

PROGRAM OF ASSISTANCE TO MINORS IN ESPECIALLY DIFFICULT CIRCUMSTANCES  
(MEDCs) IN SIX CITIES IN BRAZIL

(TC-94-01-14-2-BR)

EXECUTIVE SUMMARY

**BENEFICIARIES:** The beneficiaries of the program would be minors in especially difficult circumstances (MEDCs) in six cities in Brazil. These individuals live in extreme poverty and come from broken homes or have no family.

**APPLICANTS AND EXECUTING AGENCIES:** The applicants are state or local agencies in those cities. The entities directly responsible for implementing the proposed activities would be nongovernmental organizations, community-based organizations and State or local agencies, coordinated by the following entities:

- a. Fundação Centro de Projetos e Estudos [Projects and Studies Center Foundation] (CPE), in Salvador Bahia;
- b. Government of the city of Recife, Pernambuco;
- c. Department of Labor and Social Action, State of Ceará, in Fortaleza;
- d. Fundação para a Infância e a Adolescência [Child and Youth Foundation] (FUNAC), in São Luís, Maranhão;
- e. Child and Youth Department of the city of Teresina, Piauí; and
- f. Federação de Entidades Assistenciais de Campinas [Federation of Campinas Welfare Agencies] (FEAC), in São Paulo.

**FINANCING:** (in US\$ equivalent)

Bank: (FSO - local currency)	US\$ 17,900,000
Local: (local currency)	US\$ 2,600,000
	<u>US\$ 9,086,000</u> <sup>1/</sup>
Total:	US\$ 29,586,000

<sup>1/</sup> This amount has been estimated on the basis of contributions in the form of goods and services from the executing agencies for the projects. These contributions will not be audited.

**TERMS AND  
CONDITIONS:**

Source:	Fund for Special Operations (FSO)
Type of Financing:	Nonreimbursable, in local currency.
Implementation:	48 months
Disbursement:	52 months

**OBJECTIVES:**

The purpose of the program would be to improve the living conditions of minors in especially difficult circumstances (MEDCs) in six Brazilian cities. To that end, support would be provided for projects to extend direct assistance to minors at high personal risk or who pose a risk to society, with the aim of providing them with an opportunity to attain physical, psychological, social, and economic development and provide the guidance required to lead a normal and productive life as adults. The program also seeks to reinforce the participating organizations through institutional-strengthening mechanisms and the development of appropriate methodologies for the treatment of MEDCs.

**DESCRIPTION:**

The program would be structured around a set of six individual subprograms, one for each city, for the purpose of achieving the proposed objectives. Each subprogram would include funding for specific projects to provide assistance to minors at high risk through prevention and/or treatment. An entity in each city would be responsible for coordinating the projects to be undertaken in the city and channeling the resources to the agencies directly in charge of implementation.

The social work would include: (i) activities in the street to identify street children and adolescents and help them make the decision to leave that environment; (ii) shelters; (iii) group houses for six-to 18-year olds; (iv) recovery centers; (v) programs for young girls; and (vi) legal-aid programs for juvenile delinquents.

The prevention programs would include: (i) homes for abandoned children or orphans up to eight years of age; (ii) school- or company-based job training programs for adolescents; (iii) day-care and preschool programs; and (iv) projects in semiurban areas to stem the flow of children and adolescents to the inner cities.

**ENVIRONMENTAL  
CLASSIFICATION:**

The Environmental Management Committee (CMA) classified this as a category II operation at its meeting of February 15, 1994.

**BENEFITS:**

The program would directly serve the needs of minors in especially difficult circumstances (MEDCs) by offering them, as required, a stable home, appropriate schooling, job training, medical care, and an opportunity to return to their family unit. It is estimated that the program would benefit some 52,000 minors. An additional benefit would arise from the institutional strengthening of the executing agencies, which would thereby be positioned to undertake new and broader actions with qualified staff and appropriate methodologies to deal with MEDCs.

**RISKS:**

The institutional weakness of the agencies directly responsible for implementing the projects poses the greatest risk in the program. These agencies were selected on the basis their experience and motivation, but a number of them have never carried out projects of the scope proposed or have never been faced with the technical-cooperation requirements of an international financial organization. In order to reduce the risks, the coordinating agencies and the Bank will be required to ensure that the proper information is made available to the executing agencies and that the institutional-strengthening activities for each subprogram are effectively monitored. With this in view, a consultant-coordinator will be hired for each city to help strengthen the oversight capability of the agency coordinating the city's subprogram and the staff of the Bank's country office will be strengthened by the addition of a consultant to exercise technical supervision over the six subprograms during the life of the operation.

**SPECIAL ISSUES:**

Since the program is designed to benefit population groups living in extreme poverty in areas where the agencies involved are extremely poor, as an exception to current policies, Bank funds would be used to finance recurrent staffing costs and, in very special cases, the cost of meals, to the extent that the executing agencies have demonstrated their ability to make effective use of their scant resources in addressing the problems of MEDCs.

Given the nature of the program to be carried out and the need to undertake some small construction and remodeling works, a further policy exception is requested to allow local-currency resources from the net income of the Fund for Special Operations (FSO) to be used to finance such activities. This would account for 7% of the Bank's contribution to the program.

The Municipality of Campinas has asked that prior expenses be recognized for up to the equivalent of US\$100,000 charged to the local counterpart as part of the financing for construction work planned for the subprogram. The Bank has reviewed this request and has agreed to recognize such outlays of expenses for construction work. These expenses must be recorded in accordance with the Bank's requirements in this regard.

**THE BANK'S  
COUNTRY STRATEGY:**

The proposed program is responsive to the country's development plans and strategies and is consistent with the Bank's operating guidelines, insofar as it addresses the needs of low-income sectors. The programming documents reflecting the Bank's 1994-1995 strategy for Brazil give priority to social and support services for the most vulnerable population groups. Consequently, this document was included in the operating program for 1994.

**SPECIAL  
CONDITIONS:**

The first disbursement for each subprogram will be contingent upon the pertinent coordinating entity's having fulfilled the following conditions precedent to the Bank's satisfaction (see paragraph 3.34):

1. The coordinator for the subprogram has been hired.
2. In the case of Salvador and Campinas, an agreement has been entered into by the pertinent beneficiary institution and coordinating entity.
3. The pertinent letter-agreements have been signed by the subprogram's coordinating entity with each of the project executing agencies.
4. The names of persons authorized to represent the coordinating entity in any activity related to subprogram execution have been submitted.

5. Evidence has been provided that a special account has been opened specifically for the subprogram.
6. An agreement has been reached with each subprogram's coordinating entity regarding the auditing agency that will be in charge of examining and furnishing an opinion on the subprogram's annual financial statements.

As a condition precedent to disbursement of the financing for light construction and remodeling works, the coordinating agency in question must have received evidence of ownership of the sites and have approved the final architectural drawings and assured itself that the necessary safeguards have been taken to avert negative environmental impacts (see paragraph 3.35).

