

## PROGRAM TO SUPPORT ORGANIZATIONS FOR THE ELDERLY

(TC-00-11-01-9-RS)

### EXECUTIVE SUMMARY

<b>Requesters:</b>	Red Tiempos (RT), Comité Nacional del Adulto Mayor de Chile [Chilean National Commission for the Elderly] (CNAM), Red Chilena de Programas para el Adulto Mayor [Chilean Network of Programs for the Elderly] (RCPAM), Fundación ISALUD of Argentina (FISALUD), Banco de Previsión Social [Social Insurance Bank] of Uruguay (BPS), Red Nacional del Adulto Mayor del Uruguay [Uruguayan National Network for the Elderly] (REDNAMU), and Mesa de Trabajo de ONG y Afines sobre Personas Adultas Mayores del Perú [Peruvian Forum of NGOs and Related Organizations for the Elderly] (MTOAPAM)		
<b>Executing agencies:</b>	HelpAge Bolivia (HAB) and Red Tiempos (RT)		
<b>Amount and source:</b>	IDB (JSF):	US\$ 750,000	
	Local counterpart:	<u>US\$ 330,000</u>	
	Total:	US\$ 1,080,000	
<b>Terms:</b>	Execution period:	15 months	
	Disbursement period:	18 months	
<b>Objectives:</b>	To improve the quality of life of low-income elderly people, by strengthening their involvement in community organizations and in local, national, and international networks that promote opportunities to meet their basic needs and to facilitate their social and economic integration. In Argentina, Chile, Peru, and Uruguay, the project seeks: (a) to enable one regional network and seven national networks for the elderly to provide technical assistance, courses, and other services to strengthen member organizations for the elderly poor so that they can enjoy a decent, active, productive, and healthy life as they age; and (b) to support projects that meet these objectives.		
<b>Description:</b>	<i>Component 1: Developing a regional network to support national networks:</i> This component involves technical assistance and training to develop a self-sustaining permanent secretariat within a regional network (Red Tiempos), as well as a regional platform of information, technical assistance, training, and other services needed by national		

networks of organizations for the elderly poor, and to make it possible to disseminate best practices, by stressing recruitment, strategic management and leadership, project and service design and management, coordination, fund raising, and microenterprise development. Coordination and fund-raising mechanisms will also be established to ensure network sustainability.

*Component 2: Strengthening capacity to support national networks of organizations for the elderly:* Consulting services and courses will be offered by participating national networks to local senior citizens networks and organizations in the four countries in the following areas: (i) leadership and management of social organizations; (ii) planning, formulation, and management of projects and services targeted at the elderly poor with unmet basic needs (UBN); (iii) information and dissemination programs, lifelong learning and job training, microenterprise, volunteer work, diet, housing, home care and hotlines, social, cultural, and recreational activities, and legal advisory services, among others. Planned *outputs* include: (a) **Argentina:** a national network of networks and organizations for low-income elderly people (in FISALUD); 40 organizations strengthened and 10 new ones equipped to offer a menu of services in the areas described above; (b) **Chile:** 2,000 leaders of civil society organizations (CSOs) (for low-income elderly adults in seven regions) trained by CNAM and RCPAM; (c) **Peru:** MPTOAPAM strengthened as a national network; 200 leaders of organizations for elderly adults trained in the areas indicated; and a social marketing and recruitment strategy implemented; (d) **Uruguay:** 200 leaders of elderly persons networks, 600 volunteer leaders, and 380 new community leaders from impoverished areas trained; a network of 400 organizations established and operating under the supervision of the BPS; the Centro Interinstitucional de Colaboración con el Adulto Mayor [Inter-institutional Center for Cooperation with the Elderly] and REDNAMU strengthened; leaders of 70 organizations for the elderly with unmet basic needs trained; and a project bank created.

*Component 3: Strengthening national State-civil society coordination mechanisms:* This component entails technical assistance and training to improve national and local mechanisms for coordination between public agencies and civil society involved in programs for senior citizens with unmet basic needs. The main outputs anticipated are: (a) **Argentina:** six Provincial Councils for the elderly formed; (b) **Chile:** seven Regional Committees for the elderly strengthened and 350 officials trained; (c) **Peru:** the National Plan of Action for the Elderly disseminated and built upon consensus; (d) **Uruguay:** 30 experts with the BPS trained, and courses to promote and train volunteers for component 2 prepared; a study completed identifying

alternatives for national coordination between government and civil society organizations.

