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Folder Title:

Santiago, Chile Summit of the Americas [2]

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Special Envoy for the Americas-McLarty, Thomas (Mack)

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Withdrawal/Redaction Sheet

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	Eric Farnsworth, Ana Maria Salazar, and Dan Lesmez to Mack McLarty, re: "Out-Of-The-Box" Summit Initiatives (2 pages)	12/05/1997	P1/b(1)
002. memo	[duplicate of 001] (2 pages)	12/05/1997	P1/b(1)
003. memo	Patrick DeSouza to Samuel Berger, re: Santiago Summit, April 18-19, 1998 (6 pages)	12/30/1997	P1/b(1)

COLLECTION:

Clinton Presidential Records
Special Envoy for the Americas
McLarty, Thomas (Mack)
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FOLDER TITLE:

Santiago, Chile Summit of the Americas [2]

2009-1155-F
ke2590

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

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PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
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b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
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Summit Deliverables-Freedom of Expression

Background:

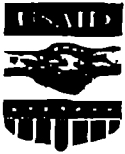
Freedom of expression is a defining characteristic of democracy. In that context, a free press is essential, providing a critical information linkage between citizen and government, informing citizens of the actions and plans of government, and offering an avenue for citizens to let government know their concerns and interests. The Latin American press over the past 15 years has often been an institution in the forefront of democracy, serving as defender and watchdog of the public interest, often identifying problems of malfeasance, ineptitude, and authoritarianism in the public sector.

Partly because of this accountability function, the press itself, as well as individual reporters, at times find themselves pressured by governments. The hemisphere is seeing a resurgence of legislation that seeks to limit freedom of the press, and the Inter-American Press Association (IAPA) reports increasing actions against investigative reporters and columnists, noting that 173 journalists have been murdered for practicing their profession in the last ten years, with the majority of cases unpunished. This is a serious threat to the consolidation of democracy.

The OAS at present has two institutions charged with protecting press freedom: The Inter-American Commission on Human Rights and the Inter-American Court of Human Rights. Given their heavy workloads, they can handle only the most egregious of cases. What is needed is a systematic, long-term approach within the OAS to protect press freedom, building on the capabilities and expertise of the Commission.

Deliverable: Strengthening Press Freedom

The USG will provide the initial financing of a Freedom of Expression Rapporteur to work with the Commissioners of the Inter-American Commission on Human Rights (IACHR). This "external rapporteur" will be a person of outstanding reputation in the hemisphere, with the personal authority and standing to further freedom of expression. The rapporteur will keep abreast of trends in this area, establish information and support networks, and issue both annual reports and reports on critical themes. We will provide \$150,000 for an initial year of funding for the program in FY 98 and seek to ensure funding for the following two years.



Summit Deliverables-Child Labor

Background

Child labor in Central America is a major problem. The problem is most pronounced with regard to the agricultural sector where minors make up an estimated 10% of the work force on plantations. These children are frequently exposed to dangerous chemical fertilizers and pesticides and are forced to work long hours for extremely low wages. Considerable problems also exist in urban areas where large numbers of children work in small and medium scale industries under equally harsh conditions. Some minors -- usually girls -- work as domestic servants and are subjected to various kinds of abuses by their employers with little or no recourse.

Every country in the region has national laws restricting child labor. All countries support the notion that the proper place for a child is in the schoolroom, not the workplace. While many Central American governments have made some progress in limiting child labor, employment of minors in unhealthful, dangerous and otherwise harmful conditions persists.

Out of Danger - Back to School Program

For poor families, keeping children in school is a major challenge. Often, the income the children earn is needed just to meet the families subsistence needs. USAID has supported an innovative "back-to school" program for youths in Brazil that we plan to expand to Central America. A pilot program in Guatemala already takes 100 kids out of high risk occupations (fireworks and quarry work). The program provides families with a stipend for school age youth who return to school. The stipend is intended to offset the loss of income the family incurs without the child earning income. To remain in the program, the child must attend school regularly and be promoted to the next grade level at the end of the year. The program also includes small grants to local organizations that assist the youth with their school work.

USAID has set aside \$1 million in the FY 99 Presidential Initiative for this activity. The cost of the program will vary from country to country but the goal will be to support 2,500 youth return to school.



Summit Deliverables-Property Registration

Background

In the Santiago Plan of Action, poverty alleviation efforts include an action item aimed at streamlining property registration. Property registration is vital to increasing the assets available to the rural poor to use as collateral in securing loans, while at the same time increasing the incentive for private sector investment in property-based services such as mortgages, insurance, and utilities, among others.

Deliverable

The Latin America and Caribbean Bureau will provide \$10 million in assistance for property registration over the coming three years. This total includes about \$1 million of the proposed FY 99 \$20 million Presidential Initiative. USAID's property registration efforts will be closely linked to similar programs of the IDB and the World Bank, whose combined investments over the coming three years total more than \$500 million. The joint programs will greatly increase the availability and reduce the cost of land titles by: (1) decentralizing and increasing the transparency of land registries and adopting a unified approach to parcel-based property registration; (2) enacting enabling legislation to foster private surveying and property mapping utilizing Global Positioning Systems(GPS) technology; and (3) eliminating unnecessary and overlapping administrative procedures for land registration, as well as taxes and fees unrelated to the cost of providing land registration services, at least for small parcels.

Private Property Registration for the 21st Century

To accelerate hemispheric progress toward a harmonized system to register property a Presidential Announcement that USAID will work with the Instituto de Libertad y Democracia (ILD) to share with our Hemispheric neighbors our own United States experience in bringing the informal economy into the formal economy through helping property owners get their property registered in a timely and affordable manner. In support of this initiative, the U.S. will host a Hemispheric conference on "Building Private Property Registration Systems for the 21st Century: Ensuring Full Participation of the Rural and Urban Poor in Hemispheric Economic Integration and Prosperity."

A Partnership to Formalize Property Ownership

Build a partnership with the multilateral banks to focus donor support for property registration on accelerating country progress in developing transparent systems responsive to the need of the Hemisphere's rural and urban poor to get their property titles registered in a timely and affordable manner. Multilateral funding for property registration typically has funded national governments to

develop highly centralized property registration systems that have not been able to cope with the demand for property registration services of the rural and urban poor.



Summit Deliverables-Microenterprise

Background

As part of the Santiago Plan of Action, efforts to reduce poverty include promotion of micro, small and medium sized businesses. Related efforts are intended to ensure that the largest possible number of microenterprises have access to financial services.

Deliverable

The Latin America and the Caribbean Bureau has pledged \$120 million in assistance to microenterprises over the 1998-2000 period. This total includes \$6 million of the proposed FY 99 \$20 million Presidential Initiative to improve the access of microenterprise lending institutions to formal financial systems in order to more adequately address the credit needs of the region's poor. USAID's microenterprise activities will be closely linked with the IDB's \$500 million Micro 2001 program to support microenterprise development.

USAID's ongoing programs in the hemisphere support microenterprise programs in 12 countries that target the working poor with loans averaging \$300. Women, youth and indigenous peoples are given special emphasis. Since the Miami Summit, loan portfolios of microlending institutions have increased coverage by over 250,000 new borrowers annually, creating over 175,000 new jobs. One of our principal partners in these endeavors, ACCION International was one of the first organizations to receive the Presidential Award for Excellence in Microenterprise. The combined efforts of USAID, other donors and governments hope to increase the portfolios of financial institutions serving microentrepreneurs to the point that over 1 million new borrowers will receive services.

Micro 2001 Forum

The Inter-American Development Bank and USAID are cosponsoring a Regional Microenterprise Conference in Mexico City March 26-28, 1998. This "Foro Interamericano de la Microempresa" serves to reinforce the Bank's internal commitment to its Micro 2001 program and will influence future activities funded by the IDB's Multilateral Investment Fund. Later in the year, USAID will host a follow-on conference to develop a plan of action for micro-credit institutions in the region reflecting agreements reached in Santiago.

Building Capacity to Access Capital

USAID is in the process of structuring a multi-year technical assistance agreement with the Inter-American Development Bank. USAID assistance will be used to help Non-governmental

organizations's and other informal/unregulated micro-credit providers develop the capacity to receive assistance from the IDB and other sources of financial assistance including the private sector. The IDB's Microenterprise Unit has committed to providing follow-on technical assistance and loan funding to selected NGOs for relending to microentrepreneurs throughout the region. Later this year, the IDB Board will vote on a proposed "Line of Activity for the Strengthening of Microenterprise Financial Institutions" with an initial funding level of \$10 million from the MIF.

In addition, the Agency's new Development Credit Authority will permit USAID to guarantee up to 50% of the equity investments of the Multilateral Investment Fund into indigenous non-profit micro-credit providers throughout the region. This is the first time that bilateral and multilateral institutions have worked together in building the capital base of microfinance NGOs. With the high level of leveraging inherent to DCA, our \$1.5 million in DCA for fiscal years 1998 & 1999 will cover up to \$15 million in guarantees and a minimum of \$30 million in MIF equity placements.



Summit Deliverables-Local Government

Background

In the Santiago Plan of Action, proposed efforts to preserve and strengthen democracy and human rights include an action item aimed at improving municipal and regional administrations. The U.S. is the lead country for this initiative.