## I. BACKGROUND

### A. The problems of minors in Brazil as a whole

- 1.1 Recent socioeconomic indicators show that approximately 45 million of Brazil's 149 million inhabitants are living in poverty, children and adolescents accounting for the major portion of this group. <sup>1/</sup> Studies in which an income level not exceeding half the minimum monthly per capita wage is accepted as the definition of poverty show that 30 million of the people considered poor are children and adolescents up to 17 years of age.
- 1.2 While the problem of poverty is widespread in Brazil, it is particularly acute in the Northeast region. This region consists of nine of the 27 states of the Federation (Alagoas, Bahia, Ceará, Maranhão, Paraíba, Pernambuco, Piauí, Rio Grande do Norte and Sergipe) and has a population estimated at 45.3 million, or 30% of the country's total population. The region has the lowest average income level in the country and the lowest social indicators, including 53% of Brazil's poor. In comparative terms: (i) life expectancy in this region has been found to be 59 years in the Northeast as against 70 years in the states of southern Brazil and 65 years in Brazil as a whole; (ii) the percentage of illiterates in the 10-and-over age group was 36% compared with 12% for the states in southern Brazil and 19% for the country as a whole; and (iii) the percentage of people in the 20-and-over age group with four or more years of schooling was 29% for the Northeast, compared with 38% in the south and 41% for Brazil as a whole. The indicators are summarized in the following table:

SOCIAL INDICATORS IN BRAZIL, BY REGION <sup>1</sup>									
	SOUTH			NORTHEAST			ALL OF BRAZIL		
INDICATORS/YRS	1978	1983	1988	1978	1983	1988	1978	1983	1988
1. Life expectancy <sup>2</sup>	67	69	70	52	55	59	60	63	65
2. Literacy <sup>3</sup>	75	84	88	45	55	64	66	75	81
3. Education <sup>4</sup>	23	25	38	12	16	29	20	26	41
<sup>1.</sup> Source: Brazil, socioeconomic report, IDB, May 1993. <sup>2.</sup> Per 1,000 live births. <sup>3.</sup> Percentage of the 10-and-over population that can read and write. <sup>4.</sup> Percentage of the 20-and-over population with more than four years of schooling.									

<sup>1/</sup> Brazil. Socioeconomic Report, IDB, July 1992.

- 1.3 These conditions are cause for even greater concern when the number of children and youngsters in the under 18 age group living in poverty is taken into account. In the Northeast region, which accounts for the largest percentage of the country's poor, 47.6% of the population is in this age group. Since the premature entry of minors into the labor market is related to household income levels, the number of minors on the street and, therefore, the absence of minors from school will both increase to the extent that the basic needs of their households remain unmet. In this sense, indicators for the urban area of the region show a direct correlation between household income level and school attendance by minors, i. e. the lower a household's monthly per capita income, the lower a child's school attendance as illustrated in the following table:

URBAN NORTHEAST: PERCENTAGE OF MINORS NOT ATTENDING SCHOOL BY INCOME LEVEL (MINIMUM WAGE = MW)				
INCOME/AGE	5-6	7-9	10-14	15-17
Up to 1/4 MW	55.7%	23.2%	19.8%	43.6%
1/4 MW to 1/2 MW	45.9%	17.8%	17.7%	40.7%
1/2 MW to MW	35.9%	12.9%	12.9%	34.2%
Over MW	14.6%	4.4%	6.3%	21.4%
1. Source: O Trabalho e a Rua: Crianças e Adolescentes no Brasil Urbano dos Anos 80. Brasil 1992				

B. The problem of minors in especially difficult circumstances

- 1.4 In 1980s, as a result of the debt crisis, the amount of funds available for social spending declined sharply at a time when poverty was on the rise and it was becoming increasingly urgent to meet the growing needs of the population.
- 1.5 The level of poverty in the Northeast states and the absence of appropriate economic and social policies for addressing this phenomenon weakened family ties and, in many cases, led to the breakdown of the family which has traditionally provided support for children and adolescents until adulthood. A similar phenomenon, and one occurring at an alarming rate, is found in the poverty belt that has grown up in recent years around the city of Campinas.
- 1.6 Heads of household unable to meet the basic needs of their children try to send them out to work before their time in hopes of raising family income level, thereby jeopardizing the development potential of these children in future years since the limited opportunities for training opportunity means that they will very likely go on to form the poor families of the future.

- 1.7 In the years of early infancy, which are critical to their physical and psychological development, such children are deprived of a proper diet, of stimuli for their psychological development and of health care. As a result, they reach school age with limited ability to blend successfully into the conventional school system.
- 1.8 Children abandoned and/or abused by their families and neglected by the education and health services end up as minors in especially difficult circumstances, living in conditions that pose substantial risks to themselves and indeed to society at large, since many of them try to resolve their problems in the streets, turning to informal work, begging, prostitution, or crime. Others are placed by society in closed institutions which do not solve the problems but exacerbate them.
- 1.9 While the problem exists throughout the entire country, it is particularly serious in metropolitan areas, where the lack of jobs and the inflow of families from impoverished rural regions lead to the development of pockets of extreme poverty in the shantytowns.
- 1.10 Recent analyses by the Latin American Center for Studies on Violence and Health indicate that of the total population, 10.7 million people who are considered poor are concentrated in 10 metropolitan areas, including the cities of Fortaleza, Recife and Salvador, which are participants in the program. 2/
- 1.11 Information supplied by the authorities that submitted the technical requests to the Bank indicates that in the city of Salvador 15,743 minors engage in various types of subsistence activities in the street and 500 of these actually live on the city's streets and beaches; in the city of Recife some 5,000 at-risk juveniles were counted in a census, 400 of whom were living on the street; in the city of Fortaleza 6,085 minors in extremely difficult circumstances were identified, including 600 who had left their families and were sleeping mainly on the beaches and in the markets of the town; in São Luís, 3,500 minors have been classified as "street children" and 300 of them have no stable residence; in Teresina, nearly 130,000 juveniles were identified as being at high risk because of their status as members of households in extreme poverty, but the problem of juveniles living on the street does not exist because family ties are strong; and in Campinas, 2,000 juveniles "in and of the street" were counted, including 100 who live on the street.

C. National efforts to assist MEDCs

- 1.12 Following a lengthy struggle in behalf of the rights of minors, conducted with strong public support, the federal government,

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2/ The other metropolitan areas are Belém, Belo Horizonte, Brasília, Curitiba, Porto Alegre, Rio de Janeiro and São Paulo.



having experimented with various centralized systems for addressing this issue, eliminated the concept of "minors in irregular circumstances" and, in 1988, reinstated in the Brazilian Constitution (article 227) provisions setting forth the rights of such minors as citizens, affirming that minors of and on the street, are victims of poverty who have committed no offense, and who should be returned to their families or placed in the custody of another referral group. At the same time, the juvenile services at the federal, state and municipal levels were restructured under a decentralized arrangement and the Centro Brasileiro para a Infância e a Adolescência [Brazilian Child and Youth Center] (CBIA) was created as a federal agency to provide technical and financial support to the 27 states in the Federation. Councils (federal, state, and municipal) were set up, each consisting of an equal number of members representing government and society as a means of formalizing the latter's participation.

