

Maine Equal Justice Project, Inc.

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December 14, 2001

Ms. Carolina Zumaran-Jones, Director
Eleanor Roosevelt Global Leadership Institute
Center for Policy Alternatives
1875 Connecticut Avenue N.W. Suite 710
Washington, D.C. 20009

Dear Ms. Zumaran-Jones:

I am pleased to offer my strong and enthusiastic support for Representative Donna Loring to serve with the the Eleanor Roosevelt Global Leadership Institute. The opportunity offered by the institute is a unique and valuable one and I believe that Representative Loring is an excellent candidate for this program.

Donna is currently in her second term as the legislative representative for the Penobscot Nation. Although the positions of tribal representatives are non-voting, Donna's impact on the legislature has been remarkable. She has successfully shepherded many bills through the process that are of great importance not only to native people, but to all Maine citizens. This past year Donna worked to pass groundbreaking legislation requiring that Abanaki studies be included in all school curriculum throughout the State. A Commission established by this legislation including representatives of tribes and nations and educators are meeting now to develop curriculum standards and decide what materials and teacher training are necessary to implement this legislation. This work will not only help Maine people better understand the concerns of native people here in Maine, but will enhance their understanding of cultural difference more broadly—a goal of great importance in our world today.

Donna is recognized by her colleagues as a hardworking, thoughtful and effective legislator. The respect she has gained in her relatively short tenure in the legislature has strengthened the institutional role of native representation dramatically and given rise to debate about expanding the scope of representation for tribal members. Her work has heightened awareness of issues of sovereignty and provided a positive focus for the resolution of cultural differences.

In my view the reason for Donna's success is firmly grounded in who she is. Her style of leadership is a unique combination of strong personal strength and gentle persuasion. She is deeply committed to fairness and justice and those qualities guide all of her

decision making. She is open to views of all people of all backgrounds, and forms her decision after giving fair consideration to all of those views. She is a dynamic leader with a quiet and thoughtful manner and that combination of qualities allows her to work effectively on even the most contentious issue.

There are many reasons that I believe Donna a good choice for the Institute, but in my view one of the best is the unique perspective that she would offer to the Institute. Donna is the coordinator of Tribal, State and International relations for the Penobscot Nation. She has a strong appreciation for the nation to nation relationship that exists between the State and the Penobscot Nation and other tribes within Maine, and the need of those governments to work together cooperatively. Her skillful work of the past several years has made a significant and positive change in that relationship.

I am confident that Donna would make a significant contribution to the Eleanor Roosevelt Institute. I am also confident that she will benefit greatly from her participation and that she will bring that experience home to continue her valuable work in the State legislature and with the Penobscot nation.

Please feel free to contact me if I can be of help.

Best wishes,

Christine Hastedt
Public Policy Specialist



Senator Sharon Anglin Treat
Assistant Democratic Leader
3 State House Station
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December 13, 2001

Ms. Carolina Zumaran-Jones, Director
Eleanor Roosevelt Global Leadership Institute
Center for Policy Alternatives
1875 Connecticut Avenue N.W. Suite 710
Washington, D C. 20009

Dear Carolina:

I am writing to recommend Representative Donna Loring for the Eleanor Roosevelt Global Leadership Institute. I think that Rep. Loring would be a superb choice for the Institute. She is a thoughtful, effective legislator and would bring a different perspective to the program. As one of two tribal representatives to the Maine Legislature, Donna has been an effective and persuasive voice for the Penobscot Nation and for native concerns generally.

The tribal representatives have an unusual and an interesting role in the Maine Legislature. Since these positions are in addition to the regular legislative districts, they are nonvoting positions. Despite this obvious constraint, Donna has made the most of her position. She has been remarkably effective in bringing important issues to the forefront of the Legislature's attention, and in pushing the scope of her authority to its utmost to insure an ongoing institutional role for native representation in the future. Her persistence and persuasiveness, all accomplished with a quiet manner, have insured that she is listened to and is accorded great respect by other legislators. Important changes in fishing rights, tribal governance, and improved relations between the governments of the State of Maine and the Passamaquoddy, Penobscot, Maliseet and Micmac governments have been achieved in large part due to Donna's efforts.

Having participated in the Eleanor Roosevelt Institute myself, I am confident that Donna will bring just the kind of thoughtful leadership to the program that will benefit all of the participants. I am sure she will also take advantage of what she learns in the program and bring back her insights to Maine to further improve the lives of all of Maine's residents.

I have the highest regard for Rep. Donna Loring, and recommend her to the program without reservation. Do not hesitate to contact me if I can provide further information.

Sincerely,

Senator Sharon Anglin Treat



March 25, 2002

Rep. Donna Loring
Maine House of Representatives
RR #1 Box 45
Richmond, ME 04357

Dear Rep. Loring: *Donna* :

Congratulations! We are pleased to inform you that you have been selected as Fellow of the Eleanor Roosevelt Global Leadership Institute's 2002 class. As in 2001, this year's program attracted an outstanding group of candidates with impeccable credentials. Our selection committee was impressed with the quality of all applications received. We only regret that severe budgetary constraints prevented CPA from expanding the number of participants accepted to this year's class.