Deliverable

USAID's plans to devote \$25 million annually to support local government initiatives in Latin America and the Caribbean. Existing programs are focused on: supporting mechanisms to increase citizen participation in local decision making; improving local government capacity to respond to constituent needs; encouraging constitutional and legal reforms to devolve political, functional, and financial power to the local level; improving local capacity to generate revenue locally; and promoting improved and transparent stewardship of municipal finances.

The World Bank loan portfolio totals \$970 million and the Inter-Development Bank plans to dedicate about \$2.5 billion in loans to municipal development over the next three years. These commitments reflect strong support for developing nations in transition to market economies, strong incentive for the worldwide move toward the development of local institutions, and great interest in promoting efficient local delivery of public goods and services. The success of the multilateral banks' lending program is based on strengthening local institutions, improving the performance of the public sector generally, and increasing local access to financial resources by helping develop domestic banking and capital markets.

Support for the First Generation of Elected Mayors

Dramatic changes have taken place since the last summit in Miami in consolidating democracy. Since 1990 there have been more local officials elected in Latin America than in the preceding 200 years. Seventeen countries now elect mayors by popular vote, compared to 3 countries in 1980. Mayors are appointed by elected municipal councils in seven other countries. At the same time, local governments have been given new constitutional responsibilities to provide services for their citizens, for water, infrastructure, health and other basic needs. As consequence, local governments have more resources than ever before through federal revenue-sharing, fees for licenses or for certain services, property tax revenues, and a percentage of the national sales tax, and, in some cases, private financial markets. Municipal authorities need expertise and training.

USAID plans to establish a network of Centers to support research, publication and exchange of information on best practices in local government. Leadership training of the new generation of municipal leaders will also be a focus. In this regard, USAID plans to

strengthen the capacity of two existing Latin American organizations which represent the national associations of local governments in the region. Both organizations, FEMICA in Central America and IULA in South America, provide critical technical services, training and advocacy support for subnational governments throughout the hemisphere.

Enhanced Stewardship of Municipal Finances

Transparency and accountability in all aspects of financial management is key to enhancing the efficiency and effectiveness of local governments charged with new responsibilities for delivery of public services and granted new authorities to generate their own revenues.

As a new development resulting from the Summit process, USAID has taken the initiative to establish a donor consultative group on local government. We anticipate the IDB, World Bank, OAS, and other bilateral donors will join this committee to strengthen our current efforts at sharing information and coordinating bilateral programming. We expect these efforts to work in close collaboration with the USAID sponsored Consultative Group on Anti-Corruption, will also address activities related to the improvement of transparency and accountability at the subnational level.

Democratic Participation in Municipal Affairs

As the responsibilities and scope of local governments grow, and citizens are asked to pay more local taxes to finance services, they need new mechanisms for actively participating in municipal affairs. AID has been working both with governments and local citizen groups to encourage interaction between them. Possibly more than any other endeavor, increasing effective participation locally will help create a lasting commitment to democratic government. Traditionally, the multilateral banks have financed large infrastructure investments--transport, water, and sewage--working primarily with national governments. What needs to be done as many of these tasks are moved to the local level is to work together to widen citizen participation and sense of ownership of the decisions affecting the quality of their lives.

AID local government programs have tested a number of new techniques including open town meetings, citizen budget reviews, citizen input into financial planning, etc. Successful techniques derived from this experience will be disseminated widely through mayors' associations and other means. AID will bring this focus to joint donor activity as well. In addition, AID is working with local citizen groups to enhance participation in education, environment, health, and economic growth activities. Techniques developed in each area will also be expanded and disseminated throughout the hemisphere, and incorporated into citizen training programs as well as governmental leadership programs.

BACKGROUND

In December 1994, President Clinton and his fellow leaders in the Americas met in Miami to commemorate the region's commitments to democracy and to free market economies. To further develop the agenda, the hemispheric leaders agreed to a process that will lead up to the next Summit of the Americas hosted by the Government of Chile on April 18 - 19, 1998 in Santiago.

Although strengthening judiciaries was not specifically addressed in the Miami Summit action plan, it is now under consideration. During President Clinton's recent trip to Latin American and the Caribbean, he recognized the importance of strengthening judiciaries.

Under the Santiago planning process, Argentina has primary responsibility for developing this issue. A working group was convened to propose an action item for the Santiago Summit. At the Summit Implementation Review Group meeting in Washington, D.C. on December 11, 1997, the justice working group approved the following statement for inclusion in the Summit Action Plan for Santiago under the heading "Strengthening of Justice Systems":

"The Governments will support, while respecting the independence of the judiciary and different legal systems, the training, development, and continuing education of human resources, with the objective of enhancing the professionalism of the judicial branch. They will encourage the establishment or strengthening, as appropriate, of schools and centers for this purpose at the domestic level."

Representatives of Argentina and the United States subsequently developed a second paragraph, in an effort to identify a specific Summit implementation action in this area. U.S. Executive Branch officials from the White House, State, DOJ, and USAID worked with Federal Judicial Branch officials, most directly the Federal Judicial Center on the concept of an Inter-American Justice Studies Center. The U.S. and Argentina proposed that the Governments of the hemisphere:

"....firmly commit to support and promote the establishment of an Inter-American Justice Studies Center. This Center will contribute fundamentally to the strengthening of justice systems, providing constantly for easy access to and the exchange of the latest information, data and teaching methods and experiences among the countries of the hemisphere."

This concept was endorsed by justice experts, including judges, at a meeting in Santiago, Chile, January 8-10, 1998. Among other things, participants expressed interest in having more ready access to products and services of current and emerging judicial education centers in the U.S. Final language for the Summit Action Plan will be adopted in early March, at the last meeting of the Summit Implementation Review Group prior to the Santiago Summit of the Americas.

SUGGESTED TALKING POINTS

- Supreme court justices appreciate the importance of continuing judicial education, because we review the work of other judges in our countries. We know their needs.
- This may explain why Section 2.2 of the Charter of the Organization of the Supreme Courts of the Americas lists “supporting judicial education programs” as one of our major activities, and an important means of strengthening judicial independence and the rule of law.
- Likewise, those from throughout the hemisphere who are planning the second Summit of the Americas, to be held in Santiago next April 18- 19, recognize the importance of strengthening education.
- Representatives from the U.S. Judicial Branch have been working with our Executive Branch to promote language for the Summit that highlights the importance of an independent and effective judiciary for the hemisphere.
- One of the ideas that has been proposed by Argentina and the United States is the creation of the “Inter-American Justice Studies Center.” The US believes that by supporting the creation of the Center, the hemispheric leaders are promoting one of the key elements of an effective and independent judiciary: continuing education for judges and others in the justice system.
- A hemispheric center to promote the exchange of information, techniques, and methods, and to provide technical assistance, would strengthen existing schools and encourage the establishment of others.
- Judicial Branch schools have been created at the national and provincial level throughout South America and Central America. Some have been of long established. Others are fairly new. They have much to offer one another and much to offer similar organizations in North America.
- Likewise, in North America, some judicial education organizations are of longstanding, such as our Federal Judicial Center. Others are just developing. These organizations have much to offer one another and also much to offer similar organizations in North America.
- Among the United States institutions in the developmental stage is the proposed Center for the Study of the Administration of Justice and Public Policy in the Commonwealth of Puerto Rico. This institution, because of its Puerto Rican location, will allow Latin American judges to observe and learn about common law procedures that are conducted in Spanish.

- However, what all these organizations need some clearinghouse to link together the organizations throughout the hemisphere so that all can take advantage of the good that each one is doing.
- The organization to be approved in Santiago will serve as a clearinghouse for information about education techniques in present and possible use or that might be used in the hemisphere. It will rely heavily on electronic bulletin boards and on the Internet to collect and disseminate this and other information. For example, a judicial school in one country wishing to know more about alternatives to travel-based education could turn to the center for information about other jurisdictions' experience with on-line computer conferences.
- The charter of the Organization of the Supreme Courts makes clear the importance of education. We should use the occasion of this plenary meeting of our Organization to make clear to the government leaders who will convene in Santiago that the judicial branches of the hemisphere welcome concrete efforts to support judicial independence and promote projects that broaden information about educational programs within our nations judicial systems.



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

January 2, 1998

MEMORANDUM

TO: White House - Thomas F. McLarty
Counselor to the President and
Special Envoy for the Americas

FROM: ARA - Amb. Jeffrey Davidow
AA/LAC - Mark L. Schneider *7/7/98*

SUBJECT: Summit of the Americas

In order to make Santiago a success, regardless of fast track, we continue to assume the launching of negotiations for the FTAA. However, that announcement, while essential for a positive Summit public perception, will not suffice. Particularly, if fast track is not on hand, the other baskets of the Summit will have to produce clear, visible, easily understood "historic" leaps forward on the road to 21st century democratic development.

With that in mind, we had breakfast today with Enrique Iglesias and think he is ready to guarantee several (five) exciting parallel funds/programs to be announced at Santiago. Each one will finance a specific Plan of Action commitment in a headline-making magnitude. We also have pursued with the OAS an idea that could institutionalize the Summit process, and in the process give the OAS a 21st century make-over.