- 1.13 The current Brazilian Constitution stresses the role of society in solving the problems of minors. Indeed, society at large, through a network of nongovernmental organizations, has been conducting a number of programs in aid of MEDCs, some intended to cover their existing needs and return them to society and others, of a preventive type, to provide conditions to keep children and adolescents off the streets.
- 1.14 At the present time there are two federal food support programs for children - a school snack program, conducted through the state and municipal governments with federal grants based on the number of children to be served; and a citizens against hunger program, coordinated by the National Food Security Council, which distributes in-kind donations from private individuals and public and private enterprises to low-income families through local committees, operating along decentralized lines.
- 1.15 Both of these programs have yielded gratifying results. In 1993 the school snack program provided service to 30 million students and involved the purchase and distribution of 230,000 tons of food. The citizens against hunger program, begun in June 1993, had distributed 7,762 tons of food through 1,524 local committees as of January 14, 1994, an indication of how deeply committed the civil society is to activities aimed at addressing this aspect of the problems of minors.

D. Participation and experience of the Bank

1. Participation of the Bank

- 1.16 In the course of the Bank's programming mission to Brazil, from June 21 to 22, 1993, it was agreed with the national authorities that the Bank would focus its efforts on social and support projects in aid of the most vulnerable sectors of the population. It was specifically agreed that the technical cooperation program

for 1994-1995 would include operations similar to the program carried out with the government of the city of Rio de Janeiro in behalf of minors in especially difficult circumstances (MEDCs). Consistent with that decision, in December 1993 the Agência Brasileira de Cooperação Técnica [Brazilian Technical Cooperation Agency] (ABC), which is responsible for programming and setting the priorities of international technical assistance operations, extended priority and support to the present program which is not a continuation of any earlier operation. Hence, the proposed program is both responsive to the country's development plans and strategies and consistent with the Bank's operating guidelines, being designed, as it is, to address the needs of low-income sectors.

- 1.17 The Operations Department, in consultation with the Legal Department, considers this program to be eligible for nonreimbursable technical-cooperation funding in local-currency from the Fund for Special Operations, inasmuch as it meets the eligibility criteria by benefiting low-income communities, in particular minors in especially difficult circumstances - the most disadvantaged segment of the population.
- 1.18 The Environmental Management Committee (CMA), at its meeting of February 15, 1994, classified this as a category II operation. As a result, an environmental impact assessment (EIA) of the program will not be required.

## 2. Experience of the Bank

- 1.19 The Bank's experience with projects in Brazil to assist minors in especially difficult circumstances is summarized in the program in aid of minors in Rio de Janeiro, approved by the Bank's Board of Executive Directors on June 9, 1993 as operation ATN/SF/TF-4237-BR.
- 1.20 The Rio de Janeiro program became eligible for disbursements on August 18, one and one half months and a half after the operation was approved by the Board. This is indicative of the authorities' deep commitment to starting up the program. Fourteen projects are in progress as of this writing, including the eight that were approved as part of the representative sample and another six that were approved by the Project Evaluation and Approval Committee. While it is too early to assess its accomplishments, the level of disbursements attained and the level of commitment displayed by the projects' executing agencies support the assertion that the program is proceeding satisfactorily. 3/

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3/ A status report on technical cooperation ATN/SF-TF-4237-BR is appended as Annex I.

E. Participation and experience of other institutions

- 1.21 The participation by other public international institutions in efforts to benefit minors in especially difficult circumstances is basically limited to programs undertaken by the United Nations through its Children's Fund (UNICEF).
- 1.22 UNICEF has made a significant contribution to the minors' rights reform process in Brazil. It helped determine the institutional areas that were later the subjects of legal instruments to protect the human rights of children, the provisions of which were incorporated into the Constitution of 1988 and the Children and Adolescents Act. UNICEF's program of activities for the current fiscal year includes assistance to state and municipal agencies to expedite establishment of the state and Tutelage Councils called for by law. In the Northeast, UNICEF, through its local offices, has assisted in the development of a number of social service and preventive projects for the benefit of at-risk minors.
- 1.23 The U. S. Agency for International Development (USAID) has informed the Bank that it is preparing a program to aid minors in three cities in Northeast Brazil (Salvador, Recife and Fortaleza). The program would seek to provide funding for preventive activities and legal assistance over a three-year period. The Bank's project team has contacted the official in charge of the USAID program with a view to coordinating and dovetailing efforts in those cities.
- 1.24 Recent years have also seen an increase in aid under bilateral programs and from private international institutions, mainly in the form of grants to NGOs operating in the sector.

II. OBJECTIVES OF THE PROGRAM

- 2.1 The purpose of the program would be to improve the living conditions of minors in especially difficult circumstances (MEDCs) in six Brazilian cities. To that end, support would be provided for projects to extend direct assistance to minors at high risk to themselves and society, with the aim of providing them with an opportunity to attain physical, psychological, social and economic development and bring them up to lead a normal and productive life as adults. The program also seeks to reinforce the participating organizations through institutional-strengthening mechanisms and the development of appropriate methodologies for dealing with MEDCs. As a result, the program is also expected to encourage other efforts and mobilize more resources for use in serving this segment of the population.
- 2.2 It is estimated that the program's activities would initially benefit some 52,000 minors at high risk to themselves and society.

It should be noted, however, that the type of benefit received by the minors would vary from project to project. Accordingly, there would be little to be gained by determining an annual per-participant cost for the program as a whole.

### III. DESCRIPTION OF THE PROGRAM

#### A. Design

- 3.1 Given the situation described in the background section, the Bank makes no pretense about eliminating the causes of the problem, which are rooted in the conditions of poverty in which a significant portion of the people live. It realizes that these conditions are a problem to be addressed by government, where appropriate and possibly with the Bank's assistance through its lending program.
- 3.2 The program is geared to cover specific actions that will make it possible: (i) to secure results in the form of more effective methodologies for assistance to MEDCs; (ii) to strengthen government and private institutions attending to the needs of such minors; and (iii) to improve the living conditions and future prospects of approximately 52,000 children. These activities would place an array of tested methodologies and a network of institutions with experience in dealing with such situations at the public-sector's disposal when it tackles the problem.
- 3.3 The activities to be carried out will be of a social service and/or preventive nature. The former will seek to help children and adolescents regarded as MEDCs to return to their families, to enjoy their right to be treated as children and adolescents, and to prepare for their role in the adult workplace. An example of a combination of social service activities is offered by the projects for aid to street children and adolescents which endeavor to lead them away from an environment of prostitution and provide them with affection, guidance, medical care and schooling to help them re-enter society.
- 3.4 The preventive activities will seek to keep the children and adolescents from being exposed to the risks that can convert them into MEDCs. Examples of such activities are the day care, preschool and adolescent job training projects.
- 3.5 In each of the cities, various kinds of projects designed to address the needs of MEDCs for re-entry into society will be identified. This includes a variety of activities in the areas of education, physical development, psychological and emotional support and job training. Most of the projects identified target specific problems of child prostitution in certain areas where it

has reached alarming levels. Stress was also laid on helping minors suffering from substance abuse or at risk to contracting acquired immune deficiency syndrome (AIDS).