*Component 4: Identifying projects, preparing profiles, and loan applications:* This technical-assistance component will have the following outputs: (a) studies identifying policies for solving critical problems affecting the quality of life of the elderly poor; and (b) profiles for substantive joint projects (State-civil society) which are designed to resolve the problems identified and which could be presented to the Bank (Argentina: two studies and profiles; Chile: one loan proposal; Peru: one study and profile; Uruguay: one study and profile).

**Environmental and social review:**

The program poses no environmental risks. It will strengthen the involvement of low-income elderly adults in meeting their basic needs, thus enhancing their quality of life and living conditions, and will favor elderly women, who account for the majority of this group (see paragraph 4.1).

**Benefits and beneficiaries:**

Low-income elderly adults and their networks and related organizations in Argentina, Chile, Peru, and Uruguay.

**Risks:**

The main risk is the *culture of dependency* that could affect the willingness of elderly people to participate in the organizations strengthened. The project will therefore: (a) bring successful organizations for the elderly into the visible leadership of the process; and (b) strengthen the self-sustainability of participating organizations. Another risk stems from tensions between government agencies and civil society organizations competing for resources and support. To ease those tensions, joint preparation of specific projects will be promoted.

**The Bank's country/regional and sector strategy:**

The program is consistent with Bank mandates, commitments, and strategies with respect to poverty reduction and support for government and civil society organizations, which includes vulnerable, poor elderly adults, and with the operating strategies agreed on with Argentina, Chile, Peru, and Uruguay. It is therefore an important instrument on the IDB agenda, which prioritizes: (a) *technical assistance for governments and civil society organizations to develop policies, programs, and projects* conducive to a decent, active, productive, and healthy aging process for low-income seniors; (b) *promoting a positive culture of aging*; (c) *training professionals and the elderly and educational training* to prepare for a healthy life and healthy aging; (d) *dialogue between the Bank's Country Offices and related CSOs*; (e) *Bank programming of preventive initiatives* geared to social security and welfare networks, health, microcredit, safety, and urban accessibility for the disabled.

The program is eligible for the *poverty reduction program of the Japan Special Fund*, insofar as its core objective is to support efforts by CSOs to improve social inclusion for the elderly poor.

**Special  
contractual  
conditions:**

Conditions precedent to disbursement: Submission, to the Bank's satisfaction, of agreements signed between the executing agency and the co-executing agencies (see paragraphs 3.1 and 3.12). Each of the four subsequent disbursements envisaged will be made upon verification of outcomes established for each component and country (paragraph 3.12). In each case, it must be demonstrated that the Bank's procurement policies and procedures have been complied with (paragraph 4.12).

**Exceptions to  
Bank policy:**

None.

## I. FRAME OF REFERENCE

### A. Status of the elderly population

- 1.1 At present, 7.8% of the Latin American and Caribbean population is over age 60. In 2025 that group will double, totaling nearly 98 million persons (14.1%), one in four of whom will be over age 75. Among the countries most affected by this trend are Argentina, Chile, and Uruguay, where both civil society and State organizations have been involved in actions directed at this group. In other countries that have developed more slowly, civil society organizations have moved forward with the State in formulating public policies (e.g. Peru).
- 1.2 The *most critical challenge* regarding this rapidly growing group is that in Latin America and the Caribbean on average **18%** of the elderly live *in poverty*, the majority being *elderly women* with very little access to social welfare resources. The *main obstacles* to an acceptable *quality of life* for the elderly today include the prevailing *negative culture of aging*, the *exclusion of large groups from social security benefits*, the *failure of social security reforms to ensure sufficient pensions for contributors*, *health and safety risks attributable to dominant lifestyles and environmental risks*, the *limited participation* of the elderly *in decision making on matters* that affect them and *in organizations for the elderly*, the *weaknesses* in existing *networks and organizations*, and *obstacles to the exercise of their civic rights*.
- 1.3 In order for the elderly poor to enjoy a decent, active, healthy, and productive life, there must be *changes to public policies, programs, and practices*, as well as society's *attitudes* towards aging. Experience has shown that these objectives can be achieved more easily through the *active social involvement* of seniors, working together in well-organized groups to defend their rights and meet their needs. Successful endeavors of this type have involved grassroots organizations for the elderly, as well as national and international nongovernmental organizations and networks that work with the elderly population; there are strong traditions of civil society participation in this field in Japan, China, the United Kingdom, Spain, and other countries.

