

**TRAINING PROGRAM FOR LEADERS IN DEMOCRACY**

(TC-97-08-40-7)

**EXECUTIVE SUMMARY**

<b>Requester:</b>	General Secretariat of the Organization of American States (GS/OAS)		
<b>Executing agency:</b>	General Secretariat of the Organization of American States (GS/OAS) through the Unit for the Promotion of Democracy		
<b>Amount and Source:</b>	IDB: (Fund for Special Operations [FSO], in foreign exchange)	US\$1.00 million	
	GS/OAS:	US\$0.25 million	
	Total:	US\$1.25 million	
<b>Terms:</b>	Calculated from the date on which the Letter of Agreement between the Bank and the GS/OAS is signed:		
	Execution period:	36 months	
	Disbursement period	42 months	
<b>Objectives:</b>	<p>The objective of the project is to contribute to the consolidation of the democratic system, which is an essential condition for an efficient market economy and the achievement of sustained and equitable development. Specifically, a training program for leaders in democracy will be initiated, with the following specific objectives: (i) to impart theoretical knowledge of democratic institutions, values, and practices, and human rights; (ii) to facilitate the acquisition of analytical skills and abilities and useful tools for the purpose of pursuing democratic political action; and (iii) to promote the development of practical skills and useful techniques for democratic political life and political management in a democratic society.</p>		
<b>Description:</b>	<p>The project consists of the following activities: (i) consulting services for designing the theoretical and operational framework of the training program to determine the theoretical requirements, basic curriculum, and strategic plan for the training courses for social and political leaders, which will be based on democratic values and practices and human rights; and (ii) a training program for leaders in democracy that will be offered on a national level. The training courses may be offered on a subregional level when deemed advisable.</p>		

The training courses will be given by outstanding academic institutions selected through a competition based on proposals submitted. The following topics will be covered: (i) theories of democracy; (ii) how democratic institutions (the executive, legislative, and judicial branches, and electoral systems) work in the region or subregion; (iii) democratic values and practices in general and their practical implications for organizing and strengthening the rule of law and government powers; (iv) theoretical and practical knowledge about human rights and basic information on the need to respect, promote, and protect them (since they constitute the basis of democratic processes); (v) political management (including political communications strategies, polls, and public policy) and the use of computer technology in politics; (vi) political negotiation and mediation techniques; and (vii) legislative techniques and democratic practices that enrich the processes of drafting laws and formulating public policies through the application of various models of public consultation and participation.

**Environmental  
and social  
review:**

The Committee on Environment and Social Impact approved the proposed plan of operations, subject to the following recommendations: (i) the participant selection process should include affirmative action criteria for women, indigenous communities, and other groups that have historically been underrepresented or excluded from society (see paragraph 2.7); (ii) the curriculum should include the subjects of cultural diversity, environmental policy, gender policy, and planning, organizational, and decision-making techniques (see paragraphs 2.6 and 2.8); and (iii) the evaluation of the program should emphasize proactive monitoring, as well as the identification of successful practices and lessons learned (see paragraph 2.13).

**Benefits:**

The project is expected to contribute to educating leaders in political management, improved democratic practices, and respect for human rights. In particular, it should provide participants with theoretical and practical knowledge with regard to political management, democracy, and human rights, thereby promoting sound democratic political leadership and contributing to the internalization of a culture of democracy and respect for basic human rights, which are essential for the consolidation of democratic systems in the region and the efficient operation of a market economy.

**Risks:**

This type of project has several inherent risks. The project might have a **smaller impact** than anticipated due to improper selection of participants. In order to eliminate this risk, special emphasis will be placed on the design of the participant selection process; resources will be earmarked for this activity during the process of developing the operational framework of the program. A coordination committee

will be responsible for the participant selection process. **The quality of the training program might be weak.** In order to eliminate this risk, the theoretical and operational framework will include preliminary work to ensure that the educational content is appropriate and that standards for prospective course instructors are established. In addition, the competitive bidding process should lead to the participation of the most capable academic institutions in the field. **The project might not be continued.** A project such as this must be regarded more as an effort shared by the institutions of the region than as a collection of isolated activities. To this end, the results of the theoretical and operational framework will be published and promoted, which will make the completed studies more accessible. The theoretical and operational framework will be disseminated by electronic means, ensuring that it will be inexpensive and widely available. In addition, collaboration with various academic institutions will enable the knowledge gained from the project to remain with local institutions. Lastly, the program coordinator will be responsible in particular for seeking and obtaining financing for the continuation of the project.

**The Bank's  
country  
strategy:**

The project is consistent with the guidelines set forth in the report on the Eighth Replenishment, which indicated the need to take a comprehensive approach to development that simultaneously promotes market-oriented economic reforms, socioeconomic integration, and reform and modernization of the State and political institutions, with a view to establishing a climate of long-term legal and political stability and security, which is essential for investment and growth. In this context, the purpose of the proposed project is to train democratic leaders in order to improve the decision-making capacity of individuals who play a fundamental role in the economic, social, and political reforms, and in strengthening democratic institutions and practices (see document GN-1883-5). Through this project, the IDB will not only become a pioneer among multilateral development institutions, it will be sending a signal about the fundamental ideas, values, and technical criteria for development. As a result, the project impact will be far greater than the benefits encompassed within the scope of the project itself.

**Special  
contractual  
clauses:**

As conditions precedent to the first disbursement of the Bank contribution, the executing agency must submit to the Bank: (i) evidence that the program coordinator with the responsibilities indicated in paragraph 3.3 has been appointed; (ii) evidence that the coordination committee described in paragraph 3.2 has been established; and (iii) the initial plan described in paragraph 5.3(a).