B. Selection of the cities and projects

- 3.6 In selecting the participating Northeast cities, it was decided to focus on the cities exhibiting the highest levels of extreme poverty, especially those with the highest percentages of residents in the under 17 age group who were not being served by the regular education and health systems, as well as on the individual cities' interest in this initiative. Fortaleza, Recife and Salvador are among the 10 metropolitan areas with the highest concentrations of poverty in Brazil. Teresina and São Luís are the capitals of the states regarded as Brazil's poorest.
- 3.7 Campinas was chosen for other reasons. Owing to migratory flows, especially from São Paulo, a dense poverty belt has developed around the city over the past few years. The number of street children and adolescents showing up in downtown areas has grown at an alarming rate, triggering waves of violence that have the city on the alert and made it unsafe. These waves of violence are considered to be a reaction from people who have known better living conditions and have found it necessary to emigrate in search of employment but have not succeeded in replicating those conditions.
- 3.8 According to recent press reports, intervention by the military police, inter-gang encounters and death-squad actions resulted in the deaths of 36 children and adolescents in 1993, placing Campinas, proportionally, at the same level of violence as Rio de Janeiro with its eight million inhabitants.
- 3.9 In the case of Campinas, the program would seek to strengthen MEDC institutions already functioning in the city and would concentrate on ways of keeping minors away from downtown areas. The number of minors living on the street has been estimated at 100 and the number making their livelihood on the street at around 2,000. It is reasonable to assume, therefore, that the program could serve the needs of all those minors. It is essential, however, to avert further additions to the present groups. This experience would make it possible to determine ways of coming to grips with these problems in the early stages.

- 3.10 The Campinas subprogram includes some projects that offer a comprehensive form of service over a number of years, beginning with the apprehension of the minor in the street and continuing with the treatment of the type of special health problems such as drug addiction and disease which typically afflict homeless minors. At the same time, other activities, too, are carried out to prepare the minors for the workplace and guide them after they enter the labor market. These projects, because of their duration and scope, require more investment per beneficiary, which in the case of the APOT program amounts to US\$5,000 per beneficiary for the four years.
- 3.11 In selecting the projects and their respective executing agencies, given the complexity of the problems involved and the limited resources available relative to the program's requirements, a joint effort was undertaken in conjunction with the government authorities, specifically with the CBIA, and in cooperation with UNICEF, to identify and select institutions with operating experience in the participating cities that were interested in undertaking larger-scale actions in the areas of youth care in which they were already working with satisfactory results. The projects for all six cities were formulated with the direct participation of the executing agencies, which were given the opportunity to describe their current situation and the types of action they proposed to carry out with the assistance of the program.

C. Definition and components

- 3.12 The program is structured around a set of six individual subprograms, one for each city. Since the operation is of the specific type, all its components have been defined and evaluated in principle and detailed profiles have been provided to the Bank's Country Office in Brazil for use in monitoring the projects.

1. Social service activities

- 3.13 The following activities, or a combination thereof, will be included among the social service activities:
- a. Street actions: to identify street children and adolescents and help them make the decision to leave that environment and develop a life plan to lead them away from marginality. These interactions will be conducted by street educators.
  - b. Shelters: to provide the minors with a place where they can receive temporary care, psychological guidance, a health examination and, in some cases, job training. These houses offer minors the freedom to come and go at any time of day, rest, clean up, and learn to socialize with other minors. Within these walls, street educators and professionals skilled

in dealing with the problems of minors endeavor to guide them and establish a relationship of trust and friendship with them.

- c. Group homes: to offer street children and youths from disfunctional families or broken homes a stable residence where in addition to lodging they receive food, health care, educational guidance and access to sports and recreational activities. Guided by qualified staff, the minors also receive job training in a wide variety of trades. Everything possible is done to provide a living environment in which affection and teamwork can imbue the youngsters with a desire for improvement and with self-esteem.
- d. Rehabilitation centers: to provide specialized care to minors who are drug-addicts as their problem develops.
- e. Specialized care for young girls: to provide comprehensive care to adolescents who have engaged in prostitution and young unwed mothers.
- f. Legal aid programs for juvenile delinquents: to furnish legal counsel and address the problems of minors on probation or parole.

2. Preventive activities

3.14 Preventive activities will include the following or a combination thereof:

- a. Homes for minors up to age 8: to provide foster care to orphans or abandoned children for whom no adoptive parents are found. These homes care for a small number of children under the supervision of adults, preferably married couples who can replicate a father-and-mother image.
- b. Job training programs: to prepare adolescents for the workplace through activities in school or company workshops, the latter being preferred because they give the youngsters an opportunity to learn a trade and also to familiarize themselves with actual conditions in the labor market.
- c. Nurseries and preschool facilities: to care for infants aged three and under, preferably using the day-care method, and four- and five-year-old preschoolers. In the case of the latter group, the facility would work with the traditional education system to maximize the at-risk children's chances of moving up the education ladder.
- d. Projects to keep the children in semiurban areas: to prevent the exodus of children to downtown areas. This includes community projects that will retain the children while also

training them in certain trades and offering them appropriate nutrition and health care.

D. Coordination and execution of the program

- 3.15 The program calls for the execution of 34 projects in the six participating cities, in each of which an organization designated by the beneficiary entity will coordinate the projects to be undertaken in the city. The table in Annex II identifies the beneficiary entities, the agencies responsible for coordinating the projects, the estimated number of beneficiary minors, and a breakdown, by city and project, of funding from the Bank and from the local contribution. The detailed profiles of the 34 projects prepared for the subprograms are available in the technical files for the program.

1. Responsibilities of the beneficiary entities

- 3.16 Each of the beneficiary entities (state authorities that requested IDB technical assistance) will sign a technical-cooperation agreement with the Bank indicating the name of the coordinating agency. The entities will be responsible for the projects that have been selected and evaluated by the Bank. A beneficiary entity institution that deems it necessary to modify a project substantially should submit the corresponding proposal to the Bank.

2. Responsibilities of the coordinating entities

- 3.17 The coordinating entities (selected by the beneficiary entities to oversee and administer the projects in each city) will have the following responsibilities: (i) sign a letter-agreement with each of the project executors setting forth the latter's commitment to carry out the activities included in their respective projects, and provide the resources pledged as the local counterpart; (ii) submit disbursement requests to the Bank for implementing the projects and channel the funds to the direct executing agencies; (iii) oversee the use of Bank and local counterpart funds; (iv) coordinate, with the executing agencies, the technical and financial reports to be submitted for the Bank's consideration; and (v) participate in the monitoring and evaluation activities.
- 3.18 To facilitate these activities, each coordinating entity, in consultation with the Bank, will designate a coordinator, who will be hired by the entity itself or, at its request, by the Bank. The costs incurred under such contracts, for a term of 52 months, will be defrayed with funds from the Bank's contribution. The terms of reference for a subprogram coordinator will be found in Annex III.