The 2002 program includes two retreats and a distance learning program. The first three-day retreat is scheduled for July 19-22 in Tarrytown, NY. In an immersion setting that highlights values and experiential elements, Roosevelt Fellows will be challenged to examine values, to explore new modes of mediation, to probe cross-cultural issues and to look through an international lens when examining all issues.

The second retreat scheduled for November 16-23 will consist of a seven-day trip to Chile, South America. This segment of the program offers opportunities for Roosevelt Fellows to interact with peers, meet representative of the public and private sectors, and by looking at the Chilean model, understand how developing countries respond to the global community's challenges and opportunities.

Between the domestic and the international CPA will provide Fellows with selected reading materials on Chile's economic and trade issues, current political, social, and cultural matters. We will also set up a list-server useful to post news and exchange information. We want to keep you engaged, and give you an integral vision of the country before you get there.

The Institute's programs are funded through grants from the Rockefeller Brothers Fund and the Rockefeller Foundation. The Roosevelt Fellowships covers domestic and international airline tickets, lodging, meals, ground transportation and travel related expenses. We also provide a \$100 stipend to cover basic Spanish language lessons (CD

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players, cassettes, books or courses at a local community college). In the next month we will send you detailed travel instructions.

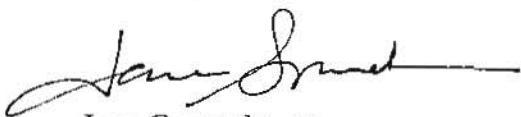
CPA recognizes that the Eleanor Roosevelt Global Leadership Institute is an ambitious initiative that can be effective only if participants are willing to invest the time and effort necessary to take full advantage of the tools offered. We ask that once again, you review the enclosed guidelines that define the ideal program candidate and what CPA and our sponsors require. If you

- can commit to the ideals and expectations outlined and
- can participate in the domestic and international retreats in their entirety,

we welcome you as a Fellow of the Eleanor Roosevelt Global Leadership Institute. Please confirm your interest in the participating in this program by filling out the enclosed forms and returning them by April 12, 2002 at the latest.

We look forward to working with you this year.

Cordially,



Jane Gruenebaum
Chief Operations Officer



Carolina Zumarán-Jones, Director
Eleanor Roosevelt Global Leadership Institute

- Have demonstrated commitment to the community outside their professional obligations;
- Have a commitment to progressive, inclusive policymaking and be willing to work cross-party, and cross-sector;
- Believe that a global perspective could enhance the development of policy solutions;
- Believe that government should play a role in anticipating and mediating the effects of globalization on state policies and economic well-being;
- Participate in follow-up activities to sustain the program;
- Be willing to give back to the CPA and the other partner institutions as advisors, forum participants and speakers; and
- Participate in a 3-day domestic retreat and a 7-day international retreat; to follow up on action plans.



ELEANOR ROOSEVELT
GLOBAL LEADERSHIP
INSTITUTE

FOR IMMEDIATE RELEASE
April 19, 2002

FOR FURTHER INFORMATION
Local contact, (207) 287-1430
CPA Communications Office, Liz Cattaneo
(202) 956-5133, lcattaneo@cfpa.org

**Penobscot Nation Tribal Rep. Donna Loring Selected to Participate in
Prestigious Global Leadership Institute**

Augusta – State Tribal Representative Donna Loring of the Penobscot Nation has been selected as a Fellow for the Eleanor Roosevelt Global Leadership Institute, a unique leadership development program that helps state legislators address the state and local impacts of globalization.

Rep. Loring joins a diverse group of 12 state legislators, selected from among more than 7,000 eligible state legislators across the nation, based on their leadership ability, dedication to public service, and interest in the impact of international issues on local and state policy. The select group of bipartisan state legislators will participate in an eight-month leadership program, culminating in a 10-day trip to Santiago, Chile in November.

Rep. Loring was chosen based on her civic experience and service as a Tribal Rep. to the Maine Legislature since 1997. Some of her accomplishments include: service in a Vietnam combat tour, Penobscot Nation Police Chief from 1984-1990 (first female chief to graduate from academy in Maine), Bowdoin College director of security from 1992-1997, Aide de Camp to Gov. Angus King since 1999, recipient of the Mary Ann Hartman Award from the University of Maine's Women in Curriculum and Women's Studies Program, and graduate of Flemming Fellows Leadership Institute Class of 2001.

"Through the Roosevelt Fellowship experience, state legislators discover that what sets them apart from other leaders, such as culture and language differences, are negligible compared to what brings leaders of all countries and cities together: shared values, concerns, and hope for a better future," said Institute Director Carolina Zumaran-Jones.

The Institute is named after Eleanor Roosevelt because it was her keen understanding of the concept of interdependence among nations that led to the creation and adoption of the United Nations Declaration of Human Rights. The Institute is run by the Center for Policy Alternatives (CPA), the nation's leading nonpartisan, progressive public policy and leadership development center. For more information about CPA and the Eleanor Roosevelt Global Leadership Institute, visit www.stateaction.org.

