

PROGRAM FOR TRAINING IN THE DESIGN AND MANAGEMENT OF SOCIAL POLICIES AND PROGRAMS

(TC-01-02-02-0)

EXECUTIVE SUMMARY

Requester:	Republic of Honduras	
Executing agency:	Social Cabinet of the Secretariat of State of the Office of the President through its Technical Support Unit.	
Financing:	Government of the United Kingdom, through the Department for International Development (DFID):	£1,100,000 (equivalent to US\$1,650,000 nonreimbursable). The resources will be donated by the United Kingdom government for administration by the IDB ¹
	Local counterpart:	US\$ 341,520
	Total:	US\$1,991,520
Terms:	Execution and disbursement period:	48 months
Objectives:	The purpose of the program is to develop and strengthen the country's institutional capacity, essentially in the social sectors by means of training for a critical mass of social managers able to meet the objectives of the poverty reduction strategy.	
Description:	Amongst the activities to be financed under this operation are: (i) 10 four-week training courses for approximately 100 central government officials, 150 participants at the regional and local level, 50 leaders of civil society organizations, and 50 teachers; (ii) four 6-day workshops to train 70 local officials, 25 leaders of civil society organizations, and	

¹ In accordance with document GN-1340-4 "Cooperation with other sources of financing", the Bank may enter into agreements for the administration of resources granted by a cooperation agency for implementation of projects in which the Bank does not take part in the financing. Such financing agreements will require on a case-by-case basis the express consent of the Bank's Board of Executive Directors. The resources to be donated by the Department for International Development (DFID) of the United Kingdom of Great Britain and Northern Ireland will be administered by the Bank and their availability will be subject to a funds administration agreement between the DFID and the Bank. Such an agreement will be signed when the Board has approved the operation and authorized the President of the Bank or such representative as the latter shall designate, to sign on behalf of the Bank, the agreement or agreements that are needed to implement the program.

25 teachers; (iii) a four-week course for 30 university professors and teachers in social management and social policy design; and (iv) establishment of a network of trainers committed to giving continuity to the training activities in Honduras with a focus on the regional and local level.

Environmental and social review:

There are short-term benefits characterized by improvements in implementation of the government's social programs. Medium- and long-term benefits will accrue as well with this initial step towards modernizing and strengthening the technical aspects of the design and execution of technical training as well as any curriculum reform in universities, schools of public administration, and professional training institutions. The program will have no adverse environmental effects. On the contrary, by improving project management capacity, it will contribute to the sustainable use and management of natural resources and the environment since the environmental dimension will be reflected in the training courses.

Risks:

The high staff turnover in the social sectors poses a risk insofar as personnel trained under the program may leave their positions and move out of the social sectors. The program has been designed to minimize this risk since it does not provide training on an individual basis but to a critical mass of officials making up the management and technical bodies. Moreover, the presence of an Interagency Committee to supervise the process will ensure that candidate selection is representative and transparent. Under the program training will be provided to leaders of civil society in an effort to train those individuals who take on public offices in the social sectors one day. The idea is to train university professors and instructors from training institutions in order to give continuity to social management training. One further problem could be a lack of interest on the part of the government or the universities in giving continuity to social management training, a factor that could jeopardize the sustainability of the program. INDES' experience with similar programs in Paraguay, Nicaragua, and the Dominican Republic shows that governments and universities are extremely interested in giving continuity to training of this kind. In Honduras, the program sets out a joint strategy coordinated with the government and the universities from the outset in order to establish mechanisms that provide continuity to the program.

The Bank's strategy for the country, region, and sector:

The Bank has been working with the Government of Honduras to design a poverty reduction strategy that accords high priority to the social sectors and poverty reduction programs. The national training program will strengthen institutions in the social sectors through training in modern management instruments to social managers who are committed to enhancing the efficiency, equity, and sustainability

of social policy. It will create and feed a training network to support the process of modernization in the medium and long terms. This program is consistent with the Bank's strategy to facilitate the implementation of a poverty reduction strategy and will help strengthen the institutions responsible for social policy.

**Special
contractual
clauses:**

The program activities will not get under way until the beneficiary and the Bank have agreed on the terms and selection criteria for participation and an interagency committee has been set up (paragraph 2.20).