## **I. BACKGROUND**

- 1.1 The countries of Latin America and the Caribbean are facing a number of major socioeconomic and political challenges (high poverty and inequality, environmental degradation, violence and public insecurity, lack of confidence in democratic institutions, political alienation, and, consequently, the need to introduce meaningful economic and governmental reforms). In order to manage and overcome these challenges, there is an urgent need for strong and effective democratic political systems. This in turn requires strong and effective institutions, a solid and well-established democratic political culture, respect for human rights, and sound democratic political leadership.
- 1.2 In view of these challenges, the governments of the region have given the IDB and the OAS a mandate to cooperate with the countries of the region on governmental reform and the promotion and consolidation of the democratic system. Consolidating the democratic system includes, among other tasks, educating the public in respect for human rights and training individuals who have, or will have, a central role in shaping and implementing government policy.
- 1.3 For some time, empirical evidence and a growing body of academic knowledge have shown the causal relationship between the rule of law and the efficiency of the market economy, and, more specifically, between democracy and equitable economic development. In recent years, this understanding of the importance of the institutional, legal, and political environment has broadened the scope of international cooperative action to promote development. It is in this context that the Bank has been entrusted with the objective of operating with a more comprehensive view of development that not only promotes the consolidation of economic reforms, but also promotes domestic socioeconomic integration, the modernization of the State, and the strengthening of democratic institutions and civil society.
- 1.4 Although cooperating countries and international cooperation institutions have made significant efforts to train economic, business, and social leaders, they have not made enough efforts in the area of democratic political leadership to lend consistency and direction to public economic and social policy. The Bank, through loans and technical cooperation, has supported significant actions aimed at strengthening democratic institutions and respect for human rights. In view of this mandate and the experience gained to date, it is proposed that the Bank fund a training program for young leaders in Latin America.
- 1.5 A critical variable in the process of strengthening the institutions and increasing the social capital of the countries of the region is the availability of leaders who are capable of organizing collective action for this purpose. These leaders must be deeply committed to democratic values and respect for human rights; this will lead to behavior that is consistent with these values and, consequently, to the strengthening of democratic processes.

- 1.6 In view of the above, in consideration of the fact that the support of the Bank should correspond to the needs of the countries, and in accordance with the mandate of the governments of the region, it is proposed that a series of educational activities be undertaken in cooperation with the GS/OAS under the supervision of that organization. The purpose of these activities will be to train and educate social leaders in democratic values and practices and respect for human rights. With a medium-to-long-range perspective, support will be provided for promoting and coordinating activities aimed at training social leaders in democratic values, respect for human rights, and the promotion and protection of human rights, thus contributing to broadening and deepening democratic leadership in the region.
- 1.7 It is proposed that this training program be carried out in cooperation with the GS/OAS, given that this institution has the ability to institute a training program that is distinct from the leadership programs and courses offered by a wide variety of institutions throughout the region. The essence of the program is to train young leaders in democratic values and respect for human rights, which are vital in consolidating the region's development. The GS/OAS, through the Unit for the Promotion of Democracy, has carried out training courses for young Latin American leaders; it therefore has a certain amount of experience in designing and administering these types of activities. In addition, the GS/OAS has access to the Inter-American Commission on Human Rights, the primary OAS entity with responsibility for the promotion and protection of human rights in member states and the primary OAS consultative entity with respect to human rights.
- 1.8 Given that the GS/OAS has the ability to satisfactorily meet the challenges of this training program, it is expected that the GS/OAS will successfully carry out the mandate of the governments of the region, ultimately reinforcing the efforts of the cooperating countries and international cooperation institutions to educate democratic leaders in the region.
- 1.9 This project falls within the guidelines set forth in the Eighth Replenishment, which indicated the need to take a comprehensive approach to development that simultaneously promotes market-oriented economic reforms, on the one hand, and socioeconomic integration, the reform and modernization of governmental and political institutions, and the establishment of a climate of legal and political stability and security (an essential condition of equitable investment and growth) on the other. In this context, this technical cooperation seeks to train leaders of democratic society with a view to improving the leadership abilities of individuals who play a fundamental role in the process of implementing economic, social, and political reforms, and in strengthening democratic institutions and practices. (See document GN-1883-5). Through this project, the IDB will not only become a pioneer among the multilateral development institutions, it will also be sending a signal concerning the most important ideas and technical criteria for development. As a result, the project's impact will go far beyond the benefits encompassed within the scope of the project itself.

## **II. OBJECTIVES AND DESCRIPTION OF THE PROJECT**

### **A. Objectives**

- 2.1 The objective of the project is to contribute to the consolidation of the democratic system, which is an essential condition for an efficient market economy and the achievement of sustained and equitable development.
- 2.2 In particular, it is proposed that a training program for leaders in democracy be initiated. The project will have the following specific objectives: (i) to impart theoretical knowledge of democratic institutions, values, and practices, and human rights; (ii) to facilitate the acquisition of analytical skills and abilities and useful tools for the purpose of pursuing democratic political action; and (iii) to promote the development of practical abilities and useful techniques for democratic political activities and management.

### **B. Description**

- 2.3 The project consists of the following activities: (i) consulting services for designing the theoretical and operational framework of the training program oriented toward determining the theoretical requirements, the basic curriculum, and the strategic plan for developing the training courses for social and political leaders, which will be based on democratic values and practices and human rights; (ii) a training course program for leaders in democracy that will be offered on a national level. It is anticipated that the training courses will be offered on a subregional level when advisable. For the purposes of this technical cooperation, it will be understood that leaders are both individuals who are currently in positions of political leadership and individuals who are in positions that provide them with the clear possibility of attaining positions of political leadership. The real or potential leaders will be drawn from all of the social institutions (political parties, unions, business organizations, NGOs, communications media, academic institutions, and other organizations of civil society) that have a direct effect on political leadership in the countries in question. The selection criteria will give priority to young leaders who have a strong possibility of being elected to public office and, consequently, of being elected to the leadership of their countries, and who have demonstrated a clear commitment to democratic values and human rights.
- 2.4 The project will include the following components:
  - a. **Development of the theoretical and operational framework of the courses**
- 2.5 This component will include designing a study intended to establish the theoretical framework, the educational requirements for providing training in social and political leadership based on democratic values and practices and human rights, and

the strategic plan for the development of the courses. The theoretical and operational framework may be revised in accordance with the terms of Section III, Implementation.

