

**PROFESSIONAL TRAINING AND SPECIALIZATION PROGRAM
(CT/FONDOS II SCHOLARSHIP PROGRAM)**

(TC-95-02-34-6-RG)

EXECUTIVE SUMMARY

REQUESTER: An initiative of the Inter-American Development Bank

EXECUTING AGENCY: The Bank, through the Integration and Regional Programs Department

BENEFICIARIES: The Bank's 26 borrowing member countries

FINANCING:

IDB:	US\$ 330,000 (FSO in local currencies)
	<u>US\$ 330,000</u> (FSO in foreign exchange)
Total:	US\$ 660,000

CT/FONDOS:

Spain	US\$ 400,000
Israel	US\$ 400,000
Sweden	<u>US\$ 240,000</u>
Total:	US\$1,040,000

Local counterpart funding:

	<u>US\$ 400,000</u>
Total:	US\$2,100,000

LOCAL TERMS: Execution period: 2 years
Disbursement period: 2.5 years

ENVIRONMENTAL CLASSIFICATION: The Environment Committee, at its meeting of August 22, 1995, classified this as a Category II operation.

OBJECTIVES: To contribute to the strengthening and modernization of public and private nonprofit institutions in Latin America and the Caribbean by providing training for their human resources in areas of high priority for the countries in the region and the Bank.

DESCRIPTION: The program consists of two subprograms:

1. **Scholarships for studies in Israel and Spain.** This subprogram will provide 100 scholarships to professionals and technicians from institutions recommended by the Bank so they may attend training courses of short and intermediate duration at centers and institutions of accredited standing in Israel and Spain.

2. **Short courses in the Bank's borrowing member countries.** Under this subprogram, 18 short courses will be held in countries of the region to provide training to about 450 technicians and professionals tapping the installed capacities of local beneficiary institutions with the support of instructors from Israel and Sweden.

BENEFITS:

The program will provide training to about 550 professionals and technicians from selected institutions in Latin America and the Caribbean with an eye to enhancing their ability to respond and adjust to the processes of economic modernization and social development.

RISKS:

The CT/FONDOS I Scholarship Program revealed a weak link between individual training and the impact on the institutions that employ those individuals, which casts doubt on the prospect of the program's exerting a sustainable impact. The new operation will minimize these risks by taking a purely institutional approach to selecting beneficiaries and by establishing a close link between the program and Bank projects.

**THE BANK'S
STRATEGY IN THE
REGION:**

The program has been designed to complement the Bank's work agenda and the projects it is developing to carry out the mandate of the Eighth General Increase in Resources. Most of the areas in which the donor countries will offer training have been identified as priorities in the replenishment document, e.g., environmental protection and urban sanitation, energy conservation and the management of forest resources, development and management of local-level social services, women and micro-enterprise, and technological modernization in agriculture and transportation.

**RESPONSIBILITY
IN THE BANK:**

INT/RTC (with support from the Bank departments whose work is related to the subjects of the courses) and the Country Offices.

I. JUSTIFICATION AND BACKGROUND

A. Justification

- 1.1 In its report on the Eighth General Increase in Resources, the Bank reiterated the need for new investments to be made in human resources in the region as an essential factor for promoting the region's economic and social development. According to the report, human capital formation contributes significantly to the modernization of production processes, and this facilitates entry into international markets and sustained growth. Moreover, the economic growth that results when the labor force is better prepared favors social reform and makes it possible for the benefits of development to reach all members of society.
- 1.2 In the last decades, the countries of Latin America and the Caribbean have increased their financing for professional and technical training programs considerably. Few countries, however, have actually begun to reform their training programs (which were usually based on the needs of an import-substituting economy) to adapt them to a labor market that is called upon to respond both to domestic economic adjustments and to foreign competition.
- 1.3 The purpose of the Professional Training and Specialization Program (PROFEP - CT/FONDOS II) is to foster and enrich, with the support of training establishments in Israel, Spain and Sweden, the ability of the region's countries to respond to administrative, productive and social modernization processes, and to give them new stimuli to adapt their own training curricula.
- 1.4 PROFEP is designed to complement the work agenda of the Bank and the projects it is developing to comply with the mandate of the Eighth Replenishment. Most of the areas in which the donor countries will offer training have been identified as priorities in the replenishment document, e.g., environmental protection and urban sanitation, energy conservation and the management of forest resources, development and management of local-level social services, women and microenterprise, and technological modernization in agriculture and transportation.
- 1.5 In addition, since the beneficiaries will be selected by the Bank, PROFEP will be offering training to institutions that the IDB regards as specially important for its development strategy in the various beneficiary countries.