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ELEANOR ROOSEVELT
GLOBAL LEADERSHIP
INSTITUTE

AGENDA

2002 Domestic Retreat

Friday, July 19

- 3:30 - 5:30 pm Registration
- 5:30 - 6:00 pm *Introduction to Retreat Objectives*
Rosemary Potter - Potter Associates
- 6:00 - 6:30 pm Welcome Reception
- 6:30 - 8:00 pm Welcome Dinner
Jane Gruenebaum - CPA
- 8:00 - 9:30 pm *Optional Workshop: Leadership Coaching - Part I*
Rosemary Potter - Potter Associates

Saturday, July 20

- 7:30 - 9:00 am Breakfast
- 9:00-10:30 am *Cross-Cultural Skills*
Patricia Walker - The Center for Art and Spirituality
in International Development
- 10:30-10:45 am Break
- 10:45 am -Noon *Cross-Cultural Skills (continued)*
- 12:30 - 2:00 pm Lunch

- 2:30 - 3:30 pm *Connecting to Constituents about Global Issues*
David Devlin-Foltz - Global Interdependence
Initiative at the Aspen Institute
- 3:30 - 3:45 pm Break
- 3:30 - 4:30 pm *Connecting to Constituents about Global Issues*
(continued)
- 5:15 - 6:15 pm *Guided Tour of Kykuit:*
The House, Sculpture Collection and Gardens of
the Rockefeller Family Home
- 6:15 - 7:00 pm Cocktail Reception
- 7:00 - 8:30 pm Dinner
- 8:30 - 9:30 pm *Documentary Viewing and Discussion:*
Bill Moyer's Trading Democracy
Robert Stumberg - Harrison Institute for Public Law
at Georgetown University

Sunday, July 21

- 7:30 - 9:00 am Breakfast and Discussion of Community Contact
Project
- 9:00-10:30 am *Local Governance and Trade Agreements*
Robert Stumberg - Harrison Institute for Public Law
at Georgetown University
- 10:30-10:45 am Break
- 10:45 am -Noon *Local Governance and Trade Agreements (continued)*
- 12:30 -2:00 pm Lunch
- 2:15 -3:00 pm Group Discussion on Community Contact Project
- 3:30 -5:00 pm *Chile: Country Profile*
Dr. Katherine Hite - Vassar College
Alex Wilde - Ford Foundation

5:30 - 6:00 pm Cocktail Reception

6:00 - 8:30 pm Dinner

8:30 - 9:30 pm *Optional Workshop: Leadership Coaching – Part II*
Rosemary Potter - Potter Associates

Monday, July 22

7:30 - 9:00 am Breakfast

9:00-10:45 am *Next Steps: Distance Learning and Chile Study Tour*
Carolina Zumaran-Jones - CPA

10:45-11:00 am *Closing Session*
Rosemary Potter - Potter Associates

11:00 am End of Program

*The Domestic Retreat of
the Eleanor Roosevelt Global Leadership Institute is made possible
thanks to the generous support of the Rockefeller Brothers Fund, the
Rockefeller Foundation, and the Pocantico Conference Center of the
Rockefeller Brothers Fund.*



AGENDA for VISIT to CHILE GROUP of 14 LEGISLATORS from the UNITED STATES

November 9 -16, 2002

GENERAL OBJECTIVE

Design and implement an educational visit for a group of legislators from the Center for Policy Alternatives (CPA) that enables them to learn about the Chilean development process in the areas of Economic Development and Foreign Trade and Social Development and Solidarity, with emphasis on the level of participation of social and political players existing in each one.

SPECIFIC OBJECTIVES

The participants shall:

- Learn about the general context and current status of Economic Development and Foreign Trade, and Social Development and Solidarity in Chile.
- Be exposed to the different perspectives of leaders in the public and private sectors and in civil society regarding the process of economic and human development in Chile.
- Be given a perspective on a) education policies; b) the environment; c) gender in the framework of proposed initiatives for social and economic development.
- Be shown successful experiences (in the context of the Chilean development process) by means of field visits and conversations with the leading players and beneficiaries of these development policies, taking into account that this type of interaction is often much more effective (and impressive) than lectures.
- Make an evaluation of the experience.

Center for Policy Alternatives (CPA)

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Corporación PARTICIPA

Encargada : Fabiola Zambra
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PARTICIPA
EDUCACION Y DESARROLLO

**Eleanor Roosevelt Global
Leadership Institute**

2002 Class

**Chile Study Tour
November 9-16, 2002**

I. BACKGROUND INFORMATION

In terms of economic and social development, Chile has been repeatedly ranked as the most competitive country in Latin America, one of the fastest growing emerging economies in the last 10 years, and an example of policies to eradicate poverty. In the last few years Chile has been able to deal relatively well with the crises and economic vulnerability that have afflicted the region.

Human development indicators show that sustained economic growth, policies to encourage growth, and social policies have made it possible to create new jobs and raise the income and quality of life of a significant percentage of the population. According to the latest Report on Human Development of the United Nations Population Program, between 1990 and 1998 Chile progressed 22% towards world ideals established as human development.

In the country ranking, Chile belongs to the group of countries with the highest level of human development, occupying position No. 38 out of a total of 174. It is the most advanced South American country in this sphere in the 1990s.

The country's progress is based on two strategic areas of its development: one that refers to economic policy and the other to its social policies.

a) The country's **economic policy** is based fundamentally on diversifying and developing the competitiveness of its productive activity, strengthening foreign trade, and promoting free trade agreements with other countries and regions. An Agreement with the European Union was signed recently.