- 2.6 The specific objective of the study (the terms of reference for which are detailed in Annex I) is to establish the theoretical and operational framework of the project from the perspective of respect for democratic values and principles and human rights. In pursuit of this objective, the study will: (i) establish the theoretical parameters for the training courses; (ii) determine the structure and basic curriculum of the training courses (which should cover subjects such as cultural diversity and planning, organizational, and decision-making techniques) from the perspective of democratic values and human rights; and (iii) determine the strategic and operational plan for the development of the training program.
- 2.7 The strategic plan will: (a) identify the leadership training activities (courses, workshops, etc.) which are currently being carried out in the region and which could serve as references for the development of the courses, taking into account necessary changes in subject matter; (b) identify potential implementing entities in the region, particularly academic institutions with a standard of excellence in the subjects to be covered in the courses; (c) include the documents to be used in the call for proposals for the provision of the training courses; these documents will specify the bid conditions, the eligibility criteria for the countries, preference for C and D countries, and other items; (d) establish the criteria for selecting the program participants; these criteria must include affirmative action for women, indigenous communities, and other groups that have been historically excluded from society; e) determine the eligibility criteria for the institutions that will implement the training program and the criteria for evaluating the proposals and courses to be offered; and (f) propose a strategy for publicizing the program, the bid conditions, and the results of completed courses, to be done on a general level by the GS/OAS and on a subregional level by the successful bidders.
- 2.8 Based on the recommendations of CESI, it has been determined that in order to achieve the objectives of this project and obtain the expected results, it is sufficient to limit the curriculum to the subjects that are directly related to achieving these objectives. In addition, the Bank funds other initiatives, projects, and activities that are better suited to the discussion of environmental issues. Consequently, the curriculum will not include the subject of environmental policy. Nevertheless, this subject may be discussed while analyzing issues related to public policy.
- 2.9 The general topics to be incorporated in the theoretical framework of the courses should include, but not be limited to: (i) theories of democracy; (ii) the functioning of democratic institutions (the executive, legislative, and judicial powers, and electoral systems); (iii) democratic values and practices in general and their practical implications for organizing and strengthening government powers and the system of political parties; (iv) theoretical and practical knowledge about human

rights and basic information about the necessity and importance of respecting, promoting, and protecting human rights (given that they constitute the basis of democratic processes); (v) political management (including political communications strategies, polls, and public policy) and the use of computer technology in politics; (vi) political negotiation and mediation techniques; and (vii) legislative techniques and democratic practices that enrich the processes of drafting laws, formulating policies, and planning public investments through the application of various models of public consultation and participation.

**b. Training program courses**

- 2.10 The training will be provided through courses offered by academic institutions of superior quality, which will be selected according to the competitive process described in Section III, Implementation. The courses will have the following basic characteristics: (i) they will be offered on a national level and, when advisable, on a subregional level, producing a strategy that will enable the program to maximize the number of participants, the sharing of positive participant experiences, and the number of courses offered while substantially reducing the unit cost of implementing the program; (ii) the countries of Latin America and the Caribbean are facing a range of economic and political challenges, and managing and overcoming these challenges requires strong and capable institutions. In response to observed needs and in order to minimize the asymmetries between the countries of the region that lower the efficiency of market economies and reduce the possibility of sustained and equitable development, necessary measures will be taken to favor C and D countries; (iii) the general topics to be covered are those mentioned in paragraph 2.9 above; these topics may be altered to suit the particular needs and characteristics of each country, provided that the relevance of these topics to democracy and human rights is always maintained; (iv) the courses will be directed toward young leaders who are generally less than thirty years of age and are from C and D countries, who have a strong possibility of being elected to public office or currently hold positions of political leadership, and who have demonstrated a clear commitment to democratic values and human rights; (v) the courses will favor interactive analysis and discussion of the topics to be studied; consequently, the course materials will usually be provided in advance.
- 2.11 The training courses will be offered by institutions awarded contracts through the local competitive bidding process. The possibility of offering courses on the subregional level in order to allow the most promising young leaders to share experiences will be considered when the need to maximize the impact of the courses outweighs the need to reduce costs. Each of the selected institutions will be responsible for the following activities: (i) publicizing the courses; (ii) selecting the participants in accordance with the established criteria; (iii) directly hiring instructors and agreeing on salaries, attendance, travel, and the production of teaching materials; (iv) making the necessary arrangements for the participants' travel and room and board; and (v) providing the necessary logical support for the



courses. When the courses have been completed, the successful bidder must providing the executing agency with a final self-evaluation report in accordance with the conditions described below, as well as a financial statement within one month of the completion date of the courses.

- 2.12 The training program will be carried out in the form of basic training units, which will have an average duration of two weeks per course and which will be designed to suit the various levels of education, experience, and responsibilities of the participants, as well as the specific requirements previously described in the theoretical and operational framework. Despite the short duration of the courses, it is anticipated that the participant selection process, the delivery of the teaching materials in advance in order to expose the participants to new ideas, questions, and challenges, and the intensive nature of the interactive analyses and discussions will enable the participants to be adequately trained.