3. Responsibility of direct executing agencies

- 3.19 The direct executing agencies will be responsible for performing the social service and preventive activities for the program. The



program's direct executing agencies will be not-for-profit organizations with legal capacity such as: (i) community-based organizations, including legally established community groups and church organizations that have decided to join together to undertake a task of mutual benefit; (ii) nongovernmental organizations, legally established organizations such as public welfare institutions whose objectives are consistent with the program's goals; and (iii) government institutions whose objectives include addressing the problems of children and adolescents. A list of the projects' executing agencies will be found in Annex II.

#### 4. Procedures for procuring goods and hiring consultants

- 3.20 The Bank's rules and procedures for the procurement of goods and the execution of works under the program will be followed. Accordingly, such activities, when undertaken by public executing agencies, would be governed by applicable local law provided it conforms to Bank policy, inasmuch as the amounts provided for would not exceed US\$250,000 and US\$1,000,000, respectively. All executing agencies, public or private, must establish procedures providing for due regard to considerations of economy, efficiency and reasonable pricing.
- 3.21 The Bank's relevant standards and procedures will govern the hiring of individual consultants and staff.

#### E. Monitoring

- 3.22 Each subprogram coordinating unit will be responsible for submitting the following reports to the Bank for use in monitoring the work under the program:
- a. Initial report: within three months after the appointment of the coordinator, a report describing the arrangements for coordinating the projects for each subprogram as well as a list of activities to be accomplished during the first six months, including a work schedule.
  - b. Progress reports: during the program execution period, three months of the end of each six-month period, semiannual progress reports indicating the status of activities under each project.
  - c. Annual reports: during execution of the program, within three months of the end of each year of implementation: (i) an annual financial report on program execution, together with an opinion by independent auditors acceptable to the Bank. This report will indicate how the proceeds of both the Bank's contribution and the local counterpart funding were used and will be accompanied, if possible, by an estimate of expenditure for the following year and the source of the funds required to defray them; and (ii) a technical evaluation of each project in

accordance with the criteria agreed upon in advance with the Bank.

F. Evaluation

1. Periodic review

- 3.23 The technical staff of the Bank's Country Office in Brazil and the coordinators in each city will visit the projects from time to time to observe how they are being executed, identify problems, and recommend appropriate remedial measures. In order to assume responsibility for overseeing the technical aspects of a project, the Brazil Country Office will hire a specialized consultant to serve as general technical supervisor for the program. The terms of reference for this consultant are appended hereto as Annex IV.

2. Annual review and programming meeting

- 3.24 At the end of each year of execution of a subprogram, representatives of the Bank, the subprogram coordinating entities and the direct executing agencies will meet to review the work completed during the year just ended and plan the work for the year ahead.

3. Final evaluation of the program

- 3.25 Within three months after the closing date of each subprogram coordinator's contract, the coordinator will submit to the Bank the methodology and data base, including data of measurable and comparable results, to be used to evaluate the projects as they proceed and to perform the final evaluation of the subprogram upon its completion. Each coordinator will be responsible for training the executing agencies to enable them to gather the information needed for this purpose. Two months after completion of each subprogram, the coordinator will submit the final evaluation to the Bank.

G. Cost and financing

- 3.26 The total cost of the program is estimated at the equivalent of US\$29,586,000 to which the Bank would contribute the equivalent of US\$17.9 million in local currency from the net income of the Fund for Special Operations. The remainder, would compromise local counterpart contributions of two kinds from the executing agencies and other public and private institutions. The contributions would consists of: (i) funding in local currency for the equivalent of US\$2.6 million; and (ii) contributions in kind, goods and services, estimated at the equivalent of US\$9,086,000. A breakdown of the local currency contributions is given in the budget below.

BUDGET (in US\$ 000s)				
	IDB-FSO	Local Counterpart	Total	%
1. Salvador, Bahia subprogram	4,244	200	4,424	21.5
2. Recife, Pernambuco subprogram	2,479	204	2,683	13.0
3. Fortaleza, Ceará subprogram	1,852	347	2,199	11.0
4. São Luís do Maranhão subprogram	3,200	278	3,478	17.0
5. Teresina, Piauí subprogram	1,336	-	1,336	6.5
6. Campinas, São Paulo subprogram	4,487	1,571	6,058	29.5
7. Technical Supervision	322	-	322	1.5
TOTAL	17,900	2,600	20,500	100.0
%	87	13	100	-

- 3.27 The Bank's contribution would be disbursed in local currency and would be nonreimbursable. It would be used to finance:
- (i) personnel and consultancy costs; (ii) training for minors targeted under the program and for strengthening the institutional capabilities of the institutions executing the projects;
  - (iii) light construction works to build or remodel the pertinent facilities for each project executing agency, as required;
  - (iv) procurement of equipment and materials needed for the various projects; (v) publications stemming from activities conducted under the program; and (vi) fees of the technical supervisor and the coordinator for each subprogram.
- 3.28 The funding from the local counterpart contribution, equivalent to US\$2.6 million will be used to finance light construction and remodeling works. The executing agencies have also offered local counterpart contributions mainly in the form of food, clothing, school supplies, medicine and similar items donated to those institutions and volunteer efforts these institutions receive free of charge. The value of these contributions is estimated at the equivalent of US\$9,086,000. Such cost-free items have not been included in the program plan of financing in the interests of simplifying project implementation and monitoring.
- 3.29 The following table shows the allocation of funding from the Bank's contribution for each city and the proposed breakdown by expenditure.

Item	Salvador	Recife	Fortaleza	São Luís	Teresina	Campinas	Totals
	(in US\$)						
1. Personnel and consultants	1,631,200	1,360,400	754,000	567,000	15,000	3,027,440	7,355,040
2. Training	1,474,000	397,800	72,000	348,400	218,000	735,100	3,245,000
3. Construction	-	66,000	342,000	690,000	164,000	-	1,262,000
4. Equipment and supplies	830,000	288,200	446,000	1,389,703	228,000	230,150	3,412,053
5. Publications	30,000	20,000	-	-	-	-	50,000
6. Credit training	-	-	-	-	167,000	-	167,000
7. Food	-	12,000	-	-	424,000	144,000	580,000
8. Coordination and supervision	396,000	225,200	151,000	60,000	60,000	167,000	1,059,200
9. Contingencies	184,800	109,400	87,000	149,897	60,000	183,310	769,407
TOTALS	4,546,000	2,479,000	1,852,000	3,200,000	1,336,000	4,487,000	17,900,000

3.30 The Municipality of Campinas has asked that prior expenses be recognized for up to the equivalent of US\$100,000 charged to the local counterpart as part of the financing for construction work planned for the subprogram. The Bank has reviewed this request and has agreed to recognize such outlays of expenses for construction work. These expenses must be recorded in accordance with the Bank's requirements in this regard.