With respect to the IDB:

--The education basket would continue to hit educational quality and achieving universal primary school completion BUT the bank would be announcing a \$500 million fund to train X number of teachers and produce the textbooks to do the job. Funds also would go for cross-border job training of workers and a broad hemisphere integrating scholarship program to train thousands of students in different countries. The money would come from \$1.4 billion in local currency in the hemisphere representing either repayments of previous FSO soft loans in those countries or their "never paid" local currency contributions to the FSO. (We note that Treasury is thinking about using the FSO in different ways and we will have to consult with them on this matter.) Enrique will be negotiating this with the big countries (Brazil, Mexico, Argentina, etc.) at a February meeting with Finance Ministers, prior to the more formal Cartagena annual bank meeting.

--Underpinning the second generation of democratic institution-building are justice reform and strengthening local government. Enrique will have the IDB announce its willingness to finance the Regional Center for Judicial Studies to improve judicial training throughout the hemisphere. The association of judicial schools in Montevideo will be given the funding to mount a curriculum strengthening program around the hemisphere and then finance specialized courses for in-service training of existing judges.

--Local government is the other new democratic reform area. The IDB is already starting to make loans down to the municipal level, with national government guarantees. It also will be willing to finance another Regional Center for Local Government Public Administration that will develop a new curriculum to train the cadre of local government officials who have to be created over the next decade. AID is putting aside funds to contribute to both local government and judicial centers.

--Education, justice and local government all help address poverty, but the more direct impact will be through a new program of support for microenterprise expansion and property registration. Enrique hopes to be able to announce a private commercial bank consortium led by the Chilean Development Bank to provide capital to back a major expansion in micro-lending. At the same time, we hope to piggy-back new IDB grant money for loan capital on what we are doing (\$30 million/year) with the same NGO micro-lenders. On property, the IDB and World Bank can package what they already are doing for modern titling which mounts into the hundreds of millions of dollars with a tighter focus on titling for the poor.

--Citizen security translated as halting crime in the streets is another priority action item where the bank is breaking new ground and where the first loans down to the municipalities of Cali, Bogota, Medellin and Montevideo can be announced. Those programs, which heavily involve police training for the first time, can be linked to our own ICITAP activities.

--Civil society is an area where we have an enormous amount of pressure from our own ngo's to show some progress. While they are involved in each of the other areas, the bank also is looking at ways to generate new funding for strengthening the environment for civil society. Both Enrique and the countries at the last SIRG also emphasized some legitimizing system for NGOs--even if it is done by the ngos themselves--to ensure that ngos represent someone other than themselves.

Enrique understands the need to translate all of this into 30-second sound bites, but we think he needs our help to do it. Once our technical people come up with the 2-3 pager in each of these areas, we will try and get public relations types to produce the 30-second sound bite for the bank--and for us.

IV. INCREMENT/NEW INITIATIVES

Presidential Initiatives in Support of the Summit of the Americas

In April of 1998, President Clinton will join the other democratically elected heads of state in Santiago for a second Hemispheric Summit. A key theme of this summit will be the eradication of poverty in the hemisphere which currently prevents 40 percent of the region's population from enjoying even a minimally adequate standard of living. USAID's \$25 million Presidential Initiative will address three key priorities of the summit: weaknesses in basic education, access to financial systems by the poor, and obstacles to the implementation of regional trade expansion.

USAID is uniquely positioned to assist LAC countries in these reforms. Our in-country presence and our long history of involvement in institutional development give us credibility and access to decision makers far out of proportion to the assistance levels we provide. Our grant funds make it possible to leverage the much larger ordinary capital resources of the IDB and World Bank, especially in support of expanded trade and investment.

A. Increase the coverage and improve the quality of basic education (\$6.0 million).

By far the most important additional reform needed in the region is improved quality and efficiency of basic education. Although overall enrollment in basic education in the region is now quite high, quality in many areas remains low, with high repetition rates leading to many poor students, especially indigenous and female students, not completing primary school. Needed reforms include improved teacher training, a minimum budget allocation for textbooks and supplies, and curriculum reform. The regional component of this activity will strengthen networks among key actors in the region to promote a sharing of experience in basic education reform. This will allow USAID's limited grant resources to not only leverage much larger lending by the IDB but also insure that IDB lending is better focused and targeted.

The Miami Summit of the Americas called for universal access to education and a 100 percent primary completion rate by 2010. In the face of the Summit goal of universal completion of primary school, less than 40 percent of children currently complete primary school in Central America. South American Countries with large indigenous populations also have poor primary completion rates, as does the Dominican Republic. High repetition produces overage students whose loss of productive work on farms or in informal family businesses eventually becomes an intolerable cost to the poorest families.

A major focus of this initiative will be Guatemala, where educational achievement rates of the indigenous population in general

and indigenous girls in particular are unacceptably low. USAID will increase adult literacy activities for the Mayan population, and continue relatively limited programs in bilingual and girls' education. But these efforts are very small compared to the very low rates of schooling for the indigenous, average 1.6 years, and the Ministry of Education needs assistance with fundamental policy reform. A second program focus will be Peru where rural and indigenous populations also lag behind, especially in girls education.

The policy reforms advanced in this initiative are not primarily about increased funding by Latin American governments, although most governments, especially Guatemala, need to increase funding for primary education. The focus of USAID's reform efforts are: (1) curriculum reform; (2) improved teacher training; (3) improved standards and testing, (4) increased funding and more reliable funding, for textbooks and supplies; and (5) accountability and increased parental involvement in schooling. With these policy reforms, and more adequate teacher salaries, the children of Latin America will be better equipped to compete in the global economy of the twenty-first century.

Results: As a result of USAID's activity and associated IDB projects, the percent of first-grade entrants in Guatemala who complete fourth grade will rise from 36 to 45 percent by 2005. As a result of improved curriculum and greater availability of instructional materials, primary-grade repetition rates in Peru will drop from 14 to 11 percent with a corresponding increase in the number of first graders completing fourth grade.

B. Improve regulation, increase competition and provide better access to financial system for all citizens (microfinance--\$7.0 million D.A., \$6.0 million Title III local currency).

Microenterprise has been identified as a key tool to achieve the summit goal of reducing poverty in the region by one-half. In addition to NGOs, commercial banks and credit unions have been shown to be effective instruments for assuring the access of even the very poor to financial services. 60% of the resources for microfinance will be used to directly fund microfinance loans. Better regulation of financial systems can also prevent financial crises of the kind currently being experienced in El Salvador and Jamaica.

Relatively small amounts of training and technical assistance can greatly: strengthen microfinance institutions and facilitate their access to the Interamerican Development Bank's Multilateral Investment Fund; and improve the ability of regulators to assure that financial institutions follow prudent banking practices which protect depositors, while, at the same time, promoting competition and broadening access by the poor and microentrepreneurs to the formal financial system. This initiative builds on the very strong statement of support provided by the First Lady at

the Microenterprise Summit in Washington in February 1997 for microenterprise finance as a tool for poverty alleviation.

Results: USAID microenterprise grantees, who received a total \$15 million in disbursements in FY 96 and \$22 million in FY 97, sustained a total loan portfolio of \$163.4 million in 416,000 loans and mobilized savings of \$161.8 million. Increasingly we expect that the source of loan capital itself will be savings mobilized by microfinance institutions and funds raised from domestic or international capital markets. As a result, we anticipate that the \$7 million obligated under this component will sustain a total of \$35 million in additional microenterprise lending after a period of three years.

C. Promote Regional Trade and Investment and Improve the Capacity of Countries to Meet Their Obligations Under the Free Trade Area of the Americas (\$12 million).

The countries of the hemisphere are committed to implementing a Free Trade Area of the Americas by 2005. Especially for the smaller countries of Central America and the Caribbean, participation in multilateral trade agreement requires them to meet complex commitments in such areas as rules of origin and sanitary and phytosanitary rules. Countries must improve both policies and implementation to achieve greater access to new markets and to enhance their competitiveness once expanded access is attained. Small amounts of USAID's limited grant resources, carefully targeted at strengthening institutions and improving the enabling environment for expanded trade and private investment will leverage large amounts of additional flows from the IDB, especially its Multilateral Investment Fund, the World Bank, and the private sector.

Chief areas in need of reform are enforcement of child labor, wage and hour, and similar areas of worker rights. Also, collective bargaining in the region is often needlessly conflictive and adversarial. Training programs to introduce new approaches to labor management negotiations need to be greatly expanded.

Increasingly, issues related to international environmental and product safety requirements, as well as consumer preferences for environmentally appropriate products, have created a demand for measures to protect the natural resource base and reduce pollution. Strengthening partnerships between the public and private sectors, and civil society will be crucial for the development of environmental legal frameworks and incentives, for supporting the adoption of environmentally sound technologies and practices, and for promoting the "greening" of both government and private sector investments.

Maximizing the benefits from trade requires improved infrastructure, both infrastructure as traditionally conceived: roads, ports, etc. and energy and telecommunications. Even under the most optimistic of scenarios, government revenues will be

inadequate to finance these requirements. Moreover, the private sector can, and under an appropriate set of incentives, will undertake such projects. AID's role will be to assist governments to craft and implement enabling legislation to enable foreign and domestic private sectors to provide the necessary facilities in the areas of transportation, telecommunications and energy.

