

**SUPPORT FOR A WOMEN'S LEADERSHIP CENTER**

**(TC-96-02-26-1)**

**EXECUTIVE SUMMARY**

**REQUESTER:** Instituto de Ação Cultural - IDAC

**EXECUTING AGENCY:** IDAC

**BENEFICIARIES:** Women leaders from different geographic and socioeconomic backgrounds, representing the social, economic and political spectrum of Brazilian society

**FINANCING:** IDB: US\$1,920,000 (FOE/Local, non-reimbursable)  
LOCAL: US\$ 160,000  
TOTAL: US\$2,080,000

**TERMS:** Execution period: 42 months  
Disbursement period: 48 months

**ENVIRONMENTAL CLASSIFICATION:** On August 13, 1996, the Environmental Management Committee classified this as a Category II operation.

**OBJECTIVES:** The general objective of the proposed TC is to enhance the quality and effectiveness of women's leadership and their ability to act as agents of change in all spheres of public and civil life in Brazil.

**DESCRIPTION:** The proposed technical cooperation program will support the creation of a women's leadership center that will train women in leadership skills and build a national network of women leaders. The program will include the following: (a) establishment of the Center; (b) design and execution of a classroom and distance training program for participants from all over Brazil representing a broad sample of women from different levels and areas of society; (c) development and execution of an interactive electronic network with resource people and information regarding women's issues accessible for participants and other interested individuals; and (d) systematization and dissemination of the program model within and outside Brazil.

**BENEFITS:** The activities carried out under this technical cooperation will result in the strengthening of the leadership capabilities of the women participating in the training program (270 direct beneficiaries).

Indirectly, the institutions/organizations (private or public) where those women belong, through work or otherwise, will be strengthened and the society as a whole will benefit through the actions those women will be able to perform, as the training will increase their capacity to participate more actively and effectively in public life. Further, the formation of networks for support for women and other people interested in women's issues will develop a social climate more favorable to protection of the rights of women.

**RISKS:**

There are risks associated with the important goal of creating a permanent network for dialogue and interaction between women of all levels of society and from all regions of the country. Due to the size of the country and the diversity of socioeconomic levels of the women in Brazil, the challenge is to make the network channels permanent and to reach a broad sample of women. To minimize the risk for failure in reaching this goal, the design of the selection criteria and the marketing of the program will have to be carefully addressed during the first stages of program execution.

The program is largely dependent on the present leaders of IDAC, who are already actively involved in several other important national and international programs. The establishment of the Advisory Council will therefore be of great importance for advice and other support both in the short and in the long term perspective.

**THE BANK'S**

**COUNTRY STRATEGY:**

The Bank's participation in this project is consistent with the country strategy and with the Women in Development policy because it will contribute to the reduction of inequalities and alleviation of poverty by strengthening of women as social actors in the process of strengthening civil society. The project is also consistent with the support to modernize the state by preparing leaders both for the public and private sectors.

**SPECIAL  
CONTRACTUAL  
CONDITIONS:**

As a condition prior to first disbursement, the names and curriculum vitae of the consultants to be hired for the Executing Unit should be presented to the Bank (see paragraph 3.3)

As a special condition, the criteria for selection of participants for the courses to be financed by this program should be submitted to the Bank for review

and approval within 3 months of project execution  
(see paragraph 3.6.a)

**TC PROFILE:**

June 24, 1996

## I. BACKGROUND

### A. The problem, the opportunity: a program proposal

- 1.1 Over the last two decades Brazilian women have gained growing recognition of their basic rights and significantly increased their participation in public life. Community work was for many of them the springboard to greater social consciousness and political commitment. Institutional mechanisms for the promotion of women's rights exist today all over the country. The establishment at the federal and state level of Councils for the Defense of Women's Rights marks the commencement of interaction between the demands of women and the policy of government agencies.
- 1.2 This unquestionable progress opens up unprecedented opportunities for leadership by women in social affairs. (See Annex I for more detailed information on the status of women in Brazil). This situation poses a crucial problem: insufficient leadership and political representation reduces women's participation in and influence on the formulation, implementation and financing of programs geared to their needs.
- 1.3 In February 1995 the Brazilian National Congress passed Law Number 9.100/95, which mandates a minimum of 20% of candidates on the ballots for municipal elections be women. This context is giving rise to opportunities for women to play a greater role as promoters and managers of social development projects and programs. However, there is a gap between the opportunities for possible and necessary leadership and the number of women able to step into those roles. To close this gap a structure for integral training is needed to systematically prepare a number of women for positions of leadership by developing their skills in a variety of areas.
- 1.4 In response to this problem it is essential to develop, through specific and comprehensive training, the capacity of women for social, political and economic leadership. Today there is no regularly scheduled women's training in either the governmental or nongovernmental sector.
- 1.5 This demand is being sharpened by accelerated technological change and the information revolution, which require training in the operation of new instruments as an essential prerequisite for action. This responds to the needs actually detected by most women's groups and non-governmental organizations, because the spread of these technologies cuts across all sectors of society.