### **c. Program evaluation**

- 2.13 The Bank, by mutual agreement with the executing agency, will hire an independent consultant to evaluate the program. The nature of the program requires that it be evaluated and monitored on an ongoing basis in order to benefit from previous experience and make effective changes. Consequently, two types of evaluation are required: an annual evaluation and a final evaluation. These evaluations must examine the appropriateness and effectiveness of the courses that were offered and formulate recommendations. The annual evaluations must include: (a) a qualitative analysis of the institutions that offered the courses and programs, including an analysis of the methods used to attract participants and publish results; (b) a qualitative analysis of the participants; (c) an evaluation of the materials and instructors; (d) a review of the documents to be submitted by the local implementing institutions when the courses have been completed (financial reports, the degree to which objectives have been accomplished, suggestions and self-evaluations by institutions and students, and the evaluation report to be submitted by the program coordinator at least one month prior to the meeting of the coordination committee).
- 2.14 The final evaluation must include: (a) an analysis of the training needs that were identified and an analysis of the publicity programs designed to attract the largest possible number of participants; (b) a qualitative analysis of the participants and the completed courses, broken down as follows: (i) the number and quality of the proposals to offer training courses submitted by academic institutions/centers with a standard of excellence; (ii) the number and type of courses that were offered each year; (iii) the number and general profile of the participants in each year and the extent to which each sector was represented, particularly neglected sectors; (iv) the type of organization (public or private); (v) the level of participant authority/responsibility (current or potential); (vi) the number and quality of instructors and teaching methods; (vii) the number and quality of the case studies

(or instructional documents) that were prepared in order to carry out the courses; and (viii) the number and quality of the projects submitted by the participants; (c) an analysis of the results of the courses based on the evaluations made by each participant at the end of the course and in subsequently prepared reports; this analysis must be quantitative and qualitative, noting the positive and negative reactions of the participants and the efforts of the executing agency to modify the program's curriculum and strategic plan in order to improve the quality, coverage, and impact of the courses depending on their objective results; (d) an analysis of the materials used to publicize the program and the electronic means used to support these efforts, confirming the accessibility, attractiveness, soundness, and coherence of the program; and (e) an analysis of the efforts of the program coordinator to obtain funding from sources other than the Bank in order to ensure the continuation of the program. When the program has ended, the GS/OAS will submit a final evaluation report that must include the information obtained each year and a final evaluation in accordance with the criteria described in Section III, Implementation, and the terms of reference for consulting services.

- 2.15 It is anticipated that the program evaluation will require a total of four months of intermittent work during the implementation period of the contract. During this period, three annual evaluation reports on the completed courses will be prepared, along with a final evaluation report on the entire program at the end of the project.

### **III. IMPLEMENTATION**

#### **A. Implementation Plan**

- 3.1 The organization responsible for the implementation of the project will be the General Secretariat of the Organization of American States (GS/OAS) through the Unit for the Promotion of Democracy (UPD). The implementation and disbursement periods will be 36 and 42 months, respectively, beginning on the effective date of the Technical Cooperation Agreement between the Bank and the General Secretariat of the OAS (GS/OAS).
- 3.2 The project will have a coordination committee composed of no more than three members (a representative of the IDB, a representative of the GS/OAS, and an independent individual with an outstanding background in democracy, a thorough understanding of human rights, and academic experience). The members will be designated by mutual agreement of the GS/OAS and the IDB. The coordination committee will also include the program coordinator, who will not have a vote. The functions of the coordination committee are as follows: (i) to determine the overall programmatic orientation of the project in accordance with the contents of this Plan of Operations; (ii) for each year of implementation, to approve a work plan prepared by the program coordinator stipulating the number of countries to be served, the number and type of courses, the number of participants per course, the

budget of each course, etc.; (iii) to evaluate the results of these activities each year; (iv) to approve the country selection criteria, the training institutions, and the course participants; (v) to approve the terms of reference for contracting the consultants and training institutions; and (vi) to review and approve necessary changes in the theoretical and operational framework while abiding by the stipulated restrictions. The committee will establish such rules as it deems necessary to ensure program quality and proper use of the funds.

- 3.3 The program coordinator will be designated by the GS/OAS with the agreement of the IDB. He or she will have the following general responsibilities: (i) to direct and represent the program; (ii) to design, coordinate, and oversee the implementation of the annual work plan; (iii) to monitor program activities and program results throughout the implementation of the project; (iv) to convene coordination committee meetings and to submit the documents and reports stipulated herein (annual reports, the annual action plan, proposed changes to the theoretical and operational framework, etc.) to the coordination committee members at least one month prior to the date of the coordination committee meeting; and (v) to obtain funding from sources other than the Bank in order to ensure the continuation of the program.
- 3.4 The conditions precedent to the first disbursement are: (i) evidence that a program coordinator with the responsibilities indicated in paragraph 3.3 has been designated; (ii) evidence that the coordination committee described in paragraph 3.2 has been formed; and (iii) submission of the initial plan described in paragraph 5.3a to the Bank.

## **B. Training Leaders in Democracy**

### **1. Development of the theoretical and operational framework of the courses**

- 3.5 The executing agency will select and contract one or more institutions with acknowledged experience and prestige in these topics to develop the theoretical and operational framework of the courses in accordance with the general guidelines contained in Annex I, Terms of Reference of the Consulting Services for the Development of the Logical Framework of the Courses. This phase is expected to have a duration of four months from the date on which the letter of agreement between the Bank and the executing agency is signed.
- 3.6 Due to the nature of the project and the period of time required for its implementation, the theoretical and operational framework may be revised and modified in order to ensure that project's objectives are properly fulfilled. These modifications shall in no case affect the purpose of the project—i.e., to impart theoretical and practical knowledge in order to train young people to exercise social and political leadership based on democratic values and practices and human rights, thus contributing to the consolidation of the democratic system in the region.

Revision of the theoretical and operational framework will be the exclusive responsibility of the coordination committee, which will perform this function in accordance with the restrictions established herein.