B. Background

- 1.6 On September 8, 1993, the Board of Executive Directors of the Bank approved the plan of operations for the CT/FONDOS Scholarship Program with resources provided by the Governments of Israel, Spain and Sweden (AT-964). The program was designed to group under one

administrative umbrella the training resources and funds offered under the trust funds established by Israel, Spain and Sweden with the Bank.

- 1.7 Execution of the program at IDB headquarters was begun in October 1993 for a period of 15 months. In July 1994 the program's Scholarship Committee recommended extending Subprogram B (training courses in the region) to July 14, 1995. Execution of the project will conclude in December 1995.
- 1.8 In its first phase, the CT/FONDOS Scholarship Program trained a total of 800 professionals and technicians under two subprograms:
- 1.9 **Subprogram A. Scholarships for study in Israel, Spain and Sweden:** 804 applications were received and 180 individual scholarships were granted for courses offered in the three donor countries in such areas as the environment, agriculture, social services, energy and transportation. The average course duration was six weeks. In compliance with the conditions of the plan of operations, 73% of the scholarships were granted to professionals and technicians from less developed countries or countries with insufficient markets (Groups C and D). *See Annex I: CT/FONDOS Scholarship Program (Subprogram A). Applications and Scholarships by Area and Course.*
- 1.10 **Subprogram B. Courses in the Bank's borrowing member countries:** 53 applications were received for training courses organized by institutions in the region with the support of instructors from Israel, Spain and Sweden. Nineteen of the 53 applications were approved. To date 10 courses averaging two weeks in duration have been conducted at the national level and four at the subregional level. Subprogram B is expected to conclude with a total of 620 persons trained in 19 courses conducted in Latin America and the Caribbean. *See Annex II: CT/FONDOS Scholarship Program (Subprogram B). Summary of approved courses.*
- 1.11 From March through May 1995 an external consultant undertook an evaluation of the CT/FONDOS Scholarship Program, interviewing 15 scholarship recipients and their supervisors in Argentina, Guatemala and Peru, and 4 Argentine and Peruvian institutions that had participated in Subprogram B. The results and recommendations of the evaluation may be summed up in three points:
 - Subprogram A: The program was successful in granting scholarships to professionals and technicians who were highly qualified for the training offered. Most of the scholarship recipients interviewed were highly motivated to apply the knowledge they had acquired. In some cases, however, conditions in the institution at which the recipient was employed were such that the training received could not be used to full advantage.

- Subprogram B: The beneficiary institutions under Subprogram B agreed that the training courses arranged in the region were important sources of momentum for their respective areas of work. Though all the institutions visited had experience in the training field, some did not seem to have the management and personnel structure necessary to ensure a sustainable institutional impact.
- Recommendation: The program responds to a strong demand for professional and technical training in areas of high priority for the beneficiary countries and the Bank. It is therefore recommended that a second phase be launched, to provide mechanisms for enabling beneficiary institutions to take more systematic advantage of the training so that it will become sustainable. See Annex III: *CT/FONDOS Scholarship Program. Evaluation and Recommendations.*

II. OBJECTIVE

- 2.1 The objective of the Professional Training and Specialization Program (PROFEP) is to contribute to the strengthening and modernization of public and private nonprofit institutions in Latin America and the Caribbean by providing training for their human resources in areas of high priority for the countries of the region and the Bank.
- 2.2 The program will provide individual scholarships for training and specialization courses in Israel and Spain. The studies abroad will be complemented by training courses taught in the Bank's borrowing member countries with support from Israeli and Swedish instructors. The purpose of these courses is to increase the number of beneficiaries and strengthen the training capabilities of the institutions sponsoring the courses.