### B. IDAC

- 1.6 The Institute for Cultural Action (Instituto de Ação Cultural - IDAC) has been a legally registered nongovernmental, nonprofit organization in Brazil since 1980. During its 16 years of existence IDAC has accumulated experience and well-known reputation, both within Brazil and internationally, for its work in

adult education, especially in the design and management of national programs to strengthen participation of women. IDAC is a coordinator of the networks of Brazilian women on Population and Development and on Reproductive Health and Rights. The institute has done pioneering work in promoting collaborations between civil society and government at the federal, state and municipal levels.

- 1.7 IDAC has planned and executed several projects in cooperation with government agencies within Brazil and is a member of the governments Advisory Committee for Women's Rights. Its international legitimacy has been reinforced by consultancies and joint projects with the United Nations (UN) agencies such as UNIFEM, UNESCO, ILO, the University of the United Nations, the UN Commission on the Status of Women, and the UN Division for the Advancement of Women. IDAC is also one of the NGOs executing the Bank's street-children program in Rio de Janeiro.
- 1.8 IDAC is governed by a board of directors (7) who nominate an Executive Director responsible for the management of the institution and for project coordination. Organizationally, IDAC is primarily structured in two project areas; a) Strengthening of Vulnerable Groups, including programs for women, children at risk, bearers of the HIV virus, and community democracy; and b) Strengthening of the Civil Society in the city of Rio de Janeiro and at the national and international level. The institutions permanent staff amounts to 12 people working at the headquarters in Rio de Janeiro. In addition, IDAC can count on collaboration and assistance from universities and other institutions. For specific projects, consultants and additional administrative staff are hired with project funds.
- 1.9 Over the last 4 years IDAC's annual budget has been in the range of US\$800,000-1,000,000. To carry out its program IDAC receives project funding and direct financial support from institutions such as the United Nations, CIVICUS (World Alliance for Citizen Participation), NOVIB (Organization for Technical Cooperation in Development, Holland), The World Council of Churches, The Norwegian Church Aid, foreign embassies in Brazil, the Ford Foundation, the Interamerican Foundation, the World Bank and the IDB. Some income is received from the sale of publications, authority rights, materials, and from private donations.

C. The Bank's strategy

- 1.10 The main elements of the Bank's strategy and operative program for Brazil in the 1996-98 programming cycle emphasize the needs to: (i) promote the reform and modernization of the public sector; (ii) support the process of economic opening through the modernization of the productive sectors and also through the "Redução do Custo Brasil" initiative; (iii) address socio-economic inequities and poverty alleviation by increasing the effectiveness of social spending and improving the targeting of social programs. At the

same time, the traditional emphasis on basic sanitation and the environment are retained in the current Bank strategy.

- 1.11 This technical cooperation is consistent with the strategy of the Bank because the increased participation of women in public decision-making will have a positive effect on their economic status, which in turn will reduce poverty. Women, stimulated to act as agents of change in the society, will also participate in the modernization of the state process.
- 1.12 The program is also consistent with the objectives of the Bank's Women in Development (WID) policy, approved in 1987, which focusses on the need to strengthen women's contribution to the development process, improving their socioeconomic situation, and increasing the benefits they receive through projects financed by the Bank. Under the policy, the Bank also seeks to strengthen institutions which foster the participation of women in the social and economic life in their countries.
- 1.13 The program is complementary to another regional technical cooperation currently being designed at the WID Unit, the Regional Program for the Fund for Women's Leadership and Representation (FWLR), which will support activities that increase women's access to leadership positions and foster linkages among women involved at all levels of public and civic life. The Fund will finance programs of already existing organizations in the region that promote women's leadership. It is expected that the activities of the regional FWLR will be a venue in which to share experiences and lessons learned from this program, in order to promote replication in other parts of Latin America and the Caribbean.

## **II. OBJECTIVES AND EXPECTED RESULTS**

- 2.1 The general goal of this technical cooperation is to enhance the quality and effectiveness of women's leadership and their ability to act as agents of change in all spheres of public and civil life in Brazil.
- 2.2 To accomplish this goal a women's leadership center will be established and approximately 270 women will be trained in leadership skills and will participate in a national network of women leaders. This program will be a pilot project with the possibility of dissemination and replication at the national level and in the Latin American region.
- 2.3 At the program's conclusion, it is expected that: (i) a classroom

and distance training program is in place and fully operational at the established center in Rio de Janeiro; (ii) approximately 270 women are trained and actively participating in public and civil life; (iii) an interactive network is functioning with resource people, sources of knowledge and experience and other information regarding women's issues accessible for participants and other interested individuals; and (iv) a systematized model of the program is being replicated for other groups or institutions within and outside Brazil.