## **2. The training course program**

- 3.7 The training courses for leaders in democracy will be offered in the countries by academic institutions that have been identified and selected by the executing agency through a competitive process. The possibility of offering the courses on a subregional level (e.g., MERCOSUR, the Andean Community, Central America, and the Caribbean) will be considered when such action is advisable under the cost reduction strategy. In such cases, participation will be limited to candidates from the subregion in question.
- 3.8 Pursuant to the bid documents to be prepared during the development of the theoretical and operational framework, the executing agency will issue a call for proposals to academic institutions for the organization and provision of the courses in accordance with the general guidelines contained in the theoretical and operational framework and in accordance with the proposal evaluation criteria. Each of the chosen academic institutions will enter into a contract with the executing agency that stipulates the conditions under which the courses will be offered in accordance with the terms of the winning proposal, that the successful bidder will be solely responsible for any obligations to individuals or institutions, regardless of the origin or cause thereof, and that the successful bidder will be solely responsible for carrying out all necessary administrative functions and other activities in order to fully and satisfactory complete the courses.
- 3.9 The basic training units to be used at the national and, if applicable, subregional level will make it possible to train approximately 750 young leaders in the region during the implementation period. The courses will be offered by noted academic institutions with the institutional capacity to provide the training services. The content of the courses may be adjusted according to national or subregional features, along with the level of experience of the participants.
- 3.10 Each of the successful bidders will select the participants in consultation with the program coordinator and in accordance with the participant selection criteria stipulated in this document and in the theoretical and operational framework. In particular, it is stipulated that: (i) the courses must include approximately thirty participants; (ii) participants from C and D countries must be preferred; (iii) the participants must be of a young age and must be selected in accordance with the stipulated criteria, regardless of whether they are nationals or legal residents of the country in which the particular course is held; and (iv) that the participant selection process favor the selection of an equal number of men and women while maintaining the level of representation of the other sectors mentioned in this document.

- 3.11 The format of the courses will favor interactive analysis and discussion by the participants, and it will depend on the need and demand for this type of training program for leaders in democracy in each country, the supply of such courses already in existence, and the capacities of the academic institutions that seek to offer such courses. The duration of the training course program will be approximately 30 months.

**C. Evaluation**

- 3.12 The Bank will use contribution funds to hire an independent consultant to evaluate the program in accordance with the general guidelines contained in Annex II, Terms of Reference of the Evaluation Consulting Services. The consultant will be chosen with the agreement of the executing agency. It is anticipated that the evaluation will be performed on an intermittent basis and that it will require no more than four months during the implementation period.
- 3.13 All of the above-referenced contracting will be carried out in accordance with the relevant procedures and regulations of the Bank.

**IV. COST AND FINANCING**

- 4.1 The total cost of the project is estimated to be equivalent to US\$1.25 million. It is proposed that the Bank contribute US\$1 million of this amount, chargeable to the net income of the Fund for Special Operations. These funds will be provided in cash on a nonreimbursable basis.
- 4.2 The contribution of the GS/OAS will be US\$250,000. This amount will cover: (i) the cost of coordinating and administering the program (salary of the program coordinator); (ii) expenses related to coordinating and administering the program, including expenses for publicity and printing; (iii) the cost of hiring the independent member of the coordination committee (salary and travel expenses); and (iv) the cost of an external audit.
- 4.3 The contribution of the Bank will finance: (i) consulting services for four months in order to prepare the study described in the theoretical and operational framework of the training program; (ii) the direct cost of providing the training courses and other expenses (transportation, room and board, medical insurance) for approximately 750 participants; the cost of training, transportation, and room and board has been calculated to be US\$1,200 per participant; (iii) hiring an independent consultant to evaluate the project on an intermittent basis for a total of four months, including four on-site evaluations of various courses offered on the national level; and (iv) unforeseen expenses.
- 4.4 The following table details the proposed budget for the three-year implementation period.

**Table of Estimated Costs**  
(in US\$)

<b>Category</b>	<b>IDB</b>	<b>GS/OAS</b>	<b>Total</b>
<b><u>Training of Leaders in Democracy</u></b>	<b><u>930,000</u></b>		<b><u>930,000</u></b>
I. Development of the theoretical framework of the courses (4-month study at \$8,000/month)	32,000		
II. Training course program	898,000		
<b><u>Coordination and Administration</u></b>		<b><u>230,000</u></b>	<b><u>230,000</u></b>
I. Program coordinator (36 months at \$5,000/month)		180,000	
II. Expenses related to coordinating and administering the program (including expenses for publicity and printing)		35,000	
III. Coordination committee			
• Part-time salary of independent member (3 x \$3,000)		9,000	
• Travel expenses for three meetings (travel, hotel, and per diem)		6,000	
<b><u>Program Evaluation</u></b>	<b><u>32,000</u></b>		<b><u>32,000</u></b>
Evaluation consulting services (4 intermittent months at US\$8,000/month, including salaries and four on-site evaluations of the courses)	32,000		
<b><u>External Audit</u></b>		<b><u>20,000</u></b>	<b><u>20,000</u></b>
Consulting services (3 months at the end of the program)		20,000	
<b><u>Unforeseen Expenses</u></b>	<b><u>38,000</u></b>		<b><u>38,000</u></b>
<b>Total</b>	<b>1,000,000</b>	<b>250,000</b>	<b>1,250,000</b>

- 4.5 The contributions of the Bank will be disbursed by means of a revolving fund that will hold no more than 10% of the total contribution. The executing agency must verify these disbursements in accordance with Bank procedures.
- 4.6 Once the Letter of Agreement has been signed, the conditions precedent to the first disbursement are: (i) evidence that a program coordinator with the responsibilities indicated in paragraph 3.3 has been designated; (ii) evidence that the coordination committee described in paragraph 3.2 has been formed; and (iii) submission of the initial plan described in paragraph 5.3a to the Bank.

## V. MONITORING AND PROGRESS REPORTS

- 5.1 This project includes various pilot programs that must be monitored on an ongoing basis in order to ensure that the educational objectives of the project are attained. For this reason, an independent consultant will be hired to periodically evaluate the project during implementation; a program coordinator will also be hired.
- 5.2 The departments responsible for supervising the implementation of the project will be the SDS/SCS (technical aspects) and INT/RTC (basic administration and

disbursements). These departments will consult with other regional departments and the Procurement Office.