III. DESCRIPTION

- A. Components and general provisions
- 3.1 PROFEP consists of two subprograms:
 - 1. Subprogram A, which will provide 100 scholarships to professionals and technicians from institutions recommended by the Bank so they may attend short- and intermediate-duration training courses at centers and institutions of accredited standing in Israel and Spain.

2. Subprogram B, which will organize 18 short courses to be held in the beneficiary countries to provide training to about 450 technicians and professionals. The courses will be organized with the support of instructors from Israel and Sweden and will be held at the national or subregional level (Central America, Caribbean, Andean Countries, Southern Cone).
- 3.2 The program will be directed primarily at public institutions in the Bank's 26 borrowing member countries. However, private nonprofit institutions will also be eligible to participate in training activities if they meet the requirements, particularly those set forth in paragraph 3.3.
- 3.3 No general announcement will be issued for the two subprograms. Rather, the announcement will be restricted to institutions recommended by the Bank's headquarters and Country Offices on the basis of:
 - a. the institution's function in the economic and social development process at the national or regional level
 - b. its connection with Bank projects
 - c. the need for support for its own training efforts in one or more of the areas in which courses are offered under the program
 - d. its capacity, in the Bank's judgment, to assimilate the knowledge acquired
- 3.4 As under the previous operation, preference will be given to institutions in less developed countries and those with insufficient markets (Group C and D countries). In addition, special attention will be given to the participation of institutions located in areas other than the capital cities, especially those with low income levels, in all beneficiary countries. Experience with the scholarship programs of the IDB and other multilateral institutions shows that most beneficiaries come from the capital cities; the decentralization process under way in many countries of the region, however, is now increasing the demand for training for local- and provincial-level staff.
- 3.5 The second stage of the CT/FONDOS Scholarship Program will continue the effort to increase the number of female recipients. In the first phase, 42% of the professionals and technicians who attended courses in Israel, Spain and Sweden were women.
- 3.6 For both subprograms (training within as well as outside the region), the program will use the installed capacity and courses currently taught by institutions in Israel, Spain and Sweden.
- 3.7 The scholarships for training in Israel and Spain will be awarded and the financing for courses in the region will be approved on the basis of:

- a. the training priorities to be set by the Bank
 - b. the demand in the beneficiary countries
 - c. the availability of instructors and room in the courses in the donor countries
- 3.8 Accordingly, the number of Subprogram A scholarships and Subprogram B courses indicated herein represent the maximum possible and will need to be adjusted in light of the aforementioned factors.
- B. Course features and guidelines
1. Scholarships for studies in Israel and Spain (Subprogram A)
- 3.9 The courses offered in these donor countries will be conducted by public and private institutions with broad experience in professional training and cooperation with developing countries. Furthermore, most of the institutions are acquainted with the particular situation of their areas of specialization in the countries of Latin America and the Caribbean.
- 3.10 These are intensive courses of one to three months' duration and classes not exceeding 25 students. A small number of them run a full academic year. The courses consist of both theory and practical training, including field trips that allow participants to see how the knowledge they acquire is applied in the economic, social and cultural context of the host country. Important as this experience is, the courses give equal weight to the training's relevance to the conditions that prevail in the participants' countries of origin. In many cases the participants are required to prepare case studies in their respective countries for presentation and discussion during the course.
- 3.11 The 100 scholarships planned under Subprogram A will be apportioned equally between Israel and Spain (50 each).
- 3.12 In the case of Israel, it is hoped that the program will include about 25 courses in the areas of agriculture, administration, education, health, and labor organization. The International Cooperation Directorate of the Israeli Ministry of Foreign Affairs (MASHAV) is expected to invite the Bank to select the courses and award the scholarships in accordance with its priorities. Courses conducted in English, Spanish and, in exceptional cases, French will be considered.
- 3.13 In the case of Spain, the program will include some 12 courses on agricultural topics. The number of places will be decided by the Bank and the Ministry of Agriculture, Fisheries and Food. The courses will be conducted in Spanish.
- 3.14 The PROFEP scholarships cover subsistence, medical insurance (trust funds of the donor countries) and travel expenses (the IDB's Fund