### III. DESCRIPTION OF THE PROGRAM

- 3.1 This program has been developed following the logical framework approach (see Annex II) The logical framework table, which will form part of the Initial Report (see 3.15.a) specifies the components and activities to be carried out in this program, including the estimated budget, expected results, the means for verifying the accomplishments, and the corresponding assumptions (risks). It includes the following four components:

A. Components

1. Establishment of the Center - US\$496,000
- 3.2 The purpose of this component is to have a coordinating body (the Center) functioning within IDAC, with responsibility of overall management, operations and decision-making as regards this program. The Center will include an Executing Unit (EU) and an Advisory Council (AC); it is expected that both will continue functioning beyond the life of this project, managing and administrating the different activities of a permanent Women's Leadership Center.
- 3.3 The establishment of the EU will include hiring of the following consultants and support personnel for the entire execution period: Coordinator, Assistant Coordinator, Accountant (part time) and Secretary. In addition, short-term consultants will be hired to design permanent mechanisms for the evaluation of the extent to which the goals of the program are attained, and to design a sustainability strategy for the future of the Center. Consultants mentioned above will be financed by the Bank. In addition, the Executing Agency will finance one full time administration assistant and a part time institutional relations liaison. The names and curriculum vitae of the consultants to be hired for the EU should be presented to the Bank as a condition prior to first disbursement. Part of the cost for renting premises for the training center will be assumed by the Bank.
- 3.4 The Advisory Council will be made up of nine to twelve individuals who are experienced members of civil society, government, private industry, academia and the media. The functions of the AC are to guide and support the EU through all phases of execution, specifically by facilitating institutional contacts between the

Center and the sectors represented by AC members, to provide support for measures for making the Center sustainable, to contribute to strategies for communication and dissemination, and to form part of the Center's established network. The members travel expenses in connection with meetings will be financed under this component.

2. Design and execution of a classroom and distance training program - US\$960,000

3.5 The purpose of this component is to develop a systematic methodology for a classroom and distance training program that will increase the knowledge and leadership capabilities of women from diverse geographic, socio-economic and professional backgrounds. The structure of the 10-month training program will be i) a four-week classroom session during the first month of the program offered in Rio de Janeiro, ii) a distance training module and field work, where instructors will guide the participants in putting into practice the knowledge and skills acquired in the classroom module in Rio de Janeiro and iii) a second classroom course in Rio de Janeiro in month 7 of the program for a duration of two weeks. Due to the pilot nature of the program, it will be located in Rio de Janeiro because that is the current headquarters of IDAC; however the establishment of other centers in different regions of Brazil will be explored for future expansion beyond the 42 months of execution of this program.

3.6 This component will include the following activities:

- a) defining the criteria for recruitment, selection and support of participants; at a minimum these will include letters of recommendation and a personal essay explaining why the applicant wants to participate in this program. The selection criteria will be submitted to the Bank for review and approval before being implemented.
- b) establishment of a pedagogical model for the structure and content of a comprehensive training program in the following areas:

Administration and management - Training in administration and management with reference to the participants respective institutions, including strategic planning, evaluation of costs and benefits, evaluation of impacts and results, budget management, information management and distribution, and the design and monitoring of social development projects and programs;

Information and communications technologies - Training for comprehension and ability to act in relation to the new communications media, with special emphasis on full use of information processing (accessing data bases, E-mail and the Internet, and the creation and use of network structures);



Economy and finance - Training for comprehension and ability to act on economic and financial issues; application of theoretical knowledge in the areas of self-sustainability, financing, marketing (including social marketing) and cost recovery;

Civic skills - Comprehension of the rights of women as citizens, enhancement of the value of the specific contribution of women to social development, training in understanding and developing of processes of association between government and civil society, developing the conditions and procedures for cross-sector collaboration between government, civil society and private industry.

Personal development and leadership skills - Training in overcoming gender-related obstacles and improved use of social interaction. Building the capacity for leadership as a personal and group development process.

- c) design of the distance training program, including development of monitoring and supervision criteria for participants' activities in the field
- d) development of material for both classroom and distance training modules
- e) competition and selection of about 30 participants for each of 9 cohorts, and the execution of these training programs staggered over the course of the project execution period

- 3.7 This component would be implemented mostly through the use of short-term consultants to design and deliver each of the five classroom training modules as well as the distance training module. The logical framework table includes specific consultancy durations and costs. In addition, the Bank would finance travel and living subsidies for participants coming to Rio de Janeiro for the six weeks of classroom training modules.

3. Development and execution of an interactive network - US\$224,000

- 3.8 The purpose of this component is to have an interactive network in function with resource people, sources of knowledge and experience and other information regarding women's issues accessible for participants and other interested parties.

- 3.9 The activities of this component include:

- a) Identification and hiring of an Information Systems specialist to oversee this component for the entire execution period of the project.