In this context, Chile and the United States have been negotiating a Free Trade Agreement (FTA) since December 2000. The Government of Chile wants to reach a balanced and integral free trade agreement that extends beyond the World Trade Organization (WTO). The agreement should include all aspects of the bilateral economic relationship: trade of goods, services, and investments, some characteristic topics of the new economy, like electronic commerce, as well as a modern treatment of environmental and labor issues, without their constituting sophisticated trade barriers. For the Government of Chile, this will signify a powerful stimulation of investment, exports, and employment.

Many organizations, on the other hand, are concerned and interested in finding out how topics like environmental protection and labor rights will be addressed in the framework of this agreement.

Finally, Chile also has some observations on U.S. trade legislation, especially the anti-dumping law, which is considered protectionist and has made accusations by American producers against salmon and grapes possible. In this framework, the Government of Chile has initiated some contacts with political, economic, and social sectors.

b) The other side of development is seen in **persons and social development**. In that framework, the levels of poverty and problems integrating important sectors into development reflect the challenges facing the country. The three governments of the *Concertacion* (center-left political alliance), following the recovery of democracy, have made sustained efforts in this direction, gradually reducing poverty from 44.7% in 1987 to 23.3% in 1996. This reduction is related to a significant increase in social spending in the 90s, which reached almost two thirds of public spending, concentrated in health and education and policies aimed at eradicating poverty.

Together with the action of the State, a wide array of initiatives by private institutions and social organizations make a fundamental contribution to the country's social development. This is the face of a "solidary Chile," which expresses itself in a diversity of expressions and particular features, and has sound, well-respected experience.

Reducing or eradicating poverty or advancing toward a more just society is not only a condition for achieving a more modern Chile, it is also an ethical imperative and a fundamental element in guaranteeing the future governability of the country. Thus, equity and social integration become one of the main challenges facing the country, where the State through social policies, and civil society through its own initiatives, perform their own tasks together with coordinated, cooperative efforts aimed at a shared goal.

II. STUDY TOUR CORE TOPICS

The study tour will focus on the economic and social development process in Chile, analyzing two important topics:

- Economic Development and Trade
- Social Development and Solidarity

Under the headings of these two core topics, specific topics can be addressed that deal with the Roosevelt Fellows' specific interests. For example:

- Frame of reference: Economic policy and social policy of the Government and initiatives of civil society in economic and social promotion
- Local development efforts: policies of decentralization and regional and local development
- The challenge of intercultural issues: indigenous people and migrants in development and global integration
- Assuming diversities: Regional government
- The concerted action of players for development: mixed government, private, and civil society efforts

- Young people and women: the challenges of integration and eradication of discrimination
- Integration and equity in the big city

III. STUDY TOUR OBJECTIVES

GENERAL OBJECTIVE

To provide Roosevelt Fellows with a greater understanding of Chile, its development process focusing on the areas of **(a) economic development and trade** and **(b) social development and solidarity**, with emphasis on the level of social and political participation of the agents affecting and affected by these changes.

SPECIFIC OBJECTIVES

The Roosevelt Fellows will :

- Learn about the general context and current status of Economic Development and Foreign Trade, and Social Development and Solidarity in Chile.
- Be exposed to the different perspectives of leaders in the public and private sectors and in civil society regarding the process of economic and human development in Chile.
- Be given a perspective on a) education policies; b) the environment; c) gender in the framework of proposed initiatives for social and economic development.
- Be shown successful experiences (in the context of the Chilean development process) by means of field visits and conversations with the leading players and beneficiaries of these development policies, taking into account that this type of interaction is often much more effective (and impressive) than lectures.
- Make an evaluation of the experience.

IV. METHODOLOGY

Designed for a group of 14 US state elected leaders the study tour is scheduled for November 9 to Saturday, November 16, 2002. The activities during the study tour will take place in the Metropolitan and Ninth Regions, whose capitals are Santiago and Temuco respectively, and in the surrounding areas of those cities. The Metropolitan Region is the capital region of the country, and the Ninth is a region in the South of the country that is located 650 kilometers from Santiago. It is characterized by having a high percentage of rural population and a large concentration of indigenous population, and by being one of the poorest regions in the country.

As a work methodology, we propose a working program that will make it possible to study the topics in two dimensions: first on a theoretical level with discussion of the two major topics, their context and current status in Chile, and then on a practical level, through field knowledge of experiments related to each subject with meetings with various players and leaders.

Work will be based on presentations and field visits. The topics will be addressed theoretically in sessions consisting of panels where the perspectives of government, the private sector, and civil society will be set forth, and concrete experiments will be visited related to the subject in question. The Roosevelt Fellows will also receive informative material in English prepared by PARTICIPA on the most relevant issues of each presentation or visit.

V. PROGRAM

SATURDAY, NOVEMBER 9

- Arrival in Santiago, Chile and transfer to hotel in the morning
- 3:00 p.m. – 6:00 p.m. Memorial Tour - The Dictatorship Years (optional)

SUNDAY, NOVEMBER 10

- Free day. Visit *Pueblito de los Dominicos* (Crafts Fair) during the afternoon (optional)
- 6:30 p.m. Official reception: cocktail party and welcome dinner
- 8.00 p.m. Welcome dinner

MONDAY, NOVEMBER 11

SUBJECT OF THE DAY:

Guidelines, challenges, and projections of social and economic development in Chile.