**Exceptions to
Bank policy:**

None

I. BACKGROUND

- 1.1 Social indicators in Honduras point to living conditions in need of immediate attention. Infant malnutrition affects 40.6% of children in grade one and 47.6% of those in rural areas. Adult illiteracy stands at 29%, one of the highest rates in Latin America. In 1999, 65.9% of all households were living in poverty and income distribution is highly inequitable. This situation, which was exacerbated recently by the ravages of Hurricane Mitch, is rooted in more complex historical factors associated in part with problems of inefficiency and inequitable use of resources invested in social programs. In 2000, pervasive poverty, inequality, and social marginalization motivated the government to design and discuss with broad segments of civil society and the international community a poverty reduction strategy (PRS) that fits in with the Heavily Indebted Poor Countries (HIPC) initiative. The aim of this strategy is to reduce substantially the external debt in exchange for a commitment to engineer an economic recovery and social sector reform in a manner consistent with a substantial reduction in the country's rampant poverty.
 - 1.2 In the early 1990s, the first signs of recovery began to emerge following a decade of stagnation as the economy posted average growth of nearly 4%. However, the still very high (3%) rate of demographic growth only dampens any improvements in GDP. At present, the government is faced with the challenge of implementing a strategy that harmonizes sustainable economic growth and the benefits it brings to the country with government efforts to address the pressing needs of the very poor who do not have access to basic social services because of their poverty.
 - 1.3 In preparing the training program in Honduras, a pilot course on social management was organized for 35 civil servants from the central government. The course, which was divided into four one-week modules held in August and September 2000, served as a guide for refining the content of the proposed program and its training methodologies and adapting the curriculum to the country's particular needs.
- A. Social management**
- 1.4 Programs promoted by the government, various binational and multinational agencies, and different nongovernmental organizations existing side by side make it all the more compelling to coordinate policy design and social management smoothly, particularly in implementing the PRS. Shortcomings in management capacity in the social sectors have been pinpointed by the Honduran government and in an evaluation of the pilot course.
 - 1.5 Coordinating social programs in Honduras has become particularly complex given the new roles played by the different levels of government and civil society organizations. At the same time, decentralization of the decision making process is changing the relationships between the different stakeholders and enables beneficiary communities to have more of an impact on decision-making and social

program and policy management. The government has therefore decided that there is a need to strengthen management capacity in the social sectors in order to address this situation.

- 1.6 The program will help to meet the challenge of introducing this new management style. It was proposed in response to a request from the Secretary of State for the President's Office on 20 September 1999 for the Bank to assist with human resources training in Honduras through the Inter-American Social Development Institute (INDES) and to help strengthen its social program and policy management and design capacity in order to shape a more effective, more efficient, and more equitable social policy. The training proposed represents a significant shift from the way public programs were administered in the past. It calls for an effective commitment to the social objectives and the effective handling of management tools in participatory processes, intergovernment and interagency government as well as the proper use of different monitoring and evaluation instruments. Flexible implementation strategies that can be adapted to the myriad factors determining the success of social programs will need to be devised.
- 1.7 The training program for Honduras will benefit from INDES' cumulative experience in managing similar programs. In Paraguay, Nicaragua, and the Dominican Republic in particular, INDES has successfully carried out far-reaching national programs that have provided training for social managers working with central and municipal governments, civil society organizations, and universities and centers of higher learning. On the basis of the assessments of these national programs and the follow up on graduates of INDES courses, their placement in positions of responsibility in designing and managing social policies and the changes made to the design and management of such policies, it is fair to say that the type of training offered by INDES has been relevant to (i) generating common frames of reference in discussion of social policy, (ii) helping to improve the design and management of social programs based on criteria of efficiency, equity, and sustainability, and (iii) helping to build a consensus on social policy, facilitating coordination between one program and another and with various institutions. These results have been taken into account in designing the national program for Honduras, with the focus on ensuring the sustainability of social management training. In Paraguay, the INDES-Paraguay training unit is still functioning with national professors and financing and universities have added social management issues to their programs including a new under-graduate program in social engineering that incorporates the basic training proposal. In Nicaragua, talks are well advanced with the universities and teacher training, with a view to adding social management content to academic programs and/or to offering new programs in social management. The experience has been much the same in the Dominican Republic, with a higher degree of involvement by the university where the program is based.