Results: By 2000, as a result of USAID-funded technical assistance, one additional Central American Country will have enacted a legal framework enabling competition in telecommunications and one Central American country will have established a legal framework for competitive private generation of electric power. Verified complaints of violation of child-labor and wage and hour laws by exporting firms in Honduras will have dropped by half in the same time period.

Bmc

*Nelson, AS I
mentioned
PAHO's pref'ce
is on 17th
Pls. give me a
call.*

DEC/51/5 (101)

13 February 1998

Ms. Melane Verveer
Office of the First Lady
Old Executive Building
Room 100
Washington, DC 20500

Dear Melane:

As per our telephone conversation, I am attaching the invitation letter for Mrs. Clinton to be a speaker at the Roundtable on Health, that we are organizing as an event associated with the Summit of the Americas.

Once we have her confirmation, we will contact the other speakers. We are thinking of speakers representing civil society, the scientific community, and some other political figure. Dr. George Alleyne, Director of PAHO, will moderate the panel, and the Minister of Health of Chile will close by thanking the participants.

Regarding the date for the Roundtable, probably the best would be on April 17, because it will compete with less things occurring exactly on the dates of the Summit, but we have put the 18 of April on the letter assuming that Mrs. Clinton might only arrive on the 17 at night. Please advise me if this is a correct assumption.

We have a few options with regard to the site for this discussion. As you can imagine, space will be in short supply during those days. In order for us to obtain the most appropriate place for this event, it will be important to have Mrs. Clinton's confirmation as soon as possible. I have been already in touch with the Chilean Ministry of Foreign Affairs and they are very supportive. Nevertheless, they want to finalize the agenda of related events as soon as possible.

Please do not hesitate to contact me to discuss any of these issues.

Sincerely,

Irene Klinger
Chief, Office of External Relations

DEC/51/5 (099)

12 February 1998

Dear Mrs. Clinton:

It is with great pleasure that I write to you to invite you to be the principal speaker at the Roundtable on "The Challenges for Health in the XXI Century", that will take place in Santiago, Chile on the occasion of the Second Summit of the Americas.

The proposed Political Declaration of the Presidents of the Americas, as well as the Plan of Action for follow up to the Second Summit have included health as an important component of the poverty eradication effort. The Initiative on Health Technologies Linking the Americas, which is part of the Plan of Action, is directed to promote the development and use of effective low-cost health technologies and their concrete application to solve health problems. These technologies will help achieve sustainable development and greater equity.

Our roundtable will be part of the events associated with the Summit, and will take place on 18 April 1998. We are aware of your commitment to social and economic development, and follow with interest and pleasure your activities in the areas of health and education. It is for this reason that we feel that your presence would give special significance and assure the success of this Roundtable.

I look forward to your positive consideration of this invitation.

Sincerely,

George A. O. Alleyne
Director

Mrs. Hillary Rodham Clinton
First Lady of the United States of America
The White House
Old Executive Office Building
Washington, DC 20500



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

March 6, 1997

Assistant
Administrator
for Latin America
and the Caribbean

MEMORANDUM

TO: ARA - Ambassador Jeffrey Davidow
FROM: AA/LAC - Mark L. Schneider *MS*
SUBJECT: Initiatives for the 1998 Santiago Summit

Attached is a complete set of the USAID initiatives prepared for consideration for the 1998 Santiago Summit. It includes not only the three initiatives forwarded to you yesterday, but a breakdown of one initiative, "Improving Access by the Poor to Land, Education, and Finance" into three separate initiatives for independent consideration.

The three separate initiatives which should have been included in yesterday's package are:

Improving Access of the Poor to Basic Education
Improving Access of the Poor to Land
Improving Access of the Poor to Financial Systems

cc: ARA/SCO - Amb. Richard Brown

Attachments: a/s



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

Assistant
Administrator
for Latin America
and the Caribbean

March 5, 1997

MEMORANDUM

To: ARA, Ambassador Jeffrey Davidow
From: AA/LAC, Mark L. Schneider *[Signature]*
Subject: New Initiatives for the Santiago Summit

In preparation for the Santiago Summit, USAID is submitting these initiatives for review.

Since our focus is poverty alleviation, we are suggesting specific measures to increase the productivity of the poor by providing them with better education, access to credit for microenterprises, and land titling. In addition, we are submitting two initiatives in the area of democracy, one focusing on decentralization and a second on anti-corruption and financial responsibility. Both initiatives should not only help consolidate democracy, but increase government efficiency and accountability in delivering basic public services to those most in need. We have been coordinating our anti-corruption efforts with USOAS.

We obviously want to work together closely as we move towards Santiago.

cc. Richard C. Brown, Senior Coordinator
Summit Coordinating Office

File
CE. CHL
DHRT
RSB
MCW

Improving Access by the Poor to Land, Education, and Finance

To lift themselves out of poverty, the poor in Latin America need to increase their productivity. Nearly 40 percent of the people still do not earn sufficient income to meet their most basic needs. Governments can assist them by reforms eliminating the barriers to the assets most important to the poor: a good education, access to credit and financial systems, and secure land ownership. Low productivity of the poor not only keeps them from advancing; it is a terrible drag on national economic growth. To raise growth levels, decrease poverty, and improve equity, Latin American nations can take specific measures in three areas.

Governments will:

- Reduce the cost and increase the availability of land titles through: (1) decentralized land registries and a unified approach to parcel-based property registration; (2) enacting enabling legislation to permit privatization of surveying and property mapping utilizing Global Positioning System (GPS) technology; (3) eliminating unnecessary and overlapping administrative procedures for land registration and taxes and fees unrelated to the costs of providing the services, at least for small parcels.
- Increase the efficiency, availability, and quality of basic education to the poor by: (1) creating national performance standards for education and national systems of assessments; (2) decentralizing and increasing community control over educational resources; and (3) increasing funding for primary education, to improve the quality of classroom teaching.
- Increase access of the poor to financial services by: (1) improving financial system regulation to increase competition, integrate banks, credit unions, and deposit-taking NGO, and protect depositors; (2) remove regulatory obstacles which inhibit banks and credit unions from accepting small deposits and locating branches in areas accessible to the urban and rural poor.

Donors will:

- Demonstrate state-of-the-art technologies and provide assistance to governments in reducing the cost and increasing the availability of secure and marketable land titles.
- Provide assistance in the development, implementation, and evaluation of standards at the primary school level.
- Provide assistance to financial regulators in implementing standards which provide timely and effective prudential regulation to protect depositors while promoting competition both for deposits and lending.
- Disseminate best practice among microfinance lenders and continue to explore innovations which improve access by the poor to credit while maintaining repayment rates and recovering costs.

Decentralization and Strengthening Local Government

The face of government most accessible to the vast majority of people in the Americas is that of the local municipality. In Latin America, for the first time in history, a majority of the region's mayors are now elected. But, they lack training, expertise and resources. Strengthening local and subnational governments will deepen democratic roots, and will also improve delivery of basic services, particularly in poor and rural areas. Democratic local governments are more aware of the needs of their communities and citizens than national governments. Citizens often know their local government officials, and hold them accountable at election time if they are not responsive to community needs. Indigenous people and groups traditionally excluded from national politics find themselves with the power to influence and take positions in local government. Local governments can be strengthened in ways that improve equity, transparency, equal access to services, and full participation of all citizens.

To address the potential for improving responsiveness to the needs of citizens and building democratic citizenship,

Governments will:

- Undertake a thorough review of decision-making and service delivery in all areas of government endeavor to determine what forms of political and administrative decentralization will best increase governmental efficiency and responsiveness and increase citizen participation.
- Provide automatic transfers of national revenue to subnational and local entities in a way that is transparent, apolitical, and sufficient to meet local needs. The formula for determining resource allocation will compensate for the differential capacity of municipal and regional governments to generate their own revenue, promote equity and help alleviate poverty.
- Earmark funds to local governments to develop associations and governmental working groups across municipalities and regions. Strong associations of local government officials can provide information to their members on improving governance and can best determine local needs for training and assistance.
- Develop standards, in conjunction with local governmental groups, for ethical behavior, transparency, and accountability at the local level.
- Promote citizen participation in local decision-making by insuring some degree of representation on city councils of minority parties, by supporting local advisory and oversight boards with citizen members, and by creating a supportive environment for participation by NGOs that present citizen needs and views.

Donors will:

- Assist national governments with analysis and policy formulation in support of decentralization efforts.
- Identify innovative and successful models of decentralization and local participation that promote improved government responsiveness to citizen needs, disseminate this information, and support further application of these models, through research, conferences, and programming.
- Increase concessional assistance directly to subnational and local entities and/or their associations to improve their capacity to carry out their functions and improve transparency, accountability, and citizen participation.
- Incorporate decentralization into projects in various sectors in ways that maximize the involvement of local grassroots and citizen groups in policy areas such as environment, health, education, and land use.