### B. Civil society and the elderly

- 1.4 *Civil society* in the field of *aging* in Latin America and the Caribbean includes organizations that provide services to the elderly and organizations for seniors. At present, they play an important role in the region, primarily by heightening awareness among the political leadership and in society on the prospects and needs of the elderly, protecting the sector's interests, and making up for public sector shortcomings in serving this population group. For example, some organizations are devoted to publicizing the difficulties of the elderly population and promote effective policies and programs. Others deliver prepared meals daily to the homes of the elderly poor who find it hard to prepare meals for themselves and organize

productive, physical, and recreational activities. All of these types of experiences show their potential to bring about significant changes in how civil society and the State interact to address the elderly population's needs. Such approaches allow for more lasting, effective contributions that can be enjoyed by the elderly, either as active citizens and family members or as producers and consumers of goods and services.

- 1.5 The Southern Cone and Andean countries and the national, regional, and international networks of over 10,000 community organizations for the elderly and nongovernmental organizations (NGOs) that exist in Argentina, Chile, Peru, and Uruguay have made progress in the areas described above. To date, these organizations have helped to prepare and enact pension reforms, laws, policies, and plans, among other aspects. Community groups and clubs are readily recognized as focal points for social, recreational, and volunteer activities. Nonetheless, the *low level of participation* in the organizations (e.g., Chile, 14%; Argentina, less than 30%; Uruguay, roughly 25%; Peru, still in its infancy), which continues to limit their impact on the main problems of seniors living in poverty.
- 1.6 Although government support for civil society groups for the elderly has risen throughout the last decade, it is still in its infancy. In Uruguay, for example, Banco de Previsión Social (BPS) provides technical assistance to nonprofit volunteer organizations that provide housing and food to the low-income elderly population; in Chile the National Commission for the Elderly works with civil society organizations that promote active aging. *Despite this support, civil society organizations, NGOs, and public entities in this field tend to be weak and to have few effective commitments* in terms of policies and resources for elderly citizens.
- 1.7 Much remains to be done to strengthen the roles and capacities of national and community CSOs in developing and implementing successful active and healthy aging initiatives for the poorest seniors. Pooling regional technical assistance resources and information sharing are an important first step. Moreover, its continued and sustained support is a basic requirement for keeping these skills updated and honed over the medium and long term. The expanded membership, capacity, and influence of the participating organizations, as a result of this operation, is expected to increase demand, as well as enhance their capacity to prepare and manage programs that meet their needs. This could also create opportunities for IDB financial support for new prevention and poverty reduction projects.

### **C. Participating organizations**

- 1.8 Under the auspices of the Chilean National Commission for the Elderly (CNAM), HelpAge Bolivia (HAB), with the direct support of Red Tiempos (RT), will be in charge of project execution. Direct support will also be provided by *Fundación ISALUD* of Argentina (FISALUD), the *Chilean Network of Programs for the Elderly* (RCPAM), the *Peruvian Forum of NGOs and Related Organizations for*

*the Elderly* (MTOAPAM), *Banco de Previsión Social* (BPS) of Uruguay, and the *Uruguayan National Network for the Elderly* (REDNAMU).

- 1.9 **HelpAge Bolivia (HAB)** is a nongovernmental organization legally established in Bolivia, as a regional office of HelpAge International, a worldwide network headquartered in the United Kingdom. Since 1983, it has worked with disadvantaged elderly persons to enhance their quality of life, primarily through international advocacy and the development of local and national organizations devoted to protecting their rights and providing services. With a network of regional offices, HAI is the largest organization in this field and currently supports roughly 200 member organizations throughout the world (including Argentina, Bolivia, Brazil, Chile, Costa Rica, Cuba, the Dominican Republic, Ecuador, Mexico, Nicaragua, Peru, and the United States) that report to an international board of representatives from nine countries (including Canada, Colombia, the Dominican Republic, the United Kingdom, and the United States). Approximately 40% of HAI financing comes from the British organization “Help the Aged,” and the remainder is collected from foundations and governments in the northern and southern hemispheres.
- 1.10 **Red Tiempos (RT)**, launched in 1996 under the auspices of CARITAS and a member of HAI, has its temporary headquarters (since its creation) in the RCPAM. It includes nine networks representing a total of 130 organizations for the elderly and NGOs in eight countries (Argentina, Bolivia, Chile, Colombia, the Dominican Republic, Ecuador, Nicaragua, and Peru). The RT does not currently have a permanent secretariat, since the chairmanship and secretariat functions are performed on a rotating basis. Starting in 2002, Colombia’s PROVEJEZ Committee will chair the network. The project will help enable the Chilean Network for the Elderly to become the RT’s permanent secretariat, thereby facilitating the mounting of a stable platform of RT services for member organizations and extending RT support to other countries and organizations in the region.
- 1.11 **Argentina: Fundación ISALUD** of Argentina (FISALUD) is a nongovernmental organization created in 1991 and accredited by the United Nations as an NGO in the area of social development and by the Argentine National Center for Community Organizations. It runs a university institute (ISALUD) for postgraduate training in such areas as public health, social management, and gerontology. Its Management Committee is currently conducting several community service and management projects. It has a Committee on The Elderly, and its link to the field of gerontology and its technical capacity, teaching experience, and prestige in the country will facilitate its role as a focal point for the planned strengthening of Argentine networks for senior citizens.
- 1.12 **Chile:** The *National Commission for the Elderly*—a unit of the Ministry/Secretariat of the Office of the President soon to be converted into the National Department for the Elderly—has successfully played an active role since 1995 in coordinating the