- 9.00 – 11.00 a.m. Meeting at U.S. Embassy with political and commercial attaches of the embassy (presentation by the embassy on political, commercial, and social perspectives of the Chilean – U.S. relationship and open dialogue).
- 12:00 a.m. – 1:30 p.m. **Panel:** Chilean economic policy: trends, tensions, and challenges.
Roosevelt Fellows: Representative of the Ministry of Economics, of the Unitary Workers Federation (CUT),

Representative of the Business Community (SOFOFA or CPC)

1:30 – 2:30 p.m.

Lunch

2:30 – 4:00 p.m.

Panel: Chilean social policy: priorities, courses of action, tensions and challenges.

Roosevelt Fellows: Representative of the Planning Ministry (MIDEPLAN), Representative of the National Foundation for the Eradication of Poverty, Representative of the Fund for Social Development and Investment (FOSIS).

5:00 p.m.

Departure for airport

6:25 – 7:40 p.m.

Santiago – Temuco Flight

TUESDAY, NOVEMBER 12

9:00 – 11:00 a.m.

Regional Government and Administration

Visit to the Regional Government and the Regional Council to see how decentralization/regionalization is managed and social and economic development is promoted, assuming the specific characteristics and potential of the region.

11:30 a.m. – 1:00 p.m.

Regional development: the work of private enterprise

Corp Araucania is a new business corporation in the region that coordinates the productive efforts of several large and medium-sized entrepreneurs in the region. They have proposed various strategies for expansion of the business sector in the region, including an Industrial Park and strengthening the forestry and tourism sectors.

1:30 – 3:00 p.m.

Light lunch on the way to the community of Freire

3:00 – 5:30 p.m.

Local development with identity

Visit to the Huilio Program, whose objective is the local development of a Mapuche territory made up of 22 communities, promoting actions in production, health, and education through a central democratic entity that is environmentally and culturally self-defined, which organizes people's problems, interests, and expectations territorially and channels resources to seek alternative solutions jointly. This program is supported by Gedes (NGO), Fundacion Andes, the Italian

Cooperation Agency, Corporacion Nacional de Desarrollo Indigena (CONADI), INDAP, the Catholic University, and the Universidad de la Frontera.

7:00 p.m. Dinner

WEDNESDAY, NOVEMBER 13

9:00 – 11:00 a. m. **Concerted action of players and eradication of urban poverty**

Visit to the Lanín settlement in Temuco. A view of the efforts that are being made through the Chile Neighborhood Program to eradicate marginal urban settlements. The effort to eradicate poverty is very symbolic through the concentrated action of players, where the municipality, NGO's, and local organizations coordinate the development of social skills and material improvements.

11:00 a.m. – 1:00 p.m. **Young utopias on the march**

Visit to the Canoeing Club of Nueva Imperial, which is a youth group that has been working for 17 years with minimal resources so that Chile can have a world champion in canoeing in the next 40 years. It works with poor boys in the community of Nueva Imperial in a coordinated effort with local schools and high schools. There are more than 50 boys training constantly, and they have achieved outstanding performances on the Panamerican circuit. Eleven of the 16 members of the national team are from the club, and at the last Panamerican Games they swept the field with gold and silver medals.

1:00 – 3:00 p.m. Lunch

3:00 – 5:30 p.m. **The contribution of the University**

Visit to the Universidad de la Frontera. This is the biggest university in the region. Through different institutes (Indigenous, Agribusiness, Environment), it participates and promotes regional development.

6:00 p.m. Transfer to airport

7:25 – 8:35 p.m. Temuco – Santiago flight

THURSDAY, NOVEMBER 14

SUBJECT OF THE DAY: Economic and social development in the big city

- 9:00 – 11:00 a.m. Visit to the program entitled Promotion of the Organization of Public Housing Condominiums, implemented by the NGO, Cordillera Centro de Estudios Municipales, which has developed a method of intervention, where informative, educational, organizational, and technical elements all come together to strengthen the community's capacity to become an active participant in improving its living conditions.
- 11:00 a.m. – 1:00 p.m. Adding efforts together and assuming challenges. Visita a la Agrupación de Mujeres Microempresarias de La Pintana. Women's experiences in eradicating poverty and integrating into the country's economic and social development through personal and productive development programs.
- 1:30 – 3:00 p.m. Lunch
- 3:00 – 6:00 p.m. Visit to productive program. Visita a programa Red Regional de Apicultores de la Región Metropolitana. Encuentro con las autoridades de la Unidad de Desarrollo de Mercados del Instituto de Desarrollo Agropecuario (INDAP) y Dirigentes de las Empresas Asociativas Campesinas (EAC).
- 8:00 p.m. Farewell dinner

FRIDAY, NOVEMBER 15

Subject: Public-private efforts to strengthen Chilean foreign trade

- 9:00 – 11:00 a.m. Visit to PROCHILE, public agency reporting to the Ministry of Economy in charge of promoting foreign trade in conjunction with business sectors
- 1:00 – 2:30 p.m. Lunch
- 2:30 – 4:30 p.m. Subject: Lessons learned

Meeting of reflection, facilitated by PARTICIPA, to analyze and evaluate the study tour in conjunction with visiting legislators.