Financial Accountability and Anti-Corruption

In signing the Summit of the Americas' Declaration of Principles in December 1994, the governments of the Americas resolutely attacked corrupt practices in this hemisphere and challenged the rest of the world to join the fight. In March 1996, governments reiterated their commitment by signing the historic "Inter-American Convention Against Corruption." The Governments of the region, having agreed to broad areas of cooperation in combatting corruption, have now agreed to undertake specific steps to ensure that public administration is transparent and open to public scrutiny. In that spirit,

Governments will:

- Ratify the 1996 Inter-American Convention Against Corruption, and, following ratification, define activities and develop plans to implement preventive measures identified under Article III of the Convention.
- Take appropriate steps to modernize government procurement and acquisitions systems, which include bidding, contracting and negotiating functions. Within one year, take appropriate steps to require an anti-bribery clause in all government procurement contracts.
- Recognize the legitimacy of non-governmental organizations to monitor government practices and procedures.
- Improve accountability through financial management and full and transparent financial reporting. This includes adopting strong systems of internal managerial control and professional internal auditing (independent of management) to safeguard resources and assets. In this regard, governments will take steps to modernize their financial management systems, accepting responsibility for internal control and audit in order to ensure reliable and timely information for use by decision-makers and citizens. In this respect, within one year, governments will agree to adapt generally accepted government accounting standards.
- Take appropriate steps within their own national systems to encourage and support state and local governments in the use of modern financial management tools and broad participation to ensure transparency. Governments will agree to promote or encourage the "sunshine law" process at the sub-national level.
- Require sub-national governments to adopt integrated financial management systems within one year of receiving central funds to ensure transparency and accountability of the use of public resources.
- Promote measures to allow the auditor or comptroller general to have administrative, operational and financial independence to ensure transparency.

- Support legislative efforts to strengthen their fiscal oversight commissions.
- Take the necessary steps to ensure that national prosecutors have the independence operation necessary to be able to successfully prosecute, where appropriate, officials of all branches of government. Governments will continue to promote judicial independence.
- Agree to establish monitoring mechanisms to measure progress toward implementation of the Convention and Summit initiatives. Information contained in any such system will be available to the public in a timely and transparent manner.

Improving Access of the Poor to Basic Education

A poorly educated population limits the opportunities for economic growth and improved productivity, worsens income inequality, and creates serious obstacles to sustainable democracy. Most Latin American and Caribbean nations devote inadequate resources to basic education and have developed centralized bureaucracies that do not respond well to local educational needs, particularly in rural areas and among indigenous people, where the education is likely to be inferior. Educational opportunities for the 40 percent of the hemisphere's poor are extremely limited; most will never graduate from primary school. Basic education is the real engine of growth and social development.

Governments will:

- Create national performance standards for primary education students and establish a national system of assessment based on them;
- Improve school level accountability to the community and parents through programs to increase parental involvement and control in primary schools;
- Improve the preparation and motivation of teachers;
- Increase funding for primary education to levels commensurate with the general level of development of the country;
- Give greater control over budget allocations and personnel issues to the schools themselves, developing incentives of accountability and responsibility at the school level.

The donors will:

- Provide assistance in the development, implementation, and evaluation of standards and test at the primary school level.
- Examine whether their commitment to basic education in Latin America is commensurate with its importance not only to an educated citizenry, but democratic, productive, and rapidly developing nations.

Improving Access of the Poor to Land

Expanded legal access to land and property for the poor is the single most important element for short-term participation and equal opportunity in a market economy. To achieve this, countries must reform and revitalize their property registration systems.. This initiative introduces basic institutional changes in land titling as the vehicle for achieving this fundamental requirement to alleviate poverty and eliminate discrimination.

Governments will:

- decentralize land registries, so that smaller landholders have easy access to the land registration system.
- expand participation of civil society organizations (commercial and nonprofit) in providing survey and mapping services.
- modernize survey and mapping systems by employing state-of-the-art Geographic Information System (GIS)/Global Positioning System (GPS) technologies in each country or sub-region.
- ensure that all procedures and requirements to buy, sell, and/or rent property are transparent and, if required, create a mediation board to settle property conflicts.
- mount a public education campaign to inform citizens of the registration reforms, so that they can take advantage of them.

Donors will:

- provide resources to decentralized governments and the private sector to finance the costs incurred in implementing this program of property rights regularization over the next two years.

Improving Access of the Poor to Financial Systems

Although microenterprise credit is widely available throughout the region and its effects on poverty are well understood, existing institutional mechanisms can reach only a small percentage of the regions 70 million potential microenterprise borrowers. In addition, many of the poor still lack access to deposit-taking institutions. To achieve full coverage, linkages must be strengthened between the formal and informal financial systems.

Governments will:

- Increase access of the poor to financial services by improving financial system regulation to increase competition, integrate banks, credit unions, and deposit-taking NGOs within a regulatory environment that takes into account the characteristics of each, and protects depositors;
- Remove regulatory obstacles which inhibit banks and credit unions from accepting small deposits and locating branches in areas accessible to the urban and rural poor.
- Work with NGOs to continue to develop new and innovative financial instruments and structures which meet the needs of poor depositors and borrowers.

Donors will

- Provide assistance to financial regulators in implementing standards which provide timely and effective prudential regulation to protect depositors while promoting competition both for deposits and lending.
- Disseminate best practice among microfinance lenders and continue to explore innovations which improve access by the poor to credit while maintaining repayments rates and recovering costs.



INTERNATIONAL AFFAIRS BUDGET

(Discretionary Budget Authority - \$ Millions)

	<u>FY 1996</u>	<u>FY 1997</u>	<u>FY 1998</u>
Multilateral Assistance	1,449	1,344	1,915
USAID-Appropriated Programs	5,854	5,815	6,291
Other U.S. Agencies & Programs 1/	5,938	6,095	6,447
Military Assistance	3,268	3,240	3,284
EX-IM Bank	763	715	630
IMF	25	0	7 2/
Agriculture - PL 480	1,134	1,018	877
(USAID-administered)	(871)	(867)	(867)
(USDA-administered)	(263)	(151)	(10)
TOTALS	18,431	18,227	19,451 2/

1/ Other U.S. Agencies and Programs include State, USIA, Peace Corps, OPIC, Trade and Development, Refugee Assistance, Peacekeeping, International Narcotics Control, IAF and ADF.

2/ The FY 1998 level excludes \$3,521 million loan to IMF.
(General Agreement to Borrow)



USAID BUDGET



(Discretionary Budget Authority - \$ Millions)



	<u>FY 1996</u>	<u>FY 1997</u>	<u>FY 1998</u>
Development Assistance (DA)	1,619	1,132	998
Child Survival & Disease Program*	0	500	0
Development Fund for Africa (DFA)	1/	1/	700
International Disaster Assistance	181	190	190
Credit Programs:			
Micro and Small Enterprise Dev.	2	2	2
Urban and Environmental Credit	11	10	9
Operating Expenses-USAID 2/	494	488	473
Operating Expenses USAID IG	30	30	29
Subtotal - Development Assistance	2,337	2,352	2,401
Economic Support Fund	2,360	2,363	2,498
Eastern Europe-Special Assistance	516	475	492
New Independent States	641	625	900
Subtotal - USAID-Appropriated	5,854	5,815	6,291
PL 480 - Appropriated thru USDA:			
Title II	821	837	837
Title III	50	30	30
TOTAL USAID-ADMINISTERED	6,725	6,682	7,158

* These programs are funded under DA in FY 1996 and DA/DFA in FY 1998.

1/ Africa program funding included in DA in 1996 and 1997.

2/ Operating Expenses (OE) include use of DA funds in 1996 and 1997.

3/ Economic Support Fund includes \$52.5 million requested for the Middle East Development Bank in FY 1998.



USAID - MANAGED BUDGET*

(\$ in Millions)

<u>Bureau</u>	<u>FY 1996</u>	<u>FY 1997</u>	<u>FY 1998</u>
AFRICA	1,076	912	1,007
ASIA/NEAR EAST (of which Israel/Egypt ESF)	2,657 (2,015)	2,572 (2,015)	2,679 (2,015)
LATIN AMERICA/CARIBBEAN	536	490	501
EUROPE/NIS	1,330	1,189	1,492
CENTRAL BUREAUS	409	799	777
TOTAL (of which Israel/Egypt ESF)	6,007 (2,015)	5,962 (2,015)	6,455 (2,015)

* Includes Development Assistance, Development Fund for Africa, SEED, Freedom Support Act, Economic Support Funds and PL 480 Title II and III.



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

Assistant
Administrator
for Latin America
and the Caribbean

October 8, 1997

① Eric
② Dan
③ Anne Marie

MEMORANDUM

TO: NSC - Mack McLarty
ARA - Jeffrey Davidow

FROM: AA/LAC - Mark L. Schneider 77

SUBJECT: Summary of NGO Conference Held Prior to the
October SIRC Meetings

Attached is a brief summary of discussions held by the LAC Bureau with NGOs prior to the October 1-2 SIRC meetings.

The main purpose of these discussions was to solicit the views of NGOs on proposed action items to be discussed at the October meeting. We also used the opportunity to update them on progress related to preparations for the Santiago Summit.

The NGOs in attendance expressed their appreciation for the opportunity to become better informed on Summit events. A list of organizations that sent representatives to the meetings is also attached.

A similar meeting with NGOs will be held in late November prior to the December SIRC meetings.