sectors and social actors involved in the well-being of the elderly. With a budget of nearly US\$400,000 and 17 workers, with the support of the present project, the CNAM aims to expand the participation of CSOs and local governments in regional committees that provide advisory services to the regional governments in Chile. The RCPAM, established in 1994, is composed of 14 bodies (two universities, three national church organizations, two senior groups, one professional training center, and six NGOs) that operate in all 13 regions in the country. Since the creation of the RT, the RCPAM has served as its chair and operated as its ad hoc permanent secretariat. Given this background and experience, the member organizations of the RT have designated it the permanent secretariat.

- 1.13 **Peru:** *The Peruvian Forum of NGOs and Related Organizations for the Elderly* has nine networks and 11 member entities, including NGOs that serve the elderly and organizations for seniors. It promotes activism among the elderly in spheres that enable them to improve their quality of life. Thus, for example, it has worked with the Women and Human Development Program (PROMUDEH) to prepare the policy guidelines for the elderly passed in 2000. It is currently a member of the HAI and RT.
- 1.14 **Uruguay:** *Banco de Previsión Social (BPS)*, a State unit responsible for social insurance, has been operating a program for the elderly since 1985, through its Social Programs Management Office. The objective of that program is to promote the welfare of the elderly by strengthening related civil society volunteer services. Currently, it offers: counseling, training, social tourism, research, subsidies, information, and support for special projects for roughly 429 nonprofit organizations and institutions with a total of 150,000 beneficiaries in 131 associations for retirees and pensioners and senior clubs, 96 homes for the aged, 13 day centers, and 13 shelters and temporary homes. The Uruguayan Inter-institutional Center for Cooperation with the Elderly (CICAM), in turn, has been organizing courses and other activities since 1991 (e.g., the “Senior Support Line [*Teléfono Solidario*]” service) to benefit the elderly, in collaboration with the BPS and other national organizations. It currently has 420 members and 75 volunteers; its operations are linked to those of the Uruguayan National Network for the Elderly (REDNAMU), the capacity and coverage of which would be strengthened through this program.

## II. THE PROGRAM

### A. Objectives and description

- 2.1 The general objective of this operation is to help reduce poverty and improve the quality of life of low-income senior citizens in the region, by strengthening their involvement in community organizations and local, national, and international networks that promote and facilitate opportunities to meet their basic needs and achieve their social and economic integration. It is directed specifically at Argentina, Chile, Peru, and Uruguay to:



- a. Enable a regional network of organizations for the elderly to provide technical assistance, courses, and other services to enhance the capacity of participating national networks to: (i) strengthen their member organizations in critical areas (objective “b”); (ii) effectively coordinate with public institutions; (iii) raise funds to ensure the sustainability of the services provided to member organizations; and (iv) promote positive attitudes in society nationwide towards the elderly, as well as lifestyles and policies conducive to an active, productive, and healthy life for the elderly poor;
  - b. Strengthen the capacity of local organizations for low-income senior citizens and NGOs that belong to the participating national networks to: (i) improve the social inclusion and quality of life of the elderly with unmet basic needs, by expanding their membership and supply of services; (ii) design and administer projects and services to that end; (iii) effectively coordinate with local public entities; (iv) raise funds for the sustainability of its activities; and (v) promote at the local level social attitudes, lifestyles, and programs conducive to active, productive, and healthy aging;
  - c. Facilitate and strengthen the interaction and effective coordination between public institutions and civil society for social welfare and improving the quality of life of the poorest seniors; and
  - d. Support the preparation of profiles for loan projects that support the foregoing specific objectives and facilitate their presentation to the Bank.
- 2.2 The project will help to achieve these objectives by financing consulting, training, and information activities so that at the end of program execution the following is completed:
- a. A regional network to support national networks for the elderly has been developed and is operating with the capacity to ensure that it is self-sustaining;
  - b. The capacity of national networks to support local networks for the elderly has been strengthened;
  - c. Mechanisms for State-civil society (seniors) coordination have been strengthened; and
  - d. Projects have been identified to improve the situation of the poorest seniors.
- 2.3 **Component 1: Subregional level: Developing a regional network to support national networks for the elderly (US\$222,000):** This component will support Red Tiempos in developing a permanent technical secretariat and a platform of information, technical assistance, training, and other services that meet common needs of current and future national networks representing senior citizens living in poverty and will make it possible to disseminate best practices. Potential areas of support will include: (a) recruitment of members; (b) strategic management and