SATURDAY, NOVEMBER 16

- Return to U.S.

PROMOTION AND SUPPORT POLICIES OF WOMEN'S SMALL BUSINESSES

There is a significant amount of evidence about the heterogeneity of the small business sector. Although that is a substantive characteristic, it is considered to be more of a description of the reality than an element for establishing programs to promote and strengthen those activities.

During the last few years, various state programs – some aimed at promoting production (like FOSIS) and others emphasizing access of women (preferably heads of household) to job opportunities and the development of conditions to eradicate poverty (like the SENCE – SERNAM program) – have been oriented toward supporting the development of lower-income women's small business activities. The main component of these programs is training and advisory services, recently including a small amount of capital contribution, but they have had great difficulties in addressing the structural disadvantages women face in developing as small businesswomen, in both the economic and sociocultural aspects.

Women in this group evidently tend to be considered vulnerable, and their independent economic activities are seen as survival strategies with limited viability from the point of view of productive development; therefore, their visibility as economic agents is scarce or null to policy-makers in this area.

The disadvantages of women, especially the poorest, in developing sustainable businesses that are able to compete in the market do not come from the labor world; they arise from the sexual division of work whereby women continue to be the ones who are most responsible for domestic work, child care and, definitely, reproductive matters. Programs to promote women and encourage their insertion in the job market have had very little effect on these issues. That is the reason why these women face the productive sphere with lower levels of technical/professional qualification, less experience, a narrower world of relationships, and legal impediments to gain access to resources. There is a bias toward encouraging women's participation in the productive labor sphere and in the public sphere, without rationalizing their participation in the domestic sphere where the basis of gender inequality lies.

Women's economic participation is limited by their responsibility for domestic work and supplying their households: therefore, the achievements they can accomplish in this area depend partly – although not exclusively – on permanent¹ access to services and the availability of support in performing their domestic roles, and in a longer term perspective, on cultural change to a model of fairly shared family responsibilities. This is the main disadvantage that women who develop independent activities confront compared with their male peers, and it is additional to the structural barriers that come from the economic dynamics and condition of poverty common to the women who participate in this sector.

¹ Programs to initiate and strengthen small business activities focussed on women consider a service of child care during the training stage. Although this facilitates women's access to this technological resource, it is not a basic solution for a situation that operates as a barrier to economic performance.

Women who want to start, or are developing, independent economic activities, either self-employed or as a small business, need to have access to resources that compensate and eradicate the disadvantages of gender and class they initiate productive activities with.

One of the main resources is technical and job training. In the technical sphere, it is urgently necessary to eradicate the practice of defining trades at random or by consulting the women involved, who will naturally tend to express an interest in familiar areas because of their job experience and socialization. The demand in these areas is highly saturated and there are many competitive difficulties in the market. The training should be evolutive, in the sense of adding value to the products or services – especially the ones that have traditionally been feminine occupations (dressmaking, food, etc.) - as required by the development of the economic unit and the women's motivation to progress to a higher level of development or improve her business's performance.

Considered from this perspective training requires, before and parallel to job education to install the notion of innovation, a logic of productive operation based on observation, on the interpretation of available information, and the utilization of opportunities in the environment: in other words, this is a matter of enterprising attitudes, but also such skills as the use of language, mathematical skills, interpretive and negotiating skills, etc.

For a significant proportion, if not most small businesswomen – access to useful, available, and updated information on the characteristics and needs of the community and territorial market is not possible (the latter refers to geographic spaces with related, complementary characteristics regarding the consumption structure, available natural and technological resources, and productive base, etc.).

Therefore, the management and channeling of this information supposes there is a player who leads economic and productive development policy locally and more broadly sets the guidelines for the concerted action of public and private players. This leadership and coordination capacity is usually sought in the municipality, but there have been few encouraging experiences in this area, which occur more frequently in the regions than in the urban communities of the Metropolitan Region.

An important source of information could be the preparation of local censuses on production with a certain regularity, for example, every two years. From the point of view of resources, that would be possible in part if all the public funds transferred by different departments were reassigned to pre-investment studies that were divided up into smaller units.

The diversification of distribution channels, as one of the important barriers confronted by small businesses, and specifically women, also requires an effective policy of local productive development reinforced on the basis of existing instruments and new instruments that address the specific characteristics of each category in the small business sector (self-employed, small businesses with unpaid family members, etc.). The promotion of networks

requires political will, leadership, concerted action, and the creation of conditions that people can take advantage of, which at the same time enable them to stimulate the local economy.

Promotion of the trade organization and the formation of associations for productive purposes should be undertaken to obtain short-term goals among units with similar levels of development, organized by branch of economic activity, since it would constitute a medium for improving the access of women employed in this sector to better working conditions.

Considering the thesis of the economy's definitively reduced capacity to generate salaried jobs, it is pertinent to broaden the educational supply for employability, especially among young people and women, promoting various possibilities ranging from formal education to knowledge about the operation of the economic system, the development of the local economy, the experience of people who have successfully undertaken a small business activity, promoting at the same time economic autonomy, the development of job projects, and business skills for performance in the business world.

It is also important to expand the financing of women's productive projects in non-traditional activities and the broad dissemination of their results so they can become examples to women and help eliminate the gender stereotypes that permeate society, institutions, and businessmen.

