

**FEDERAL PROGRAM FOR WOMEN**

**(AR-0231)**

**EXECUTIVE SUMMARY**

**BORROWER AND GUARANTOR:** The Argentine Republic

**EXECUTING AGENCY:** National Council of Women (CNM), Office of the President of the Republic

**AMOUNT AND SOURCE:** IDB (OC): US\$ 7.5 million  
Local counterpart funding: US\$ 7.5 million  
Total: US\$15.0 million

**FINANCIAL TERMS AND CONDITIONS:** Amortization period: 25 years  
Grace period: 3 years  
Disbursement period: 3.5 years  
Interest rate: variable  
Inspection and supervision: 1%  
Credit fee: 0.75%  
Currency: United States dollars from the Single Currency Facility

**OBJECTIVE:** The objective of the proposed program is to enhance the formulation, monitoring and evaluation of public policies and programs, in order to bring long-term improvements to the situation of women in the country.

**DESCRIPTION:** The program consists of two components: (i) institutional strengthening and (ii) support for local initiatives.

Component I: Institutional strengthening  
(US\$9.8 million). This component will provide the CNM and the Provincial Women's Offices (AMPs) with the political, technical and management capacity to review, propose, formulate, monitor and evaluate public policies and programs from a gender perspective. It includes funding for the following three subcomponents.

a. Institutional strengthening for the CNM  
(US\$1.9 million)

This subcomponent will provide funding for technical assistance and training needed to strengthen the

technical areas of the CNM ("promotion and training", "technical assistance", "communication, information and dissemination"), its executive management, and its policy-setting bodies, the Board of Directors and the Federal Council.

b. Institutional strengthening for the AMPs  
(US\$6.9 million)

The objective of this subcomponent is to overcome institutional weaknesses, both those common to all AMPs and those specific to each province, by enhancing their political, technical and management capabilities.

The "*Institutional strengthening modules*" include training and advisory workshops for formulating and monitoring provincial equity policies and plans and sector programs, jointly with other provincial government entities and CSOs. It will also help to strengthen negotiation and leadership capacities and the development of communication plans and strategies. To enhance technical and management capacities, funding will be provided for: (i) training workshops on fund raising strategies and techniques and the preparation and design of project proposals; (ii) technical assistance to the AMPs for setting up a strategic planning system; and (iii) opportunities to exchange experiences.

Technical assistance and training for the AMPs will be designed to take account of the sector policy priorities of each province, e.g. rural women, indigenous women, female unemployment and domestic violence. Assistance will also be provided for the implementation of the strategic plan.

c. Support for the National Women's Information System (SNIM) (US\$900,000)

The objective of this subcomponent is to enhance access to, and dissemination of, information needed to formulate and monitor public policies and programs from a gender perspective, nationally and provincially. The CNM will be the entity responsible for development and coordination of the SNIM.

Support will be directed at: (i) encouraging the circulation of and access to information among institutions and users at the regional and national levels, using a networking strategy (email or Internet); (ii) promoting the decentralization of the

system, while maintaining comparability nationally, but encouraging evaluation and diagnostic from the regional and provincial perspectives; (iii) using new communication networks to facilitate the exchange of experiences, coordination of activities and integration of sector and regional perspectives, while optimizing the use of resources and the effectiveness of activities; and (iv) promoting and supporting the development of indicators and methodologies for preparing diagnostics and evaluations from a gender perspective, among institutions responsible for gathering, producing and disseminating socioeconomic data (e.g. INDEC, SIEMPRO).

Component II: Support for local initiatives

(US\$3.0 million). This component is intended to fund proposals from organizations of civil society, including academic entities, and from other government sectors, to complement the efforts at institutional strengthening in the Provincial Women's Offices. Support will be provided for: (i) research and studies in priority areas at the provincial level; (ii) evaluating the impact of social programs from a gender perspective; (iii) sensitizing senior managers and/or officials to gender issues and equal-opportunity plans; and (iv) training and technical assistance in formulating, executing and evaluating projects from the gender perspective, directed at public and non-governmental entities.

**CONSISTENCY WITH  
BANK STRATEGY  
FOR THE COUNTRY  
AND SECTOR:**

The proposed program is consistent with the Bank's country strategy, which focuses on three basic areas: (i) **reducing poverty and raising living standards** through actions to enhance the quality and coverage of social programs; (ii) **deepening and consolidating the modernization of the State** at the federal level, and decentralizing responsibilities to the provinces and municipalities; and (iii) **raising productivity and competitiveness** in the tradable goods sectors. The program will promote activities and interventions that will contribute to raising the quality of life among lower-income women, encouraging them to participate and organize themselves, by strengthening public and private entities responsible for their welfare and for promoting a gender focus in social policies and programs. As well, the program will support decentralization and coordination of efforts to enhance the status of women in the provinces and municipalities.

Moreover, the program is particularly consistent with the Bank's policy for women in development and for promoting gender equity, which is aimed at enhancing the participation of women in the development process, both as agents and as beneficiaries, and helping governments to build a gender focus into national policies.

**ENVIRONMENTAL  
AND SOCIAL  
ASPECTS:**

This operation is not expected to have any negative impacts on the environment (paragraph 4.12). According to various studies and evaluations public policies and programs that target women have a high rate of socioeconomic return. For instance, studies show that worker training programs involving gender considerations enable women to break out of the circle of poverty insofar as they are able to gain access to better jobs and consequently higher salaries, with a considerable impact on the health and education of their families (paragraph 4.7).

The activities of the program will better coordinate efforts between offices for women at the central and provincial level and public agencies for social and economic development, thereby heightening the impact of their efforts on the country's most vulnerable population groups, in which women who are poor are overrepresented. According to recent studies, in Argentina, a growing number of very poor households are headed by women. Gender inequity is most critical amongst the most vulnerable population groups, a situation reflected in access to work and in unequitable salary levels, adversely affecting women in the country (paragraph 4.15).

**BENEFITS:**

This program will improve the capacity of the CNM, national ministries and provincial governments to design strategies and policies for targeting public programs at the neediest segments of society, and will thus contribute to reducing poverty and promoting greater social equity. The program's emphasis on civil society, by promoting coordination between among CSO and public sector activities and fostering among such organizations a more pro-active role on behalf of women, is also intended to help increase social equity.

In addition, the program will provide the public and private sectors with an information system and data collection methods that will enhance the knowledge base on the status of women throughout the country. This information is an essential tool for helping the various sectors to work to resolve not only problems that affect women specifically but also those that

affect vulnerable groups more generally, and that require a closer focus of attention.

**RISKS:**

The result of the institutional strengthening activities financed by the program will depend in large part on the technical profile of the human resources within the AMPs and the facilities available to them for participating in the program. To minimize this risk, it is planned that the provinces taking part in the pilot stage will serve as focal points within their region, so that they can help those that are institutionally less developed and less experienced. Similarly, institutional strengthening of the CNM is aimed largely at enhancing its capacity to provide support to the provinces.

Since changes in government administration may lead to the loss of officials already trained under the program, mechanisms have been introduced to allow academic institutions and CSOs to help by offering training at the local level. As well, the program will strengthen and improve working links between the CNM and the national sector ministries, and between the AMPs and the provincial ministries. This will help to develop technical and management capabilities within the beneficiary jurisdictions for transmitting experience and information to new technical personnel as they are added.

**SPECIAL  
CONTRACTUAL  
CLAUSES:**

Conditions precedent to the first disbursement:

(i) Evidence that the National Executing Unit (NEU) has the technical and administrative personnel needed to start up the program (paragraph 3.4); (ii) evidence that agreements have been signed with at least four of the provinces that will participate in the pilot phase (paragraph 3.10); (iii) entry into force of the Operating Regulations (paragraph 3.12); (iv) an agreement signed with SIEMPRO on behalf of the Secretariat of Social Development on providing statistical information to the National Women's Information System (paragraph 3.30); and (v) submission of the first AOP (paragraph 3.44).

**POVERTY TARGETING  
AND SOCIAL SECTOR  
CLASSIFICATION:**

Consistent with the requirements of the Eighth Replenishment Exercise (AB-1704, paragraph 2.13), the program falls under the category "social equity and poverty reduction", to the extent that it will help to modernize the State by strengthening the public entities responsible for policies and programs to promote such equity. With respect to paragraph 2.15 of that document, however, this program cannot be

classified as a poverty-targeted investment (PTI). The planned activities are in fact directed at strengthening the public sector and will not, in principle, have a direct impact on poverty. It is expected nevertheless that over the longer term, the economically more vulnerable sectors will be the prime beneficiaries of the institutional strengthening efforts for women's affairs offices in the country. Incorporating a gender perspective into public programs, especially social programs, will provide greater focus for their activities. For example, the provincial diagnostic results suggest that the most common problems facing poor women are those of unemployment, employment instability and lack of access to training. By enhancing the ability of the AMPs to assist ministries and secretariats to build a gender perspective into their programs, the project will help to expand the effectiveness and coverage for such programs, and hence will help to reduce poverty among provincial households (paragraph 4.14).

**EXCEPTIONS TO  
BANK POLICY:**

None

**PROCUREMENT:**

**Goods.** In accordance with the Bank's policies, where resources from the Bank are being used and the contracting entity is in the competitive sector, international competitive bidding will be conducted for the procurement of goods in amounts equal to or greater than the equivalent of US\$350,000. The Bank's Country Office will perform ex-post evaluations on a sampling basis for procurement of goods in amounts of less than US\$50,000, with an ex ante review of the first three procurement orders. This project is not expected to entail any construction works.

**Consulting services.** In accordance with the Bank's policy, in the case of contracts for amounts greater than US\$200,000, international competitive bidding will be undertaken. The Bank's nonobjection will be required for all contracts. Once the first annual report has been analyzed and compliance with Bank policies has been verified, the Country Office may amend the ex-ante review system. In this case, the nonobjection requirement will be retained when the amount of the contract exceeds US\$50,000, in the case of consulting firms, and US\$25,000 in the case of individual consultants.

## I. FRAME OF REFERENCE

### A. State agencies in support of women

- 1.1 The formal establishment of women's support agencies (known as *Areas Mujer* or Women's Affairs Offices) in the Argentine State is the result of nearly two decades of efforts at promotion and support by women in **civil society organizations (CSO)** and in politics, who have played a crucial role in the creation of these offices. The purposes of these offices in Argentina is to engage the State in gender-related issues so that public policies can be adapted to meet the socioeconomic needs of women, and allow women to participate on the basis of equal conditions and opportunities in the country's political, economic and social development.
- 1.2 Although women's affairs offices in the various sector ministries and other state bodies within the region do not follow any one model, the results of recent evaluations of women's offices suggest at least two important lessons 1/. The first is that it is the effort to coordinate and develop action plans with the various sector ministries and other state bodies ("mainstreaming") that has had the most impact. It has been demonstrated, for example, that when a women's office has the status of a ministry and its director can participate in cabinet meetings, women's issues have achieved greater visibility within the country. Thus, under these circumstances it has been possible to collaborate with other ministries to draw up an Equal Opportunities Plan, which provides guidance for macro policies and for priority programs, as well as delivering products and services designed with the characteristics and needs of users in mind. Women's offices have contributed in some countries, for example, to achieving greater focus in sector programs and projects, including those in health, education, business development, citizen participation and the reduction of violence.
- 1.3 The second lesson relates to the greater impact that government offices in support of women can have, not as executing agencies of small projects (which are better left to CSOs), but as **catalysts and orientators** that can promote and help to shape macro policies and strategies between civil society and the State in areas of priority for women, their families and their communities.

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1/ See for example: (i) "Institutionality for women and gender in Latin America and the Caribbean - Regional study", IDB, SDS/WID, December 1997; (ii) Pontificia Universidad Católica de Chile, "Analysis and evaluation of efficiency in the pursuit of objectives and activities under the cooperation project of the Government of Sweden with the National Women's Service (SERNAM), Report to the National Congress", Santiago, June 25, 1996.

- 1.4 During the last four decades, the role of women in bringing about political, economic and social change in Argentina has been transformed in both quantitative and qualitative terms 2/. More recently, women have moved on from serving as the mouthpiece for claims and demands to participating actively in proposals and actions that have affected the country's basic structure. The current situation, reflecting the results of the quota law 3/, has helped to bring about a critical mass of women who participate in public policy decisions. The Argentine government, in support of these changes, has also committed itself, both at home and internationally, to two important conventions that set the legal framework for its gender policy: (i) the "Convention on the Elimination of All Forms of Discrimination Against Women", adopted in 1979 by the United Nations General Assembly, and which was incorporated into the Argentine Constitution as part of the 1994 reforms; and (ii) the Beijing Declaration and Platform for Action, approved in 1995 at the Fourth World Conference on Women. In addition, the national government, in clear recognition of its responsibilities in this area, and in response to petitions received from Argentine women, established the **National Council of Women (CNM)** in 1992.