leadership; (c) project design, financing, and management; (d) coordination with public institutions; (e) fund raising; (f) promoting of lifestyles and policies conducive to active, productive, and healthy aging; and (g) development of microenterprise projects. Financing will be provided for:

- a. Centralized coordination, technical assistance, training, and monitoring activities to design and implement the permanent secretariat and the platform of services of the regional network, while strengthening the capacity of participating national networks in the aforementioned areas, in keeping with the attached terms of reference (available in the RE1 files). Specifically, subregional courses will be offered and technical capacity developed for monitoring, according priority to the following areas: network management, social marketing of active, productive aging, and training trainers to implement microenterprise projects. It will also support expanding the services on the Red Tiempos Internet site (10 consultant-months and 7 courses);
- b. Development and implementation of mechanisms required for the coordination and sustainable operation of the RT's permanent secretariat, in keeping with the attached terms of reference, while focusing on its capacity to coordinate, maintain, and keep expanding the supply of services, and raise funds from its long-term networks and affiliated organizations (32 consultant-months).

2.4 **Component 2: National level: Strengthening the capacity to support national networks for the elderly (US\$408,000):** This component will finance consulting services and courses (training of trainers) to be offered by the national networks participating in the first component to local networks and organizations for the elderly in the following key areas: social planning; project design and management; fund raising; and delivery of basic services to the elderly community (e.g., promoting active, healthy aging; information on events, situations, and opportunities that affect the elderly; social mobilization; management of public programs targeted at the elderly who live below the poverty line or with unmet basic needs (UBN); lifelong learning; preventing the abuse of seniors; the occupational health of elderly workers; microenterprises; volunteer work; housing; and legal advisory services, among others). The planned activities include the following:

- a. **Argentina (US\$136,000):** Technical (50 consultant-months) and logistical support for the formation and initial operation of a national network to coordinate existing networks and organizations for the elderly poor and raise community awareness of the prospects for positive aging and full integration of the elderly into the country's economic and social life, producing a platform of services to be delivered to member networks, organizations, and individuals. It also plans to provide and/or strengthen (see 3.7) the capacity in participating organizations to offer a menu of the following services: (i) information and dissemination; (ii) management training; (iii) promotion of volunteer service; (iv) sharing of experiences; (v) lifelong education and personal development programs; (vi) shared housing; (vii) home care and hotlines; (viii) social,

cultural, sporting, and tourist activities; (ix) discounts; and (x) legal protection, among others. To that end, it provides for the following, in keeping with the attached terms of reference:

- (i) Developing the national network around an established entity linked to the sector (FISALUD), as the core element that would identify and accredit participating organizations and organize *gerontological days* for awareness-raising among 2,000 actors in the public and private sectors in different regions of the country (educational, business, media, parliamentary, sporting, recreational, cultural, and other organizations), with a view to promoting a positive picture of aging, a better understanding of the demand for goods and services in the senior population, and effective ties to the provincial councils (12 consultant-months);
  - (ii) “*Incubation*” of community organizations: Technical assistance and training on leadership and management for 500 leaders from 40 local core groups, composed of national, provincial, and community networks and organizations for the elderly from impoverished areas of the country, enabling them to become managers and providers of their own services or of federal, provincial, or municipal programs. At the same time, it would support the creation of ten national, provincial, or local networks or organizations for the elderly in similar areas. In both instances, it seeks to expand the supply of *lifelong education, and information and dissemination* services on topics of interest to the elderly, changes to pertinent systems and services [social insurance, retirement, health, social and volunteer services, education, legal protection, recreation, culture and sports, and the Internet], teaching the elderly a trade or art, nutritional and food education, and training and supervision of family and official care-givers, among others (28 consultant-months, 5 courses).
- b. **Chile (US\$128,000):** Training by the CNAM for 700 leaders of CSOs for low-income elderly persons in seven regions of the country, focusing on leadership and management of social organizations, project design and evaluation, and negotiating techniques; training by the Chilean Network of Programs for the Elderly for 1,300 leaders of groups for low-income senior citizens on managing community projects, services, and organizations; designing a national campaign to expand membership of senior citizens in participating organizations; and developing an information site on the Internet (14 consultant-months, 20 courses).
- c. **Peru (US\$70,000):** Strengthening the technical assistance and service capacity of the Forum of NGOs and Related Organizations for the Elderly as a national network (15 consultant-months); design and initial implementation of a social marketing and recruitment strategy (1 consultant-month); and organizational