- 5.3 During the implementation of the project, the executing agency will submit the following reports within the specified periods of time of the execution of the Letter of Agreement:
- a. **Initial Plan.** Within two months and prior to the initiation of the consulting services for the theoretical and operational framework, the executing agency must specify the terms of reference for the selection procedures and methodology, as well as a chronology of planned activities. The submission of this plan will be a condition precedent to the first disbursement.
  - b. **Monitoring Report for the Theoretical and Operational Framework.** Within two months of the completion of the document containing the theoretical and operational framework, the executing agency will submit a report to the Bank describing the activities completed, the results obtained, and decisions adopted, along with a schedule of the activities to follow the completion of the phase in question. The report will also specify the date of the first meeting of the coordination committee.
  - c. **Progress Report for the Training Course Program.** Within six months of the beginning of the program, the executing agency will submit a progress report summarizing the activities completed, the results obtained, and any changes in implementation. This report should pay particular attention to the lessons that have been learned to date and how these might be put to use during the remainder of the program.
  - d. **Second Progress Report for the Training Course Program.** At the end of the second year of the program, the executing agency will submit a progress report summarizing the activities completed, the results obtained, and any changes in implementation. This report should pay particular attention to the lessons that have been learned to date and how these might be put to use during the remainder of the program. In addition, the report will contain recommendations on how to ensure the continuation of these courses and recommendations on possible sources of alternative financing after the end of this technical cooperation.
  - e. **Final Report.** Within three months of the end of the implementation phase of the project, the executing agency will submit a final report on the activities completed, the results obtained, and the impact of the courses. In addition, this report will contain recommendations on how to continue to train social leaders in democratic values and behavior.

- f. **Financial Report.** Within three months of the end of the implementation phase of the project, the executing agency will submit a financial report prepared by independent auditors approved by the Bank.

## VI. BENEFITS AND RISKS

### A. Benefits

- 6.1 It is anticipated that the project will contribute to educating leaders in political management, improved democratic practices, and respect for human rights. In particular, it is anticipated that providing participants with theoretical and practical knowledge with regard to political management, democracy, and human rights will promote sound political leadership and contribute to the internalization of a culture of democracy and respect for human rights, which are essential for the consolidation of democratic systems in the region and the efficient functioning of a market economy.

### B. Risks

- 6.2 These types of projects have several inherent risks. The project might have a **smaller impact** than anticipated due to unsuitable participants. In order to eliminate this risk, special emphasis will be placed on the design of the participant selection process; specific funding will be earmarked for this activity during the process of developing the theoretical and operational framework. The coordination committee will be responsible for the participant selection process. **The quality of the training program might be weak.** In order to eliminate this risk, it is anticipated that the theoretical and operational framework will include preliminary work aimed at ensuring that the educational content is appropriate and that standards for prospective course instructors are established. In addition, it is anticipated that the competitive bidding process will lead to the participation of the most capable academic institutions in the field. **The project might not be continued.** A project such as this must be regarded more as an effort shared by the institutions of the region than as a collection of isolated activities. To this purpose, it is anticipated that the results of the theoretical framework will be published and promoted, which will make the completed studies more accessible. The theoretical framework will be disseminated by electronic means, ensuring that it will be inexpensive and widely available. It is also anticipated that collaboration with the various academic institutions will enable the knowledge gained from the project to remain with local institutions. Finally, the program coordinator will have particular responsibility for seeking and obtaining financing for the continuation of the project.



## **VII. EVALUATION**

- 7.1 The Bank, by mutual agreement with the executing agency, will use contribution funds to hire an independent consultant to evaluate the project during the implementation phase and after it has been completed. The evaluation will contribute to improving the organizational capacity of the IDB and GS/OAS in this area, and it will also contribute to the success of the project itself. The evaluation will be performed on the basis of the final terms of reference agreed to by the Bank and the executing agency (Annex II, Terms of Reference of the Evaluation Consulting Services). The evaluation will be performed in accordance with the guidelines contained in Annex III, Logical Framework. The consultant will be selected and hired in accordance with Bank procedures.

**TRAINING PROGRAM FOR LEADERS IN DEMOCRACY  
TC-97-08-40-7-RG**

**TERMS OF REFERENCE OF THE CONSULTING SERVICES FOR THE  
DEVELOPMENT OF THE THEORETICAL FRAMEWORK**

**I. BACKGROUND**

- 1.1 For some time, empirical evidence and a growing body of academic knowledge have shown the causal relationship between the rule of law and the efficiency of the market economy, and, more specifically, between democracy and equitable economic development. A critical variable in the process of strengthening the institutions and increasing the social capital of the countries of the region is the availability of leaders who are capable of organizing collective action. These leaders must be deeply committed to democratic values and respect for human rights; this will lead to behavior that is consistent with these values and, consequently, to the strengthening of democratic processes.
- 1.2 In view of the above, it is proposed that a series of educational activities be undertaken in cooperation with the GS/OAS under the supervision of that organization. The purpose of these activities will be to train social leaders in democratic values and practices and respect for human rights. With a medium-to-long-range perspective, support will be provided for promoting and coordinating training activities for social leaders, thus contributing to broadening and deepening democratic leadership in the region.
- 1.3 This initiative is particularly urgent and important because many countries of the region are engaged in processes of democratic transition and consolidation. There are also indications that major segments of the population are unsatisfied with the functioning of democratic institutions.
- 1.4 Although cooperating countries, multilateral development organizations, and international cooperation institutions have made significant efforts to train economic, business, and social leaders, they have not made enough efforts in the areas of democratic political leadership and respect for human rights to contribute to the consolidation of the democratic system, which is an essential condition for an efficient market economy and the achievement of sustained and equitable development.

**II. OBJECTIVES**

- 2.1 The general objectives of the consulting services are to: (i) establish the theoretical parameters for the training courses; (ii) determine the structure and

basic curriculum of the training courses (which should cover subjects such as cultural diversity and planning, organizational, and decision-making techniques) from the perspective of democratic values and human rights; and (iii) determine the strategic and operational plan for the development of the training program. The strategic plan will: (a) identify the leadership training activities (courses, workshops, etc.) which are currently being carried out in the region and which could serve as references for the development of the courses, taking into account necessary changes in subject matter; (b) identify potential implementing entities in the region, particularly academic institutions with a standard of excellence in the subjects to be covered in the courses; (c) prepare the documents to be used in the call for proposals for the provision of the training courses; these documents will specify the bid conditions, the eligibility criteria for the countries, and other items; (d) establish the criteria for selecting the program participants; (e) determine the eligibility criteria for the institutions that will implement the training program and the criteria for evaluating the proposals and courses to be offered; and (f) propose a strategy for publicizing the program, the bid conditions, and the results of completed courses, to be done on a general level by the GS/OAS and on a subregional level by the successful bidders.