for Special Operations). The institutions that have nominated candidates for a training course must guarantee them paid leave during the training time.

- 3.15 The institutions invited to participate in this subprogram will be able to send, either concurrently or successively, up to two professionals and technicians, depending on the availability of places at the training center in the donor country. The purpose of this provision is to maximize the institutional impact of the training.

2. Short courses in the Bank's borrowing member countries (Subprogram B)

- 3.16 Institutions wishing to organize a course with experts from Israel or Sweden must have experience in human resources training and, preferably, have their own training facility. If the applying institution has no experience or personnel in the training field, the course must be organized in conjunction with a teaching establishment or center, so that adequate local support in the form of personnel and physical plant will be available and follow-up provided to ensure a long-term impact of the training.
- 3.17 In general, the courses to be offered in the region will be of two weeks' duration. The institution organizing the course will select the participants. The course syllabus will be agreed upon directly between the external instructors and the local organizers. However, the latter undertake to abide by the instructions and suggestions that the Bank's departments may make in connection with the course syllabus and the participants.
- 3.18 The subjects of the courses to be taught under Subprogram B will be the same as those offered by the MASHAV (Israel) and SIDA (Sweden) programs in their respective countries. However, the courses in the region may not be exact replicas of those of Subprogram A, since the project budget would not be able to cover such costs.
- 3.19 Hence it is essential that the institution where the course is to be offered be acquainted with the curriculum offered by the external instructors and be able to identify the subjects of greatest importance for their training needs.
- 3.20 To satisfy this requirement, the Bank will give preference to institutions that have previously sent personnel to a training course in one of the donor countries under the first or second stage of the program. The linkage between the two subprograms will also serve to augment the institutional impact of the training and concentrate the scarce resources of this technical-cooperation operation in institutions that the Bank considers deserving of special support.
- 3.21 The 18 courses to be taught under Subprogram B will be national or subregional in scope. The experience with the previous operation

has underscored the importance of organizing a subregional course for Central America and the Caribbean. In many ways the countries of these regions face common problems, yet are too small to justify the organization of a training course at the national level.

- 3.22 As concerns the sequencing of the two subprograms, it is expected that most of the scholarships for training in the donor countries will be awarded during the first year, while in the second year the main effort will concentrate on the courses to be organized by institutions in the beneficiary countries. See Annex IV: *Performance Indicators*.

IV. EXECUTION OF THE PROGRAM

A. Program administration

1. Coordinator

- 4.1 Responsibility for direct administration of the program will be vested in a professional (the "Coordinator") and an administrative assistant, to be hired by the Bank with funding from the present operation. The Coordinator and his assistant will be answerable to the Chief of the PROFEP.
- 4.2 In general, the Coordinator will be in charge of establishing procedures to ensure operation of the program in the manner provided for herein, and to serve as liaison between the donor countries, Headquarters and the Country Offices. His functions encompass all program tasks, from setting in motion the application process for scholarships in Israel, Spain and Sweden to coordinating the respective institutions' organization of courses in the region. The detailed terms of reference for the Coordinator are presented in Annex V.

2. The Scholarship Committee

- 4.3 Responsibility for general program management will be vested in a Scholarship Committee chaired by the Manager of the Integration and Regional Programs Department (INT) and consisting of the Managers of RE1, RE2, RE3 and SDS or their representatives. The Manager of INT (or his representative) will be the Chief of the Professional Training and Specialization Program.
- 4.4 The principal function of the Scholarship Committee will be to make the final selection of beneficiaries under Subprogram A (scholarships for training courses in the donor countries) and under Subprogram B (financing for training courses organized by institutions in the region). The Committee will base its selections on the recommendations of the Bank's departments.