B. The National Council of Women (CNM)

- 1.5 The CNM has as its primary objective to fulfill the constitutional commitment of the Argentine State to combat discrimination against women and to promote public policies for advancing towards a more egalitarian society. It operates under the guidance of a president who has the rank of Secretary of State (reporting in hierarchical terms to the President of the Republic, and in functional terms to the Secretary General of the Office of the President of the Republic) and of two policy-setting bodies: the Board of Directors and the Federal Council. The first of these bodies is made up of representatives from the highest levels of the various ministries and of the legislative and executive branches of the national government. The Federal Council, for its part, is composed of

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2/ Women have only recently been able to mobilize themselves as citizens. While universal male suffrage was recognized in 1912, women had to wait until 1947 for the right to vote in presidential and federal elections.

3/ In 1991, Argentina proclaimed the Quotas Law, the first of its kind in the world. The Quotas Law contains two important requirements: (i) that no less than 30% of candidates on closed party lists in the country's 24 electoral districts be women, and (ii) that these names be placed in positions on lists where they have a chance of being elected. Twenty-one of the 23 provinces and the city of Buenos Aires have quota laws similar to the national one for the election of provincial legislators, and in most cases, of municipal councilors as well.



members of the Board of Directors and representatives of the provincial governments, which means that situations specific to these jurisdictions can be considered on the national agenda. The internal administrative structure of the CNM consists of three national technical directorates: (i) Promotion and Training, (ii) Communication, Reports and Dissemination, and (iii) Technical Assistance. The CNM has focused its activities on promoting the creation of offices devoted to women's affairs at the provincial and municipal level, on the basis of which national policies can be established and coordinated. To ensure that women's needs and demands are included in public policy issues, the CNM has negotiated national and international agreements with the various federal ministries 4/.

- 1.6 Following consultations with representatives of various public sectors and the Federal Council, in which provincial representatives and members of Congress participated, and in the light of a recently completed institutional analysis 5/, it has been concluded that the CNM should receive institutional strengthening, in order to further improve the performance of its mission. In this respect, the need has been identified to reinforce the efforts that the CNM is making on the inter-institutional front and in monitoring programs in the various sectors, its information systems, and its relationship to the provinces, to government and nongovernmental organizations that are concerned with gender issues, strengthening the positive aspects of these relationships and identifying mechanisms for helping them to work together more closely and effectively.

C. Provincial and municipal women's offices

- 1.7 Women's offices are currently found in Buenos Aires and in 20 provinces; some of them have more than ten years of experience 6/. Much of this is thanks to the efforts of the CNM, which over the last year alone has supported the creation of

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4/ International agreements include, among others, those with MERCOSUR and the International Labor Organization (ILO). Internally, agreements have been signed with the Secretariat of Industry, Trade and Mining; the Ministry of Labor and Social Welfare; and the Ministry of Justice.

5/ Institutional diagnosis performed in March, 1998, as part of the preparatory work financed by preinvestment funding for this program.

6/ In four provinces there are provincial women's councils created by law, while in five they were established by executive decree; in eleven jurisdictions (including the City of Buenos Aires) there are agencies at various administrative levels (Secretariat of State, Provincial Directorate or Directorate General, Department, etc.), while still others are governed by the Law of Ministries, or were created by ministerial decision or order.

5 such offices: today only three of the country's 24 provinces still do not have a women's office. Experience with these women's offices has varied. Depending upon their position within the hierarchy of the provincial government, they may have a greater or lesser degree of influence: for example, in La Pampa the Provincial Council of Women was established by law and attends Cabinet meetings. Others, such as those in the provinces of La Rioja and Río Negro, report directly to the governor and are part of the social affairs cabinet. Some women's offices have been weakened as a result of changes of government. One of the primary factors that has contributed to the institutional continuity of women's offices is the constant effort of social leaders, CSOs and community groups working on women's issues that have succeeded in generating political support from the government. This is the case, for example, in the province of Mendoza, where the women's office has a provincial council with a high degree of participation by CSOs and women's groups.

- 1.8 The results of the diagnostic of women's offices carried out in the provinces and in the city of Buenos Aires during preparation of this program show that women's offices tend to be located within the executive branch, either within a ministry, generally the social development ministry, or as direct dependencies of the governor. They show a varying degree of institutional development: while in some provinces they receive budgetary resources (for example the Province of Buenos Aires), in others they are barely surviving (e.g. Jujuy). Some provincial women's offices have built up a record of solid achievement in promoting women's issues at the municipal level. In La Pampa, for example, there are women's offices in 44 of its 79 municipalities, and in Corrientes, 15 of its 65 municipalities have such offices. The creation of these municipal offices appears to have been a key determinant in enhancing and expanding the role of women in municipal affairs. Yet because women's participation is still a recent phenomenon, it is hampered by a lack of experience and knowledge in such areas as municipal planning, strategic planning, project design and management, negotiation and coordination mechanisms, leadership, communications and gender analysis. Developing these capacities further will be crucial if public policies are to be designed, executed and monitored properly at the municipal and provincial level so as to meet the priorities of women, their families and their communities.
- 1.9 If the objectives of the CNM are to be achieved, it is essential to have women's offices in the various provincial and municipal jurisdictions, and this would moreover be consistent with the government's decentralization efforts. This implies the need to create new offices where none now exist, and to provide support for those already in existence, to ensure that they enjoy sufficient institutional authority, and that they have qualified human resources with the required capacity to accept responsibility for implementing equal opportunity policies in each province and each

municipality throughout the country. To this end, the CNM has proposed a work plan for the subnational entities targeted under this operation.

D. Civil society

- 1.10 Civil society has begun to participate more actively in the country's social, economic and political programs. CSOs, as well as women's organizations, universities, research centers and other private institutions involved with issues of priority to women, are considered key to the development of programs with a gender perspective. To this end, it is important to take advantage of their growing participation and their knowledge of gender issues in strengthening women's offices within the various governments. This linkage between public organizations and CSOs will help to reduce the social cost that is now implied, not only by the duplication of efforts, but also by the lack of focus in public policies and the scarcity of resources devoted to that end.

E. Bank strategy and experience in the sector

- 1.11 The proposed program is consistent with the bank's strategy for the country, which is focused on three basic areas: (i) **reducing poverty and raising living standards** through actions to enhance the quality and coverage of social programs; (ii) **deepening and consolidating the modernization of the State** at the federal level, and decentralizing responsibilities to the provinces and municipalities; and (iii) **raising productivity** and competitiveness in the tradable goods sectors. The program will promote activities and interventions that help to raise the quality of life among lower-income women, and encourage their participation and organization, by strengthening public and private entities responsible for their welfare and promoting a gender focus in social policies and programs. As well, the program will promote the decentralization and coordination of efforts to enhance the status of women in the provinces and municipalities.
- 1.12 In particular, the program fits in with the Bank's policy for women in development and for promotion of gender equity, which is aimed at enhancing the participation of women in the development process, both as agents and as beneficiaries, and helping governments to build a gender focus into national policies. As stipulated in the Eighth Replenishment document (AB-1704, paragraph 2.19), the Bank will assist its borrowing member countries to increase the benefits that women derive from the programs and projects it finances.
- 1.13 The Bank recognizes the importance of having strong and effective national and local institutions in place to formulate and coordinate policies and programs that will promote the active and effective participation of women in social and economic life and advance their position within a society. To this end, the bank has

previously financed institutional studies (ATN/SF-4858-EC) and has supported the strengthening of certain offices (ATN/SF-5034-PR, ATN/SF-4386-JA, ATN/SF-4348-TT, ATN/SF-4298-BA). In its search for better tools for improving the quality and impact of Bank interventions, the Women in Development Unit (SDS/WID) conducted a study on institutional arrangements for dealing with women and gender issues in all countries of the region. The analysis and recommendations of that study have been taken into account in preparing this proposal.

- 1.14 Among its operations in Argentina that will benefit mainly women in poverty, the Bank is financing a regional pilot program for the prevention of domestic violence against Women (ATN/SF-5422-AR) and at a more decentralized level it is supporting nongovernmental organizations and municipalities in the formulation of projects where the direct beneficiaries will be female heads of households, under a at-risk groups care program. (1021/OC-AR and 996/SF-AR).

## II. THE PROGRAM

### A. Objectives

- 2.1 The objective of the proposed program is to enhance the formulation, monitoring and evaluation of public policies and programs, in order to bring long-term improvements to the situation of women in the country.
- 2.2 Specifically, the program will support mechanisms that help to: (i) enhance the ability of women's offices to fulfill their mission of providing competent and sound guidance to other bodies of the State and civil society in building a gender focus into their policies and programs; and (ii) promote cooperation among organizations of civil society (CSOs) as well as the various provincial and municipal agencies, in developing initiatives with a gender perspective that serve to reinforce policies and programs of priority to women.

### B. Description

- 2.3 The program has two components for achieving its objective: (i) institutional strengthening and (ii) support for local initiatives.

- 2.4 Given the limited institutional capacity of women's offices in the provinces and the need to enhance the management capacity of the National Council of Women (CNM), the program will focus on providing institutional strengthening for the CNM and the provincial women's offices (AMPs). More than 65 percent of program resources will be invested in this component. The second component, of a more modest scope (20 percent), will support the initiatives of other governmental entities and of CSOs as a complement to the institutional strengthening provided for the participating AMPs.

- 2.5 Table II-1 shows some of the main results indicators for the program, which will be used to evaluate

**Table II-1**  
**Results Indicators**

**Component I: Institutional strengthening**

- Greater degree of competence and effectiveness in the operations of the CNM and the AMPs
- Effective and sustained coordination among the CNM and the AMPs and other governmental bodies
- Coordination with the activities of the CSOs involved
- Executives and professional staff of the CNM and the AMPs will be trained in leadership and negotiation skills
- CNM and AMPs with strategic planning system functioning together with performance indicators (benchmarks)
- National Women's Information System (SNIM) functioning, with linkages to institutions such as INDEC and SIEMPRO.

**Component II: Support for local initiatives**

- Invitations to participate sent out through the mass media and other mechanisms to academic institutions and CSOs in the various provinces.
- Three proposals approved for AMPs in sectors of priority for women at the provincial or municipal level
- Two initiatives financed per province.

fulfillment of its objectives. The physical and financial execution indicators for the program, which constitute the basis for the annual reports and monitoring of operations, as well as the logical framework (Annex II-1), will be used for monitoring the progress and results of the program.

- 2.6 The program represents the first initiative that the national government has taken in support of the AMPs, and it is focused on the women's offices in 23 provinces and in the City of Buenos Aires (24 AMPs). Taking into account the divergent levels of institutional development among the AMPs, and the divergent features of the various provinces, the program will seek to promote a demonstration effect among the AMPs, by drawing upon the experience of the most progressive ones. As well, in order to achieve greater efficiency, some activities (for example training) will be conducted at the regional level 1/, so as to make better use of resources and at the same time to create synergies among the participating AMPs, promote networking, and encourage the exchange of institutional experience.

1. Component I: institutional strengthening (US\$9.8 million)

- 2.7 The objective of this component is to endow the CNM and the AMPs with the political, technical and management capabilities required to review, formulate, monitor and evaluate public policies and programs from a gender perspective. The political, technical and management capabilities of the CNM and the AMPs to be strengthened are shown in Table II-3.

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1/ For example, one system of grouping provinces that has been used for other social programs consists of the following regions: Northwest (NOA), Northeast (NEA), Nuevo Cuyo, Patagonia, Central and in the city of Buenos Aires.

<b>Table II-2</b> <b>COMPONENT: INSTITUTIONAL STRENGTHENING</b> <b>INSTITUTIONAL CAPACITIES TO BE STRENGTHENED BY THE PROGRAM</b>	
<b>POLITICAL CAPACITY</b>  How to achieve the political will to build a gender perspective into basic policies and programs?	(i) Capacity to formulate and monitor public policies for gender equality (ii) Capacity to coordinate the activities of the CNM and AMP activities and those of the AMP and those of other State bodies and CSOs (iii) Capacity to provide leadership, to negotiate and coordinate public policies (iv) Capacity to develop communication strategies on gender issues as they relate to public policies and programs.
<b>TECHNICAL AND MANAGEMENT CAPACITY</b>  How to achieve sound performance in the context of public management with a gender perspective?	(i) Capacity to manage as a public entity (ii) Capacity to influence public policies and sector programs of other public entities (e.g. ministries of education, health, labor) to include a gender perspective (iii) Capacity to develop, execute and evaluate strategic planning that promotes equity and serves to guide institutional performance.

2.8 This component will include financing for the following subcomponents: (i) institutional strengthening of the CNM; (ii) institutional strengthening of the AMPs; and (iii) support to the National Women's Information System (SNIM).

a. Subcomponent: Institutional strengthening for the CNM (US\$1.9 million)

2.9 The objective of this subcomponent is to strengthen the capacities that the CNM will need to serve as the coordinating body for women's policies at the national level, and for this program. The program calls for funding technical assistance needed primarily in the technical areas ("promotion and training", "technical assistance", "communication, information and dissemination"), its executive directorate, and its policy-setting bodies, the Board of Directors and the Federal Council.