3.31 Of the Bank's contribution, up to the equivalent of US\$322,000 would be used to finance: (i) the fees of the technical supervisor, for the equivalent of US\$135,000; which would cover 52 months of service; and (ii) the travel, per diem and communication expenses incurred for supervising the program, estimated at the equivalent of US\$187,000 for 52 months. Pursuant to an agreement with the Planning Department of the state of Bahia, these funds would be included in the agreement with that department but would be utilized directly by the Bank's Country Office in Brazil from the date of signature of the agreements between the Bank and the beneficiary entities.

3.32 Disbursements of the Bank's contribution, up to the equivalent of the dollar amount allotted to each subprogram, would be made upon submission of requests, duly justified to the Bank's satisfaction, by the subprograms' respective coordinating entities. The total amount of such disbursements would not exceed US\$17.9 million, the sum earmarked for the program as a whole. At the request of the subprogram coordinating institutions, the Bank may set up a revolving fund for the equivalent of 10% of the funds allocated to each respective subprogram. Funding to cover the cost of the

subprogram coordinator in each of the cities has been included in item 8 under expenditure, coordination and supervision. This amounts to US\$74,000 in the case of Salvador and US\$60,000 for each of the other four cities. They are estimated at US\$167,000 for the Campinas subprogram.

- 3.33 The term for execution of the program would be 48 months, and for disbursement 52 months, both periods to be counted from the date of signature of the respective agreements.

H. Conditions precedent to the first disbursement

- 3.34 The first disbursement for each subprogram will be contingent upon the pertinent coordinating entity's having fulfilled the following conditions precedent to the Bank's satisfaction:

1. The coordinator for the subprogram has been hired.
  2. In the case of Salvador and Campinas, an agreement has been entered into by the pertinent beneficiary institution and coordinating entity.
  3. The pertinent letter-agreements have been signed by the subprogram's coordinating entity with each of the project executing agencies.
  4. The names of persons authorized to represent the coordinating entity in any activity related to subprogram execution have been submitted.
  5. Evidence has been provided that a special account has been opened specifically for the subprogram.
  6. An agreement has been reached with the coordinating entity for each subprogram regarding the auditing agency that will be in charge of examining and furnishing an opinion on the subprogram's annual financial statements.
- 3.35 As a condition precedent to the disbursement of financing for light construction and remodeling works for the projects, the coordinating agency in question must have received evidence of ownership of the sites and have approved the final architectural drawings and assured itself that the necessary safeguards have been taken to avert negative environmental impacts.

IV. BENEFITS AND RISKS

- 4.1 The program would directly serve the needs of minors in especially difficult circumstances (MEDCs) by offering them, as required, a

stable residence, appropriate schooling, job training, medical care, and an opportunity to return to their family unit. It is estimated that the projects in the program would benefit some 52,000 minors. An additional benefit would arise from the institutional strengthening of the executing agencies, which would thereby be positioned to undertake new and broader actions involving the use of qualified staff and appropriate methodologies to deal with MEDCs.

- 4.2 The greatest risk is the institutional weakness of the agencies directly responsible for implementing the projects. These agencies were selected for their experience and motivation, but a number of them have never implemented projects with the coverage proposed under the programs or have never been faced with the technical-cooperation requirements of an international financial organization. To reduce these risks, the coordinating agencies and the Bank will be required to take the necessary steps to ensure the timely provision of requisite information to the executing agencies and effective monitoring of the institutional-strengthening activities for each subprogram. With this in view, a consultant-coordinator will be hired for each city to help strengthen the oversight capability of the agency coordinating the city's subprogram and the staff of the Bank's Country Office will be strengthened by the addition of a consultant to exercise technical supervision over the six subprograms during the operation.

PROPOSED RESOLUTION

BRAZIL. NON-REIMBURSABLE TECHNICAL COOPERATION FOR A PROGRAM TO  
SUPPORT CHILDREN IN SPECIALLY DIFFICULT  
CIRCUMSTANCES IN THE CITY OF SALVADOR

The Board of Executive Directors

RESOLVES:

1. That the President of the Bank, or such representative as he shall designate, is hereby authorized, in the name and on behalf of the Bank to enter into such agreements as may be necessary with the Secretaria de Planificação of the State of Bahia and to adopt such other measures as may be pertinent for the execution of the plan of operations referred to in Document AT- \_\_\_\_\_ with respect to the technical cooperation for the execution of a program to support children in specially difficult circumstances in the City of Salvador.
2. That up to the equivalent of US\$4,546,000, is authorized for the purposes of this resolution, chargeable to the net income of the Fund for Special Operations.
3. That the above mentioned sum is to be provided in cruzeiros reais on a non-reimbursable basis.

PROPOSED RESOLUTION

BRAZIL. NON-REIMBURSABLE TECHNICAL COOPERATION FOR A PROGRAM TO  
SUPPORT CHILDREN IN SPECIALLY DIFFICULT  
CIRCUMSTANCES IN THE CITY OF RECIFE

The Board of Executive Directors

RESOLVES:

1. That the President of the Bank, or such representative as he shall designate, is hereby authorized, in the name and on behalf of the Bank to enter into such agreements as may be necessary with the Prefeitura of the City of Recife and to adopt such other measures as may be pertinent for the execution of the plan of operations referred to in Document AT- \_\_\_\_\_ with respect to the technical cooperation for the execution of a program to support children in specially difficult circumstances in the City of Recife.
2. That up to the equivalent of US\$2,479,000, is authorized for the purposes of this resolution, chargeable to the net income of the Fund for Special Operations.
3. That the above mentioned sum is to be provided in cruzeiros reais on a non-reimbursable basis.



PROPOSED RESOLUTION

BRAZIL. NON-REIMBURSABLE TECHNICAL COOPERATION FOR A PROGRAM TO  
SUPPORT CHILDREN IN SPECIALLY DIFFICULT  
CIRCUMSTANCES IN THE CITY OF FORTALEZA

The Board of Executive Directors

RESOLVES:

1. That the President of the Bank, or such representative as he shall designate, is hereby authorized, in the name and on behalf of the Bank to enter into such agreements as may be necessary with the Secretaria de Trabalho e Ação Social of the State of Ceará and to adopt such other measures as may be pertinent for the execution of the plan of operations referred to in Document AT- \_\_\_\_\_ with respect to the technical cooperation for the execution of a program to support children in specially difficult circumstances in the City of Fortaleza.
2. That up to the equivalent of US\$1,852,000, is authorized for the purposes of this resolution, chargeable to the net income of the Fund for Special Operations.
3. That the above mentioned sum is to be provided in cruzeiros reais on a non-reimbursable basis.

PROPOSED RESOLUTION

BRAZIL. NON-REIMBURSABLE TECHNICAL COOPERATION FOR A PROGRAM TO  
SUPPORT CHILDREN IN SPECIALLY DIFFICULT  
CIRCUMSTANCES IN THE CITY OF SAO LUIS

The Board of Executive Directors

RESOLVES:

1. That the President of the Bank, or such representative as he shall designate, is hereby authorized, in the name and on behalf of the Bank to enter into such agreements as may be necessary with the Fundação da Infância e Adolescência of the State of Maranhão, FUNAC and to adopt such other measures as may be pertinent for the execution of the plan of operations referred to in Document AT- \_\_\_\_\_ with respect to the technical cooperation for the execution of a program to support children in specially difficult circumstances in the City of San Luis.
2. That up to the equivalent of US\$3,200,000, is authorized for the purposes of this resolution, chargeable to the net income of the Fund for Special Operations.
3. That the above mentioned sum is to be provided in cruzeiros reais on a non-reimbursable basis.