- 4.5 The Committee will also be responsible for approving suggestions from the Bank's departments regarding the courses to be covered by the program and to serve, at the Coordinator's request, as liaison between the program and the Advisors (see section 3, below).
- 4.6 The duties of the Program Chief include authorizing official communications on the award of scholarships, approving financial undertakings and supervising the work of the Coordinator.

3. Advisors

- 4.7 The program's Advisors will be Bank officers from Headquarters and the Country Offices. This is not a formally organized group, but a number of individual experts in the various course areas, who, acting for the divisions to which they belong, provide program support that is none the less crucial for being confined to questions on specific matters.
- 4.8 The Advisors will perform the important functions of identifying the institutions to be invited to participate in the program and making recommendations to the Scholarship Committee on the award of scholarships (Subprogram A) and resources for the organization of local courses (Subprogram B).
- 4.9 The Coordinator will be responsible for maintaining contact with the officers at Headquarters, collecting information on possible beneficiaries and passing it on to the Country Offices for follow-up, and framing recommendations for submittal to the Scholarship Committee.

4. Program Officers at Country Offices

- 4.10 Each Country Office will appoint a Program Officer, whose duties will be similar to those of the Coordinator at Headquarters. This officer's principal duties will be:
 - a. to serve as liaison between the Coordinator at Headquarters and the Country Office
 - b. to inform Country Office professional staff about the program
 - c. to confer with officers who are experts in the subject areas of the courses and obtain their recommendations on institutions to be contacted
 - d. to contact the recommended institutions and inform them of the training possibilities offered by the program
 - e. to present to the Coordinator the complete list of institutions contacted for each course
 - f. to provide travel instructions and tickets to scholarship recipients (Subprogram A)
 - g. to monitor, and if necessary to participate in, the preparations for the courses in the region (Subprogram B)

5. Coordination in the donor countries

- 4.11 The principal functions of the Bank's counterparts in the donor countries will be to inform the Coordinator of the acceptance of the candidates recommended by the Bank, provide assistance to scholarship recipients during the training course and, under Subprogram B, process applications and coordinate preparations for the local courses.

B. Selection of beneficiaries

1. Subprogram A

- 4.12 The candidate must:

- a. be a citizen of one of the Bank's borrowing member countries
- b. be nominated by a public or private nonprofit institution recommended by the Bank; the nomination must state precisely the connection between the training and the development of the requesting institution
- c. perform duties that justify the requested training and the candidate's nomination by the institution
- d. possess appropriate academic and professional background and knowledge of languages in accordance with the requirements of the course for which the scholarship is requested
- e. upon completing the course, make a presentation at his/her home institution. The presentation will be part of a reasoned assessment of the importance of the training for the beneficiary institution, which the latter undertakes to submit to the Bank

- 4.13 Staff members of the Bank (whether in service or retired) at Headquarters or in the Country Offices, Executive Directors, their Alternates and Assistants, and their relatives (to the fourth degree by blood and second by marriage) are not eligible to participate in this program.

- 4.14 The following additional selection criteria will also be applied (see also paragraphs 3.3-3.5):

- a. Preference will be given to Group C and D countries, and to local and provincial institutions.
- b. When the qualifications are otherwise equal, preference will be given to applications presented by women.
- c. Preference will be given to candidates from institutions involved in Bank projects.

- 4.15 A nomination must include detailed documentation on the candidate (current duties in the institution and those that will be performed upon completing the training) and on the nominating institution (reason for the nomination, expected results, and potential for

application of the training). The Coordinator is to design the application forms to provide space for this information.

- 4.16 In addition, the application packet will include a notice concerning the report that the nominating institution must present to the Bank [see paragraph 4.12(e)] and information on Subprogram B.