2.10 Planned are activities that enhance the CNM's capacity to formulate and monitor policies and programs from a gender perspective, and to coordinate them with other public entities of civil society at the national level. Both for updating the plan for equal opportunities for women and for reviewing and monitoring sector policies and programs, seminars and training workshops will be held for leaders of the CNM (the president, members of its Board and the Federal Council), as well as its professional and technical staff. As well, technical assistance will be provided to help define methodologies and instruments to facilitate proper monitoring and evaluation of those policies and programs from a gender perspective, consistent with the objectives established by the national plan for equal opportunities.

- 2.11 Activities will also be undertaken with a view to incorporating a gender perspective into the actions of ministries in key sectors such as Labor, Education, Health, Justice, Interior and Foreign Relations, as well as some of the Secretariats involved in the equal opportunities plan, such as Social Development 8/. These activities will include campaigns of awareness and training in gender issues, as well as technical support, to be conducted by the CNM's Board members from those ministries and secretariats, so that they will have the tools to formulate and/or review public policies and programs. In addition, activities will be undertaken to support members of Congress in the design of legislation with a gender perspective.
- 2.12 Assistance will be provided to ministries or secretariats to update reports on the status of women in Argentina in five priority areas: education, health, labor, poverty and leadership/participation in decision-making. These reports will serve not only as input for redefining national policies and programs in the areas indicated, but will also be used in training and sensitization activities to be carried out under the program.
- 2.13 As part of the effort to strengthen the policy capabilities of the CNM, regional and international events will be held to promote the exchange of experience and best practices with regard to formulating and monitoring sector programs and public policies from a gender perspective. Such events will include conferences, seminars, workshops and regional internships. Representatives of bodies responsible for formulating and applying equal opportunity plans in other countries of MERCOSUR and countries in other regions will be encouraged to participate.
- 2.14 Another important activity will be to update and strengthen the CNM's communication strategy, since this is a fundamental tool for sensitizing and informing public opinion. Consideration will be given to incorporating new techniques for using the mass media, and for influencing the treatment of women and gender issues in the media, identifying and developing messages appropriate to the different communication media, using different techniques of intervention, and producing materials that are consistent with the priorities defined by the strategy. As well, consultations and "awareness days" will be organized with representatives of radio, television and the press at the national level, and activities will be conducted to enhance the capacity for monitoring and evaluating the communication strategy.
- 2.15 In order to improve the management and performance of the CNM as a public entity, its technical capacities will be strengthened by means of seminars and training workshops dealing with gender

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8/ "Key sectors" are those that are of priority in targeting poverty and groups at risk (e.g. victims of domestic violence).



analysis, negotiation/management and conflict resolution, lobbying, leadership, and public consultation and mobilization techniques. Strengthening technical capacities in the gender promotion area will help to improve the performance and negotiating power of the CNM in its work with other state institutions and with civil society.

- 2.16 It is planned to set up a strategic planning system within the CNM and thereby to help improve its technical and administrative management. Seminars and workshops will be held on topics relating to: (i) reviewing its mission and role, and those of its governing bodies, (ii) discussing the national, regional and international setting within which it must operate (in its social, economic and political dimensions); and (iii) conducting an analysis of the implications of the equal opportunities plan. The CNM's capacity will also be strengthened in the areas of organizational development, management and budgetary control, as well as in methodologies and techniques for monitoring and evaluation with a view to gauging progress under that plan. Support will be provided for developing a strategy of collaboration and consultation with other stakeholders in the issue of equal opportunities for women, in order to achieve the goals defined
- 2.17 The activities described above will help to lay the basic institutional foundation for the CNM to function efficiently and effectively as the public office for women's issues at the national level. Many of the activities for strengthening the CNM will be tested in this way before they are incorporated into the "basic institutional strengthening modules" that will be used to support the AMPs (described below under the second subcomponent). The seminars and other events are planned to include participation by CSOs, particularly women's organizations; in this way, the results of a stronger CNM will benefit a broad range of state and civil institutions related directly to areas of priority for women.

b. Subcomponent: Institutional Strengthening of the AMPs  
(US\$6.9 million)

- 2.18 The objective of this subcomponent is to enhance the political, technical and management capacities of the AMPs by implementing two ***institutional strengthening modules***: (i) *Basic Institutional Strengthening Module (BIS)*; and (ii) *Expanded Institutional Strengthening Module (EIS)*.
- 2.19 The design of these modules reflects the needs and priorities identified during the institutional assessments performed in the provinces and in the city of Buenos Aires. Technical assistance and training activities will be directed primarily at members of the governing bodies and the technical staff of the AMPs, and representatives of the municipal women's offices. Depending on the status of each AMP, other key officials from other government bodies and CSOs would also participate.

- 2.20 **Basic Institutional Strengthening Module (BIS)** (US\$5.0 million): the BIS is designed to address the institutional weaknesses common to all of the AMPs. The BIS will contribute to improving public management as well as the technical and administrative structure of the AMPs. Strengthening their gender-specific technical aspects will contribute to the quality and authority of their interventions in provincial public policy issues and their work with other provincial entities and CSOs. Improving their institutional and technical capacity to advise and publicize gender issues will help to raise awareness among the general public and public officials of policy areas that are of priority to women.
- 2.21 To support improvements in the *political capacities of the AMPs*, the BIS includes: (i) training workshops for formulating and monitoring public policies and equity plans in each province, and enhancing their linkage within the national equal opportunities plan and other policies at the national level; (ii) technical assistance and advisory services to the AMPs in formulating, reviewing and coordinating equity plans, public policies and sector programs, together with other provincial government entities and CSOs; (iii) training workshops for representatives of their advisory and governing bodies and AMP staff, in gender analysis, negotiation/management and conflict resolution, lobbying, leadership, and public consultation and mobilization methods; and (iv) advisory services to the AMPs for developing, monitoring and evaluating a communications strategy and plan, linked up with the national strategy as defined and implemented by the CNM, aimed at executives, professionals and advisors of the AMP in such areas as: the use of the media, the treatment of women's and gender issues in the media, development of messages, intervention strategies with the media, social marketing and the production of communication materials.
- 2.22 The BIS will also include activities to enhance the *technical and management capacities* of the AMPs, such as: (i) training workshops aimed at the executives, advisors and professional staff of the AMPs, representatives of other CSOs and provincial and municipal governments who work with the AMPs, on fund raising strategies and techniques and the preparation and design of project proposals; (ii) technical assistance to the AMPs on setting up a strategic planning system; (iii) in-service training and events for the exchange of experiences, best practices and lessons learned under the Federal Women's Program, between the AMPs and the CNM; and (iv) teams and equipment required for institutional functioning of the AMPs.
- 2.23 **Expanded Institutional Strengthening Module (EIS)** (US\$1.9 million): The EIS will be designed to suit the characteristics and **specific needs** of each province, providing follow-up and/or further strengthening for the capacities strengthened under the BIS. In this way, technical assistance and training for the AMPs will take

into account provincial priorities in sector policies specific to the region, relating for example to rural women, indigenous women, female unemployment and domestic violence. As well, this module will support the implementation of the strategic planning exercise initiated with the BIS.

- 2.24 Among the activities planned under the EIS are the following: (i) technical assistance, training and other activities flowing from the strategic planning exercise (e.g. special courses for staff, study and work internships in priority areas); (ii) technical assistance to strengthen the institutional aspects of the AMPs such as their administrative and legal structures and their financing strategies; (iii) strengthening their priority programming areas so that they are better able to complement at the provincial level the national efforts of the CNM at "mainstreaming" the gender perspective, through their Board members in those sectors and/or areas that are considered priorities in terms of equal opportunities and gender equity; and (iv) support for the development of strategic initiatives for the AMPs with the municipal women's offices.

c. Subcomponent: Support for the National Women's Information System (SNIM) (US\$900,000)

- 2.25 The objective of this subcomponent is to improve access to, and dissemination of, the information needed to formulate and monitor public policies and programs from the gender perspective, at both the national and provincial levels. Funding will also be provided for the equipment needed to execute this subcomponent. The CNM will be the entity responsible for developing and coordinating the SNIM.
- 2.26 Support for the SNIM will be directed at: (i) facilitating the circulation and accessibility of information among institutions and users at the regional and national levels, using the NETWORKING strategy (email or Internet); (ii) promoting the decentralization of the system, while maintaining comparability at the national level, but encouraging evaluation and analysis from the regional and provincial perspective; (iii) disseminating the information produced, creating inter-institutional support strategies that will facilitate access to resources and expertise by various users and the general public; (iv) using new communication **networks** to facilitate the exchange of experience, coordinate efforts and promote sector and regional perspectives, so as to optimize the use of resources and the effectiveness of actions; and (v) promote and support the development and indicators and methodologies for preparing diagnostics and evaluations from a gender perspective, among institutions responsible for collecting, producing and disseminating socioeconomic information (e.g. INDEC, SIEMPRO).

- 2.27 Technical assistance will be provided to the CNM to set up and maintain permanent systems for monitoring and evaluating policies, plans and programs for equal opportunity; and secondly, for designing, coordinating and implementing the "Inter-Red" and the "Intra-Red" (described below), so as to lend coherence and comprehensiveness to the SNIM.
- 2.28 **Development of the Inter-Red:** For development of the SNIM, support will be provided for an Inter-Red ("Inter-agency Network") with information-producing bodies at the national level in the various social and economic areas [National Statistics and Census Institute (INDEC); statistics sections of ministries; Information, Monitoring and Evaluation System for Social Programs (SIEMPRO); the legislative and judicial branches] with a view to undertaking strategic actions to incorporate the gender perspective into the production, processing and dissemination of information. The following activities are planned: (i) a working meeting with representatives of the Inter-Red (information producers at the national level: INDEC, SIEMPRO, national statistics departments in the areas of Health, Education, Labor, Justice etc.) to assess the situation of statistical agencies and to determine steps for developing the SNIM; and (ii) proposed design for incorporation of gender-based indicators into household surveys and poverty data collection.
- 2.29 **Development of the Intra-Red:** The program will support creation of an *Intra-Red* ("Internal Network") for the SNIM within its own jurisdiction, with the provincial statistical directorates and CSOs (academic bodies and others specialized in the area), made up of the AMPs. These activities will include: (i) training in the production, updating, use and dissemination of information from a gender perspective; (ii) consulting services for gathering data on policies and programs targeted at women at the provincial level; and (iii) consulting services for establishing and/or improving information reference services on women within the AMPs.
- 2.30 Technical assistance will be provided to the CNM with respect to the hardware and software needed to develop a **computerized network** (email, Internet) for the SNIM.
- 2.31 The institutions that will benefit directly from this subcomponent are the CNM and the AMPs, government agencies responsible for processing statistical data such as INDEC and SIEMPRO, CSOs active in gender issues, either working specifically with women or in areas of priority to them (e.g. labor, health, domestic violence).

2. Component II: Support for Local Initiatives (US\$3.0 million)

- 2.32 The objective of this component is to supplement efforts at institutional strengthening of the AMPs and to promote the participation of CSOs, including academic bodies, and other

government organizations, in accordance with the needs of each province participating in the program.

- 2.33 The program will provide funding to supplement efforts at institutional strengthening of provincial women's offices. Initiatives will be financed that can serve as tools for designing strategies, formulating, reviewing and evaluating public policies and programs, and designing and approving new legislation. Activities supported will include: (i) research and studies in priority areas at the provincial level; (ii) impact evaluations of social programs from a gender perspective; (iii) sensitizing senior executives and officials to gender issues and equal opportunity plans; and (iv) training and technical assistance for formulating, executing and evaluating projects with a gender perspective, aimed at public and private entities.

C. Dimensioning

- 2.34 The program will focus primarily on an *institutional strengthening* component, which has been dimensioned on the basis of: (i) the needs identified by the federal government as a priority area within its Federal Plan for Women, approved by the Federal Council (made up of representatives of the governments of the various jurisdictions); (ii) institutional diagnostics of the CNM and the 23 AMPs prepared in 1998 as part of the preparatory work for this program (available in the project technical files).
- 2.35 The Local Initiatives component will supplement the Institutional Strengthening component, and is designed as a mechanism for promoting the participation and coordination of other organizations (governmental and nongovernmental) with AMP participants. The plan is to provide financing for approximately 100 proposals, or say, an average of 4 per province over 3 years.

D. Cost and financing

- 2.36 The total cost of the program is estimated at US\$15 million, and will be financed with a loan of US\$7.5 million from the Single Currency Facility of the ordinary capital and with local counterpart funding of US\$7.5 million from the Argentine Nation. Resources from the loan will finance a maximum of 50% of the program cost.
- 2.37 The cost and sources of financing for the program are detailed in table II-5.