Attachments: a/s

SUMMIT OF THE AMERICAS

RESULTS OF CONSULTATIONS WITH NGOS

On September 23, 1997, the LAC Bureau convened a meeting with 25 NGOs to solicit their views for the October 1-2 Summit Implementation Review Group (SIRG) meeting. The NGOs in attendance represent a broad spectrum of organizations and included NGOs that head coalitions of like minded groups. The opinions expressed are thus representative of a wide range of interests and concerns.

At the plenary session, Mark Schneider and Richard Brown provided an overview on progress in the preparations for the Santiago Summit with specific attention to education as well as poverty and discrimination themes which were the focus of the October SIRG meetings. Afterwards, participants broke up into small groups to discuss a select number of USG action items related to these themes including: education policy reform, health sector reform, microenterprise, property registration, indigenous populations, women, and hunger and malnutrition. The NGOs were asked to identify their priority issues in these areas and then to comment on the proposed U.S. action items for the Summit. Common themes that emerged in these discussions include:

that the items proposed be actionable and that implementing agents, whether national governments or international organizations, be accountable and responsible for monitoring progress against agreed upon benchmarks.

that in those instances such as distance education and land registration, where advanced technology was involved, that the technology be appropriate and necessary.

that action items be structured to ensure that access to resources, whether land, education or health, by the poor and indigenous peoples occurs.

Specific issues raised in the individual break out sessions follow:

EDUCATION:

All participants agreed that the first priority should be establishing standards and methods of assessment of student performance. Other key priorities identified included policy reform, development of school autonomy, early childhood education, and the use of appropriate and cost-effective educational technologies. With regard to the Summit initiatives, the group recommended that the target populations should be specifically spelled-out, i.e. gender-specific and/or should refer to the underserved populations of rural, indigenous people.

HEALTH:

The Health group suggested that the language in the USG proposal for Vaccines and Drugs Initiative refer to "essential" drugs in order to help ensure that the increased availability of drugs will benefit the most needy. Similarly, they noted that to ensure improved health outcomes, associated issues such as improved skills in procurement and drug management, rational selection and use, pricing structures, and distribution needed to be addressed.

MICROENTERPRISE:

This group's discussion centered around a target population issue, i.e., whether to focus on microenterprises or to include small and medium enterprises in the program as is proposed by the IDB. There was a split on this issue between those organizations that serve as financial sector intermediaries between microenterprises and the formal, for-profit financial sector and those organizations focusing on poverty lending per se and support to indigenous NGOs. The latter expressed serious reservations about including small and medium size enterprises in this initiative.

PROPERTY REGISTRATION:

The participants all agreed with the criticality of land registration, but also felt that the concept as defined in the USG action item was too narrow in scope. They proposed an alternative approach that would focus on increasing access to land and natural resources in ways that provide security of tenure and protection of those resources. This may involve developing legal property systems or increasing the efficiency of existing systems to reduce costs and increase efficiency of land registration activities. All agreed that the ultimate goal is to ensure that systems of secure land tenure lead to political and economic empowerment.

INDIGENOUS POPULATIONS:

The group noted that a stable and sustainable development strategy requires ongoing participation of the major actors in the development process, in this case national governments and those of indigenous peoples, as well as representatives of civil society organizations. Without such collaboration this program may emerge as little more than a 1950's assimilation approach to development. For example, all indigenous populations will not necessarily choose bilingual education; in some situations a monolingual or multilingual approach is more appropriate. Including indigenous communities in developing national plans

3

from the beginning will help to assure agreement among all involved.

WOMEN:

The action item for women proposes a review of existing laws. Participants were concerned that such a review, while a necessary first step, will not produce concrete results for women, at least in the short term. It was agreed that prioritization and a schedule for implementation were essential next steps. In this regard, the idea of establishing a separate office to monitor progress against this action was appealing. On the other hand, some concerns were expressed that such an office would lead to the marginalization of women's issues.

HUNGER AND MALNUTRITION:

The group agreed that the problem of child malnutrition was important enough to warrant inclusion in the agenda for Santiago. The participants suggested several language changes to focus interventions on children younger than two years of age and to broaden activities to include maternal nutrition and other key child survival and reproductive health interventions. Also, the group strongly recommended that a second action item on food fortification be included. Iron deficiency anemia and iodine-related diseases are serious problems in the hemisphere, and measurable success could be achieved within three years.

Pre-SIRG NGO Participation List

<i>Affiliation</i>	<i>Contact Person</i>	<i>Phone</i>	<i>Fax</i>
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Education - Jean Meadowcroft & David Evans (Room 2248)

USAID/LAC/RSD/EHR	Jean Meadowcroft David Evans	202-647-7921	202-647-7921
USAID/G/HCD	Emily Vargas-Baron Luis Rodriguez Don Foster-Gross	202-712-0236 202-712-0268 202-712-1573	202-216-3229
Academy for Educational Development (AED)	Francy Hays Kimberly Jessup Benjamin Alvarez	202-884-8255 202-884-8377	202-884-8400
Inter-American Dialogue (IAD)	Jeff Puryear	202-822-9002	202-822-9553
U.S. Education for All (UNESCO)	Frank Method	202-331-9118	202-331-9121

Microenterprise - Bruno Cornelio (Room 3519)

USAID/LAC/RSD/BBEG	Bruno Cornelio	202-647-5688	202-647-8098
USAID/G/EG/MD	Liza Valenzuela	202-712-5538	202-216-3593
ACCION International	Maria Otero	202-393-5113	202-393-5115
Caribbean Enterprise Foundation	Ramon Daubon	202-393-4478	202-393-7644
FINCA International	Lawrence Yanovitch Laura Foose	202-682-1510	202-682-1535
RESULTS	Ayala Sherbow	202-546-1900	202-546-3228
World Council of Credit Unions	Anna Cora Evans	202-682-5990	202-682-9054

Property Registration/Land Titling - Don Drga (Room 4531) Indigenous Populations - Andrea Allen

USAID/LAC/RSD/BBEG	Donald Drga	202-647-5680	202-647-8098
USAID/G/WID	Andrea Allen	202-955-4553	202-955-7936

USAID/G/EG/AFS/FP	Pamela Stanbury Deborah Rubin	202-712-1716	202-216-3595
The Nature Conservancy	Scott Wilber	703-841-5300 ext. 4526	703-841-4880
Cultural Survival - Harvard	Ted Macdonald	617-495-5915	617-496-8562
U. of Wisconsin Land Tenure Center	Michael Carter	608-262-2478	608-262-4376
World Resources Institute (WRI)	Lori Ann Thrupp	202-638-6300	202-638-0036

Health - Carol Dabbs (Room 6909)

USAID/LAC/RSD/PHN	Carol Dabbs Sheila Lutjens	202-647-5136 202-647-9488	202-736-4867
USAID/G/PHN/HN	John Austin Susan Bacheller Steve Landry Ken Yamashita	202-712-5673 202-712-5905 202-712-4808 202-712-5004	202-216-3404 202-216-3402
Environmental Health Project	Pat Billig	703-247-8730	703-243-9004
PVO/Child Survival Support Program The Johns Hopkins University	Dr. Paul Bolton	410-659-4100	410-659-4107
Child Health Research Project Department of International Health Johns Hopkins School of Public Health	Dr. Robert Black	410-955-3934	410-955-7159
Rational Pharmaceutical Management Project, Management Sciences for Health	James Bates	703-524-6575	703-524-7898
Cooperative for Assistance & Relief Everywhere (CARE)	Laura Henderson	202-223-2277	

Women - Ginny Lambert (Room 2242)

USAID/G/WID	Ginny Lambert	202-712-4664	202-213-3232 202-216-3173
Human Rights Watch	Evelyn Miah	202-371-6592	202-371-0124
Inter-American Dialogue	Joan Calvano	202-463-2563	202-822-9553
Partners of the Americas	Kate Raftery	202-628-3300 ext. 231	202-638-3306

Indigenous Populations - Andrea Allen

* * * see information under Land Titling/Property Registration

Hunger & Malnutrition - Bobbie VanHaeften (Room 4529A)

USAID/LAC/RSD/BBEG	Bobbie VanHaeften	202-647-5682	202-647-8098
USAID/BHR/PVC	Jean Myer Capps	703-351-0235	703-351-0212
Adventist Development Relief Agency (ADRA)	Mekebeb Negerie Amy Willsey Rudy Monsalve	301-680-6380	301-680-6370
Johns Hopkins University, Nutrition	Dr. Laura Canfield	410-955 2786	410-955-0196

Other Participants:

State Department	Ambassador Richard Brown	202-736-7531	
USAID/LAC/AA	Mark Schneider	202-647-8246	202-647-9671
USAID/LAC/AA	Carl Leonard	202-647-9184	202-647-9671
USAID/LAC/RSD	Tim Mahoney	202-647-8126	202-647-8098
USAID/LAC/RSD	Judy Gilmore	202-647-8093	202-647-8098
USAID/LAC/SPM	Paul Thorn	202-647-5648	202-736-4867
USAID/LAC/DPB	Joe Lombardo	202-647-5187	202-736-7371
USAID/LAC/DPB	Danielle Roziewski	202-647-5672	202-736-7371

December 5, 1997

MEMORANDUM FOR SANDY BERGER

FROM: MACK MCLARTY

SUBJECT: The Road to the Santiago Summit

We are now five months out from the Santiago Summit. I believe the time has come to initiate a senior-level review of our progress toward Santiago. This review would have two linked goals: 1) to evaluate the status of the Summit agenda and Summit-related deliverables; and 2) to ensure that our hemispheric policy decisions over the next five months are made with the goal of a successful Summit firmly in mind.