2. Subprogram B

- 4.17 An institution that wishes to organize a training course with the support of instructors must:

- a. be located in a borrowing member country of the Bank
- b. be recommended by officers of the Bank either at Headquarters or in its Country Offices
- c. present a detailed proposal for the course justifying the training in terms of the institution's functions and development
- d. possess experience and personnel specialized in human resources training, or organize the course in conjunction with a training institution
- e. have the infrastructure needed to conduct the course
- f. present to the Bank, upon completion of the course, a report including the final program, the complete list of participants, and a reasoned, detailed assessment of the usefulness of the course for the development of the beneficiary institution, ways to apply the training, and initiatives for follow-up

- 4.18 The application process will take place in two stages. First, the applying institution will fill out a form showing the basic data on the proposed course. The Coordinator will then send this information to the counterpart in the donor country to determine the availability of instructors. Once the donor country has agreed to provide assistance, the institution must then present a detailed request that includes the information referred to in paragraph 4.17(d).

C. Location and duration of the program

- 4.19 The operation will be conducted from the Bank's headquarters in Washington, D.C., with the support of its Country Offices in the member countries.
- 4.20 The program will be executed over a period of 24 months running from the date of approval of the plan of operations by the Board of Executive Directors of the Bank.

D. Program cost and financing

1. Program cost

- 4.21 The cost of the project totals US\$2.1 million, broken down as follows:

DESCRIPTION	IDB	DONORS	BENEFICIARY COUNTRIES	TOTAL
1. Professional services firms		324,000		324,000
2. Individual consultants	251,200			251,200
3. Recipients & participants	281,000	600,000	189,000	1,070,000
6. General support	52,800		180,000	232,800
8. Individual consultant for evaluation of project	15,000			15,000
98. Contingencies	60,000	116,000	31,000	207,000
TOTALS	660,000	1,040,000	400,000	2,100,000

See Annex VI for the itemized budget.

2. Contribution of the Bank

- 4.22 The Bank's contribution will be nonreimbursable and will be drawn on the net income of the Fund for Special Operations. It has been budgeted at the equivalent of US\$660,000, of which 50% (US\$330,000) will be disbursed in foreign exchange.
- 4.23 The Bank's contribution from the net income of the FSO will be used to cover the following expenditures:
- airfare for 100 scholarship recipients to attend training courses in Israel and Spain
 - airfare for 180 professionals and technicians from provinces and countries in the subregion for training in the 18 courses to be organized in Latin America and the Caribbean
 - airfare and per diems for 36 instructors from Israel and Sweden, who will be supporting the courses in the beneficiary countries
 - administration of the program in Washington, D.C.
 - program evaluation

3. Contributions of the donor countries

- 4.24 The contribution of the donor countries has been budgeted at the equivalent of US\$1,040,000, and will be made through the trust funds that Israel, Spain and Sweden have established with the Bank. The contributions of the first two countries will be made in kind, and that of Sweden in U.S. dollars drawn on the Swedish Fund.

- 4.25 The funds provided by Israel and Spain will cover enrollment and a subsistence allowance for the 100 scholarship recipients who will attend training courses in those countries. Funds provided by Israel and Sweden will be used to cover the expenses incurred in the preparation and lending of support for Subprogram B courses, including the fees of the experts who will travel to the region.

4. Contributions of the beneficiary countries

- 4.26 For the training activities to be carried out in the borrowing member countries of the Bank, the institution hosting the course will bear all costs associated with the course's organization (premises, materials, teaching and support personnel, etc.). These costs may be recouped through a registration fee. Institutions that send professionals or technicians to courses held away from their place of residence must provide them with a subsistence allowance sufficient to cover local transportation, lodging and food. The contribution of the beneficiary countries has been estimated at a total equivalent to US\$400,000.