II. THE PROGRAM

A. Objectives

- 2.1 The National Training Program for Social Program and Policy Management and Design (the program) will help to strengthen agencies in the social sectors by providing training in modern management techniques to social managers who are committed to heightening the efficiency, equity, and sustainability of social programs and policies.
- 2.2 The specific objectives of the program are (i) to train a critical mass of professionals in organizations in charge of shaping and managing social policies and programs in the concepts, methods, and tools of modern social management, which will in turn improve the efficiency, effectiveness, and equity of social programs; (ii) to help create a sound and sustainable network of trainers who are committed to training human resources in issues relating to social program and policy management and design; and (iii) to support the creation of a network of trainers who are committed to implementing social management training programs at the municipal level.

B. Description of the project

1. Component I: Training for social managers

- 2.3 Overall, the program will provide training for about 500 professionals in social management and design over a period of approximately 24 months. Of the trainees, 100 are central government officials, 220 are from regional and local governments, 75 are leaders of civil society organizations, and 105 are teachers and trainers. Because the structure of the training and its curriculum are adapted to conditions in Honduras, it takes into account the country's particular needs thus guaranteeing the quality of its content.
- 2.4 The main activity of this component will entail organizing 10 four-week training courses with an estimated 35 participants each. Candidates will be selected by an interagency supervisory committee to ensure that the candidate selection process is transparent and representative in terms of gender and ethnic origin. The training activities proposed in Honduras will be based on a methodology and teaching materials developed at INDES headquarters. In addition, teaching material and specific case studies will need to be prepared to reflect the actual situation in the country. This is an activity that will be developed with the participants themselves under the supervision of resident program teachers and it is intended to provide a deeper understanding of the many problems affecting the social sectors in Honduras.

- 2.5 The program is expected to develop a network of INDES alumni that will (i) give continuity to discussion on social program management and design, (ii) share experiences, (iii) organize conferences, seminars, and other activities making it easier to update methodologies and approaches in social management and design, and (iv) have access to an electronic forum now existing with INDES alumni that functions as a network for discussion, sharing of experiences, and updating of social management issues.

2. Component II: Training for trainers

- 2.6 The second activity, aimed at setting up a network of trainers from different universities, research centers, and training institutes in Honduras, is pivotal to giving continuity to the training activities upon completion of the proposed program. The working strategy with these learning centers will include: (i) training for the professors themselves, (ii) training for a network of centers of learning interested in social management issues, (iii) discussion of various ways of bringing the social management dimension into the curriculum of their own university programs, (iv) training for a network of trainers qualified to offer courses and seminars in social management, and (v) discussion of the possibility of establishing a special program in social management (similar to the one offered by INDES) with teachers and financing of its own. The training of trainers will be based on a methodology and teaching materials already developed and successfully tested by INDES.

3. Component III: Training at the municipal level

- 2.7 The third activity is intended to strengthen the social management process at the municipal level by means of four six-day workshops in four different regions across the country, using the methodology and teaching materials developed by INDES. Approximately 30 individuals would take part in each workshop, including municipal authorities and leaders of local civil society organizations. These workshops will help to formulate specific projects and support the process of social organization and program management at the local level.

4. Component IV: Monitoring, evaluation, and reports

- 2.8 The purpose of monitoring and evaluation will be to demonstrate the impact of the social management training that the participants will receive from the courses in terms of proper manipulation of the set of management tools and the prospects of using this function to develop national social policy. In addition, it will make it possible to develop correction and learning processes during the program based on its general objectives.
- 2.9 The process will entail the following activities: (i) identifying a frame of reference for handling social management responsibilities according to a self-evaluation of

the applicants selected and the assessments of their supervisors, (ii) evaluating the teaching in the sessions and the courses in general, (iii) determining course impact through interviews with graduates and their supervisors, and (iv) documenting innovative cases of social management on the basis of the INDES course.