The Need for a Policy Review

The Summit agenda is being developed by the Summit Implementation Review Group (SIRG), composed of vice-ministers of the participating nations and under the leadership of the United States and Chile. We have learned from the experience at Miami, and the agenda has been coming together well at the staff level. Ambassador Rich Brown has ably steered an IWG to ensure broad buy-in on an inter-agency basis within the USG.

Still, we must be mindful of the criticism often heard that summits are generally excuses for an extended photo opportunity. That is why I believe we must begin now to ensure that the President and his counterparts come to Santiago able to make tangible, concrete progress across the board. Senior-level direction is needed now to ensure that the Summit agenda and deliverables have been approved at the highest levels, and are appropriately weighty and concrete.

Outside the four corners of the Summit agenda, we must also begin now to consider other deliverables that could be tied to the Summit, such as progress on the Peru-Ecuador dispute, a multilateral approach to the deteriorating situation in Colombia, progress on the OAS free speech ombudsman that the President proposed in Argentina, and the like. These deliverables should be concrete, vibrant, and understandable.

An FTAA by the year 2005 was the signal hallmark of the Miami Summit. We must ensure that Santiago has a basket of deliverables that, collectively or

separately, carry the same weight.

Beyond the Summit itself, the coming five months provide a series of decisions and challenges that must be addressed, any one of which could prove problematic at the Summit if not skillfully managed:

- How should we deal with a disintegrating Colombia, a potential challenge to democracy in Paraguay, and ongoing issues on the border between Peru and Ecuador?
- What is our fallback strategy if negotiations with Panama fail to secure a post-2000 US presence on the isthmus?
- What, if anything, should be done about the narcotics certification process? More narrowly, how can we manage the certification decisions this coming year so that they do not overwhelm the Summit?
- Should we pursue a hemispheric arms restraint regime at this time? How do we handle difficult issues such as labor, the environment, and IPR?

The Review Process

Events will quickly begin to overtake us if we do not take firm steps to remain in front. The fast track debate is ongoing; the State of the Union is upcoming in late January; certification decisions will be made in mid-February with a GAO report on US-Mexico cooperation due March 1; IPR and labor standards violators will be named by USTR on April 1; and Colombian and Paraguayan national elections will be in May.

I propose that your office and mine convene a Deputies Committee meeting the week of December 15. The purpose of the DC will be to initiate the review process and to give guidance to an IWG, run by State and chaired by me, that will carry out the review. The scope of the review will include: the Summit agenda and deliverables; other major deliverables that can be tied to the Summit; and hemispheric policy decisions and issues that need to be managed in order to ensure a successful Summit. Additional DC's might be required during the course of the review, perhaps culminating in a PC closer to the Summit.

I have discussed this matter with Jim Dobbins and Jeff Davidow, and they concur with the approach. I am available to discuss this with you at any time.

Withdrawal/Redaction Marker

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
002. memo	[duplicate of 001] (2 pages)	12/05/1997	P1/b(1)

COLLECTION:

Clinton Presidential Records
Special Envoy for the Americas
McLarty, Thomas (Mack)
OA/Box Number: CF 1045

FOLDER TITLE:

Santiago, Chile Summit of the Americas [2]

2009-1155-F
ke2590

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

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- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Withdrawal/Redaction Marker

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
003. memo	Patrick DeSouza to Samuel Berger, re: Santiago Summit, April 18-19, 1998 (6 pages)	12/30/1997	P1/b(1)

COLLECTION:

Clinton Presidential Records
Special Envoy for the Americas
McLarty, Thomas (Mack)
OA/Box Number: CF 1045

FOLDER TITLE:

Santiago, Chile Summit of the Americas [2]

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ke2590

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TAB A



United States Department of State

Washington, D.C. 20520

MEMORANDUM

December 12, 1997

TO: Mr. Genaro Arriagada

FROM: ARA - Jeffrey Davidow

SUBJECT: Santiago Summit Deliverables

As we promised during our recent luncheon discussion, we have drawn up a list of "deliverables" for the Santiago Summit which could capture the imagination of people everywhere. They focus on programs that will be launched by the presidents that will affect lives in real ways.

We have not included issues such as resolving the Ecuador-Peru border question for very practical reasons. While this matter may be developed sufficiently to enable the two parties and four guarantors to use the Summit locale to sign an agreement, we would not want to fix the talks' conclusion to the April 18 deadline for fear of producing resistance on the part of one or the other of the parties.

The attached list is ambitious and will require efforts on the part of both our governments -- working with others -- to achieve it by the time of the Summit.

Attachments:

As stated

NON-PAPER ON SANTIAGO SUMMIT DELIVERABLES

In an effort to strengthen the message of the Santiago Summit, Hemispheric nations should develop several key deliverables that will either appear directly in the Summit documents or in public statements by key leaders participating in the Summit, spelling out commitments in specific terms. Emphasizing a "people's component" in the Summit's initiatives, some of the deliverables which could be highlighted in each of the four baskets could be:

Education Basket

Educating the 21st Century's Citizens: Working with the World Bank and the IDB and through public statements by leaders at the Summit, spell out specific levels of resources to be dedicated to implement the Summit's education initiative--in the range of billions of dollars; announce a specific number --in the thousands per year-- of educational exchanges of students and teachers; and obtain commitments from the private sector to dedicate satellite time for use by education entities across the Hemisphere to enable effective distance learning.

Democracy and Human Rights Basket

Judicial Reform: Emphasize judicial reform as a critical step toward a "a second wave of reforms" across the Hemisphere, by bolstering existing judicial educational institutions throughout the region, and mobilizing international donor support to establish an inter-American judicial studies center somewhere in the Hemisphere.

Press Freedom: Ensure greater freedom of the press by instituting a region-wide annual report by an objective agent--whether an ombudsman or rapporteur-- operating within an entity of the OAS.

Military Transparency: Agree to full transparency in arms transfers and defense spending as well as pre-notification of military exercises.

Drug Alliance: Establish a Hemispheric anti-drug alliance, to include a credible multinational evaluation system of national drug plans.

Extradition Initiative: To make our nations and cities more secure, launch an Inter-American Extradition Initiative to ensure that no criminal can escape prosecution.

Economic Integration Basket

Financial Markets: Adopt measures to ensure more stability of the regions financial institutions, especially during international market disruptions.

Enhanced Aviation Accords: Agree to improve air safety and launch an effort to obtain the world's first regional Open Skies regime to enable faster, safer, more efficient air travel.

Global Electronic Commerce: Adopt a set of principles to develop electronic commerce and the internet as a means to improve information exchange and economic growth.

out of place
Sustainable Energy and the Environment: Dramatically upgrade the region's sustainable energy programs, especially focusing on having all Summit nations adopt specific measures addressing global warming and climate change.

Poverty and Discrimination Basket

Labor Rights and Productivity: Bolster labor ministries to ensure labor rights are protected and that essential training and services are provided to enhance worker productivity and improve working conditions and standard of living.

Property Registration for the Poor: Enable the poor to obtain legal registration of and deeds to their property to empower them to become effective participants in every economy.

Healthier People: Pledge to eliminate dangerous communicable diseases by the year 2000 through a comprehensive immunization program; bring child nutrition throughout the Hemisphere to internationally-recommended levels; and create the Americas Telemedicine Network to provide doctors everywhere with real-time information for the treatment of the sick.

Hemispheric Institutions

Reform Inter-American Institutions: Establish a blue-ribbon commission of Hemispheric notables to review and make recommendations by the Summit following Santiago on structural and organizational reforms of the major inter-American institutions to make them more relevant to the Hemisphere's needs in the 21st century.

Carl/Mack

FYI

Jan

K:\press\transcr\lapaezp.wpd

(Arturo's part)

Guadalajara, Jalisco, Mexico
October 21, 1997

Translation into English of President Ernesto Zedillo's remarks at the inauguration of the 53rd General Assembly of the Inter American Press Association.

Mr. Alberto Cardenas, Governor of the State of Jalisco;
Mr. Luis Gabriel Cano, Chairman of the Inter American Press Association;
Distinguished members of the Inter American Press Association;
Ladies and Gentlemen:

On behalf of the people and government of Mexico, I want to extend the most cordial welcome to the members of the Inter American Press Association.

It is a matter of special pride for the Mexican people that you are holding the 53rd General Assembly of your organization in our country, particularly in the beautiful city of Guadalajara, where one of the first newspapers of an independent hemisphere was published.

Mexico acknowledges the work that the Inter American Press Association (IAPA) has carried out through many decades, defending the basic rights of journalism, promoting training as well as the professionalism of journalists throughout the hemisphere, and also improving the working conditions of journalists and their access to information.

Above all, Mexico recognizes and fully shares the basic principle that IAPA advocates: to defend freedom of the press. Today, I reaffirm that my administration has and will always have the unbeatable conviction and the invariable principle to defend freedom of the press. This is an essential element of freedom of thought, of freedom of expression and of the right to information. In this sense, freedom of the press is an indispensable condition for authentic democratic life. At the same time, so that the press and for the media to carry out their work it is absolutely necessary for them to enjoy absolute freedom and security.