V. MONITORING AND EVALUATION

- 5.1 Every four months, the Coordinator will draft a report on program execution and present it to the Scholarship Committee for consideration. At the conclusion of the program, the Coordinator will prepare a final report, which will include detailed information on the results of the program, the allocation of its resources, and recommendations for enhancing its impact.
- 5.2 Six months after the conclusion of the activities described in this plan of operations, an ex post evaluation will be conducted. A consultant will be hired and will undertake a complete analysis of program performance relative to the targets set and the results obtained. The following criteria will be applied in measuring the institutional impact of the training imparted:
- a. Information: nature and degree of institutional support for dissemination of knowledge acquired by participants.
 - b. Assimilation: nature and scope of practical application of knowledge acquired, implementation of technical or organizational changes geared toward strengthening and modernizing the beneficiary institution.
- 5.3 The evaluation will be based on the nomination and application documents and on the final reports received from participants, as well as personal interviews with representatives of beneficiary institutions.

VI. BENEFITS AND RISKS

- 6.1 The project will provide training for staff from Latin American and Caribbean institutions, recommended and selected by the Bank, to enhance their ability to respond and adjust to the processes of economic modernization and social development.
- 6.2 The evaluation of the previous operation revealed a weak link between individual training and the impact on the institutions that employ those individuals, which casts doubt on the prospect of the program's exerting a sustainable impact. In addition, the broad range of subjects made it difficult to determine the impact of the training.
- 6.3 On the basis of the recommendations produced by the evaluation, the program has been restructured within the following parameters:
 - a. **Targeting of institutions:** The approach to and requirements for participation in the program have been changed with the explicit intent of strengthening institutions that perform strategic functions in the economic and social development of the beneficiary country.
 - b. **Anchoring of the program in the Bank's agenda:** The beneficiaries are institutions that have (or have had) a working relationship with the Bank, which allows the latter to control and supervise the impact of the training more directly.
- 6.4 This project was designed in the light of consultations with some of the Bank's divisions that will be contacted to advise the program, and it was found that the training to be supplied under the program responds to a demand on the part of the Bank. Moreover, these divisions were found to be interested in working with the program's management in the identification of beneficiaries.

PERFORMANCE INDICATORS

OBJECTIVE	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
strengthen and modernize nonpublic institutions in borrowing member countries training of their professional technical staffs.	<ul style="list-style-type: none"> • Information: nature and degree of institutional support for dissemination of knowledge acquired by participants. • Assimilation: nature and scope of practical application of knowledge acquired, implementation of technical or organizational changes geared toward strengthening and modernizing the beneficiary institution. 	Reports of the beneficiary institutions on the impact of the training.	That the knowledge has been assimilated.
contribute to the training and development of professional and technical staff members in areas of priority for the economic and social development of the countries in the region.	Training of about 550 professional and technical staff members in the course of two years.	<u>Subprogram A</u> <ul style="list-style-type: none"> • The nomination by the employing institution. • Recommendations by officers of the Bank. • Evaluation by the nominating institution. <u>Subprogram B</u> <ul style="list-style-type: none"> • Project (course) proposal. • Documentation on the design of the course. • Evaluation by external instructors. 	That the beneficiary institutions are committed to the training and that the knowledge acquired has been disseminated and applied within them.
<u>A:</u> Provision of 100 scholarships for training in Spain. <u>B:</u> Organization of 18 courses in the region with instructors from Israel	Scholarships for professionals from between 80 and 100 (75 scholarships in year 1 and 25 in year 2). 18 courses to benefit, preferably, institutions that have previously sent staff to a course in one of the donor countries. Training for about 450 professionals and technicians (6 courses in year 1 and 12 in year 2).	<ul style="list-style-type: none"> • Reports of the Program Administrator. • Documentation relating to provision of the scholarships by the Scholarship Committee. 	That the necessary professional technicians (Subprogram A) and institutions to organize courses in the region (Subprogram B) have been selected.