- b) Definition and purchase of the hardware and software to be used for center and individual participants. It is estimated that one half of the participants will have to be provided by hardware (on loan). This measure is intended to offset unequal access by women as a whole to the new technologies. Equipment provided on loan will be returned at the end of the course for use by the next cohort. The Bank would finance access to E-mail and the Internet for participant who are not already connected, through which the interactive network would operate.
  - c) Installation and development of the program's information systems, which will systematize, make accessible and circulate the expanding body of knowledge on the status of women in Brazil based on the case work produced by the participants during their training program; provide linkages for participants with other databases in universities, research centers, government agencies and civil society organizations; furnish participants with information about financing opportunities for women's projects offered by private enterprises, foundations, development cooperation agencies and multilateral banks in Brazil; and disseminate information about training opportunities and programs at the national and regional level offered by the Fund for Women's Leadership and Representation. Interactive use of these materials will be promoted for the exercises and the distance training component.
  - d) Identification and recruitment of additional people as a resource pool to participate in interactive network.
  - e) Building up library (books and videos)
- 3.10 This component will be implemented through the purchase of equipment, software, Email connection, supplies for the library and consultancy for the definition of hardware/software and the design of the database.
4. Systematization and dissemination of the program - US\$100,000
- 3.11 The purpose of this component is to systematize the experience in a module that will include activities for dissemination and training of regional and Latin American teams and the identification of groups and/or institutions that would be willing to replicate the program. The model would be systematized on the assumption that there exists at home and abroad a demand for training opportunities such as those offered by the program to strengthen the capability of women for the role of leadership.
- 3.12 The activities of this component will include:
- a) conduct an internal evaluation of the training program
  - b) identification of lessons learned in the process of creating the program

- c) production and circulation of materials on program;
  - d) identification of possible institutional partners in Brazil and the LAC Region
  - e) participation in exchanges and conferences to share lessons learned and explore proposals for interaction
  - f) technical assistance and support to institutions interested in replicating the program
- 3.13 Under this component materials production and dissemination and travel costs will be financed.

B. Organization and execution of the program

- 3.14 The program will be executed under the responsibility of the IDAC in consultation with its Board of Directors. A special Execution Unit (EU) will be set up exclusively to serve as an executing arm of IDAC for this program. The EU will be financed by the Bank and will be organized as described in Component I (see 3.3).

C. Monitoring and reports

- 3.15 The agreement to be entered into between the Bank and the Executing Agency will stipulate that IDAC must prepare certain reports and submit them to the country office in Brazil, which will have the primary responsibility for monitoring the project. Monitoring will be carried out in cooperation with the Bank's Women in Development (WID) unit. The following reports will be required:
- a) An initial report must be submitted within 90 days after the signing of the agreement. This report should contain a description of all the activities, including indicators, means of verification for each activity and assumptions made in each case, together with a timetable and terms of reference for consultants to be hired. A description of the mechanisms for coordination and execution must be included.
  - b) Throughout the execution period, a progress report on each six-month period must be submitted within 30 days after the end of the period. The report must include a description of the progress made relative to the initial plan, deviations, and the operational plan for the next six-month period.
  - c) Within 90 days following the close of each calendar year during the period of execution of the program and on the date of last disbursement, the executing agency must submit financial statements on the use of the Bank's resources and of the local counterpart contribution. All financial reports must be audited by an independent auditing firm acceptable to the Bank.

- 3.16 Within six months after the midterm point of execution, an evaluation will be carried out, and within six months after the last disbursement, a final ex-post evaluation will be completed. The evaluations will be prepared by the Bank and the WID unit in cooperation with IDAC.

D. Project cost and financing

- 3.17 The total cost of this technical cooperation is estimated at the equivalent of US\$2,080,000. The Bank's contribution will amount to the equivalent of US\$1,920,000, in local currency, chargeable to the net income of the Fund for Special Operations and provided on a non-reimbursable basis. The counterpart contribution will be the equivalent of US\$160,000, part of which will be provided in-kind. The following table shows the breakdown of the costs of the program:

Estimated program budget (in US\$)			
Components/Categories	Bank	Local	Total
COMPONENT I:	496,000	115,000	611,000
2.0 Consultants	394,000		394,000
3.3 Travel exp. (AC)	15,000		15,000
6.0 General support	15,000	61,000	76,000
6.1 Renting	72,000	54,000	126,000
COMPONENT II:	960,000	10,000	970,000
2.0 Consultants	225,000		225,000
6.0 General support	35,000	10,000	45,000
3.0 Travel subs., enrollment fees course participants	700,000		700,000
COMPONENT III:	224,000	30,000	254,000
2.0 Consultants	129,000		129,000
6.0 General support	31,000	20,000	51,000
6.3 Equipment	64,000	10,000	74,000
COMPONENT IV:	100,000	5,000	105,000
2.5 Travel exp.	80,000		80,000
6.0 General support	20,000	5,000	25,000
98 Contingencies	140,000	-	140,000
Total	1,920,000	160,000	2,080,000

- 3.18 The Bank's contribution will be used mainly to finance individual consultants, purchase of computer equipment, software, lease costs (premises to be used for project related activities only), enrollment fees, transportation and per diem for participants attending the courses at the Center in Rio de Janeiro, all in accordance with the Bank's general rules on the use of resources.
- 3.19 This technical cooperation will have an execution period of 42 months calculated from the signing of the agreement. The date for final disbursement will be 48 months after that same date.