- 2.10 Upon completion of each course, the resident coordinator will prepare a report on the course program taught, with a list of the participants and the institutions to which they belong and a summary of the evaluation by course participants (based on the methodology developed by INDES to evaluate their own courses). This report should be submitted to the Interagency Supervisory Committee and the DFID, within 30 days after the end of the course. A frame of reference will be established for evaluations, identifying the indicators to be monitored and evaluated.
- 2.11 The resident coordinator will be responsible for delivering an annual report on activities completed during each year of the program, within 30 days after the end of the year. The report will include a summary of activities, a list of those trained during the year and the institutions to which they belong, a summary of the evaluations of participants in all courses offered, a financial report prepared in conjunction with the program accountant and in the case of the first annual report the work schedule for year two. This report will be presented to the DFID and the Interagency Supervisory Committee for approval.
- 2.12 An evaluation of the impact of the program will be conducted 18 months after the last course. It will evaluate the impact of the program, its results, costs and the extent to which its objectives were fulfilled, in terms of their effectiveness and efficiency. Amongst other factors, it will examine (i) the degree of satisfaction amongst participants, (ii) the usefulness of the management tools learned, and (iii) the indicators given in the logical framework. The impact assessment will be financed out of the program resources.
- 2.13 The success of the program, particularly its preliminary organization and implementation, will depend on the joint participation of the Honduran government, the IDB through INDES, and the Bank's Country Office in Honduras. The idea is to set up an Interagency Supervisory Committee for the program that would be in charge of supervising and approving the training activities.
- 2.14 The Interagency Supervisory Committee will consist of three government representatives from the country's social sectors, the academic coordinator for the program designated by INDES at the Washington headquarters, the resident coordinator of the program, an official from the Bank's Country Office, a prominent academic (on a rotational basis so that the country's leading universities may take part), and a representative of DFID in Honduras. This Committee will in charge of (i) giving notice of training courses, (ii) acquainting itself with the program teaching schedule and approving it, (iii) selecting candidates to take part in training

events, based on the candidates' profile as established by INDES in conjunction with the Honduran government, and (iv) examining and approving the monitoring reports prepared by the resident coordinator and the program evaluation. The resident coordinator will coordinate actions between program execution and the Interagency Supervisory Committee and will act as its secretary. The Committee will meet at least once before each training seminar and course to select the participants. The resident coordinator has the authority to call special meetings to approve the annual reports. Participation by the INDES academic coordinator in Washington in the candidate selection process will be assisted by the resident coordinator in Honduras.

C. Profile of candidates

- 2.15 The participants in the courses will be (i) senior civil servants with responsibilities in management and/or social policy and program design at the central and local government level, (ii) heads of prestigious nongovernmental organizations with responsibilities in social policy and program management and/or design, and (iii) full time university professors that take part in teaching and/or management of programs that cover public management and/or social program and policy management and/or design issues. In selecting participants, every effort will be made to ensure that Honduran society properly represented in terms of gender and ethnic group.
- 2.16 In addition, the participants must satisfy the following requirements (i) possess a university degree, (ii) be endorsed by an entity that works in shaping or managing social programs and policies in Honduras, and (iii) have received certification of his/her potential from his/her organization.
- 2.17 The program participants will be required to devote themselves fully to the courses. A written commitment will be required from the participants' supervisors. This should ensure the participants' commitment to the program and full compliance in terms of content and time.
- 2.18 In the specific case of leaders of nongovernmental organizations and civil servants from across the country, the requirement of a university degree will be replaced with a condition that the applicant have university studies or equivalent and/or at least five years' experience as a social manager.
- 2.19 For local and regional workshops, the selection criteria will be based on an evaluation of the special training needs that exist in those parts of the country with the highest incidence of infant malnutrition and mother-child mortality and morbidity and the highest school drop out and repeater rates.

- 2.20 **Special condition.** The program activities will not get under way until the beneficiary and the Bank have agreed on the terms and selection criteria for participation and an interagency committee has been set up.