<b>Table II-5</b> <b>Costs and sources of funding</b> <b>(US\$000)</b>				
<b>INVESTMENT CATEGORY</b>	<b>IDB/OC</b>	<b>LOCAL</b>	<b>TOTAL</b>	<b>%</b>
<b>1. National Executing Unit</b>	333	387	<b>720</b>	<b>4.8%</b>
1.1 Technical unit	333	333	666	
1.2 Administrative expenses		54	54	
<b>2. Institutional strengthening component</b>	4,701	5,139	<b>9,840</b>	<b>65.6%</b>
2.1 Strengthening for CNM	931	996	1,927	(12.9%)
2.2 Strengthening for AMPs	3,424	3,554	6,978	(46.5%)
2.3 National Women's Information System.	346	589	935	(6.2%)
<b>3. Local initiatives support component</b>	2,172	900	<b>3,072</b>	<b>20.5%</b>
<b>4. Evaluation and audits</b>	185	20	<b>205</b>	<b>1.4%</b>
<b>5. Contingencies</b>	34		<b>34</b>	<b>0.2%</b>
<b>6. Financing costs</b>	75	1,054	<b>1,129</b>	<b>7.5%</b>
<b>TOTAL</b>	<b>7,500</b>	<b>7,500</b>	<b>15,000</b>	<b>100%</b>

2.38 The loan conditions are shown in table II-6

<b>Table II-6</b> <b>Terms and conditions of loan</b>	
<b>Source of funds</b>	<b>Ordinary capital</b>
<b>Amount</b>	<b>US\$7.5 million</b>
Term:	
Amortization	25 years
Grace period	3 years
Disbursement period	3.5 years
Interest rate	Variable
Inspection and supervision	1% of loan amount
Credit fee	0.75% annually on undisbursed balance
Currency	United States dollars from the Single Currency Facility.

### III. PROGRAM EXECUTION

#### A. Borrower and executing agency

- 3.1 The borrower will be the Argentine Republic. The execution of the program will be in the hands of the National Council of Women (CNM) of the Office of the President of the Republic.

#### B. Institutional scheme

- 3.2 The institutional strengthening needs of the women's offices at the provincial level will be prioritized. Those provinces participating in the program will need to have established an institutional body at the local government level responsible for women's and gender issues, known as a **Provincial Women's Office (AMP)**. For purposes of this program the Women's Office of the City of Buenos Aires is considered to be an AMP. In the case of provinces where there is currently no AMP, or where an agreement cannot be reached with the provincial government, the women's office of the largest municipality within the province will be deemed to be the AMP, provided it meets the eligibility requirements of the program.
- 3.3 It is also intended to involve local academic and research entities, CSOs and other government agencies, both provincial and municipal, as participants in the program.
- 3.4 A **National Executing Unit (NEU)** will be set up within the National Council of Women, and will be composed of an Executive Coordinator, a Head of Administration and a Technical Head, with three assistants. The NEU will be responsible for overall execution of the program, and for administration of the resources allocated to it, as well as for monitoring its progress. It will be expected to: (i) oversee compliance with the relevant procedures and standards, (ii) coordinate activities and introduce mechanisms for consultation and communication with technical staff of the CNM, (iii) ensure that technical assistance and guidance is provided to the participating bodies, that so request, (iv) support AMP activities under the local initiatives support component, for soliciting, reviewing and pre-selecting proposals, (v) work with the National Technical Committee (CTN) to review and determine the eligibility of proposals submitted by participating bodies, both for institutional strengthening and for local initiatives support, (vi) prepare annual operating plans for the program, and (vii) ensure compliance with the program's goals and their evaluation. As a condition precedent to the first disbursement, it shall be demonstrated that the NEU has the technical and administrative personnel necessary to start up the program.

- 3.5 **National Technical Committee (CTN).** The CTN will be established to provide technical assistance to the NEU in guiding activities under the program. It will be composed of three directors of the CNM, and will be chaired by the president of the CNM. All members will serve in an honorary capacity.
- 3.6 **Local liaison point.** In each province there will be a local liaison (*referente local*) point, which will be the Federal Councilor. If the Federal Councilor is not the person in charge of the AMP, she and the head of the AMP will serve jointly as liaison points for the program.
- 3.7 To ensure proper execution of the Federal Women's Program at each level, a **local technical assistant (LTA)** will be funded for each of the participating AMPs. This person will be responsible for execution of program activities at the local level. During the first year of execution, LTA contracts will be financed only in those provinces that are part of the pilot stage. LTA contracts may not run for periods longer than 18 months, in each province.
- 3.8 Among the functions of the liaison person and the LTA will be: (i) to coordinate institutional strengthening activities under the program in the respective AMP; (ii) to identify local priorities; (iii) to invite representatives of other governmental and municipal bodies to benefit from activities under the program; (iv) to invite CSOs, academic bodies and other organizations to submit initiatives that will serve to strengthen the AMPs and/or other municipal bodies responsible for gender issues; (v) to preselect, together with the Technical Advisory Group (TAG), the proposals for local initiatives; (vi) to provide to the NEU all information needed to ensure proper execution of the program, and to monitor and evaluate it; and (vii) to collaborate with the NEU in the process of contracting consultants or firms, and the purchase of goods, providing the necessary documentation for the procurement process (budgets, supplier short-lists etc.).
- 3.9 **Technical Advisory Group (TAG):** In those participating AMPs that do not have a policy-setting body on which they can rely for technical advice, a TAG will be set up. For purposes of this program, existing policy-setting bodies will be considered as TAGs. TAGs will be encouraged to work periodically with all AMPs in order to help them: (i) identify priority areas for attention or study at the local level; and (ii) preselect proposals for local initiative support before their submission to the NEU. Members of the TAGs will serve in an honorary capacity. The TAG will be composed of representatives of public and academic bodies and CSOs that are involved locally with women's and gender issues. Representatives of entities that have submitted initiatives will be excluded from the preselection process for proposals.



- 3.10 **Agreement with the provincial government.** To ensure proper execution and sustainability of the program, all participating provincial governments will be expected to sign an agreement with the CNM, covering the following points: (i) support for the objectives and activities of the program; (ii) acceptance of the standards and procedures established in the program OR; (iii) providing physical space for installation of the equipment and facilities for running the program at the local level; (iv) maintaining equipment and personnel needed to implement the program; (v) helping the TAG to function smoothly; and (vi) maintaining and/or increasing the budgetary allocation so that, once program funding has been fully disbursed, the AMP can be assured of the staffing and functions needed to make full use of the assistance it has received. The agreement will also set out the terms and conditions for transfer of the program's physical assets. **As a condition precedent to the first disbursement, it shall be demonstrated that such agreements have been signed with at least four of the provinces participating in the pilot stage.**

C. Execution standards

- 3.11 Execution of the program will be consistent with the requirements, standards and operating, technical and financial procedures established in the loan agreement and the Operating Regulations (OR) of the program.

D. Operating Regulations (OR)

- 3.12 The OR will cover, among other aspects, the operating mechanisms for the program at the national and provincial level, the criteria for requesting and allocating funding for the AMPs, the funding allocation and selection specifications for the institutional strengthening modules for the AMPs, as well as the procedures for supporting local initiatives. They will also include the list of activities and modules eligible for financing and the program, and each of its components. The CNM may revise the types of activities/modules eligible for program funding, once the pilot phase has been concluded and evaluated, subject to review and nonobjection by the Bank's Country Office. **Entry into force of the OR will be a condition precedent to the first disbursement.**

E. Execution period

- 3.13 The program will be executed over a period of three years from the time the loan agreement becomes effective, and the deadline for the last disbursement will be 42 months from that date. Execution of the subcomponent for institutional strengthening of the AMPs, and the local initiatives component, will be carried out in two phases. The first will be referred to as the pilot phase, and will begin with a maximum of nine and a minimum of four provinces.

- 3.14 **Pilot phase.** This phase is planned to last for one year from the time program execution begins in the province. A maximum of nine provinces will take part; they will be selected prior to the beginning of execution, in accordance with established criteria. During this first year, work may be carried out under both the institutional strengthening modules and the local initiatives component in the selected provinces. In addition to the nine participating provinces, selected activities may be carried out in the remaining provinces during this phase; these may include the first steps towards establishing the National Women's Information System and providing training in its use. The provinces selected for the pilot phase may invite representatives of municipalities in their province to share information and attend events organized under the program.
- 3.15 **Selection criteria for provinces participating in the pilot phase.** A diversified range of AMPs will be selected according to the following criteria: (i) degree of institutional development (hierarchy, budget and programs); (ii) territorial diversity; (iii) years in operation, and (iv) institutional configuration (advisory group and linkages with civil society).
- 3.16 Based on an evaluation of the pilot phase, adjustments will be made to the BIS and EIS modules as needed, and to the execution mechanism for the local initiatives component thereby initiating the second phase of the program. The program is expected to be completed in the remaining provinces in the two subsequent years.

F. Allocation of funding to participating provinces

- 3.17 **Allocation of program resources.** The CNM will finance provincial activities on a nonreimbursable basis. There will be no transfer of funds to the AMPs nor to any of the participating bodies (ministries, Congress, CSOs etc.). With respect to the AMPs, initial resources have been set at a roughly similar level for each of the 24 provinces. At the end of the first year after signature of the agreement between the CNM and the local governments, resources that have not been committed by any province will be reallocated for use in other provinces as needed.

G. Execution of the institutional strengthening component (FI)

- 3.18 Financing will be provided for training, technical assistance and specialized advisory services, as well as for the equipment needed to carry out those activities (computers, copiers, software etc.).
1. Subcomponent for institutional strengthening of National Council of Women (CNM)
- 3.19 In order to equip the CNM with the capacities it will need as coordinator of national women's policies and of this program,

financing will be provided for technical assistance and training aimed primarily at strengthening activities targeted at the three National Directorates, as well as its Board of Directors and its advisory body. The administrative and management capacities of the CNM itself will also be strengthened.

- 3.20 This subcomponent will be carried out by consulting firms or individual consultants, in accordance with the Bank's policies.

2. Institutional strengthening subcomponent: provincial women's offices

- 3.21 Financing will be provided for the design and implementation of two types of institutional strengthening modules in the 24 provinces that are part of the program: (i) modules for **basic institutional strengthening (BIS)**, a module that will be common to all provinces; and (ii) modules for **expanded institutional strengthening (EIS)**, which will be provided according to the needs of each province, as agreed with the NEU.
- 3.22 It will be up to the AMPs to invite representatives of other agencies from the provincial or municipal governments to participate in institutional strengthening activities.
- 3.23 **Eligibility criteria for the AMPs.** Participation in the program will be restricted to AMPs in those provinces that have signed an agreement with the CNM. During the pilot phase of the program, only provinces that have been selected to participate in that phase may apply for funding of these modules. During the second year of program execution, and once the first phase has been evaluated, funding will be provided for institutional strengthening activities in the remaining AMPs. A maximum of 18 months is planned for execution of this subcomponent in each province.
- 3.24 **Financing for the AMP institutional strengthening subcomponent.** Each province will be assigned equivalent resources at the outset for financing this subcomponent at the local level. Funding will also be provided for the equipment needed to carry out the subcomponent. The NEU will pay suppliers directly for the services necessary to execute the planned modules. If the AMP proposes to contract services for executing any of the activities under the EIS, it will have to submit to the NEU all budgets, short lists, notices or other requirements established in the Bank's procurement policy, on the basis of which the NEU will make payment directly.
- 3.25 The funds allocated to one province for executing this component may be re-allocated to other provinces where there is a demand, if they have not been fully committed by the end of the first year after the commencement of institutional strengthening activities.

- 3.26 **Mechanisms for preparation and submission of proposals.** The AMPs may present proposals for EIS modules to the NEU, following the instructions in the annex to the operating regulations; the NEU will thereupon assess the needs of that AMP and may approve the application, with the support of the CTN. The AMPs will need to stipulate in their proposal the professional profiles of the personnel who are to benefit from the program activities, and the entities that they represent (in cases where they are officials of a municipality, another government agency and/or CSOs). The CTN will select the proposals on the basis of the activities defined in the EIS modules.

3. Subcomponent in support of the National Women's Information System (SNIM)

- 3.27 In cases where the AMP does not have the human resources that can be trained to carry out the subcomponent, no funding will be provided for this activity in the provinces concerned.
- 3.28 During the first year, funding will be provided for the design and start-up of this subcomponent, which consists of the *Intra-red* and the *Inter-red* that are to be implemented in all AMPs that are part of the program and in the CNM, respectively.
- 3.29 The program will pay for equipment, software, training and technical assistance, installation of the networks, and configuration of the database for inter-institutional sources. For execution of this subcomponent, consultant services will be financed for the design, implementation and maintenance of the system. As well, this subcomponent will finance the information system for administering and monitoring program management.
- 3.30 To ensure the sustainability of the SNIM, the CNM will have to sign agreements with INDEC and SIEMPRO and, insofar as is necessary, with the statistical sections of national and provincial ministries that produce socio-demographic data, in accordance with models previously approved by the Bank. **As a condition precedent to the first disbursement, the CNM must sign information disclosure agreements with SIEMPRO on behalf of the Secretariat of Social Development.**

H. Execution of the local initiatives support program

- 3.31 The program will finance local initiatives submitted by the AMPs, CSOs, foundations and public organizations in areas of priority in terms of their impact on women. The proposals must have a clear local priority, and must be designed to provide support for the formulation of public policies. For purposes of this program, CSOs will be considered to include academic bodies, local universities, grassroots organizations and technical NGOs as well as nonprofit foundations that are legally constituted. All proposals in support

of local initiatives must be submitted to the NEU through the respective AMP, and will be financed only in those provinces where the basic institutional strengthening modules are well underway. It is expected that the program might finance approximately 100 proposals over the course of three years, i.e., an average of four per province.

