



**United States Department of State
and the Broadcasting Board of Governors
Office of Inspector General**

Inspection of Embassy Santiago, Chile



Exterior of Embassy Santiago

Embassy Santiago has met or exceeded the Department of State's policy advocacy goals, which include greater Chilean leadership in support of democracy and free markets and continued Chilean participation in UN peacekeeping activities in Haiti and elsewhere. Implementation of the U.S.-Chile Free Trade Agreement increased bilateral trade by more than 80 percent.

The mission's public diplomacy programming is strong and well rounded, but would have more impact if it were linked more closely to the mission's strategic priorities. Media outreach is well targeted, active, and effective, and takes full advantage of the Ambassador's talent for public speaking. Internal management of the public affairs section should be strengthened, however.

The law enforcement entities represented at the mission readily share information on their respective programs, although greater coordination is warranted in order to maximize the impact of these programs. The embassy facilitates high-value bilateral cooperation in science, technology, and the environment.

The consular section's management is proactive and thoughtful. The section plans several initiatives in the coming months, including reviewing and updating its visa appointment and fee collection arrangement. This will increase efficiency and rectify inherited management and control deficiencies.

All major management systems are in place and functioning. However, there is poor delivery of many of the embassy's administrative support services. This will not improve until mission management finds a way to end interpersonal strife and foster teamwork among the management staff. There is no serious duplication of administrative support services among U.S. agencies.

Staff morale – both U.S. direct-hire and locally employed staff – is not as good as it should be because of a lack of mission cohesiveness, long-festering tensions among local staff, and poor customer service attitudes on the part of some administrative support services staff.

The Ambassador and deputy chief of mission provide the post's security program with active support. The embassy's emergency preparedness program has emphasized contingency planning for a natural disaster, such as an earthquake.

Background: Chile

Chile stands today as South America's best economic success story. Its adoption of free market practices and sound macroeconomic policies has led to consistent economic growth, low inflation, declining poverty rates, and a vibrant export sector. Bilateral trade between Chile and the United States has grown by over 80 percent since the Free Trade Agreement came into force on January 1, 2004. The United States is Chile's largest trading partner, with nearly \$10 billion in bilateral trade in goods and services.

With its stable, democratic government and its 15-year record of economic growth and poverty reduction, Chile has an influential voice in international circles. Chile shares many key U.S. values – democracy, free trade, and regional stability – and has been one of the United States' most reliable partners in the region in recent years. The Chilean government has contributed election monitors in Iraq and in Haiti, sent peacekeepers that took a leading role in the United Nations' peacekeeping mission in Haiti, and has played a positive role in promoting international trade liberalization. The embassy's most important goal is to raise the level of Chilean leadership on the international stage and to ensure that this higher profile furthers the overarching key U.S. goals of democracy, open markets, and stability throughout the region.

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Office of Inspector General

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