- 3.20 The consultants will be hired in accordance with Bank procedures. All equipment purchased under the project will be owned by IDAC.

#### **IV. BENEFITS AND RISKS**

##### Benefits

- 4.1 The activities carried out under this technical cooperation will result in the strengthening of the leadership capabilities of the women participating in the training program (the direct beneficiaries). Indirectly, the society as a whole will benefit through the actions those women will be able to perform, as the training will increase their capacity to participate more actively and effectively in public life. Further the institutions/ organizations (private or public) where those women belong through work or otherwise, will be strengthened. The formation of networks for support for women and other people interested in women's issues will develop a social climate more favorable to protection of the rights of women.

##### Risks

- 4.2 There are risks associated with the important goal of creating a permanent network for dialogues and interaction between women in all levels of society and in all regions of the country. Due to the size of the country and the diversity of socioeconomic levels of the women in Brazil, the challenge is how to make the network channels permanent and how to reach a broad sample of women. To minimize the risk for failure in reaching this goal, the design of the selection criteria and the marketing of the program will have to be carefully addressed during the program execution.
- 4.3 The program is largely dependent on the present leaders of IDAC, who already are actively involved in several important programs. The establishment of the Advisory Council will therefore be of great importance for advice and other support both in the short and in the long term perspective.
- 4.4 Further, the table in the Annex II (assumptions) identifies the risks, in general and for each component.

#### **V. SUSTAINABILITY**

- 5.1 It is estimated that by the end of the program execution period several elements will contribute to the sustainability of the Center.
- 5.2 First, the Executing Agency is an experienced institution which has clearly identified and articulated the need for women's leadership

empowerment. IDAC has the commitment, skills and network needed to perform this role on a long term basis.

- 5.3 Secondly, private sector support will be sought to support this program in the long term. The Advisory Council is expected to make an important contribution to the program's sustainability by strengthening institutional contacts between the Center and the sectors represented by council members, in particular those from the private sector. A short list of possible Advisory Council members has already been developed by IDAC in part based on these individuals' ability to provide support for measures to make the Center financially sustainable.
- 5.4 Further, the execution of the program includes the hiring of an international consultant to assist IDAC in the development and implementation of a long-term strategy including the establishment of centers in other regions of Brazil and the exploration of potential sources of funds, such as: (i) sale of services and consultancies; (ii) inter-institutional agreements and international cooperation; (iii) contributions in the form of fees from trainees and/or the organizations to which they belong; and (iv) marketing of distance training products; and (v) the setting up of a private sector fund for the provision of student scholarships.
- 5.5 Finally, the Center's long-term sustainability will be enhanced through the dialogue and cooperation with international institutions, which are already successfully implementing women's leadership programs, such as the Foundation of Women's Forum (Sweden) and GRAAL (Portugal).

## VI. EVALUATION

- 6.1 Evaluation of this program will be an ongoing process through the reports described in section III:C to be prepared by the executing agency and forwarded to the Bank. In addition, the country office in Brazil will have the basic responsibility for administration of the project and will conduct periodic inspections in cooperation with the Bank's WID unit.
- 6.2 In addition, with the help of external consultancy, IDAC will build up permanent, internal monitoring and evaluation mechanisms for supervision of the project activities. Both quantitative and qualitative methods will be used for measuring: (i) to which extent, how well and how fast the institutional goals are attained; (ii) the extent to which those goals were attained on the level of the program as a whole, as well as on the level of the individual components; (iii) the impact of the existence of the program in Brazil for those working for gender equality; (iv) the extent to which the program impacted the quality and effectiveness leadership for the participants; and (v) lessons learned on methods for development of the program.

## **STATUS OF WOMEN IN BRAZIL**

Brazilian women, who make up half of the total population, have seen their profile change substantially over the past 40 years. At present, the average Brazilian woman lives in an urban area, is a young adult, and has undergone considerable changes in her reproductive behavior and productive activities in both the public and private sectors. With regard to reproduction, there has been a noteworthy drop in fecundity (from an average of six children during a woman's child-bearing years in the 1950s to less than three by the early 1990s). As for women in the work force, their number doubled in 10 years, soaring from some 7 million in 1970 to close to 14 million in 1980, and currently amounts to an estimated 25 million. It should also be noted that a growing number of households are headed by women, approximately one fifth of the total, representing close to 8 million families.

However, these transformations have not altered the historic patterns of discrimination. In the labor market, there is pronounced occupational segmentation, as women are mainly employed in the services sector, especially personal services: in 1977, 59.4% of employed women held jobs in that sector, and in 1988, the proportion had risen to 72.6%. In 1950, 35.5% of working women were employed as domestic workers, and although by 1980 that percentage had dropped to 23.9%, domestic work continued to be the leading occupation for women. As for the type of employment, approximately 30% of working women are salaried workers, 35% unsalaried workers in a family business, a mere 11% employers themselves, and 17.1% self-employed. In public administration management, women have almost achieved parity with men, holding 41% of supervisory and managerial positions. Their rates of unemployment and underemployment continue to be higher than those of men. Despite the improvements in the education level of the female work force, the average salary of women is about half that of men.