It is the State's responsibility to watch over the safety of all citizens, particularly over the safety of those who carry out a civic mission of utmost importance through the media. This is why the Government of Mexico condemns and will always reject any action aimed at curtailing freedom of the press, any action aimed at intimidating or silencing journalists; any action intended to harm the independence or liberty that should be the framework of how the media and both female and male journalists carry out their duties.

No democratic nation can let go by any aggressions or threats against journalists. In addition to violating the law, they also violate everyone's democratic freedoms. This is why I reiterate today the offer I made to the representatives of your organization I met with in Mexico city several

weeks ago: The Government of Mexico will work tirelessly to clarify completely the cases you have brought (to our attention) . As well as all those cases where there is an assumption that efforts have been made to hamper the freedom of expression or any other right of a journalist.

I am certain that with objectivity and good faith we all will be able to make a clear distinction between what are the failures and deficiencies of our law enforcement and legal system, and what would be a deliberate effort to exercise coercion or to silence any journalist.

We all are concerned about the failures and deficiencies that continue to exist in our legal system, and that affect all citizens without any distinction based economic, social or professional status. Some of those failures and deficiencies can be seen in the slow progress of judicial investigations or in the soft or undue enforcement of the law. This is why I have insisted that we must be committed to strengthening our laws, to reform our institutions — as we are doing — and to renew the cooperation among all government levels and social organizations.

I categorically state that in Mexico's public sector there is no deliberate intention to hinder the freedom that journalist enjoy nor is there any effort to exercise any repression of the way they carry out their profession.

I also categorically state that any federal authority will pay close attention and will investigate, persecute and punish any individual or collective effort that might have been made with the intention of affecting the freedom journalists enjoy.

(~~Cynthia's part~~)

As the Federal Attorney General reported few weeks ago to his representatives (in the states), federal authorities will use their authority to punish any crime against journalists and to take to court any material or intellectual author (of these type of crimes). I have full confidence that this duty will also have the full support of the National Commission for Human Rights.

The government that I head is determined to strongly punish any person who conspires against freedom of the press or against the right to information and is determined to prevent impunity. We, the Mexican people, do not tolerate impunity, because it attempts against the law that rules us all and attempts against the liberties that we all are entitled to. In all cases, but specially in this type of cases, justice is done and democracy is served by enforcing the law.

Today, a pillar of our democratic advance in Mexico, lies in the press. Fortunately, we, Mexicans have a free, comprehensive and plural electronic and printed media which has enlarged the channels for the citizens' expression.

In Mexico, media promotes information with different and diverse approaches, media critics with different shapes and plurality gathering the most varied opinions on the country's problems and on the proposed solutions.

In view of its geographic presence, social influence and instantaneous capacity to report, the job of the media and journalism has today, deeper and more important consequences than ever in history.

The (media's) technological and professional development together with a positive increase of education and a growing interest of the common citizen gives the media a higher responsibility.

Let's remember that in 1926, when the background of the Inter American Press Association can be found, 60 percent of the Mexican population was illiterate, our educational system served less than a million and a half students; there were only a reduced number of dailies and magazines of limited circulation throughout the country. In 1949, when the IAPA was adopting its professional character, there was a 42 percent illiteracy rate in Mexico and dailies and radio stations had just started to multiply while television was giving its first steps.

Today, our country has approximately 93 million inhabitants, the educational system serves 27.6 million students and the illiteracy rate has been reduced to less than 10 percent. Throughout all the Mexican territory, each day hundreds of dailies are published, thousands of magazines of all kind are published weekly and hundreds of radio and TV stations are turned, sometimes in an uninterrupted 24-hours a day way.

Fortunately, the evolution (of the media) has been similar in all the hemisphere. We must measure the scope of the modern responsibility of the media within this new reality. In view of this responsibility, some voices in Mexico and in other places, have proposed that the government promotes regulations for the press. Today, I strongly reiterate that I do not agree.

(Insert ~~Text~~ here)

The Executive Branch will pay attention to all proposals made by the community or by the Legislative Branch, but let me stress I do not support the idea of those who think that rules on *Freedom of Speech and Freedom of the Press* favor democracy or social harmony.

In a country like Mexico, which is eagerly trying to consolidate its democratic life, the rule of law and respect for human rights, the media and journalists must know they rely on freedom to perform their activities. They must work with full confidence in the respect for their activity, because that freedom and activity are helping to spread out democracy countrywide. Their activity is helping to enforce the law and authority legally, more prudently and openly. Such a freedom and journalists' activities are contributing to the creation of a culture that respects the law, is responsible, and paying attention to scrutiny and criticism.

In short, *Freedom of the Press and Freedom of Information* are helping our public life and democracy to be regulated by the law, and to make them more open and more responsible.

Mexico — I say it with conviction and satisfaction — is currently experiencing a stage of increased freedom of speech and freedom of press ever. We know and will know how to defend it and treasure it, because it resulted from many efforts. We will keep it to make this stage to be one in which the resulted attributions of that freedom prevail as well as the objectivity in information and the seriousness of opinion, creativity and information, honesty and a commitment to the truth. Those attributions turn journalism into a service to the community, and a service to democracy. But these attributions may not be imposed on through public regulations, but are believed in and each one of us implement them according to their own soul and professional ethics. I personally believe that the media and journalists will come up responses to concerns expressed by some. I believe the media and journalists will determine, with conviction and freely, the principles and rules to perform their activity freely in an objective, truthful, timely and responsible manner. I have confidence that you, journalists and the media you work for, are to decide how to make the *Freedom of Speech* encourage democracy, improve service to the community and strengthen the autonomy and dignity of journalism.

Be sure that Mexico's federal government will respect and will make all Mexicans respect journalism and its activity of informing with veracity, and forming opinion with freedom as well as responsibly amuse and report on culture. This is a commitment that my Administration will meet, and by repeating this commitment, I wish all the activities of the General Assembly of the Interamerican Press Society are performed for the well-being of freedom, democracy and the well-being of all the countries of the Hemisphere.

It is a pleasure for me to inaugurate today the Fifty three General Assembly of the Interamerican Press Society. Thank you.

Guadalajara, Jal., 21 de octubre de 1997.

Versión estenográfica de las palabras del presidente Ernesto Zedillo durante la ceremonia en la que declaró inaugurados los trabajos de la LIII Asamblea General de la Sociedad Interamericana de Prensa, hoy en la mañana, en el Salón *Las Flores* del hotel Fiesta Americana, en esta ciudad.

Señor ingeniero Alberto Cárdenas Jiménez, gobernador del estado de Jalisco;
Señor Luis Gabriel Cano, presidente de la Sociedad Interamericana de Prensa;
Muy distinguidos integrantes de esta Sociedad Interamericana de Prensa;
Señoras y señores:

WINSTON & STRAWN

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MEMORANDUM

VIA FACSIMILE

TO: Dan Lezmez
Office of the Counselor to the President
and Special Envoy for the Americas

FROM: Peter N. Hiebert 

DATE: February 6, 1998

RE: Proposed Language on International Air Express
Industry Market Access Issue for Santiago Summit

Per our conversation, attached is draft language for consideration in the Declaration of Principles expected to be signed at the April Summit of the Americas in Santiago. The draft language and background statement are modeled on the Declaration of Principles and Statement of Plan of Action signed at the Miami Summit in December 1994.

I look forward to discussing this with you further on your return from San Jose.

Attachment

Declaration of Principles for the Negotiation of a Free Trade Agreement of the Americas

Promoting Prosperity Through Economic Integration and Free Trade

... Governments will commit to remove unreasonable government impediments, including anti-competitive practices by customs and postal authorities, to trade liberalization in the international transportation and delivery of goods and services. Recognizing the importance of this sector to the success of the FTAA, the undersigned Governments commit to the elimination of unfair regulatory restraints and discriminatory taxes and non-cost-based fees used to subsidize government-owned or operated competitors.

Background

National postal authorities have used their monopoly status in recent years to restrict international trade in the region by imposing discriminatory taxes and non-cost-based fees on the operations of private international express delivery companies and by unfairly subsidizing services that compete with foreign companies providing international transportation and delivery services. The Governments commit to eliminate these and other anti-competitive practices that abuse the official status of postal monopolies.^{1/} In addition, the Governments commit to simplify and harmonize their customs procedures in order to facilitate and expedite customs clearance and entry of international shipments while meeting the legitimate enforcement objectives of each signatory Government.

^{1/} This commitment is consistent with Article 1502(3) of the North American Free Trade Agreement which prohibits a government-designated monopoly from using its monopoly power to engage in anti-competitive practices outside of its monopoly that harm the investment of an investor from another NAFTA country.

WINSTON & STRAWN

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DATE: February 06, 1998

PLEASE DELIVER THE FOLLOWING PAGE(S)

TO: Dan Lezmez
FIRM: Office of the Counselor to the President
FAX#: 94567586

FROM: Peter N. Hiebert
PHONE: 202-371-5716

TOTAL # OF PAGES (INCLUDING COVER SHEET): 3

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Document Title Draft Plan of Action

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