- 3.32 **Eligibility criteria for participating entities.** Entities will be eligible to participate if they meet the following conditions: (i) they must belong to a participating province and be legally constituted; (ii) they must have at least two years of experience with the topic proposed; (iii) individuals participating in these proposals must be able to demonstrate at least two years experience; and (iv) they must have signed the umbrella agreement with the CNM.
- 3.33 **Eligibility criteria for proposals.** To be eligible, proposals must be: (i) local initiatives that support the institutional strengthening of the AMPs; (ii) they must conform to provincial priorities; (iii) they must be for a minimum of US\$5,000 and must not exceed the thresholds established in the program Operating Regulations; (iv) they must have a gender perspective; (v) they must not run for more than 12 months; and (vi) they must deal with issues consistent with the objective of the program.
- 3.34 **Eligible themes and program content.** Financing may be provided for studies, data surveys in specific areas, sensitization activities and training for key officials, the design of gender-based methodologies for evaluating the impact of social programs, evaluations of programs and policies targeted at women, and training and/or technical assistance for preparing, executing and evaluating projects for public and private organizations. Among the issues that will be considered are domestic violence, women's rights, teenage pregnancy, reproductive health, female heads of households, employment or participation in the labor force, discrimination, and such other issues as the AMP may consider a priority in its province. (A detailed list of eligible proposals is attached as an annex to the program OR).
- 3.35 **Solicitation, submission and preselection of proposals.** The AMP will issue a province-wide invitation, specifying the characteristics and criteria of eligibility for proposals in accordance with the program OR. Interested bodies will submit their proposals to the AMP in their province. The LTA and the NEU will provide assistance in improving eligible proposals that are submitted by the AMP to the NEU for this purpose. Preselection will be performed by the AMP jointly with the corresponding TAG. Proposals preselected in each province will be sent to the NEU and subsequently to the Bank for the latter's nonobjection (guidelines for submitting proposals under the program are attached to the OR).

- 3.36 **Final selection of proposals.** The final selection of proposals preselected in each province will be done by the NEU, jointly with the National Technical Committee, which will apply the following criteria: (i) there must be no overlap with other projects underway within the province; (ii) they must coincide with the provincial priorities identified in the provincial diagnostics; and (iii) the least-cost proposal must be given equal consideration in terms of technical conditions. A matrix-type point system will be used to rank this selection.
- 3.37 **Financing the execution of the local initiatives support component.** Each province will be given a similar initial allocation to finance this component locally. Financing for the execution of approved proposals will be done directly by the NEU. The AMP must submit to the NEU all proposals, short lists, notices and other requirements established in the Bank's procurement policy; the NEU will review this documentation and release payment for goods and services. The funds allocated to any one province for implementing this component may be reallocated to other provinces where there is a demand, if they have not been fully committed by the end of the first year after commencement of institutional strengthening activities.
- 3.38 **Monitoring and approval of the final report.** The AMP will be responsible for monitoring the activities and for review and initial approval of the final reports submitted by participating organizations. The AMP must then forward this information to the NEU, if the reports have been preapproved, for final approval. The NEU will send the revised and approved reports to the Bank for its nonobjection.
- 3.39 **Obligations of participating CSOs.** CSOs selected to receive financing under the program must sign an agreement with the CNM, in which they make a commitment to undertake the tasks proposed, within the planned time frame, and in which it will be established that the CNM retains all intellectual property rights over the works resulting from such financing. The CNM may suspend or cancel its agreement with the CSO or other organization participating in this component, in the following circumstances: (i) if the entity is found to be technically incapable of fulfilling its commitment; (ii) if without justification acceptable to the CNM it fails to comply with the agreed Activities Plan; and (iii) if it is in default with respect to any of its other obligations under the agreement.

I. Evaluation and monitoring

- 3.40 Within six months after program implementation begins, a system for evaluating and monitoring the program must have been designed,

taking into account the indicators set out in the logical framework 9/, as well as the base line. The design and execution of program evaluation will be conducted by independent research and/or academic institutions, universities and/or consultants external to the CNM. The evaluation design and the indicators to be used must be agreed at the outset between the entity or consultant responsible for the base line and the NEU, to ensure that information and data will be collected on a regular basis and properly entered into the system, so as to facilitate evaluation and monitoring of the pilot phase as well as the final program evaluation. At the request of the borrower, no program funding will be provided for an ex post impact evaluation.

- 3.41 **Program base line.** The base line for evaluating the program must take as its starting point the institutional diagnostics of the CNM and of the 24 participating AMP's, as well as any other available information. It must be submitted to the Bank within six months following the first disbursement, with the information duly entered, processed and available.
- 3.42 **Evaluation of the pilot phase.** At the end of the first year of program execution in the provinces selected for the pilot phase, the following aspects will have been evaluated, using the base line and the indicators in the logical framework, and any others as necessary: (i) installation and start-up of the National Women's Information System in the provinces participating in this phase of the program; (ii) execution procedures and mechanisms used under the program; (iii) design and implementation of the institutional strengthening modules applied to the AMPs that are part of this phase; (iv) extent to which the program adjusts to the diagnosed needs identified by the AMPs; and (v) the response of the entities participating in the local initiatives support component. Information will be gathered from the NEU's database, from consultations with CNM representatives, the Federal Council, the Board of Directors and the participating AMPs, as well as interviews with a sampling of direct beneficiaries and other entities participating in the program. The results of this evaluation will be used to adjust program activities to ensure that it is meeting its objectives. The evaluation of the BIS will begin

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9/ The logical framework for the program presents short-term and long-term indicators. The short-term indicators will measure the results at the end of the program, and they have been established in accordance with the planned activities (Annex II-1). The long-term indicators relate primarily to policy priorities established in the Equal Opportunities Plan and the UN Convention on the Elimination of Discrimination Against Women (CEDAW), to which Argentina gave constitutional status in 1994. For monitoring them, the CNM prepares periodically national and international reports (the most recent report to CEDAW was submitted in July 1997).

six months after the modules are in place. Once it has been evaluated and adjusted as necessary, it may be applied in the rest of the provinces.

- 3.43 **Final evaluation.** The final evaluation must be submitted to the Bank 60 days prior to the deadline for the final disbursement under the program. This evaluation will cover the results of the program (using a methodology similar to that used in evaluating the pilot phase), the costs involved, the sustainability of the beneficiary institutions and of their newly acquired/strengthened capacities, and the degree to which the program has met the objectives and goals set for it. There are no plans to use program resources to finance an ex post evaluation to gauge the program's impact on the status of women in Argentina.

J. Reports and audits

- 3.44 **Annual operating plan (AOP).** The NEU must submit an annual operating plan within 60 days after the beginning of each calendar year, covering: (i) the execution goals for that specific year; (ii) the estimated costs, specifying the source and use of funds; (iii) the objectives that are to be fulfilled; and (iv) the indicators that will be used to monitor those goals and objectives (specifying the frequency and type of data collection). **Submission of the first AOP will be a condition precedent to the first disbursement.**
- 3.45 **Annual report.** The NEU must present an annual progress report, within 60 days after the end of the corresponding calendar year. That report must describe the expected status of the AOP for the period, explaining the reasons for possible deviations and the reasons why any goals or objectives in the original plan have not been achieved. As well, the NEU must indicate in this report the process used to monitor the activities conducted, and the results of that monitoring. As part of the monitoring process, consultations must be held with the participating AMPs, and their comments for improving program execution must be reflected in the report.
- 3.46 **Program audit.** The executing agency must submit each year a consolidated report analyzing the program financial statements, any supplementary financial information available, documentation in support of disbursement requests, the degree of compliance with contractual conditions, and the internal control structure of the program. The annual financial statements must be audited by an independent firm of auditors, or the Auditor General (AGN), as may be agreed between the AGN, the head of the Cabinet of Ministers, and the Bank 10/.

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10/ This will be decided during the loan negotiations.



K. Procurement of goods and contracting of services

1. Procurement of goods

- 3.47 **Goods.** In accordance with Bank policies, where resources from the Bank are being used and the contracting entity is in the public sector, international competitive bidding will be conducted for the purchase of goods in amounts equal to or greater than the equivalent of US\$350,000. There will be no restrictions on the participation of bidders from member countries of the Bank. Procurement of goods in amounts less than this threshold will be governed by national legislation insofar as they do not conflict with the policies of the Bank. The Bank's Country Office will perform ex-post reviews on a sampling basis for procurement of goods in amounts less than US\$50,000, with an ex ante review of the first three procurement orders. The NEU will assess equipment needs for executing the program in each AMP, the amount of which may not exceed the maximum established for this purpose. No construction costs are contemplated under this project.
- 3.48 **Consulting services.** In accordance with Bank policy, in the case of contracts for amounts greater than US\$200,000, international competitive bidding will be undertaken. The Bank's nonobjection will be required for all contracts. Once the first annual report has been analyzed and compliance with Bank policies has been verified, the Country Office may amend the ex-ante review system. In this case, the nonobjection requirement will be retained when the amount of the contract exceeds US\$50,000, in the case of consulting firms, and US\$25,000 in the case of individual consultants. In addition to the external audit, the Country Office will conduct random ex-post reviews of these contracts, to ensure that they are following the Bank's contracting procedures. The Bank reserves the right to refuse financing with loan funds for purchases where acceptable procedures have not been followed.
- 3.49 **Contracting of consulting services.** Consulting firms or individual consultants will be hired to design and implement the institutional strengthening modules. All payments for services will be made directly by the NEU. For implementing the BIS modules, the NEU will contract with consulting firms and/or individual consultants. The provinces may propose consultants to carry out the EIS and SNIM work. The selection will be made by the NEU, subject to the Bank's nonobjection. The tentative Procurement Plan is attached as Annex III-1.
- 3.50 When the Bank indicates that it will review certain service contracts on an ex-post basis, i.e. after the signature of the corresponding contract, the NEU will notify the Bank of each contract as promptly as possible, and will provide to it the basic data on the contract, while keeping on file such background information as may be needed for supervision.

2. Opening of accounts and disbursements

- 3.51 The CNM will open a **bank account** in the name of the program to receive the funds disbursed by the Bank. The NEU will be responsible for allocating the funds earmarked for each component. The NEU will be responsible for allocating resources to finance each component. Expenses for local coordination, i.e. technical assistance, will be paid through the NEU.
- 3.52 **Disbursements** will be made in accordance with Bank standards. The NEU must keep in its possession the originals of all contracts, orders, invoices, receipts, proofs of payment, supplier certificates, certificates of origin and other documentation in support of the information provided in the payment detail.
- 3.53 During its inspection visits, the Bank **will review the supporting documentation for disbursements** to substantiate that such documentation exists and to verify that the amounts shown in the disbursement requests have been used in accordance with the Bank's policies. If errors are found, the executing agency will be instructed to deduct the corresponding amounts from future invoices.
- 3.54 **Revolving fund.** It is proposed that a revolving fund in the amount of up to 5% of the financing provided be established.

#### IV. PROGRAM VIABILITY AND RISKS

##### A. Institutional viability

- 4.1 The institutional viability of the program relies essentially on the constitutional commitment assumed by the national government to adopt public policies that will promote equity. To this end, the National Council of Women (CNM) was established by presidential decree as the official body responsible for implementing this program. As well, in the course of preparing this program, the governors of the provinces signed a letter of commitment to the program with the CNM, stating their great interest in participating in the program.
- 4.2 Special attention will be paid to ensuring that the program has a National Executing Unit (NEU) with the technical capacity to coordinate and execute the various planned components, and that it has the support of the technical directors of the CNM, and of members of its Board of Directors and its Federal Council.
- 4.3 During the process of preparing the program, institutional diagnostics were carried out in all of the provinces covered by the program, using a participatory procedure to sound out the views of provincial women's offices as well as those of governmental organizations and CSOs that are involved in women's and gender issues. These showed that there is a clear need for and interest in the program, and its activities will be based on the results of those diagnostics and of the consultations held with potential participants.
- 4.4 As well, during this period, consultations to discuss the program were held with all the members of the CNM's Board of Directors, which is made up of representatives from the senior levels of ministries and other branches of the State, as well as with members of the Federal Council of Women, which is composed of members of the Board of Directors and representatives of provincial governments. The project team was able to determine that this program is regarded as highly relevant, given the need to improve the capacity to influence public policies emanating from different ministries and areas of government, and to introduce a gender perspective into programs at the national, provincial and municipal levels, so as to improve their impact on the status of women.

##### B. Financial viability

- 4.5 The CNM has a small administrative structure, and all of its financial and accounting systems, internal controls and auditing are in the hands of the General Secretariat of the Office of the President: the CNM itself is not directly involved in financial management. The financial resources of the CNM come from the

annual budget of the President of the Republic, and they are administered by the General Secretariat of the President's Office. The administrative staff of the CNM is responsible only for keeping simplified accounts (inflows and outflows) on the use of funds.

