be an ongoing activity in the implementation of this project. The program objectives were formulated in measurable terms and are directed at specific targets. Periodically, the Project Development and Information Systems Coordinator will collect data from all project activities to monitor the achievement of targets.

All education and communication materials will be pre-tested with representatives of the target audience. Pre-tests will be conducted through interviews and focus group exercises. All training activities will include pre and post tests to measure learning achievement of participants. When strict pre and post tests are not possible, simple questionnaires to gather participants impressions will be used.

PARTICIPA staff will take part in periodic evaluation meetings to assess progress in project implementation. The Executive Director will preside over these meetings. Field supervisors and volunteers will hold an evaluation meeting at the end of the bridge grant period.

The communication and public relations area will also be subject to continuous evaluation. Press, radio and T.V. coverage will be measured and monitored as will attendance at press conferences. A brief questionnaire will be sent to readers of the newsletter requesting feedback on its quality and suggestions for improvement.

BUDGET SUMMARY

1. Salaries	100,500
2. Office Expenses	49,000
3. Program Implementation	133,000
4. Institutional Development	67,500
5. Technical Assistance and Overhead (IIDH)	<u>50,000</u>
Total	400,000

DETAILED BUDGET

I. Salaries

1. Executive Director 10 months x 3,000	30,000
2. Academic and Program Director (Half time) 10 months x 1,500	15,000
3. Pedagogical Advisor (Half time) 10 months x 500	5,000
4. Director of Administration 10 months x 1,200	12,000
5. Executive Secretary 10 months x 500	5,000
6. Coordinator Project Development and Information Systems 10 months x 600	6,000
7. Coordinator Local Development 10 months x 600	6,000
8. Coordinator Public Relations and Communication 10 months x 600	6,000
9. Coordinator Women Program 10 months x 600	6,000
10. Coordinator Youth Programs (Half time) 10 months x 300	3,000
11. Secretary/Receptionist 10 months x 250	2,500
12. Secretary/Typist 10 months x 200	2,500
13. Messenger 10 months x 200	2,000
Subtotal Salaries	<u>100,500</u>

II. Office Expenses

Office Rental & Maintenance 10 months x 700	7,000
Telephone, Fax	8,000
Computer Supplies/Maintenance	2,000
Reproduction	5,000
Insurance	7,000
Office Supplies	<u>20,000</u>
Subtotal	49,000

III. Program Development

1. Local Development/Government

National Supervisors 10 months x 5 persons x 500	25,000
Travel Allowance (Supervisors) \$170/month x 10 months x 5 persons	8,500
Shipment of Materials to Regions	1,500
Support to Mass Activities (Information booths, material distribution, etc.)	10,000
Support to Regional Activities (Rental meeting rooms, refreshments, volunteer travel, incidentals)	15,000
6 Regional Services for Volunteers \$5 allowance per volunteer x 1000 volunteers	5,000
1 National Seminar for 150 Community Coordinator	5,000
Educational Material	
600,000 flyers x \$0.01	6,000
20,000 pamphlets x \$0.08	1,600
4,000 leaflets x \$0.25	1,000
48 flipcharts x \$33/each	1,600
Subtotal	<u>80,200</u>

2. Women Program

Consultants' Fees \$400 x 20 consultants	8,000
High Level Seminar for 250 participants	8,000
Seminar Report \$3 per copy x 1,000 copies	3,000
4 Training Sessions for 200 Women Leaders \$1,500 each x 4 sessions	6,000
4 Luncheon Sessions for 120 Women Leaders \$250 per session x 4	1,000
Staff Travel to Regions	2,000
Teaching Materials	1,000
Compilation of Women Programs Directory	2,000
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Subtotal	31,000

3. Youth Programs

Monitors fees \$50 per session x 2 monitors x 20 student sessions	2,000
\$50 per session x 2 monitors x 15 teacher sessions	1,500
Student Sessions Costs \$5 x 1000 students	5,000
Teacher Sessions Costs \$5 x 300 teachers	1,500
Teaching Materials	1,800
Materials Evaluation (meeting cost, research assistant, report)	1,000
Staff Travel Costs to Regions	3,000
Manual Printing Costs \$3 x 2,000 copies	6,000
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Subtotal	21,800