PROPOSED RESOLUTION

BRAZIL. NON-REIMBURSABLE TECHNICAL COOPERATION FOR A PROGRAM TO  
SUPPORT CHILDREN IN SPECIALLY DIFFICULT  
CIRCUMSTANCES IN THE CITY OF TERESINA

The Board of Executive Directors

RESOLVES:

1. That the President of the Bank, or such representative as he shall designate, is hereby authorized, in the name and on behalf of the Bank to enter into such agreements as may be necessary with the Prefeitura of the City and to adopt such other measures as may be pertinent for the execution of the plan of operations referred to in Document AT- \_\_\_\_\_ with respect to the technical cooperation for the execution of a program to support children in specially difficult circumstances in the City of Teresina.
2. That up to the equivalent of US\$1,336,000, is authorized for the purposes of this resolution, chargeable to the net income of the Fund for Special Operations.
3. That the above mentioned sum is to be provided in cruzeiros reais on a non-reimbursable basis.

PROPOSED RESOLUTION

BRAZIL. NON-REIMBURSABLE TECHNICAL COOPERATION FOR A PROGRAM TO  
SUPPORT CHILDREN IN SPECIALLY DIFFICULT  
CIRCUMSTANCES IN THE CITY OF CAMPINAS

The Board of Executive Directors

RESOLVES:

1. That the President of the Bank, or such representative as he shall designate, is hereby authorized, in the name and on behalf of the Bank to enter into such agreements as may be necessary with the Prefeitura of the City and to adopt such other measures as may be pertinent for the execution of the plan of operations referred to in Document AT- \_\_\_\_\_ with respect to the technical cooperation for the execution of a program to support children in specially difficult circumstances in the City of Campinas.
2. That up to the equivalent of US\$4,487,000, is authorized for the purposes of this resolution, chargeable to the net income of the Fund for Special Operations.
3. That the above mentioned sum is to be provided in cruzeiros reais on a non-reimbursable basis.

STATUS REPORT ON IMPLEMENTATION OF OPERATION ATN/SF-TF-4237-BR

1. Title: Program of assistance to minors in especially difficult circumstances in Rio de Janeiro
2. Date of approval by the Board of Executive Directors: June 9, 1993
3. Date of signature of agreement: June 20, 1993
4. Establishment of executing unit: July 9, 1993
5. Amount: 

IDB	US\$ 8,000,000
Local contribution	<u>5,000,000</u>
TOTAL	US\$13,000,000
6. Date of compliance with conditions precedent to the first disbursement: August 18, 1993
7. Executing unit: The staff of the executing unit (EU) consists of the personnel envisaged in the agreement: a coordinator, a coordination assistant, a financial analyst and a financial assistant. In addition, the Rio de Janeiro municipal government has added another financial assistant but has not yet appointed two secretaries for the group. The Rio government is also defraying the travel costs for EU staff visits to the projects.  
  
The EU worked from July 9, 1993, to February 2, 1994, in temporary quarters provided by NGOs participating in the program. Since then it has been using offices made available by the municipal government.
8. Evaluation Committee: The committee in charge of performing the ex ante evaluation of projects to be financed under the program was set up in August 1993 and meets once a month. The Bank is represented at committee meetings by a staff member designated by the IDB representative in Brazil.
9. Projects: A total of US\$4,168,000 in Bank resources has been committed. This includes the equivalent of US\$2,199,260 in funding for the eight projects making up the representative sample and US\$1,968,740 for another six projects approved by the Project Evaluation Committee. Five projects in the latter group are for youth job training activities and the sixth is for a group home for eight- to fourteen-year olds.

A revolving fund in an amount equivalent to US\$510,000 has been established for meeting the financial requirements of these

operations. The time elapsing from the date of signature of an agreement between a direct executing agency and the EU and the date of the first disbursement for the pertinent project has ranged from one to six months, with an average of two months. The balance of Bank funding to be committed comes to the equivalent of US\$3,394,000.

It is worth noting that: (i) construction of the Kennedy Brothers day-care project has now been completed. The center has entered into arrangements with homes in the community for the care of 50 infants aged three and under; (ii) the mobile dental unit project is fully operational, providing comprehensive treatment to 70 minors per month; (iii) the remodeling of the building to house the project for the care of children with AIDS has been completed and the building was inaugurated by the Archbishop of Rio de Janeiro, with 24 resident minors; (v) the Fundação San Martino and SEMEAR job training programs are operating at full capacity; (vi) the Cultural Action Institute (IDAC) project is under way and is caring for 60 girls; and (vii) with respect to the Fundação São Martino project for girls and the Casa do Irmão Sol, the buildings provided for in the agreement are under construction.

10. As specified in the agreement, contractual arrangements were made for the Greater Rio Institutional Evaluation and Development Center (CESGRANRIO), a consortium of 12 Rio de Janeiro universities established in early 1973, to design and conduct a training program for staff of the projects included in the program. Work began on November 3, 1993, and the assessment stage, at which the training needs were identified and prioritized, has now been completed. Actual training operations will start as soon as the Evaluation Committee approves the report.
11. The first coordination meeting of NGOs working in the program was held in November 1993 and a summary of their experience was prepared.
12. The CESGRANRIO Foundation has been hired to evaluate the program.
13. The following comments, which should be taken into consideration at the annual meeting of the Evaluation and Programming Committee: emerged from a review of the situation.
  - Administrative shortcomings in the direct executing agencies have led to substantial losses of time by the executing unit. This problem can be addressed through an intensive training program and/or reinforcement of the EU.
  - It has been found that most of the new projects submitted to the Evaluation Committee call for the installation of vocational training workshops. This demand ought to be redirected toward in-house programs being conducted by public

or private enterprises (e.g. PLEITEAR and Fundação São Martino). Such venues offer the youngsters an opportunity to learn how to deal with people and real-life situations as well as a trade, which makes it easier to find a job.

- The committee has not received any good projects for the treatment of juvenile delinquents and substance addicts. Such projects should be promoted as a means of benefiting a segment of youth in urgent need of attention.
14. Conclusions: from the extent to which the deadlines have been met in a project of this type, it can be concluded that progress has been fully satisfactory. Evaluation by a specialized institution will provide substantive information for measuring the progress toward the objectives of individual projects and the overall program.