- 4.6 Given this organizational structure, ensuring a satisfactory approach to administrative, financial and accounting management of the program will require: (i) strengthening the capacity of the CNM's data processing systems so that they can record and report financial and accounting data, and can keep proper supporting documentation for disbursement requests; and (ii) endowing the NEU with staff that are well qualified to manage and make use of funds from the loan, and that have experience and knowledge of the Bank's procurement standards and procedures.

C. Socioeconomic viability

- 4.7 Various studies and assessments have demonstrated that public policies and programs focused on women have a high rate of socioeconomic return. For example, studies show that when labor training programs include gender considerations, they can help to break the vicious circle of poverty, because they tend to give women access to better employment opportunities and hence higher incomes, with substantial impacts on the health and education of their families 11/.
- 4.8 Consequently, the social costs arising from administrative neglect of women's issues may be very high. For example, a study conducted recently in Santiago 12/ on domestic violence showed that family incomes where women were the victims of severe physical abuse were reduced by US\$1.560 billion (which represents more than two percent of GDP for 1996).

D. Program benefits

- 4.9 This program will improve the capacity of the CNM, national ministries and provincial governments to design strategies and policies for targeting public programs at the neediest segments of society, and will thus contribute to reducing poverty and promoting greater social equity. The program's emphasis on civil society, by promoting coordination among CSOs and the public sector and encouraging such organizations to take a more proactive role on behalf of women is also intended to help increase social equity.
- 4.10 In addition, the program will provide the public and private sectors with an information system and data collection methods that will enhance the knowledge base on the status of women throughout

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11/ One case study indicated that there is gender discrimination in the labor market in Argentina (see Psacharopoulos, World Bank, 1992).

12/ Morrison and Orlando, IDB, 1997.

the country. This information is an essential tool for helping the various sectors to work to resolve not only problems that affect women specifically but also those that affect vulnerable groups more generally, and that require a closer focus of attention.

- 4.11 The sustainability of the program will be ensured mainly by the commitment assumed by the provincial governments under an agreement signed by their representatives with the CNM to maintain or increase the budgetary allocation so that the AMP has the staff and the functions needed to make operational the assistance received after the financing has been fully disbursed (paragraph 3.10).

E. Environmental and social impact

- 4.12 The Committee on Environment and Social Impact (CESI) considered this operation at its meeting of March 27, 1998, and did not request an environmental and social impact study (ESIR), nor an environmental impact assessment (EIA), on the grounds that this operation is not expected to have any negative impacts on the environment.
- 4.13 Consistent with the requirements of the Eighth Replenishment document (AB-1704, paragraph 2.13), the program falls in the category "social equity and poverty reduction", to the extent that it will help to modernize the State by strengthening the public entities responsible for policies and programs to promote such equity. With respect to paragraph 2.15 of that document, however, this program cannot be classified as a poverty-targeted initiative (PTI) <sup>13/</sup>. The planned activities are in fact directed at strengthening the public sector and will not, in principle, have a direct impact on poverty, but rather are of a broader scope.
- 4.14 It is expected nevertheless that over the longer term, it is the economically more vulnerable sectors that will be the prime beneficiaries of the institutional strengthening efforts for women's affairs offices in the country. Incorporating a gender perspective into public programs, especially social programs, will provide better targeting for their activities. For example, the provincial diagnostic results suggest that the most common problems facing poor women are unemployment, employment instability and lack of access to training. By enhancing the ability of the AMPs to assist ministries and secretariats to build a gender perspective into their programs, the project will help to expand the effectiveness and coverage of such programs, and hence will help to reduce poverty for households.

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<sup>13/</sup> It is beyond the scope of this project to measure the impact on poor women that actions by the participating AMPs may have. At the institutional level, however, the AMPs will be strengthened in their ability to monitor priority policies and programs for reducing poverty and to ensure proper targeting.

- 4.15 The program activities will help to enhance linkages between the work of the women's offices, at both the central and the provincial levels, and public entities responsible for promoting social and economic development. This will increase the impact of their efforts on behalf of the country's most vulnerable social groups, where women tend to be over-represented. Recent studies indicate that the proportion of the poorest households in Argentina headed by females is growing. It has also been demonstrated that situations of gender inequality are more critical among the most disadvantaged groups, a fact that shows up for example in unequal access to employment opportunities, and in the wage disparities that Argentine women suffer.

F. Risks to the operation

- 4.16 The result of the institutional strengthening activities financed by the program will depend in large part on the technical profile of the human resources within the AMPs and the facilities available to them for participating in the program. To minimize this risk, it is planned that the provinces taking part in the pilot stage will serve as focal points within their region, so that they can help those that are institutionally less developed and less experienced. Similarly, institutional strengthening of the CNM is in large part aimed at enhancing its capacity to provide support to the provinces.
- 4.17 Since changes in government administration may lead to the loss of officials already trained under the program, mechanisms have been introduced to allow academic institutions and CSOs to help by offering training at the local level. As well, the program will strengthen and improve working links between the CNM and the national sector ministries, and between the AMPs and the provincial ministries. This will help to develop technical and management capabilities within the beneficiary jurisdictions for transferring experiences and information to new technical personnel as they are added.

**FEDERAL PROGRAM FOR WOMEN  
LOGICAL FRAMEWORK**

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><b>(long term):</b></p> <p>formulation, monitoring and public policies and programs in the status of women in</p>	<p><b>Over the longer term, the following will be apparent:</b></p> <ul style="list-style-type: none"> <li>- a greater degree of linkage between the objectives and recommendations of the National Policy on Equal Opportunities in various sector policies and programs at the national and provincial level.</li> <li>- recommendations of the National Policy on Equal Opportunities incorporated to an increasing extent in national and provincial laws and regulations.</li> <li>- greater sensitivity to the issue of equal opportunities and gender equality among the various bodies responsible for policy formulation.</li> <li>- more effective enforcement of the National Policy on Equal Opportunities nationally and provincially</li> <li>- more effective action by the bodies responsible for enforcing the National Policy on Equal Opportunities nationally and provincially.</li> <li>- more effective action by CSOs in promoting and enforcing the National Policy on Equal Opportunities nationally and provincially.</li> </ul>	<p>Report of the National Committee on the UN Convention to Eliminate Discrimination Against Women</p> <p>National reports to CEDAW and follow-up to Beijing.</p> <p>Annual Reports of the CNM to the Office of the President</p> <p>CNM Review and other publications</p> <p>Annual reports of the AMPs</p> <p>Annual reports and other publications of relevant government and State bodies</p> <p>Final evaluation report for the program.</p>	<p>Political momentum in favor of equal opportunities and gender equity will be maintained.</p> <p>Political situation following the 1999 elections will not alter the political will, federal and provincially, in favor of gender equality opportunities and the advancement of women.</p> <p>Macroeconomic situation will remain favorable to federal and provincial governments on behalf of women.</p> <p>Cooperative relations among government bodies and CSOs representing the women's movement will remain positive.</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>the institutional capacity of the of Women (CNM) and the en's Offices (AMPs)</p>	<p><b>At the end of the program, the following will be evident:</b></p> <ul style="list-style-type: none"> <li>- the CNM and its constituent bodies will operate more effectively and more efficiently</li> <li>- greater coordination between the CNM and the AMPs</li> <li>- more effective cooperation between the CNM and the relevant State bodies</li> <li>- more effective cooperation between the CNM and CSOs</li> <li>- the AMPs will operate more effectively and more efficiently</li> <li>- more effective cooperation between the AMPs and relevant official bodies at the provincial and local level.</li> <li>- more effective cooperation between the AMPs and CSOs</li> <li>- AMPs will be operational in all provinces.</li> </ul>	<p>National reports to CEDAW and follow-up to Beijing.</p> <p>Annual Reports of the CNM to the Office of the President</p> <p>CNM Review and other publications</p> <p>Annual reports of the AMPs</p> <p>Annual reports and other publications of relevant government and State bodies</p> <p>Audit reports</p> <p>Evaluation reports for the pilot phase and final program report.</p>	<p>A cooperative relationship is established between the CNM, the AMPs and CSOs representing the women's movement.</p> <p>The AMPs maintain their interest in the program.</p>



OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><b>Objectives</b></p> <p>Equip offices the skills and tools to work with other governmental and non-governmental bodies in building a gender focus in policies and programs.</p> <p>Ensure a more effective role for CSOs in strengthening policies and programs for women.</p>	<p><b>At the end of the program, the following will be evident:</b></p> <ul style="list-style-type: none"> <li>- a greater degree of competence and effectiveness in the operations of the CNM and the AMPs</li> <li>- an effective CNM role in formulating and /or reforming policies, legislation and/or public programs in areas considered of priority for equal opportunity plans.</li> <li>- more structured action by the AMPs to give effect to their equal opportunity plans and their strategic plans</li> <li>- more institutional stability, greater autonomy and larger budgets for the AMPs in their operations</li> <li>- more effective and sustained coordination between the CNM and the AMPs and other government and State official bodies</li> <li>- more effective and more sustained coordination between the CNM and the AMPs and CSOs</li> <li>- CSOs involved in the program will operate more effectively.</li> </ul>	<p>Annual Reports of the CNM and the AMPs</p> <p>Final evaluation report for the program</p> <p>Evacuation report on the pilot phase of the program</p> <p>Agreements between the CNM and the AMPs</p> <p>Strategic plans of the CNM and the AMPs</p>	<p>The program has the capacity to identify and incorporate human resources with the program design and implement the planned activities.</p> <p>The program has the capacity to identify and meet the demand for institutional strengthening in the AMPs and CSOs.</p> <p>The program continues to enjoy the support of the local authorities.</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><b>and Activities</b></p> <p><b>strengthening</b></p> <p><u>strengthening of the CNM</u></p> <p><b>ty</b></p> <p>executive, professional and f of the CNM in formulating, d monitoring public policies and</p> <p>assistance to the CNM for methodologies and instruments gislation, programs and public well as equity plans.</p> <p>and training in gender issues s and senior officials in d other government and State onsible for national legislation, programs in priority areas by members.</p>	<p><b>By the end of the program:</b></p> <p>a. <u>Institutional strengthening of the CNM</u></p> <p><b>Political capacity:</b></p> <ul style="list-style-type: none"> <li>- 4 workshops and seminars will have been held in accordance with the terms of reference (40 participants maximum)</li> <li>- at least 70% of executives, professional and technical staff of the CNM will have been trained.</li> <li>- better knowledge and skills among CNM executives and professional staff with respect to formulating, reviewing and monitoring public policies from a gender perspective, and formulating equity plans.</li> <li>- methodology and instruments (guidelines and indicators) for monitoring and evaluating public policies will be in place and functioning, consistent with the terms of reference.</li> <li>- CNM will have succeeded in having gender considerations incorporated into at least 5 draft policies, programs and laws in relevant areas.</li> <li>- 30 sensitivity and training events and workshops will have been designed and held according to the terms of reference.</li> <li>- at least 1,050 senior executives and officials of government and members of Congress will have participated in sensitivity and training events on gender issues.</li> </ul>	<p>Annual reports of the CNM</p> <p>Annual reports of the AMPs</p> <p>Final evaluation report for the program</p> <p>Evaluation report on the pilot phase of the program</p> <p>Agreements between the CNM and the AMPs</p> <p>Strategic plans of the CNM and the AMPs</p> <p>Consultant reports produced under the program</p>	<p>The availability of financing resources to the program by the IDB and by the counterpart is guaranteed.</p> <p>The staff of the National Executing Unit is unchanged and works with a sufficient competence.</p> <p>The National Executing Unit has the necessary resources and cooperation of the relevant officials.</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>assistance to government bodies or national policies and priority areas for mainstreaming approach in their work.</p>	<ul style="list-style-type: none"> <li>- greater interest and support for incorporating the gender approach into sector policies and programs in ministries and other government and official bodies targeted by the program.</li> <li>- CNM board members perform their mission more effectively and wield greater influence in their respective areas of work.</li> <li>- the CNM has participated in formulating and/or reviewing policies, programs and legislation, building into them a gender perspective.</li> <li>- ministries and other bodies in priority areas of government and State have benefitted from the technical expertise of national experts through the CNM, for incorporating a gender approach into new draft policies and programs.</li> <li>- strategic committees of Congress have benefitted from the technical expertise of national experts through the CNM, for incorporating a gender perspective into new draft policies and programs.</li> <li>- increased interest and support for incorporating the gender perspective into sector policies and programs among ministries and committees of Congress targeted by the program.</li> <li>- higher degree of linkage between the CNM and other government bodies in reviewing and formulating programs.</li> </ul>	<p>Annual reports of the CNM</p> <p>Annual reports of the AMPs</p> <p>Final evaluation report for the program</p> <p>Evaluation report on the pilot phase of the program</p> <p>Agreements between the CNM and the AMPs</p> <p>Strategic plans of the CNM and the AMPs</p> <p>Consultant reports produced under the program</p>	<p>The availability of financing resources to the program by the IDB and by the counterpart is guaranteed.</p> <p>The staff of the National Executing Unit is unchanged and works with a sufficient competence.</p> <p>The National Executing Unit has the necessary resources and cooperation of the relevant officials.</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>5) reports on the status of Argentina in priority areas such as health, poverty, labor, leadership and participation in decision-making.</p> <p>international events for exchanging experiences and information on best practices in formulating, reviewing and updating public policies and equal opportunities plans for women.</p>	<ul style="list-style-type: none"> <li>- 5 reports will have been produced, consistent with the terms of reference as defined.</li> <li>- reports used as inputs for formulating and reviewing policies, programs and legislation by the CNM and other bodies within government, the State and civil society.</li> <li>- Congress will have been held, in accordance with the planned terms of reference and with the attendance of the expected participants.</li> <li>- deeper and broader knowledge among CNM executives, professional and technical staff with respect to innovative approaches and strategies that can be replicated.</li> <li>- at least one internship will have taken place, as planned, and will have proven successful for the participants and for the work of the CNM.</li> <li>- greater executive, professional and technical skills in the CNM for introducing innovative approaches and strategies to its activities</li> <li>- at least four seminars with international experts will have been held, as planned, and will have proven successful for the participants and for the work of the CNM.</li> </ul>	<p>Annual reports of the CNM</p> <p>Annual reports of the AMPs\</p> <p>Final evaluation report for the program</p> <p>Evaluation report on the pilot phase of the program</p> <p>Agreements between the CNM and the AMPs</p> <p>Strategic plans of the CNM and the AMPs</p> <p>Consultant reports produced under the program</p>	<p>The availability of financing resources to the program by the IDB and by the counterpart is guaranteed.</p> <p>The staff of the National Executing Unit is unchanged and works with a sufficient competence.</p> <p>The National Executing Unit has the necessary resources and cooperation of the relevant offices.</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>strengthening of the CNM's communications strategy in support of the Convention on the Elimination of All Forms of Discrimination against Women.</p>	<ul style="list-style-type: none"> <li>- the CNM's communications strategy has been strengthened and implemented according to the defined criteria and better meets the priorities of the Convention.</li> <li>- seminars and workshops with communications experts have been held as planned, dealing with priority issues defined by the program, and have proven successful for the participants and for the work of the CNM.</li> <li>- at least 50% of the executive, professional and technical staff of the CNM have been trained in issues and techniques of relevance to the communications strategy.</li> <li>- there is continuous monitoring of the revised CNM communications strategy, with the cooperation of the AMPs participating in the program.</li> <li>- communications materials have been produced consistent with the needs identified by the strategy.</li> <li>- executive, professional and technical staff of the CNM show greater abilities to implement and monitor the communications strategy.</li> <li>- consultation and sensitization events have been held as planned with representatives of the mass media.</li> <li>- higher level of interest, knowledge and sensitivity in the media on issues of equal opportunity and gender equity.</li> <li>- executive, professional and advisory personnel of the CNM have received training in topics relevant to making communication more effective.</li> <li>- the CNM is more effective in using the mass media.</li> <li>- greater media coverage of issues relating to the national plan for equal opportunities for women and to the activities of the CNM.</li> </ul>	<p>Annual reports of the CNM</p> <p>Annual reports of the AMPs</p> <p>Final evaluation report for the program</p> <p>Evaluation report on the pilot phase of the program</p> <p>Agreements between the CNM and the AMPs</p> <p>Strategic plans of the CNM and the AMPs</p> <p>Consultant reports produced under the program</p>	<p>The availability of financing resources to the program by the IDB and by the Government counterpart is guaranteed.</p> <p>The staff of the National Executing Unit is unchanged and works with a sufficient competence.</p> <p>The National Executing Unit has the necessary resources and cooperation of the relevant offices.</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>Management Capacity</b> <p>ected at executives and staff of the CNM in issues under analysis, management and conflict resolution, lobbying, leadership, public consultation and mobilization methodology.</p>	<b>Technical and Management Capacity</b> <ul style="list-style-type: none"> <li>- 5 seminars and/or workshops have been held in accordance with the terms of reference, on the topics of gender analysis, negotiation/management and conflict resolution, lobbying, leadership, public consultation and mobilization methodology (maximum of 40 participants per event).</li> <li>- at least 70% of the executive, professional and technical staff of the CNM have taken part in these training events.</li> <li>- greater executive, professional and technical skills in the CNM with respect to negotiating, managing and resolving conflicts, lobbying, leadership, public consultation and mobilization.</li> </ul>	<p>Annual reports of the CNM and the AMPs</p> <p>Final evaluation report for the program</p> <p>Evaluation report on the pilot phase of the program</p> <p>Agreements between the CNM and the AMPs</p> <p>Strategic plans of the CNM and the AMPs</p> <p>Consultant reports produced under the program</p>	<p>The availability of financing resources to the program by the IDB and by the counterpart is guaranteed.</p> <p>The staff of the National Executing Unit has remained unchanged and works with a sufficient competence.</p> <p>The National Executing Unit has the necessary resources and cooperation of the relevant offices.</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>the CNM in establishing a training system.</p>	<ul style="list-style-type: none"> <li>- 2 workshops and other brainstorming exercises have been held in accordance with the terms of reference on:               <ul style="list-style-type: none"> <li>- the mission of the CNM and its constituent bodies</li> <li>- the national, regional and international environment, in its social, economic, political and institutional dimensions, within which the CNM must operate.</li> <li>- analysis of what is involved in the Equal Opportunities Plan for Women</li> <li>- governance and strategic planning</li> </ul> </li> <li>- at least 70% of the CNM's executive and professional staff have taken part in these workshops and other brainstorming exercises.</li> <li>- 3 training workshops have been held in accordance with the terms of reference on:               <ul style="list-style-type: none"> <li>- organizational development and human resource management</li> <li>- budget management and control</li> <li>- monitoring and evaluation methodology.</li> </ul> </li> <li>- at least 70% of the CNM's executive and professional staff have taken part in these training seminars and workshops.</li> </ul>	<p>Annual reports of the CNM</p> <p>Annual reports of the AMPs</p> <p>Final evaluation report for the program</p> <p>Evaluation report on the pilot phase of the program</p> <p>Agreements between the CNM and the AMPs</p> <p>Strategic plans of the CNM and the AMPs</p> <p>Consultant reports produced under the program</p>	<p>The staff of the National Executing Unit has remained unchanged and works with a sufficient competence.</p> <p>The National Executing Unit has the necessary resources and cooperation of the relevant officials.</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<ul style="list-style-type: none"> <li>- as a result of the technical assistance and advisory services received, the CNM has:               <ul style="list-style-type: none"> <li>- defined/updated its action plan</li> <li>- adopted a management model more appropriate to its mission and its updated action plan.</li> <li>- a plan for the allocation of resources over the medium and long term.</li> <li>- a clearly defined human resources and financial strategy.</li> <li>- developed a strategy in conjunction with other public agencies and CSOs involved on the topic of equal opportunities for women.</li> <li>- adopted a plan for monitoring and evaluation to measure the progress of its action plan.</li> </ul> </li> </ul>		



OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><b>Strengthening of the AMPs</b></p> <p><b>National Strengthening Module</b></p> <p><b>Capacity</b></p> <p>AMP executives and staff, as well as municipal women's organizations, together with other relevant state and private organizations, participate in the formulation, review and monitoring of public policies and equity plans at the provincial level.</p> <p>Technical assistance and advisory services to strengthen the linkage of priority areas of equity plans with public entities at the provincial and national level.</p>	<p><b>By the end of the program:</b></p> <p>b. <u>Institutional strengthening of the AMPs</u></p> <p>The BIS module will have been executed in at least 70% of the provinces participating in the program</p> <p><b>Political capacity</b></p> <ul style="list-style-type: none"> <li>- at least one training workshop has been held in each participating AMP</li> <li>- at least 35 staff members of the AMP and its constituent bodies, representatives of municipal women's offices and other state and private entities have been trained in each province.</li> <li>- greater knowledge and skills among personnel and members of the AMPs with respect to the formulation, review and monitoring of public policies with a gender approach, and in formulating equity plans.</li> <li>- at least one advisory service has been provided to the participating AMP and other relevant public bodies, dealing with the formulation, review and monitoring of public policies with a gender approach, and in the formulation of equity plans.</li> <li>- AMPs have succeeded, together with other governmental institutions and/or CSOs, in introducing gender considerations into 5 draft policies, programs and laws within their provinces.</li> </ul>	<p>Annual reports of the CNM</p> <p>Annual reports of the AMPs</p> <p>Final evaluation report for the program, and evaluation report on the pilot phase of the program</p> <p>Agreements between the CNM and the AMPs</p> <p>Action plans of the CNM and the AMPs</p> <p>Consultant reports produced under the program</p>	<p>The availability of financing resources to the program by the IDB and by the counterpart is guaranteed.</p> <p>The staff of the National Executing Unit is unchanged and works with a sufficient competence.</p> <p>The National Executing Unit has the necessary resources and cooperation of the relevant offices at the national and provincial level.</p> <p>The level of interest of the AMPs in the program is maintained</p> <p>The program continues to enjoy the support of the provincial authorities.</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>ected at members of the AMPs, es of municipal women's ther state and private entities in der analysis, resolution of conflicts, lobbying, ublic consultation and methodology.</p>	<ul style="list-style-type: none"> <li>- at least three workshops have been held in accordance with the terms of reference in each AMP, on issues of gender analysis, negotiation/management and resolution of conflicts, lobbying, leadership, public consultation and mobilization methodology.</li> <li>- at least 35 staff members of the AMP and its constituent bodies, municipal women's offices and other provincial entities have taken part in each of these workshops.</li> <li>- greater management and professional skills in the AMPs in the negotiation/resolution of conflicts, lobbying, leadership, public consultation and mobilization methodology.</li> </ul>	<p>Annual reports of the CNM</p> <p>Annual reports of the AMPs</p> <p>Final evaluation report for the program, and evaluation report on the pilot phase of the program</p> <p>Agreements between the CNM and the AMPs</p> <p>Action plans of the CNM and the AMPs</p> <p>Consultant reports produced under the program</p>	<p>The availability of financing resources to the program by the IDB and by the counterpart is guaranteed.</p> <p>The staff of the National Executing Unit has remained unchanged and works with a sufficient competence.</p> <p>The National Executing Unit has the necessary resources and cooperation of the relevant offices.</p> <p>The level of interest of the AMPs in the program is maintained</p> <p>The program continues to enjoy the support of the provincial authorities</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>and implementation of a strategy for the AMPs in the Convention in conjunction with the National Strategy.</p>	<ul style="list-style-type: none"> <li>- a communications strategy has been developed and is being implemented in accordance with the criteria defined, and accords with the priorities of the Convention in the province.</li> <li>- at least one workshop has been held on technical aspects and issues of communication in each participating AMP.</li> <li>- at least 35 staff members of the AMP and its constituent bodies, of municipal women's offices and of other entities have been trained in issues and techniques related to the communication strategy.</li> <li>- there is continuous monitoring of the provincial communication strategy, in cooperation with the CNM.</li> <li>- communications materials have been produced to meet the needs identified by the strategy.</li> <li>- executives, professionals and other AMP members show greater skills in implementing and monitoring the communication strategy and in making use of the media.</li> <li>- consultation and sensitization events have taken place as planned, with representatives of the various communications media in the province.</li> <li>- higher level of interest, sensitivity and knowledge on the part of the media with respect to the issues of equal opportunity and gender equity, and better press coverage of those issues.</li> </ul>	<p>Annual reports of the CNM</p> <p>Annual reports of the AMPs</p> <p>Final evaluation report for the program, and evaluation report on the pilot phase of the program</p> <p>Agreements between the CNM and the AMPs</p> <p>Action plans of the CNM and the AMPs</p> <p>Consultant reports produced under the program</p>	<p>The availability of financing resources to the program by the IDB and by the counterpart is guaranteed.</p> <p>The staff of the National Executing Unit is unchanged and works with a sufficient competence.</p> <p>The National Executing Unit has the support and cooperation of the relevant offices at the national and provincial level.</p> <p>The level of interest of the AMPs in the program is maintained</p> <p>The program continues to enjoy the support of the provincial authorities</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Management Capacity</u></p> <p>ated at members of the AMPs, es of municipal women's state bodies, and CSOs in fund iques and the preparation of osals.</p>	<p><u>Technical and Management Capacity</u></p> <ul style="list-style-type: none"> <li>- at least two workshops have been held in accordance with the terms of reference in each AMP, on fund raising techniques and the preparation of project proposals.</li> <li>- at least 35 staff members of the AMP and its constituent bodies, of municipal women's offices and of other provincial entities have taken part in each of these workshops</li> <li>- better abilities and skills within the AMP and the province with respect to fund raising and preparing project proposals.</li> </ul>	<p>Annual reports of the CNM</p> <p>Annual reports of the AMPs</p> <p>Final evaluation report for the program, and evaluation report on the pilot phase of the program</p> <p>Agreements between the CNM and the AMPs</p> <p>Action plans of the CNM and the AMPs</p> <p>Consultant reports produced under the program</p>	<p>The availability of financing resource to the program by the IDB and by t counterpart is guaranteed.</p> <p>The staff of the National Executing unchanged and works with a suffici competence.</p> <p>The National Executing Unit has th and cooperation of the relevant offi at the national and provincial level.</p> <p>The level of interest of the AMPs in in the program is maintained</p> <p>The program continues to enjoy the support of the provincial authorities</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>the AMPs to establish a strategic planning system</p>	<ul style="list-style-type: none"> <li>- 2 workshop and other exercises have been conducted in each AMP, in accordance with the terms of reference, in preparation for implementing the strategic planning system.</li> <li>- mission and role of the AMPs</li> <li>- the national context and the performance of the AMPs</li> <li>- analysis of what is involved in the equal opportunities plan at the provincial level</li> <li>- decentralization of public management</li> <li>- at least 80% of AMP executive and professional staff have taken part in these workshops and other exercises in preparation for the planning system</li> <li>- 3 preparation workshops have been held in accordance with the terms of reference on:               <ul style="list-style-type: none"> <li>- organizational development and human resource management</li> <li>- budgetary management and control</li> <li>- monitoring and evaluation methodology.</li> </ul> </li> <li>- at least 80% of AMP executives and professionals have taken part in these preparation seminars and workshops</li> <li>- as a result of the technical assistance and advisory services received, the AMP has:               <ul style="list-style-type: none"> <li>- defined a medium and long term action plan</li> <li>- adopted a management model more appropriate to its mission and its action plan</li> <li>- updated its medium and long term fund raising and allocations plan</li> <li>- defined a human resources strategy</li> <li>- developed a strategy for cooperation with other public bodies and CSOs involved in the issue of equal opportunity in its province.</li> <li>- adopted a monitoring and evaluation plan to measure the progress of its action plan.</li> </ul> </li> </ul>	<p>Annual reports of the CNM</p> <p>Annual reports of the AMPs</p> <p>Final evaluation report for the program, and evaluation report on the pilot phase of the program</p> <p>Agreements between the CNM and the AMPs</p> <p>Action plans of the CNM and the AMPs</p> <p>Consultant reports produced under the program</p>	<p>The availability of financing resources to the program by the IDB and by the counterpart is guaranteed.</p> <p>The staff of the National Executing Unit is unchanged and works with a sufficient competence.</p> <p>The National Executing Unit has the support and cooperation of the relevant offices at the national and provincial level.</p> <p>The level of interest of the AMPs in the program is maintained</p> <p>The program continues to enjoy the support of the provincial authorities</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>experiences, best practice and ed by the AMPs in executing Program for Women</p> <p>equipment and furnishings to</p>	<ul style="list-style-type: none"> <li>- at least five events have been held for exchanging experiences and best practices in executing the program, with all of the participating AMPs.</li> <li>- the staff of each participating AMP has benefitted from one interprovincial internship for exchanging experiences and best practice.</li> <li>- the networks for communication, exchange and mutual support among the various AMPs have been strengthened.</li> <li>- The AMPs have received equipment and basic furnishings, consistent with the needs identified in the program, and are making proper use of them.</li> </ul>	<p>Annual reports of the CNM</p> <p>Annual reports of the AMPs</p> <p>Final evaluation report for the program, and evaluation report on the pilot phase of the program</p> <p>Agreements between the CNM and the AMPs</p> <p>Action plans of the CNM and the AMPs</p> <p>Consultant reports produced under the program</p>	<p>The availability of financing resource to the program by the IDB and by the counterpart is guaranteed.</p> <p>The staff of the National Executing Unit is unchanged and works with a sufficient competence.</p> <p>The National Executing Unit has the support and cooperation of the relevant officials at the national and provincial level.</p> <p>The level of interest of the AMPs in the program is maintained</p>
<p><b>Institutional Strengthening Module</b></p> <p>AMPs to deepen and broaden support initiated through the BIS, in needs identified in that process</p>	<ul style="list-style-type: none"> <li>- the EIS module has been executed in at least 80% of the provinces that have been beneficiaries under the BIS module.</li> <li>- the support provided has helped to meet and/or monitor needs in areas of priority to the AMP and the province, as determined by the strategic planning process.</li> <li>- the support provided has helped the AMP to expand and strengthen its support to the municipalities.</li> </ul>		<p>The program continues to enjoy the support of the provincial authorities</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>the CNM's National Women's Information System (SNIM)</u></p> <p>assistance to (i) establish and permanent schemes for monitoring policies, plans and plans for unity; (ii) design, coordinate and the SNIM so as to bring and comprehensiveness to the and the <i>Intra-Red</i>.</p> <p><i>Inter-Red</i> with agencies information at the national level SIEMPRO, Ministerial Statistics the legislative and judicial Support for the <i>Inter-Red</i> will</p> <p>meeting among members of</p> <p>of indicator-gearred data as part DEC's permanent households SIEMPRO's poverty indicators sector indicators.</p>	<p><b>By the end of the program:</b></p> <p><u>Support to the CNM's National Women's Information System (SNIM)</u></p> <ul style="list-style-type: none"> <li>- the agreements signed by the CNM with national information-producing institutions are respected and carried out</li> <li>- the CNM and participating institutions have received advice on tools and indicators that are sensitive to the gender dimension and that can be incorporated into the conventional instruments for collecting, processing and disseminating data.</li> <li>- the SNIM has been strengthened and is fulfilling its new functions effectively and efficiently.</li> <li>- the <i>Inter-Red</i> and the <i>intra-Red</i> are operating in an integrated manner.</li> <li>- the <i>Inter-Red</i> is up and running at the national level, with the participation of national information producing institutions (INDEC, SIEMPRO, etc.).</li> <li>- the methodological tools (gender-sensitive guidelines and indicators) have been suitably prepared and are being used.</li> <li>- at least one working session for exchanging experiences has been held with members of the system, as planned.</li> <li>- institutions within the <i>Inter-Red</i> are taking strategic steps to incorporate the gender perspective into the production, processing and dissemination of information.</li> </ul>	<p>Annual reports of the CNM</p> <p>Annual reports of the AMPs</p> <p>Final evaluation report for the program, and evaluation report on the pilot phase of the program</p> <p>Agreements between the CNM and the AMPs</p> <p>Action plans of the CNM and the AMPs</p> <p>Consultant reports produced under the program</p>	<p>The availability of financing resources to the program by the IDB and by the counterpart is guaranteed.</p> <p>The staff of the National Executing Unit is unchanged and works with a sufficient competence.</p> <p>The National Executing Unit has the support and cooperation of the relevant offices at the national and provincial level.</p> <p>The level of interest of the AMPs in the program is maintained</p> <p>The level of interest of the specialized information producing institutions in the program is maintained.</p> <p>The program continues to enjoy the support of the provincial authorities</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>of an <i>Intra-Red</i> for the SNIM, national coordination, consisting of the provincial statistical offices and CSOs (academic and technical) specializing in women's and gender issues.</p> <p>grading and training in the production, use and dissemination of information from a gender perspective, for personnel assigned by <i>Intra-Red</i> to the AMPs.</p> <p>assistance to members of the network on local suppliers of information, plans and programs that have an indirect impact on the status of women.</p> <p>stitution of a "Women's Reference Service", with basic information on women's institutions and programs at the provincial level.</p> <p>assistance to the CNM in the form of services on hardware and software requirements for developing a network (email, Internet) for the AMPs.</p> <p>equipment and outfitting for the AMPs.</p>	<ul style="list-style-type: none"> <li>- the <i>Intra-Red</i> is up and running with 70% of the AMPs participating in the program and the respective specialized institutions in each province</li> <li>- the institutional and operation framework of the <i>Intra-Red</i> is properly defined and coordinated by the CNM as part of the SNIM.</li> <li>- the professional and technical staff of at least 70% of the AMPs participating in the network has been trained in the production, use and dissemination of information from a gender perspective.</li> <li>- 70% of the technical and professional personnel assigned to the system have received proper training.</li> <li>- the reference service is up and running, in accordance with the terms as defined.</li> <li>- technical assistance has been provided to the AMPs in implementing reference services</li> <li>- 70% of organizations participating in the system have received training and technical assistance in the use of the hardware and software needed to the SNIM.</li> <li>- participating AMPs have the computer equipment and furnishings needed for the SNIM to operate.</li> </ul>	<p>Annual reports of the CNM</p> <p>Annual reports of the AMPs</p> <p>Final evaluation report for the program</p> <p>Evaluation report on the pilot phase of the program</p> <p>Agreements between the CNM and the AMPs</p> <p>Strategic plans of the CNM and the AMPs</p> <p>Consultant reports produced under the program</p>	<p>The availability of financing resources to the program by the IDB and by the counterpart is guaranteed.</p> <p>The staff of the National Executing Agency is unchanged and works with a sufficient competence.</p> <p>There is an interest and readiness of the system's specialized entities to participate in the networks.</p>



OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<b>By the end of the program:</b>		
<p><b>FOR LOCAL INITIATIVES</b></p> <p>Issues invitations to the public and other public and semi-public entities and CSOs to submit requests for local initiatives consistent with the program objectives.</p> <p>Provides technical assistance for proposals submitted through the AMPs, and other public and semi-public entities and CSOs, relating to:</p> <ul style="list-style-type: none"> <li>Formulation and studies on priority areas for shaping public programs and projects at the provincial and municipal levels.</li> <li>Designing programs and compiling best practices in priority areas.</li> <li>Selection/training of executives and/or representatives of State bodies at the local level, subject to <i>equality of opportunity</i>.</li> <li>Providing technical assistance to public bodies and CSOs in formulating, executing and evaluating projects from a gender perspective.</li> <li>Assessing the gender-based impact of projects and methodologies for social development.</li> </ul>	<p><b>Support for local initiatives</b></p> <ul style="list-style-type: none"> <li>- invitations issued by the AMPs via the mass media and other suitable mechanisms in each province.</li> <li>- proposals received in each province</li> <li>- at least three proposals received in areas of priority under the program</li> <li>- at least three initiatives financed for each province</li> <li>- at least two initiatives financed and successfully carried out</li> <li>- at least two initiatives repeated in other regions and/or by other institutions.</li> </ul>	<p>Annual reports of the CNM</p> <p>Annual reports of the AMPs</p> <p>Final evaluation report for the program</p> <p>Evaluation report on the pilot phase of the program</p> <p>Agreements between the CNM and the AMPs</p> <p>Strategic plans of the CNM and the AMPs</p> <p>Consultant reports produced under the program</p>	<p>The availability of financing resources to the program by the IDB and by the Government counterpart is guaranteed.</p> <p>The staff of the National Executing Agency is unchanged and works with a sufficient competence.</p> <p>There is interest and readiness on the part of the CSOs to participate in the program, in accordance with the established criteria.</p>

TENTATIVE PROCUREMENT PLAN						
MAJOR ACQUISITIONS FOR THE PROGRAM	FINANCING		Prequalifi- cation	Method	Estimated date (semester)	
	IDB	LOCAL				
NATIONAL AND INTERNATIONAL CONSULTANTS						
Component 1	(US\$686.2)	50%	50%	NO	IC	1999-2001
Inst. strength. CNM	(US\$65)	50%	50%	NO	IC	1999-2000
Inst. streng. AMPs	(US\$168)	50%	50%	NO	IC	1999-2000
SNIM	(US\$453.2)					
Component 2	(US\$3,072)	50%	50%	NO	IC	1999-2001
Local initiatives support	(US\$3,072)					
TECHNICAL ASSISTANCE						
Component 1	(US\$4,799.8)					
Instit. streng. CNM	(US\$701)	50%	50%	NO	IC	1999-2001
Instit. streng. AMPs	(US\$3,926)	50%	50%	YES	CP/IC	I/99, II/99 and I/00
SNIM	(US\$172.8)	50%	50%	NO	IC	1999-2000
Component 2						
Local initiatives support		-	-	-	-	N/A
TRAINING						
Component 1	(US\$3,830.1)					
Instit. streng. CNM	(US\$1,129)	50%	50%	NO	IC	1999-2001
Instit. streng. AMPs	(US\$2,560)	50%	50%	YES	CP/IC	I/99, II/99 and I/00
SNIM	(US\$141.1)	50%	50%	NO	IC	1999-2000
Component 2						
Local initiatives support		-	-	-	-	N/A
EQUIPMENT						
Component 1	(US\$525.9)					
Instit. streng. CNM	(US\$32.1)	30%	70%	NO	LS	1999
Instit. streng. AMPs	(US\$325.8)	30%	70%	NO	LS	1999-2000
SNIM	(US\$168.0)	30%	70%	NO	LS	1999-2001

- 1/ IC: Individual consultant  
 LS: Local shopping  
 CP: Call for proposals (consulting services)

**PROPOSED RESOLUTION**

**ARGENTINA. LOAN /OC-AR TO THE REPUBLIC OF ARGENTINA  
(Federal Program for Women)**

The Board of Executive Directors

**RESOLVES:**

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 contract or contracts as may be necessary with the Republic of Argentina, as Borrower for the purpose of granting it a financing to cooperate in the execution of a federal program for women. Such financing will be for the amount of up US\$7,500,000 (seven million five hundred thousand) dollars of the United States of America which are part of the Single Currency Facility of the Ordinary Capital resources of the Bank, and will be subject to the "Special Contractual Conditions" and the "Terms and Financial Conditions" of the Executive Summary of the Loan Proposal.