management training for 200 leaders of organizations for the elderly (6 courses) (see attached terms of reference).

- d. **Uruguay (US\$74,000):** Leadership and management training by the BPS for leaders of networks and committees for the elderly (20 courses: 5 for 200 leaders of departmental or national networks and 15 for 600 volunteer leaders—20% of the target leaders), recruitment and training of 380 new community leaders in impoverished areas (20 per department); development of a network of 429 nonprofit organizations for the elderly; technical assistance and training to strengthen the Uruguayan Inter-institutional Center for Cooperation with the Elderly (CICAM) and, through the Uruguayan National Network for the Elderly (REDNAMU), 70 national and departmental organizations for the elderly with unmet basic needs, by training their leaders and creating a project bank (12 consultant-months, 5 courses).

2.5 **Component 3: National level: Strengthening State-civil society coordination mechanisms (US\$55,000):** This component will support the technical assistance and training needed to improve national and local coordination mechanisms to ensure effective integration between public sector entities and CSOs involved in programs directed at the elderly with unmet basic needs:

- a. **Argentina (US\$25,000):** Technical support and training (3 consultant-months, 6 seminars) to design six provincial councils for the elderly, with the involvement of the provincial governments, CSOs for low-income seniors, and other pertinent entities, in keeping with the attached terms of reference. The councils would act as forums for ideas, experience sharing, and consensus-building on interests to support government entities in designing, planning, and executing policies, strategies, and actions for the elderly and to raise the community's awareness of their potential;
- b. **Chile (US\$21,000):** Training and technical assistance to strengthen seven of the regional committees for the elderly (Regions I, II, IV, V, VI, IX, and X), with the participation of 350 officials from the respective regional governments, primarily on decentralized management, financing initiatives, multisector coordination, and designing public policies (7 consultant-months);
- c. **Peru (US\$3,000):** Joint consensus-building by PROMUDEH and MTOAPAM on the National Plan of Action for the Elderly and dissemination of the consensus plan (1 consultant-month);
- d. **Uruguay (US\$6,000):** (i) training for 30 BPS specialists to promote volunteer service, manage social services, and formulate projects, the output of which will be courses to promote and train volunteers, to be financed under the second component (2.d); and (ii) a study that identifies alternatives for national coordination of public organizations and CSOs that work with the elderly (1 consultant-month), in keeping with the attached terms of reference.

2.6 **Component 4: National level: Identifying projects and preparing project profiles and loan applications (US\$65,000):** This component will finance: studies to identify policies, programs, and interventions needed to solve critical problems affecting the quality of life of the elderly poor (e.g. the status of elderly women, economic security, and the training needs of elderly workers); and, based on those studies, the preparation of profiles for substantive joint projects by civil society and the public sector, directed at solving the problems identified; those projects could be presented to the Bank as poverty-reducing initiatives (23 consultant-months), as follows:

- a. **Argentina (US\$16,000):** Up to two studies on priorities and two project profiles for loans, to be prepared by the participating national networks (6 consultant-months), together with relevant State entities;
- b. **Chile (US\$30,000):** One IDB loan proposal, to be prepared under CNAM coordination, with the active involvement of the regional committees and the RCPAM (10 consultant-months);
- c. **Peru (US\$12,000):** One study on priorities and one loan profile, to be prepared by PROMUDEH and MTOAPAM (5 consultant-months).
- d. **Uruguay (US\$7,000):** One study on priorities and one project profile to be prepared jointly by the BPS, CICAM, and REDNAMU (2 consultant-months);

**B. Cost and financing**

2.7 The program will be financed with nonreimbursable funding from the Japan Special Fund in the amount of US\$750,000, supplemented by contributions in kind from the different participating organizations, equivalent to US\$330,000, all of which will be spent in the region. The size of the in-kind contributions reflects the willingness of these groups to partner with the Bank on the project being proposed. The costs are broken down in the following table:

**Table 2.1 Table of costs**

<b>Components and activities</b>	<b>JSF</b>	<b>Counter-part</b>	<b>Total</b>	<b>%</b>
<b>Component 1: Subregional civil society network</b>	<b>222,000</b>	<b>64,000</b>	<b>286,000</b>	<b>26.5</b>
International consultants` fees (6 consultant-months)	60,000		60,000	5.6
National consultants` fees (4 consultant-months)	5,000		5,000	0.5
Coordination (45 consultant-months)	53,000		53,000	4.9
Training (7 events)	34,000		34,000	3.1
Travel, per diems. and lodging	55,000	6,000	61,000	5.6
Evaluation and auditing	10,000	10,000	20,000	1.9
Counterpart and support staff		28,000	28,000	2.6
Logistical support (physical space, utilities, communications)	5,000	20,000	25,000	2.3
<b>Component 2: Strengthening networks and organizations</b>	<b>408,000</b>	<b>201,000</b>	<b>609,000</b>	<b>56.4</b>
National consultants` fees (66 consultant-months)	148,600		148,600	13.8
Training	225,400		225,400	20.9
Travel and per diems	10,000		10,000	0.9
Counterpart and support staff		151,000	151,000	14.0
Logistical support (space, equipment, utilities, supplies, and other)	24,000	50,000	74,000	6.8
<b>Component 3: Civil society-State coordination</b>	<b>55,000</b>	<b>40,000</b>	<b>95,000</b>	<b>8.8</b>
National consultants` fees (24 consultant-months)	47,000		47,000	4.3
Training	5,500		5,500	0.5
Travel and per diems	2,000		2,000	0.2
Counterpart and support staff		30,000	30,000	2.8
Logistical support (space, equipment, utilities, supplies, and other)	500	10,000	10,500	1.0
<b>Component 4: Studies and identification of projects</b>	<b>65,000</b>	<b>25,000</b>	<b>90,000</b>	<b>8.3</b>
National consultants` fees (23 consultant-months)	65,000		65,000	6.0
Counterpart and support staff		20,000	20,000	1.8
Logistical support (space, equipment, utilities, supplies, and other)		5,000	5,000	0.5
<b>Total</b>	<b>750,000</b>	<b>330,000</b>	<b>1,080,000</b>	<b>100.0</b>

### **III. PROGRAM EXECUTION**

#### **A. Executing agency and co-executing agencies**

- 3.1 The program will be executed over 15 months under the technical responsibility of the Social Programs Division for Region 1 (RE1/SO1); Given the program's particular dynamic and the relative weight of the findings for Chile, the Bank's Country Office in Chile will be responsible for the supervision, monitoring, and administrative management of the operation's disbursements. HelpAge Bolivia, an affiliate of HelpAge International legally established in Bolivia and having the necessary capacity, will be responsible to the Bank for program execution. It has

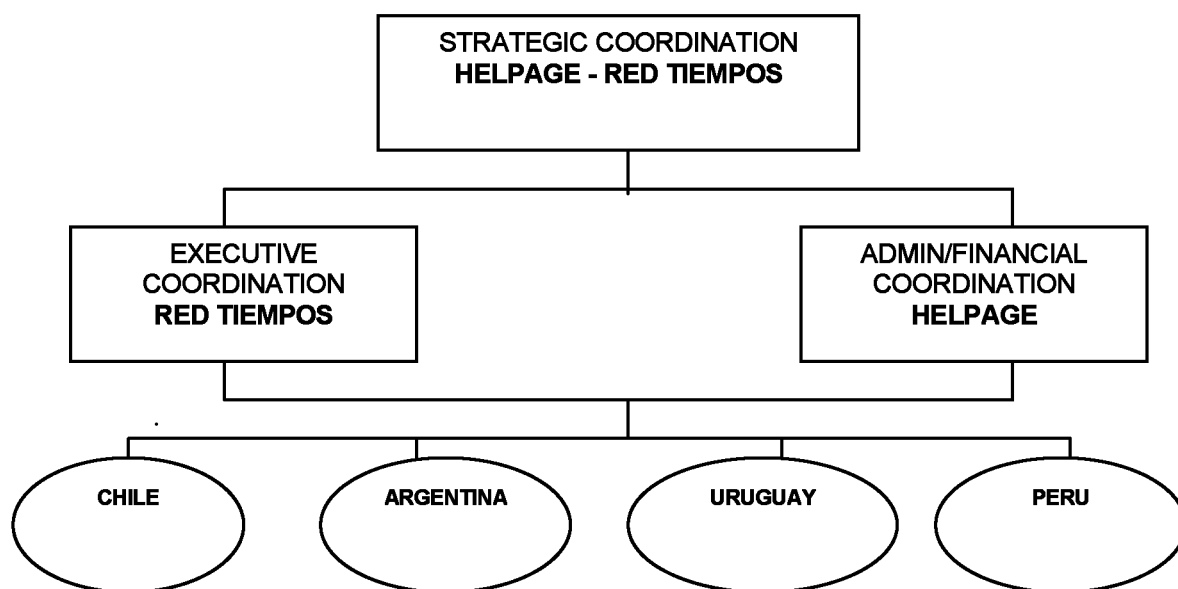
had an active regional presence for a number of years. HAB will sign an agreement to that end with the Bank. With the help of Red Tiempos (which is based in Chile), HAB will travel from its headquarters to coordinate and supervise the activities to be financed in each country for the account of the following co-executing agencies, which have confirmed their concurrence with the proposed plan.