III. JUSTIFICATION AND RISKS

- 3.1 The present program is consistent with the Bank's strategy for Honduras, which is designed to strengthen the capacity of the State and society to reduce poverty substantially. It is also closely linked to the objectives and goals outlined in the government's poverty reduction strategy. The program has the potential to modernize the social program management, by introducing conceptual and operational changes in its implementation strategies and information and evaluation systems. It proposes to create and feed a training network to support the process of modernization over a period that extends beyond the duration of the program. This program is in line with and reinforces the Bank's objectives to facilitate the implementation of the poverty reduction strategy (HO-0185).
- 3.2 The program is a cornerstone of efforts to achieve the viable poverty reduction strategy proposed by the government. Social management training will turn this into an initiative to promote more efficient and coordinated actions in the social sectors at the central and municipal level. It also represents a decisive step towards establishing a network to shape social management and policy that ensures a sounder and more modern basis for social development in Honduras in the future. At present, institutions of higher learning in Honduras do not have academic programs to train professionals in social policy management and design.
- 3.3 It is important to note that training and technical assistance will be given at an institutional and program level and at an individual one. The two plans complement one another, with the first centering on those that help to implement social policy and the second on the use of the basic tools, such as information and evaluation systems, to strengthen institutions in charge of social policy, thus enhancing any actions undertaken in each area. This somewhat innovative approach is at the heart of the program design and purports to correct errors that frequently beset programs limited to individual training activities.
- 3.4 The courses, seminars, and workshops will focus on the situation of women and marginalized ethnic groups in Latin America, and particularly in Honduras. The issues of access to social services, domestic violence, and ethnic discrimination will be part of the training. Also, the courses and workshops will promote the introduction of public policies that stimulate leadership of women and ethnic groups and the development of their skills.
- 3.5 The high staff turnover in the social sectors poses a risk insofar as personnel trained under the program may leave their positions and move out of the social sectors. The

program has been designed to minimize this risk since it does not provide training on an individual basis but to a critical mass of civil servants making up the management and technical bodies. Moreover, the government's presence on the Interagency Supervisory Committee will ensure that the candidate selection process is transparent and representative. Under the program training will be provided to leaders of civil society in an effort to prepare individuals who will one day hold positions in the social sectors. The idea is to train university professors and instructors from training institutions in order to give continuity to social management training.

- 3.6 One further problem could be a lack of interest by government or the universities in giving continuity to social management training, a factor that could jeopardize the sustainability of the program. INDES' experience with similar programs in Paraguay, Nicaragua, and the Dominican Republic shows that the governments and universities are extremely interested in giving continuity to training of this kind. In Honduras, the program sets out a joint working strategy coordinated with the government and the universities from the outset in order to give a sense of "ownership" and establish mechanisms that provide continuity to the program.

IV. FINANCING

- 4.1 The total cost of the program is estimated at the equivalent of US\$1,991,520, with the Bank contributing up to the equivalent of US\$1,650,000 chargeable to the grant funds to be donated by the United Kingdom Department for International Development (DFID) and administered by the Bank. The Bank's contribution will be provided on a nonreimbursable basis. The Bank will charge the DFID a fee for administering the resources. The Honduran government will make available physical facilities to carry out the program activities and to offer such technical, logistical, and secretarial support as may be necessary to ensure full and continuous execution of the program. The value of this contribution is estimated at US\$341,520 (to be furnished in kind).

	Local	DFID	Total
Consultants			
1. Staff Program resident	0	610,920	610,920
2. Teacher consultants	0	190,000	190,000
3. Travel for INDES staff	0	55,160	55,160
Subtotal	0	856,080	856,080
Components			
1. Courses for social managers	252,000	387,400	639,400
2. Trainers	21,600	71,820	93,420
3. Regional workshops	25,920	70,320	96,240
4. Monitoring and impact evaluation	18,000	20,000	38,000
Subtotal	317,520	549,540	867,060
Equipment and materials	24,000	80,000	104,000
Contingencies (includes 2% management fee)	0	164,380	164,380
Total	341,520	1,650,000	1,991,520

- 4.2 For the Bank to administer the program and to implement the planned activities, the following legal documents will be required: (i) a funds administration agreement between DFID and the Bank, and (ii) a letter-agreement between the Republic of Honduras and the Bank on the program activities. Both documents will be signed once the proposed operation has been duly approved by the Bank's Board of Executive Directors.
- 4.3 The proceeds of the program will cover the fees and travel expenses of long-term international consultants, as well as the cost of hiring short-term local consultants and international experts as required. Also covered will be the incremental costs (not fees or salaries) of travel and lodging in Honduras of INDES personnel for the program training and monitoring activities.
- 4.4 An accountant will be hired to administer the program funding. The latter will work together with the resident coordinator and the Bank through the Bank's Country Office in Honduras.