### **III. ACTIVITIES**

- 3.1 In pursuit of the above-referenced objectives, the activities of the consultant will include, but not be limited to:
  - a. Identifying the leadership training activities (courses, workshops, etc.) which are currently being carried out in the region and which could serve as references for the development of the training course program.
  - b. Developing a theoretical and operational framework that will serve as a basis for formulating the structure and basic curriculum of the training courses. This conceptual framework will explain how to study democracy and respect for human rights in political life. The document will include an analysis of:
    - (i) theories of democracy (including the concept of the quality of democracy, which refers to: (a) the ability of the citizens and their leaders to establish and reestablish, to a greater or lesser degree, certain political practices characterized by respect for democratic principles and human rights in the management of political affairs; (b) the daily political practices through which citizens, leaders, and institutions interrelate in a democracy; (c) the meaning of democratic values and undemocratic values and how these are expressed; (d) how political actors make use of their democratic freedoms, duties, and rights in political life; (e) how these resources are used to establish democratic or undemocratic practices; and (f) the latest political techniques; (ii) the functioning of democratic institutions (the executive, legislative, and judicial powers, and electoral systems) from the point of view

of respect for human rights in the region or subregion; (iii) democratic values and practices in general and their practical implications for organizing and strengthening government powers and the system of political parties; (iv) theoretical and practical knowledge about human rights and basic information about the necessity and importance of respecting, promoting, and protecting human rights (given that they constitute the basis of democratic processes); (v) political management (including political communications strategies, polls, and public policy) and the use of computer technology in politics; (vi) political negotiation and mediation techniques; and (vii) legislative techniques and democratic practices that enrich the processes of drafting laws, formulating policies, and planning public investments through the application of various models of public consultation and participation.

- c. Developing the structure and basic curriculum of the training courses on democratic values and practices and respect for human rights in accordance with the plan of operations and the conceptual framework. The structure of the courses will favor interactive analysis and discussion of the topics to be studied, and the participants will be provided with course materials in advance. The content of the courses should include, but not be limited to: (i) theories of democracy; (ii) the functioning of democratic institutions (the executive, legislative, and judicial powers, and electoral systems) in the region or subregion; (iii) democratic values and practices in general and their practical implications for organizing and strengthening government powers and the system of political parties; (iv) theoretical and practical knowledge about human rights and basic information about the necessity and importance of respecting, promoting, and protecting human rights; (v) political management (including political communications strategies, polls, and public policy) and the use of computer technology in politics; (vi) political negotiation and mediation techniques; and (vii) legislative techniques and democratic practices that enrich the processes of drafting laws, formulating policies, and planning public investments through the application of various models of public consultation and participation.
- d. Preparing the documents to be used in the call for proposals for the provision of the training courses in democratic leadership by academic institutions of superior quality.
- e. Developing the criteria for evaluating the proposals for the provision of the training courses by academic institutions.
- f. Establishing the guidelines and criteria for selecting the participants in the training courses, who must be young leaders who are generally less than thirty years of age and are from C and D countries, who have a strong possibility of being elected to public office or currently hold positions of political leadership, and who have demonstrated a clear commitment to

democratic values and human rights. Particular attention must be paid to affirmative action criteria for women, indigenous communities, and other groups that have been historically excluded from society.

- g. Determining the eligibility criteria for the countries, with preference for C and D countries.
- h. Determining the eligibility criteria for the institutions that will implement the training program for leaders in democracy.

#### **IV. EXPECTED RESULTS**

- 4.1 The consultant will remain in constant contact with the program coordinator. He or she will deliver an action plan within two weeks of being hired, a preliminary report by the end of the second month, and a final report (or reports) containing the following items by the end of the consulting period: (i) identification of the courses currently being carried out in the region for training leaders in democratic values and practices; (ii) a theoretical and operational framework on developing the structure and basic curriculum of the training course program in accordance with the guidelines and general topics described above; (iii) the criteria for selecting the participants in the training course program; (iv) the eligibility criteria for the academic institutions that will offer the training courses; (v) the documents that will be used in the call for proposals for the provision of training courses by academic institutions of superior quality; and (vi) the criteria for evaluating the proposals.

#### **V. CONTRACTUAL CONDITIONS**

- 5.1 The consultant will be a bilingual expert in international affairs with broad experience in the areas of democracy and human rights, leadership, governance, and democratic strengthening. He or she will be professional noted for his or her work and academic preparation, and he or she will have a thorough understanding of the problems and challenges facing Latin America and the Caribbean.
- 5.2 The consulting services will be financed with funds from the contribution of the Bank. The consulting services will be contracted for a lump sum.
- 5.3 Payment will be made in three installments as follows:
  - (a) 40 percent upon execution of the contract
  - (b) 30 percent upon delivery of the first report
  - (c) 30 percent upon delivery of the final report

## **VI. SUPERVISION**

- 6.1 The program coordinator will be responsible for supervising the consulting services. The Bank must approve the submitted documents prior to disbursing payment.

**TRAINING PROGRAM FOR LEADERS IN DEMOCRACY  
TC-97-08-40-7-RG**

**TERMS OF REFERENCE OF THE EVALUATION CONSULTING SERVICES**

**I. BACKGROUND**

- 1.1 The General Secretariat of the Organization of American States (GS/OAS) is administering a project to train social leaders in democracy in Latin America and the Caribbean. The project is being funded by a nonreimbursable technical cooperation of the Inter-American Development Bank.
- 1.2 The overall objective of the project is to develop a Training Program for Leaders in Democracy in order to contribute to the consolidation and deepening of democratic processes in the countries of the region.