THE PRECARIOUS NATURE OF SMALL BUSINESS ACTIVITIES UNDERTAKEN BY WORKING CLASS WOMEN

Introduction:

Although the participation of women in the labor force increased more than six percentage points in the last decade, the past two years experienced slower growth. Women represent just 39.3% of the total Chilean work force, one of the lowest of Latin America. The gap between working and unemployed women increases in direct correlation with socio-economic level.

In 1998 only 22.8% of women of the lower quintal (the poorest 20% of households) participated in the labor force, whereas 52.5% of women of the upper quintal (the wealthiest 20%) were employed. The disparity broadened over the past decade.

**Participation of women in the labor force
Total lower and upper fifth percentile**

Year	Rates of participation		
	I quintal	V quintal	Total
1990	19	45	31
1996	19	52	36
1998	23	53	38

Source: MIDEPLAN, CASEN Surveys 1998

The lack of jobs, an abundance of badly paid work lacking job security, the difficult availability of domestic support, and negative experiences of previous paid jobs cause women to weigh the costs versus benefits when deciding whether to accept a job.

Women of poor families work primarily in domestic service and in small businesses. Small business represents an attractive alternative, especially for those women who must overcome greater barriers in order to secure a job. Factors that commonly present serious problems include: older women more than 35 years of age, women who did not complete their schooling, women who live in areas where salaried work is highly male-oriented.

The most common type of small business among women is the independent or self-employed business activity. Approximately half of all women engaged in small business activities are self-employed, often as both owner and sole employee, representing 59% of the small business sector.

Nearly a third of small businesswomen are heads of households and nearly half of women spouses contribute more than 50% of household income through these kinds of activities.

Small business, gender and poverty

Independent work situations are convenient for many low-income women. Such work represents a job option that provides greater possibilities for combining the need to generate income with family responsibilities, as the low-income working woman continues to be hold primary responsibility for maintaining the family. Self-employment or independent work also allows greater flexibility in terms of time as well as greater autonomy in decision-making.

The skills required for these kinds of employment activities derive mainly from the role of housewife, along a limited line of business.

A high proportion of small businesswomen own small shops, that often involve the sale of food and groceries, activities with low levels of sales that offer few competitive opportunities. Gender is most clearly reflected in productive lines of work, with women engaged primarily in garment making, knitting and food production.

Marketing is generally limited to the immediate neighborhood and municipality, making use of family contacts and neighborhood networks. Only 8.4% of small businesses run by women operate in other municipalities, in contrast with 32.7% of small businesses operated by men. Products and services provided by small businesswomen are generally geared to consumers with low purchasing power and face fierce competition from similar businesses in the same vicinity.

An estimated 24.9% of small businesses run by women generate monthly sales of less than \$100,000 pesos, as compared with 15.2% of small businesses headed by men. Profits are even lower than this figure for 22.3% small businesswomen.

The home is the primary work site for the majority of small businesswomen (46.6% of women, 24.4% of men), due, in part, to the lack of means to equip an adequate infrastructure outside of the home. Another reason is the need to maintain the dual responsibilities of productive and domestic work. Nevertheless, the average number of hours women spend per week at their small businesses is similar to the time men devote to their respective businesses: an average of 49 hours weekly.

Regarding access to economic resources, a similar number of men and women seek loans. However, fewer women are granted loans, as the amounts they seek tend to be lower and represent economic segments that lack buoyancy, due to an over-saturation of demand and a lack of economic guarantees. All of these conditions give financial institutions the impression that the small businesswoman is a high risk, despite a good payment history.

The gender differences described above become greater obstacles for small businesses of working class sectors, both in the possibilities for sustainability as well as in attaining an economic yield that covers basic needs.

The characteristics of precarious economic situations are most visible in businesses operated by low-income women: small scale financial operations, use of non-paid family members as manual labor, lack of separation between business capital and household property, elementary technology, intensive employment of unskilled hand labor, low capital and constant de-capitalization.

An estimated 60% of small businesses in which family income is less than \$100,000 operate from the home. This implies a limited workspace, a lack of infrastructure, intermittent work, a workday centered on the hours of less family

activity, often at night, with subsequent ill effects on health and business productivity.

In addition to the aforementioned factors, work activity conducted from the home restricts mobility, and, consequently, the search for better work opportunities for women, in view of the dependency a woman's permanent presence creates for the function of the family. Moreover, this situation tends to foster the invisible nature of the woman's economic contribution to maintaining their families, reducing possibilities for negotiating greater equality within the home, especially with the spouse.

Small businesswomen of low-income sectors lack the necessary support networks that can strengthen and help stimulate their economic activities. Their limited time and mobility reduce the possibilities to access information, establish ties, learn, and access to support institutions.

In short, economic activities conducted by the poorest women place them in a situation of semi-exclusion, with limited ability to compete in profitable markets. Markets earn greater profit margins require greater formality, access to economic and technological resources, and on-going training in order to adapt to frequent changes in the economic climate, adequately respond to quality standards and find economic niches that offer greater possibilities.