In education, the status of women has improved considerably over the past few decades, in the context of a system that suffers from serious problems of gender segmentation and exclusion. Enrollment of women at the various levels of formal education is similar to that of men, and even slightly higher in secondary and higher education. Illiteracy has been declining more among women than among men, from 35.1% in 1970 to 18.8% in 1988. A slightly higher proportion of girls than boys reach secondary school, and the disadvantage women still have in higher education has been gradually declining. Nevertheless, the higher education level of women does not mean that the gender segmentation characterizing the education process has disappeared. At the secondary education level, girls mainly seek training to become teachers and secretaries and to perform other services, while boys focus on technical, industrial, and agricultural careers. At the higher education level, the

## ANNEX I

Page 2 of 3

industrial, and agricultural careers. At the higher education level, the majority of students in education and the humanities are women, but barely any female students pursue such fields as engineering and technology. However, women have achieved enrolment levels similar to those of men in law, physical sciences, and computer science.

The participation of women in politics is linked to the official recognition of their status as citizens. Article 50 of the 1988 Federal Constitution of Brazil establishes women's political rights and guarantees the equality of the rights and duties of men and women. This achievement is reiterated in the 1989 State Constitutions and the 1990 Municipal Statutes. However, although women actively participated in the transition to and consolidation of democracy, their presence in the three branches of government remains minor. In the Executive Branch, only one chief executive officer of a government-owned enterprise is a woman. Of the 584 members of Parliament, 34 (5.82%) are women. Not one of the 44 judges presiding over the Superior Courts of Justice is female. Of the total of 702 individuals in leadership positions in the country's political parties, a mere 32 (4.56%) are women.

The proportion of women among the senior executives of the top 300 private Brazilian corporations is 3.47%; this figure drops to 0.94% for the main State-owned enterprises and 0.48% for the 40 top foreign companies. Female membership accounts for 52% of the Bar Association of Brazil, 40% of the Brazilian Press Association, and 31% of the Brazilian Medical Association. Yet in 1990, there was not a single woman on the governing board of any of these professional associations. Neither were there any women on the governing boards of the main employers associations at either the federal or the state levels, and women account for less than 3% of the board members of trade unions.

Women's social participation has taken the form of active involvement in the broad spectrum of local, municipal, state, and federal grassroots organizations in Brazil founded for a variety of purposes. Recent empirical data show that women constitute the majority of both the salaried and volunteer staff of organizations in civil society. However, only 33% of the executive positions of the 145 NGOs in Brazil are held by women, and that percentage drops to 27% if the 17 women's NGOs are excluded. The standard pattern of participation continues to be heavily female at the grass roots, out of which strong, generally spontaneous leadership emerges, in conjunction with a low percentage of women – if any – in managerial or executive positions at either the state or federal level.

Since the beginning of the transition, the Brazilian government has sought to address these demands and questions through its institutions. The first step it took was to establish the Federal Council on the Status of Women [Conselho Estadual da Condição Femenina] in the State of São Paulo in 1983, and then the National Women's Rights Council [Conselho Nacional das Derechas da Mulher] (CNDM) and various other agencies designed to handle women's issues. Through these institutions and



others, programs have been set up to address specific problems, such as the Comprehensive Women's Health Care Program [Programa Integral da Saúde da Mulher] (PAISM) and the Women's Police Stations [Delegacias Policiais Femeninas] (DEAM), which deal with domestic violence.

Activities by government agencies and nongovernmental institutions involving the participation of women is supplemented by specific projects for support and financing provided by United Nations agencies, especially the UNDP, UNIFEM, UNICEF, and UNFPA, multilateral development banks such as the IDB and the World Bank, and public and private bilateral cooperation.