V. EXECUTION

- 5.1 The Republic of Honduras, through the Social Cabinet of the Secretariat of State for the Office of the President and with the support of the Cabinet's Technical Support Unit (UNAT), will be in charge of providing physical facilities for the activities contemplated under the program as well as of offering such technical, logistical, and secretarial assistance as may be necessary to ensure full and continuous

execution of the program. The executing agency which will be represented on the Interagency Supervisory Committee will organize the training courses, help to select candidates for the courses, and approve the teaching program and the monitoring reports.

- 5.2 The Social Cabinet was set up pursuant to Executive Order PCM-011-99, to provide advisory assistance to the President of the Republic in formulating social policy, coordinating institutional activities involved in social sector policies, and harmonizing the allocation of resources. The members of the Social Cabinet are the Secretaries of State for the Department of Education, the Department of Health, the Department of Social Security and Labor, the Departments of Agriculture and livestock, the Department of Culture, Arts, and Sports, the Director of the Honduran Social Investment Fund (FHIS), the Executive Director of the National Agrarian Institute (INA), and the Secretary for Technical Matters and International Cooperation (SETCO). The Committee is chaired by the President of the Republic, and its functions include providing advisory support to the President in framing social policy and formulating criteria that should offer guidance in preparing short-, medium-, and long-term government plans or programs as well as in coordinating interagency activities for the sector. The Technical Support Unit (UNAT) of the Secretariat of the President's Office is the Technical Secretariat of the Social Cabinet, and the various institutions concerned with centralized and decentralized government administration will be required to provide such assistance as may be needed by UNAT.
- 5.3 Technical responsibility for this operation will fall to the Bank's Country Office in Honduras, which will take on the tasks of hiring consultants for the program, making the necessary disbursements, and performing technical supervision of the operation, with the support of the Social Programs Division 2 (RE2/SO2) and the Inter-American Institute for Social Development (INT/SDI).
- 5.4 Based on the request from the Honduran government and the mandate of the United Kingdom government, through the DFID, such consultants as are needed to carry out the program activities will be hired by the Bank through INDES and with the support of Bank's Country Office in Honduras in accordance with the Bank's procurement policies and procedures.
- 5.5 Equipment will be leased and services hired by the beneficiary in accordance with Bank procurement policies and procedures. The Bank will pay all procurement costs directly to the beneficiary's account through the Country Office in Honduras.
- 5.6 A revolving fund for the equivalent of 20% of the total contribution will be opened for administration of program resources. The program funds will be disbursed in accordance with the Bank's procurement policies and procedures.

- 5.7 The resident coordinator, with the help of international consultants resident in Honduras and the collaboration of the Honduran government, will prepare a work schedule for year one of the program. This schedule will be submitted to the DFID 90 days after commencement of the program.

VI. DISBURSEMENTS

- 6.1 The disbursement period will be 48 months from the effective date of the technical-cooperation agreement to be signed between the Republic of Honduras and the Bank.