**II. OBJECTIVES**

- 2.1 The specific objectives of these consulting services are to determine the extent to which the project and the completed activities achieved the above-described objective and to provide recommendations on how to achieve the objectives of the program in the best possible manner.

**III. ACTIVITIES**

- 3.1 The selected consultant will submit a total of four reports: three annual evaluation reports and one final evaluation report. The consultant will perform at least four on-site evaluations of the training courses; the courses that are most representative of those offered in the region or subregion will be selected for on-site evaluation.
- 3.2 In preparing the evaluation reports, the consultant's activities will include, but not be limited to:
  - a. Preparing an evaluation of the training needs identified in the theoretical and operational framework and the planned training course programs, examining in particular: (i) the consistency between the leadership practices that were identified and the list of skills and knowledge that are needed to perform them; (ii) the consistency between the leaders that were identified as potential participants and the course participant profile; (iii) the consistency between the educational objectives of the courses and their methodological content and orientation; (iv) the existence and participation of academic institutions in the region that are capable of offering the courses; and (v) the

capacity of the planned publicity measures to attract as many participants as possible.

- b. Preparing a qualitative analysis of the participants and the completed courses, broken down as follows: (i) the number and quality of the proposals to offer training courses submitted by academic institutions/centers with a standard of excellence; (ii) the number and type of courses that were offered in the countries each year; (iii) the number and general profile of the participants for each year; (iv) the type of organization (public or private); (v) the level of participant authority/responsibility (current or potential); (vi) the number and quality of the case studies (or instructional documents) that were prepared in order to carry out the courses; and (vii) the number and quality of the projects submitted by the participants.
- c. Analyzing the materials used to publicize the program and the electronic means used to support these efforts, and confirming the accessibility, attractiveness, soundness, and coherence of the program.

#### **IV. CONTRACTUAL CONDITIONS**

- 4.1 The consulting services will be financed with funds from the contribution of the Bank. The consulting services will be contracted for a lump sum.
- 4.2 The consulting services may be provided by an individual consultant or a consulting firm with demonstrated experience in evaluating training programs. The consultant must be bilingual in Spanish and English, and he or she must have solid theoretical knowledge concerning democracy and human rights and a thorough understanding of the social and political challenges facing the countries and societies of Latin America and the Caribbean.
- 4.3 The consulting services will begin when the first phase of the program (development of the theoretical framework) has been completed, and they will be performed concurrently with the second phase (training course program). The consulting services will have a total duration of no more than four months during the implementation period.
- 4.4 Following the execution of the contract, the consultant will provide the following reports:
  - a. Within a period of two weeks, an action plan containing a chronology and a description of the activities to be performed in accordance with the terms of reference.
  - b. Within six months of the beginning of the first course, the first evaluation report, which will contain a thorough analysis of the completed courses, lessons learned, and corrective actions for future programs. The report will



be submitted to the program coordinator at least one month prior to the meeting of the coordination committee, whose members will receive the report in a timely fashion. The second and third evaluation reports will be submitted one and two years, respectively, after the first evaluation report has been submitted.

- c. No later than four months after the training courses have been completed, a final report that contains: (i) a detailed analysis of the courses in accordance with the terms of paragraph 3.1, Letter b; (ii) a comprehensive evaluation of the courses and the extent to which they fulfilled their intended purposes in accordance with the terms of paragraph 3.1, Letter c; (iii) an analysis of the means used to publicize the program. This evaluation will be submitted to the Bank and the executing agency, each of which will provide comments on the evaluation. The consultant will submit the final evaluation report no later than one month after he or she has received these comments.
- 4.5 Any travel and lodging expenses incurred in connection with preparing the above-referenced reports will be included in the lump sum to be paid to the consultant; consequently, these expenses will not be paid separately.
- 4.6 Payment will be made in five installments as follows:
- (a) 30 percent upon execution of the contract
  - (b) 20 percent upon acceptance of the first report
  - (c) 20 percent upon acceptance of the second report
  - (d) 20 percent upon acceptance of the third report
  - (e) 10 percent upon acceptance of the final report
- 4.7 The consultant will report to the Division of the State and Civil Society of the Department of Sustainable Development (SDS/SCS) and the Regional Technical Cooperation Division of the Department of Integration and Regional Programs (INT/RTC), and he or she will stay in communication with the program coordinator. The Bank must approve the submitted documents prior to disbursing payment.

# **TRAINING PROGRAM FOR LEADERS IN DEMOCRACY**

**TC-97-08-40-7-RG**

## **LOGICAL FRAMEWORK**

<b>Objectives</b>	<b>Activities</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
<p>the theoretical knowledge of democratic institutions, and practices.</p>	<p>Consulting services for developing the basic curriculum structure.</p>	<p>Number and quality of proposals received from academic institutions.</p>	<p>Proposals for the provision of courses submitted by academic institutions</p>	<p>Academic institutions interested in offering courses</p>
<p>the acquisition of analytical skills and useful tools for pursuing democratic action.</p>	<p>Training course program for leaders in democracy.</p>	<p>Number of completed courses, academic institutions, and participants.</p>	<p>Initial plan</p> <p>Progress reports</p>	<p>Leaders from each of the four identified sectors participate</p>
<p>the development of useful abilities, and resources for democratic life.</p>		<p>Number of participants broken down by gender, country, subregion, level of leadership or authority (actual or potential), sector, and age.</p> <p>Number of case studies prepared, level of participant interaction in the courses</p>	<p>Level and frequency of disbursements</p> <p>Final reports</p> <p>Course evaluation reports</p>	

**PROPOSED RESOLUTION**

**REGIONAL. NONREIMBURSABLE TECHNICAL COOPERATION FOR A TRAINING  
PROGRAM FOR LEADERS IN DEMOCRACY**

**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 enter into such agreements as may be necessary with the General Secretariat of the Organization of American States, and to take such 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 Training Program for Leaders in Democracy.

2. That up to the sum of US\$1,000,000, or its equivalent in other convertible currencies, 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.