IV. Institutional Development

Public Relations Adviser Fee \$600/month x 10 months	6,000
Newsletter "INFORMA" \$580 per issue x 5 issues	2,900
General PR Costs (Rental of meeting sites for press and media events, refreshment, material preparation/printing, transport, etc.)	5,000
Video Production (all costs: filming, editing, reproduction, etc.)	6,000
PARTICIPA Presentation Leaflet \$0.8 per copy x 8,000 copies	6,400
Insignia \$0.02 per unit x 1,000	200
Office Materials (letterhead paper, envelopes, cards, etc.)	6,500
Opinion Leaders Meeting Costs \$250 per meeting x 6 meetings	1,500
Project Development Advisor Fee \$600/month x 10 months	6,000
One Computer with Printer (IBM-XT or equivalent)	4,350
Computer Software	1,000
Overhead Projector 3M (Model 2010)	1,000
Slide Projector	450
Video Camera	1,500
Staff Training	
In Chile (course fees, trainer fees, in-country travel, etc.)	5,000
In Costa Rica	
airfare (\$1,800 x 2)	3,600
per diem (\$90 x 10 days x 2)	1,800
Invitational Travel to US	
airfare (\$2,200 x 2)	4,400
per diem (\$130 x 15 days x 2)	3,900
Subtotal	67,500

V. IIDH/CAPEL Costs

Project Supervisor	
Salary (\$274/day x 10 days)	2,740
airfare (\$1,000 x 1 trip)	1,000
per diem (\$89 x 10 days)	890
External Auditor Fees	7,000
Overhead	38,370
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Subtotal	50,000

WORK PLAN

ACTIVITIES BY AREAS	MONTHS									
	1	2	3	4	5	6	7	8	9	10
C-3.4 Prepare Inserts for Radio Programs and Printed Press Coverage (focusing on women, youth and local government)										
C-4 Publication of PARTICIPA Newsletter (5 issues)										
C-5.1 Design of Six National Opinion Leaders Meetings										
C-5.2 Conduct Six Meetings										
C-6.1 Video and Photographic Record of PARTICIPA Activities										
C-6.2 Video Documentary Production										
C-7 Maintain Press Coverage Archive										
2. LOCAL DEVELOPMENT/GOVERNMENT										
2.1 Preparation of Methodology and Content of Organization Seminar										
2.2 Organization Seminar										
2.3 Preparation of the Content, Materials and Methods for Volunteer Training (Cycle 1)										
2.4 Volunteer Training (Cycle 1)										
2.5 Preparation of the Content, Materials and Methodology of Workshop 1										
2.6 Workshop 1										
2.7 Preparation of the Content, Materials and Methodology of Workshop 2										
2.8 Workshop 2										
2.9 Preparation of the Printed Materials for Mass Diffusion Activities (Phase 1)										

WORK PLAN

ACTIVITIES BY AREAS	MONTHS									
	1	2	3	4	5	6	7	8	9	10
2.10 Mass Diffusion 1										
2.11 Preparation of the Content, Materials and Methods for Volunteer Training (Cycle 2)										
2.12 Volunteer Training (Cycle 2)										
2.13 Preparation of the Printed Materials for Mass Diffusion Activities (Phase 2)										
2.14 Mass Diffusion 2										
2.15 Preparation of the Contents Materials and Methodology of Regional Seminars										
2.16 Regional Seminars										
2.17 Preparation of the Methodology and Contents of Evaluation Seminar										
2.18 Evaluation Seminar										
3. WOMEN'S PROGRAMS										
3.1 Prepare Documented Assessment of Women in Politics										
3.1.1 Visit Relevant Institutions and Experts										
3.1.2 Review Publications										
3.1.3 Draft Report on Findings										
3.2 Impact Seminar with Experts										
3.2.1 Design Seminar										
3.2.2 Promotion of Seminar										
3.2.3 Carry out Seminar										
3.3 Training of Potential Women Candidates										
3.3.1 Contact Political Parties										
3.3.2 Set up Multi-Party Planning Team										
3.3.3 Design Four Workshops with Team										
3.3.4 Carry out Four Workshops										