PROGRAM FOR TRAINING IN THE DESIGN AND MANAGEMENT OF SOCIAL POLICIES AND PROGRAMS
LOGICAL FRAMEWORK

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
effectiveness and fairness of ms under the poverty reduction rove social sector			
stitutions in the social sectors social managers committed to ency, improving fairness, and l policy more sustainable in agement techniques.	<p>Progress is made towards attaining the objectives of the country's social policy, making it possible:</p> <ul style="list-style-type: none"> to increase the coverage of public services and their quality to direct social investment to human capital development to ensure sustainable development through the rational use of natural resources. <p>Training is provided to groups of professionals from across all sectors with a vision of social management and approach to this vision.</p> <p>Intersector coordination is improved, as is communication on social matters.</p>	<p>Evaluations prepared by government ministries and agencies in charge of social policy and programs.</p> <p>Studies and research prepared by local and international agencies for certain sectors of society.</p> <p>Budgetary allocations are now conditional on criteria of fairness and sustainability.</p> <p>Reports by network members on the networks</p>	<p>Progress is made in pursuing reform, by incorporating key into social policy in Honduras</p> <p>Democratic governance.</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>for a critical mass of professionals in organizations in charge of program and policy development and formulation, trained in methods, tools of modern management, which will help to make programs more efficient, sustainable, and more sustainable.</p>	<p>1.1 500 persons trained in all program events.</p> <p>1.2 350 professionals trained in four-week courses</p> <p>1.3 30 teachers trained in courses for trainers.</p> <p>1.4 120 persons trained in workshops.</p> <p>1.5 10 courses for professionals, 8 of which will be offered in Tegucigalpa and 2 in departments.</p> <p>1.6 120 central government employees, 140 regional government employees, 45 teachers, and 45 leaders of NGOs trained.</p> <p>1.7 Index of applicability of tools and methods learned in courses reckoned from participants' final evaluation.</p>	<p>Documents for design of training courses.</p> <p>Evaluation of training events by participants.</p> <p>List of graduates</p> <p>Final reports of each event prepared by program evaluation team. Results and impact evaluated upon completion of the program.</p> <p>Evaluation reports of the teaching team and coordinator of the training program in Honduras and the program coordinate at headquarters.</p> <p>5 meetings of graduates to establish the network and its monitoring activities.</p> <p>2 events to disseminate information on issues of social management and policy design organized by the network.</p> <p>1 quarterly bulletin edited by participants in the network during year two of the program.</p> <p>Evaluation of activities prepared by the participants.</p>	<p>Commitment to take part in training events by ministries responsible for social policy, executives of organizations involved with social sectors, universities.</p> <p>Persons trained will remain motivated and apply the tools and knowledge they have learned to their work.</p>
<p>and sustainable network of professionals committed to human resources management in topics relating to social management and policy management and</p>	<p>2.1 1 course in Tegucigalpa for professors from national universities and teachers from centers of learning.</p> <p>2.2 30 teachers trained</p> <p>2.3 Index of applicability of tools and methods learned in courses reckoned from participants' final evaluation.</p> <p>2.4 Results of evaluation of impact on participants and supervisors of using methods and tools learned and the results.</p>	<p>Evaluation of activities prepared by participants.</p> <p>Academics in the network incorporate social management content into the curriculum at their institutions.</p>	

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
of trainers committed to out training programs in social ment at municipal level.	3.1 4 workshops held 3.2 70 regional and local government employees, 25 leaders of NGOs, and 25 teachers trained. 3.3 Index of applicability of tools and methods learned in courses reckoned from participants' final evaluation. 3.4 Network of academics and graduates established.	Evaluation of activities prepared by participants. Establishment of network of graduates.	Institutional support for addi study programs and incorpor into the existing social mana content.
on of results and impact.	4.1 Results of evaluation of impact on participants and supervisors of using methods and tools learned and the results. 4.2 Index of usefulness of tools and methods learned in courses obtained from evaluations of the extent to which graduates have remained in their jobs. 4.3 Index of applicability of tools and methods learned in courses obtained from interviews with supervisors and questionnaires they have filled out.	Final report on evaluations of participants. Outside evaluation of results and impact.	
week training courses held. week training course for held.	Budget		Participation by civil servan academics, and civil society a high degree of leadership commitment to stimulating change. Participants in network are organizing and working to e sustainability of the organiz

**HONDURAS. NONREIMBURSABLE TECHNICAL COOPERATION FOR TRAINING
IN THE DESIGN AND MANAGEMENT OF SOCIAL POLICIES AND PROGRAMS**

The Board of Executive Directors

RESOLVES:

1. That the President of the Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, to enter into such agreements as may be necessary with the "República de Honduras" and with the Department for International Development of the United Kingdom of Great Britain and Northern Ireland, and to adopt such measures as may be pertinent for the execution of the plan of operations which is part of Document AT-____, with respect to a nonreimbursable technical cooperation for Training in the Design and Management of Social Policies and Programs.
2. That up to the equivalent of £1,100,000, is authorized for the purposes of this resolution, chargeable to resources to be contributed by the Department for International Development of the United Kingdom of Great Britain and Northern Ireland through the, which will be administered by the Bank for the execution of the Program referred to it in paragraph 1.
3. That the above-mentioned sum is to be provided on a nonreimbursable basis.