OBJECTIVE	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
of courses and subjects scholarships will be on of the program by the ffices. ation by Bank officers of ons that are to benefit training. ion of applications. of recipients by the nolarship Committee. ion with the donor ion of beneficiaries by ry Offices. ative arrangements (travel tion, etc.).	Budget.	Execution of the budget.	<ul style="list-style-type: none">• That officers at Headquarters in Country Offices contribute to the identification and selection of courses and institutions• That Country Offices assist in the administrative aspects of the project (notification of beneficiaries, travel arrangements, etc.).• That the donor countries accept the Bank's recommendations

ITEMIZED BUDGET
(equivalent in US\$)

	DESCRIPTION	IDB	ISRAEL	SWEDEN	SPAIN	BENEFS.	TOTAL
1	Professional services firms		<u>100,000</u>	<u>224,000</u>			<u>324,000</u>
	Fees per firm. Israel: 10 courses @ \$10,000 per course. Sweden: 8 courses @ \$28,000 per course		100,000	224,000			324,000
2	Individual consultants for execution of the project	<u>251,200</u>					<u>251,200</u>
2.1.1	Fees of the Project Coordinator: 24 months @ \$3,500/month	84,000					84,000
2.5	Official international travel: 2 trips per project @ \$2,000/ticket + 30 days per diem @ \$160/day; 2 professors for 18 courses @ \$2,000/ticket + 18 courses @ 30 days per diem @ \$160/day	167,200					167,200
3	Scholarship recipients and participants	<u>281,000</u>	<u>250,000</u>		<u>350,000</u>	<u>189,000</u>	<u>1,070,000</u>
3.1	Enrollment fees. Israel- \$5,000; Spain-\$7,000 (50 recipients per donor country)		250,000		350,000		600,000
3.2	Subsistence: 2 weeks @ \$75/day for 180 recipi- ents in local courses		<u>1/</u>		<u>2/</u>	189,000	189,000
3.3.1	International travel: 100 recipients @ \$2,000/ticket + 180 participants in local courses @ \$450/ticket	281,000					281,000
6	General support. 18 local courses (logistical support and staff): \$10,000 per course	<u>52,800</u>				<u>180,000</u>	<u>232,800</u>
6.6	Support personnel: assistant for 24 months @ \$2,200/month	52,800					52,800
8	Consultant to evaluate the project	<u>15,000</u>					<u>15,000</u>
8.1	Fees	10,000					10,000
8.5.1	International travel	5,000					5,000
98	Contingencies	<u>60,000</u>	<u>50,000</u>	<u>16,000</u>	<u>50,000</u>	<u>31,000</u>	<u>207,000</u>
	TOTAL	660,000	400,000	240,000	400,000	400,000	2,100,000

1/ The enrollment fee includes a subsistence allowance.

2/ The enrollment fee includes a subsistence allowance.

PROPOSED RESOLUTION

REGIONAL. NONREIMBURSABLE TECHNICAL COOPERATION FOR
PROFESSIONAL TRAINING PROGRAM (TC/FUNDS Scholarship
Program II)

The Board of Executive Directors

RESOLVES:

1. That the President of the Inter-American Development Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, to take such additional measures as may be pertinent for the execution of the plan of operations referred to in Document AT- with respect to a nonreimbursable technical cooperation for a Professional Training Program (TC/FUNDS Scholarship Program II).

2. That up to the equivalent of US\$1,700,000 is authorized for the purpose of this resolution, of which amount shall consist of: (a) up to the sum of US\$660,000 or its equivalent, of which amount up to the sum of US\$330,000 may be disbursed in foreign exchange and the rest in the local currencies of the beneficiary countries, chargeable to the net income of the Fund for Special Operations; (b) up to the sum of US\$400,000 in species, chargeable to the Trust Fund of the Spanish Ministry of Agriculture, Fisheries, and Food (MAPA); and (c) the sum equivalent to US\$400,000 in species, chargeable to the Israeli Technical Cooperation Program (MASHAV); and (d) up to the sum of US\$240,000, chargeable to the Swedish Trust Fund for Consulting Services and Training Activities.

3. That the above-mentioned sum is to be provided on a nonreimbursable basis.