**LOGICAL FRAMEWORK  
WOMEN'S LEADERSHIP CENTER**

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<b>GOAL</b> To enhance the quality and effectiveness of women's leadership and their ability to act as agents of change in all spheres of public and civil life in Brazil.	Increase in quality and quantity of women's participation in public life (i.e. in media, government, business, NGOs, and unions)  Increase in public policies that incorporate a gender perspective  Increase in quantity and quality of women trained for leadership at the decisionmaking level	Quantitative follow-up of the evolution of female participation in public life via national statistics  Special follow-up studies on women's participation in specific areas such as voter statistics, number of women elected to public office, and women's participation in other high level positions in government  Acknowledgement by the private sector of special needs and rights of working women  Monitoring of the role of women in the implementation of IDB's social program in Brazil by following the gender component of program evaluations	Increase in commitment on the part of the state and society to comply with the institutional mandates for gender equity and with the international accords on the status of women, especially the Convention for the Elimination of Discrimination Against Women and the Beijing Platform for Action, both of which the country has signed.  Development of an enabling environment favorable to the increase in women's participation.
<b>PURPOSE</b> To build a women's leadership center that will increase the ability of participants to act as agents of change	A visible and socially legitimate center to strengthen the leadership of women is established  Nine cohorts of 30 women each (total 270 women) trained within the three years of program execution  Interactive network of participants established and connected via computer  Improved access for participants to decision making structure  Improved ability of participants to influence public policy  Increased knowledge and self esteem for participants	Initial project report  Project reports  Instructor evaluation of participants' classroom work and fieldwork  Annual evaluations by field office staff in conjunction with WID Unit  Body of knowledge produced by participants during the training in the form of final reports on field activities  Participant evaluations of the program to determine increased knowledge and self-esteem	Existence of a strong demand for this type of leadership program in all areas of the country  Availability of a diverse participant pool with appropriate qualifications and the ability to undertake a 10-month training program  Public and private institutions interested in empowering women through participation in an interactive network  Availability of qualified consultants to design and deliver all components of the leadership programs
<b>COMPONENT I</b> Establish execution framework	Within 3 months of signing agreement, Executing Unit (EU) and Advisory Council (AC) fully established and operational within IDAC	Initial report  Consultant contracts  AC charter	Availability of qualified consultants for EU  Interest and availability of qualified candidates to participate on AC

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<b>COMPONENT II</b> Design and execution of a classroom and distance training program.	<p>Criteria for recruitment, selection and support for participants defined during the first three months</p> <p>Training program model developed during the first six months</p> <p>Classroom and distance training begun in month 7 of project execution</p> <p>Months 7-18: 3 cohorts Months 19-30: 3 cohorts Months 31-42: 3 cohorts (9 cohorts x 30 students each = 270)</p> <p>Completion of final reports on field activities by the participants</p>	<p>Project reports</p> <p>Mid-term and ex-post evaluations by country office in conjunction with WID Unit</p> <p>Lists of applicants and selected participants</p> <p>Final reports on field activities by participants</p> <p>Instructor evaluations of participants</p> <p>Guides and materials (video and others) produced for the program</p>	<p>Success in the recruitment of qualified applicants for the program</p> <p>Willingness of employers to grant leave and cover salaries during training period</p> <p>Availability of qualified consultants to design and deliver all components of the training programs</p> <p>Commitment of the participants and their institutions to the execution of short-term projects in the field as part of the distance training program</p>
<b>COMPONENT III</b> Development and execution of an interactive, electronic network	<p>Hardware and software for use in the network determined within 6 months of execution</p> <p>Database for interactive use designed and installed within 6 months (will be continuously updated)</p> <p>100% of participants connected to email</p> <p>Participants remain connected to center's interactive network after completion of training</p>	<p>Project reports</p> <p>Mid-term and ex-post evaluations by country office in conjunction with WID Unit</p> <p>Lists of participants connected to email and number of email messages sent</p> <p>Statistics on number of times the database is accessed</p>	<p>Positive attitude towards the use of email and computer database</p> <p>Relevance of the provided information to the work of the participants</p> <p>Continued access to computers for participants after completion of initial training program</p>
<b>COMPONENT IV</b> Systematization and dissemination of the program	<p>Application of monitoring and evaluation criteria</p> <p>After 18 months of execution, systematization of a program model</p> <p>Production of materials on the program model</p> <p>Participation in exchanges at national and/or regional level</p>	<p>Project reports</p> <p>Mid-term and ex-post evaluations by country office in conjunction with WID Unit</p> <p>Materials on the program model</p> <p>Registration into seminars at the national and/or regional level for the purpose of exchanging information on model</p> <p>Visits to the center from potential replicators</p> <p>Visits by the EU to potential replicators</p>	<p>The program is successful in meeting its purpose</p> <p>Other organizations at the national and/or regional level are interested in replicating this model</p>