City	Beneficiary entity	Coordinating entity	Projects	No. of Beneficiaries	IBD funds	Local
					(in US\$ 000s)	
1. Salvador-Bahia	State Planning Department	Studies & Projects Center	1. Centro Axé project 2. OAF project 3. Coordination, monitoring & evaluation (CM&E)	2,500 4,620 -	1,550 2,600 396	- 200 -
2. Recife-Pernambuco	Municipal Government	Municipal Government	1. CBA-halfway house 2. Home for teenage girls 3. Recife Welfare Legion 4. Streets & parks 5. Rehabilitation center 6. CENDHEC 7. CM&E	5,000 800 555 500 8,600 600 -	400 89 258 350 652 670 225.2	180 21 8 5 - - -
3. Fortaleza-Ceará	State Labor & Social Welfare Department	State Labor & Social Welfare Department	1. Terre des hommes 2. Betesda social center 3. FEBEMCE project 4. N. Senhora de Graças community 5. Ipanema beneficiaries' association 6. CM&E	280 440 10,000 250 700 -	522 115 850 153 152 151	- - 300 50 7 -
4. São Luís-Maranhão	FUNAC, Ma	FUNAC, Ma	1. Don Calabria home for minors & Makarenko home 2. Maiobinha training unit 3. Shelter 4. Job training 5. Drug addiction treatment 6. Health care 7. CM&E	400 20 440 3,520 560 - 1,900	880 337 496 840 584 3 60	140 80 - 52.8 - - -
5. Teresina-Piauí	Municipal Government	Municipal Children & Youth Department	1. Open school 2. Home for girls 3. Day care 4. Job training & income earning 5. Institutional strengthening 6. Nuclear family support 7. CM&E	520 250 3,800 550 1,200 2,200 -	236 460 115 236 79 150 60	- - - - - - -
6. Campinas-São Paulo	Municipal Government	Federation of Campinas Welfare Agencies (FEAC)	1. APOT 2. Social development department 3. Don Bosco vocational center 4. Campinas youth city 5. Caminho da Verdade home 6. São José School 7. Gente Nova 8. Salêm Welfare Association 9. Santa Lucia Community Center 10. CM&E	230 270 100 165 70 500 130 100 70 -	1,180 1,133 449 405 321 488 72 116 156 167	200 - - 520 22 800 29 - - -



## TERMS OF REFERENCE FOR SUBPROGRAM COORDINATOR

Subprogram coordinators will be selected by the respective coordinating entities and hired by them or, at their request, by the Bank. One coordinator will be hired for each subprogram.

### 1. General

- a. Requisites: a university degree in social sciences or the equivalent and at least five years' experience in the design, management and supervision of programs serving low-income groups, preferably programs that target minors. Fluency in Portuguese.
- b. Post of duty: the city to which the particular subprogram refers.
- c. Duration of contract: 52 months.
- d. Financing: with IDB funds.

### II. Duties of the Coordinator

- a. Organize, with the executing agencies, the activities to be conducted under the Subprogram.
- b. Establish a network of easy communication with the project executing agencies, including a program of regular visits to update the information on the status of the projects, and maintain records on the progress of the subprogram.
- c. Help fulfill the conditions precedent to the first disbursement.
- d. Prepare disbursement requests, in consultation with the executing agencies.
- e. Provide training to the executing agencies on preparing the information needed for reports to the Bank, both financial and technical.
- f. Develop the methodology and data base, including data that can be measured and compared, for evaluating the projects in the subprogram as they progress and for the final evaluation.
- g. Provide training to the subprogram direct executing agencies on the collection of data for evaluation.

- h. Prepare the final evaluation of the subprogram and submit it to the Bank two months after the end of the program.
- i. Design forms to facilitate the flow of funds and the preparation of financial information.
- j. Advise the project executing agencies, if so requested, on the procurement of goods and the placement of service contracts.
- k. Maintain liaison with the general technical supervisor, who will be stationed in Salvador, Brasilia.
- l. Take part in the annual evaluation and programming meetings.

## TERMS OF REFERENCE FOR THE GENERAL TECHNICAL SUPERVISOR

The General Technical Supervisor of the program will be hired by the Bank's Country Office in Brazil to strengthen its capacity to oversee the operation and to provide technical support for the subprograms.

### I. General

- a. Requisites: a graduate degree in social sciences or the equivalent and at least five years' experience in the design, management and supervision of programs serving low-income groups, preferably programs that target minors. Fluency in Portuguese.
- b. Post of duty: 1/ Brasília, D. F.
- c. Duration of contract: 52 months.
- d. Supervisor: The Representative of the Bank in Brazil or his/her designee.

### II. Duties of the General Technical Supervisor

The duties of the General Technical Supervisor will be:

- a. To participate on the Bank's behalf in selecting the subprogram coordinators.
- b. To deal with the technical aspects of questions concerning the projects reaching the Brazil Country Office.
- c. To participate actively in meeting the conditions precedent to the first disbursement.
- d. To advise on the start up and implementation of the projects whose profiles have been approved by the Bank.
- e. To evaluate the design and implementation of the projects and recommend substantive changes as necessary.
- f. To cooperate with the individual city subprogram coordinators in establishing the arrangements for technical supervision of the projects.

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1/ Based in Brasília to facilitate monitoring of the subprograms from the Bank's Country Office in Brazil.

- g. To foster coordination of training activities in the six cities in the interests of promoting the best possible use of the technical and financial resources available to the program.
- h. To review the work methods periodically and propose changes to ensure attainment of the projects' objectives.
- i. In conjunction with the subprogram coordinators, to review the mechanisms for institutional coordination in each city, particularly in regard to coordination of public institutions able to provide health and education services to minors.
- j. To assist and work with the coordinators at the subprogram level on defining the methods and data base, including data that can be measured and compared, for the annual and final evaluations.

III. Work plan and reports

The technical supervisor will:

- a. Prepare a monthly work plan on the basis of visits to the participating cities and a system allowing easy communication with the respective coordinators.
- b. Keep the information up to date by means of fax, pemail and telephone communication.
- c. Prepare quarterly reports on technical progress in each of the subprograms.
- d. Consult with the Representative on changes in his/her work plan.
- e. Keep the Country Office continually informed of developments that may affect the disbursement process.

IV. Budget

The costs associated with the position of technical supervisor have been estimated as follows:

- Salary (52 months x \$2,500)	\$130,000
- Travel and per diems (52 months x \$3,000)	156,000
- Communications	20,000
- Contingencies	16,000
Total	<hr/> \$322,000

**PROGRAMA DE ATENCIÓN A MENORES EN CIRCUNSTANCIAS ESPECIALMENTE  
DIFÍCILES (MCED) EN SEIS CIUDADES DEL BRASIL.**

TC-94-01-14-2-BR

**I. TOTAL DE TIEMPO ASIGNADO PARA LA PREPARACIÓN DEL PROGRAMA 1/**

**A. PERSONAL BANCO** **SEMANAS**

Oficial de Operaciones	12
Especialista PRA/SUD	2
Abogado	2
Especialista Representación	12

**B. CONSULTORES**

Especialista Proyectos atención MCED	12
Total	40

**II. TOTAL DE TIEMPO PREVISTO PARA LA EJECUCIÓN DEL PROGRAMA**

**A. PERSONAL** **SEMANAS**

Especialista Representación Brasil	12
Total	12

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1/ Incluye una Misión de Identificación, la preparación del Programa y el seguimiento y preparación del Perfil de Cooperación Técnica, de la Ficha Ambiental y del Plan de Operaciones.