Such subsistence and precarious business activities, increasingly common among the poorest women, have a capacity for maintaining themselves over time. Within this sub-segment, some women are unable to move in the direction of greater economic development due to lack of resources, skills and know-how to facilitate opening their market, broadening capital endowment, or adding value to their products. Small businesswomen of these characteristics coexist with others, who may not view business growth as a goal, but have clarity as to the need to maintain the business as a source of income they can count on, regardless of the amount generated.

ASSOCIATION OF SMALL BUSINESSWOMEN IN LA PINTANA

At the end of 1998 a group of enterprising women met and recognized they were fellow small businesswomen at an exhibition of products of small businesses in the community of La Pintana. Their aspiration to form a group to deal with the various problems that small subsistence businesses have to overcome was born at that time. Some of these problems include lack of credit, lack of training opportunities (management and trade), lack of support at local and government levels because of the ignorance of our real situation: who we are and how many we are, our ages, working conditions, lines of business, needs and strengths, etc.

The aspiration to organize was there; then came the stage of formalizing the group, with little knowledge of what our possibilities were and how to execute them. This stage lasted for approximately one year, obtaining recognition as a functional organization related to the municipality, with by-laws designed with objectives appropriate to the organization's productive activities. We established ourselves as the first and only organization of its kind in the community, achieving local recognition as a group of enterprising women who struggle to develop their families, contributing to the family income with their initiative and effort, often as the only source of support.

After this stage came the period of getting to know the members: their small businesses, families, and problems. Our group's broad diversity of productive conditions, including trade and services, made this a long and complicated process, where we sought out our common interests and needs.

We concluded in our action guidelines that access to credit and lack of training in accounting and tax management are common problems, and they were addressed with advisory services from NGOs. We also decided to work with state agencies (SERCOTEC) in order to get help for the organization's members. Nevertheless, this aid was frustrated by a lack of clear and effective information, despite the fact we had good contacts.

The organization has participated in several exhibitions and sales activities locally, but the economic recession the country is suffering has seriously hampered its development. Therefore, the development of our productive units is still at the subsistence level, and the only sustainable advance of our members through time is the fact their reality is now known locally, human and effective relations among members have been strengthened, their weaknesses and strengths are known, and the enterprising spirit has been strengthened despite all the difficulties. The organization has also participated in some programs and competitively awarded funds that have enabled it to obtain some materials and basic infrastructure for its operation.

In conclusion, in our opinion the government could and should facilitate programs of real, concrete support for this segment of small businesses; although it has the lowest level of development, this segment has a positive influence on unemployment figures, because these small businesses are family businesses and generally the spouses, children and other family members work in them.

COEXISTENCE IN PUBLIC HOUSING CONDOMINIUMS

INTRODUCTION

Part of the experience of the CORDILLERA Municipal Studies Center, has been its Public Housing Condominium interventions, that focus on support for neighborhood organizations and the development of betterment programs with the aim of fostering a good co-existence.

The work with Condominium Public Housing is of particular importance in view of the fact that the most common solution the government has offered in recent decades to alleviate the urban housing shortage has been the construction of public housing condominiums. Although these projects solve the immediate need for housing, living conditions in public housing developments give rise to other serious social problems.

Residents of this type of housing complex transit from the satisfaction of owning their own apartment to frustration due to various factors that affect quality of life. Sources of frustration include accommodations, size, and quality of the apartments, as well as lack of experience in dwelling in housing and sharing property, under regulations of the Property Co-ownership System.

In this context our program seeks the following objectives:

- To foster a good coexistence among public housing condominium residents.
- To foster the use of public spaces as places for socializing.
- To create or reinforce a sense of belonging and identity of public housing condominium residents.
- To inform public housing neighborhood leaders as to the implications of living under the Property Co-ownership System.
- To foster the organization of public housing condominiums in keeping with the new co-ownership property law.
- To make known the possibilities for improving quality of life that arise through existing legislation.

INTERVENTION COMPONENTS

- **Organizational:** To foster neighborhood organization and associations through the creation and promotion of formal and informal sports, cultural and neighborhood organizations, as established in the Property Co-ownership Law.
- **Educational:** To educate existing leaders and form new leaders identified in the course of the intervention. The education consists of training schools and workshops that address certain issues such as: role of the leader, leadership styles, scheduling, teamwork, co-ownership system, co-ownership property law, and other useful topics.
- **Use and appropriation of public space:** To foster group activities that make use of public space, such as recreational, sports, and cultural activities that also promote the neighborhood organization, group decision-making, and the care of these places.

Future group activities will include improvement of the physical surroundings and neighborhood environment through clean up and betterment campaigns for common spaces.

PATRY

Fascinating

2 vignets

History more + interest in history
and empty interior

Similar^{to} also of experience to what
has happened in the US + The
efforts of the people.

Similar to US + America Ind.

Respect, listen

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As a legislator we who is interested in

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have to have leaders accountable to the people,

NOT OVER APT to gr region.

2. Similar in SoC issues ref to woman

their feeling of any site visit were

Identical to America: Site provided

messengers part quality of life

as a legislator she talks about the experience
of opening her vision when doing

with other states & countries
& more knowledge of world impact

& trade agreements & will be working
to see trade agreements w/ US

in giving him the issues &
the spirit of democracy as issues that need
to be worked in both Chile & the US

she did see a sadness in the eyes of
no people of Chile. They will take time
to restore their faith & happiness

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