**LOGICAL FRAMEWORK  
WOMEN'S LEADERSHIP TRAINING CENTER**

ACTIVITIES	INDICATORS (All amounts in US\$)	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<b>COMPONENT I:</b> 1.1 Identification and hiring of EU consultants: Coordinator, Assistant Coordinator, Accountant and Support Personnel  1.2 Establishment of infrastructure for the center, including rental of space  1.3 Selection of nine - twelve member AC and terms of operation agreed upon by members of AC  1.4 Design of mechanisms for monitoring and evaluation  1.5 Design and implementation of long term sustainability strategy	1.1 Consultants for the EU: Coordinator (42 months x \$4,000 = \$168,000) Assistant Coordinator (42 months x \$3,000 = \$126,000) Accountant (42 months x \$800 = \$33,600) (part time) Secretary (42 months x \$1,200 = \$50,400)  1.2.1 Renting premises (42 months x *see sliding scale below = \$72,000)  1.2.2 Materials and communications = \$15,000  1.3.1 Travel expenses for AC (6 meeting [2 per year] x \$2,500 per meeting = \$15,000)  1.4 International consultant for design of evaluation criteria (1 month x \$8,000 = \$8,000)  1.5 International consultant for design of sustainability strategy (1 month x \$8,000 = \$8,000) <b>TOTAL FOR COMPONENT I = \$496,000</b>	B U D G E T  E X E C U T I O N	Availability of qualified consultants
<b>COMPONENT II:</b> 2.1 Define criteria for recruitment, selection and support for participants  2.2 Determine pedagogical model for structure and content of five classroom modules: a. Administration and management b. Information and communications technologies c. Economy and finance d. Civic skills e. Personal development and leadership skills  2.3 Design of the distance training program, including development of monitoring and supervision criteria for participants' activities in the field  2.4 Development of material for both classroom and distance training  2.5 Competition and selection of participants for first course (this will be repeated for each cohort of participants)  2.6 Execution of courses	2.2 Consultants for the design of the classroom training program: a. Administration and management (3 months x \$3000 = \$9000) b. Info. and communications technologies (3 months x \$3000 = \$9000) c. Economy and finance (3 months x \$3000 = \$9000) d. Civic skills (3 months x \$3000 = \$9000) e. Personal dev. and leadership skills (3 months x \$3000 = \$9000)  2.4 Materials production and dissemination = \$20,000  2.6.1 Consultants for execution of program (teachers): a. Administration and management (9 courses x \$4000 = \$36,000) b. Info. and communications technologies (9 courses x \$4000 = \$36,000) c. Economy and finance (9 courses x \$4000 = \$36,000) d. Civic skills (9 courses x \$4000 = \$36,000) e. Personal dev. and leadership skills (9 courses x \$4000 = \$36,000)  2.6.2 Travel and per diem for 270 participants: (270 x \$500 average travel x 2 trips = \$270,000) (270 x \$40 housing subsidy x 40 days = \$430,000)  2.6.3 Supplies for courses = \$15,000 <b>TOTAL FOR COMPONENT II: \$960,000</b>	B U D G E T  E X E C U T I O N	Availability of qualified consultants

<p><b>COMPONENT III:</b></p> <p>3.1 Identify and hire IS Specialist consultant</p> <p>3.2 Define and purchase hardware and software to be used for center and individual participants</p> <p>3.3 Develop database for building body of knowledge from participants' field work, and also as mechanism for sharing information</p> <p>3.4 Provision of human resources needed for operation of the database</p> <p>3.5 Identify and recruit additional resource persons to participate in interactive network</p> <p>3.6 Build up library (books and videos)</p>	<p>3.1.1 Information Systems Specialist (42 months x \$2,500 = \$105,000)</p> <p>3.1.1 Consultant for definition of hardware and software (6 months x \$2,000 = \$12,000)</p> <p>3.1.2 Purchase of equipment for center (\$5,000)</p> <p>3.1.3 Purchase of equipment for lending to 50% of participants (45 PCs x \$1,300 per computer = \$58,500)</p> <p>3.2 Consultant for database design (6 months x \$2,000 = \$12,000)</p> <p>3.3 Email connection for center and participants (10 months x 180 participants x \$16 = \$28,800)</p> <p>3.5 Library supplies (\$3,000)</p> <p><b>TOTAL FOR COMPONENT III = \$224,000</b></p>	<p align="center">B U D G E T</p> <p align="center">E X E C U T I O N</p>	<p>Availability of qualified consultants</p>
<p><b>COMPONENT IV:</b></p> <p>4.1 Conduct internal evaluation of program</p> <p>4.2 Identify and compile lessons learned in process of creating program</p> <p>4.3 Produce materials on program model</p> <p>4.4 Identify possible institutional partners in Brazil and in the LAC Region</p> <p>4.5 Participate in exchanges and conferences to share lessons learned and explore proposals for interaction</p> <p>4.6 Provide technical assistance and support to institutions interested in replicating the program</p>	<p>4.3 Material production and dissemination (\$20,000)</p> <p>4.5 and 4.6 Travel costs for participation in exchanges and to give technical assistance (national = \$50,000 and international = \$30,000)</p> <p><b>TOTAL FOR COMPONENT IV = \$100,000</b></p>	<p align="center">B U D G E T</p> <p align="center">E X E C U T I O N</p>	

\* Months 1-6 rent will be provided as counterpart funding  
Months 7-18 the Bank will finance 100% of rental costs \*12 months \$3,000 = \$36,000)  
Months 19-30 the Bank will finance 60% of rental costs \*12 months x \$1,800 = \$21,600)  
Months 31-42 the Bank will finance 40% of rental costs \*12 months x \$1,200 = \$14,400)

PROPOSED RESOLUTION

BRAZIL. NONREIMBURSABLE TECHNICAL COOPERATION TO SUPPORT A WOMEN'S LEADERSHIP  
CENTER

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 and to adopt such measures as may be pertinent for the execution of the Plan of Operations referred to in the Document AT- with respect to a nonreimbursable technical cooperation with the Cultural Action Institute (IDAC) of the Federative Republic of Brazil for a Program to Support a Women's Leadership Center.

2. That up to the sum of US\$1,920,000, in Brazilian currency, 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 on a nonreimbursable basis.