- a. Subregional: Red Tiempos
- b. Argentina: Fundación ISALUD
- c. Chile: The Chilean National Commission for the Elderly and the Chilean Network of Programs for the Elderly
- d. Uruguay: Social Insurance Bank, the National Network for the Elderly, and the Inter-institutional Center for Cooperation with the Elderly
- e. Peru: Forum of NGOs and Related Organizations for the Elderly

**B. Execution and disbursement periods and plan**

- 3.2 The execution period will be 15 months and the disbursement period 18 months. The project, under the umbrella of the participating public entities, will be executed by HAB, through an office for *strategic coordination* between the HAB and RT. Red Tiempos or HAB will hire one full-time *executive coordinator*, with the mutual agreement of the Bank. The aforementioned co-executing agencies will appoint a coordinator and support personnel. Office space and other logistical support will be provided by the participating organizations as part of their counterpart contribution in kind. The coordinator, who will also provide technical assistance to participating networks, must coordinate program activities with the national officials responsible designated by each co-executing agency. Thus, the structure for program execution and the flow of resources and information will be in line with the following organizational chart, which has been approved by the participating organizations.

**Chart 3-1 Organizational structure for execution**



- 3.3 **Strategic coordination of the project:** The operating unit responsible for running the project will be composed of one representative from the HAI regional office and the secretary of the Red Tiempos regional coordinating office. Its other functions include coordination and communication with the Bank for execution of agreed-to obligations, control, technical support and adaptation of project development, identification of other sources of financing that bolster the regional network's sustainability, and direct coordination of activities in component 1.
- 3.4 **Executive coordination:** This unit will be composed of a professional hired by Red Tiempos, who will be responsible for the day-to-day running of the program, in keeping with the guidelines of the strategic coordinating unit. It is responsible, *inter alia*, for ensuring compliance with the work plans of each co-executing agency, adjusting those plans to the program's operating and financial programming as a whole, monitoring and supervision of project execution in each participating country, designing and performing the final project evaluation, and reviewing and/or generating and submitting to the Bank periodic reports on physical and financial execution.
- 3.5 **Administrative and financial coordination:** This unit will be composed of one person hired by the HAI who will be in charge of receiving and administering funds and accountability for their use. The person must develop and implement the mechanisms for receiving, protecting, and distributing the funds and presenting financial reports and accounts, in keeping with IDB requirements and in communication with the project's strategic coordinating unit. It will transmit to the



Bank—through the strategic coordinating unit—the disbursement requests, in keeping with the process described in 3.11 and regular Bank procedures.

- 3.6 **National coordinators:** Each of the aforementioned national agencies will appoint a coordinator that is responsible for execution of the activities planned in each case. To this end, the HAB must sign an agreement with each entity. The hiring of individual consultants and procurement of goods and other services, in accordance with the budget and terms of reference agreed to beforehand with the Bank, can be delegated by the HAB to the agreed-to national entities. The HAB must transfer the corresponding resources to the bank account of each national coordinating office for the activities delegated in each case.
- 3.7 **Argentina:** Within *FISALUD*, the planning, execution, and monitoring of the planned activities will be the responsibility of the Office of the Management Committee, under the Committee on the Elderly of the community management nucleus. Two professionals and one assistant from FISALUD's staff will be appointed for program execution. Once the network begins to operate, another permanent professional will be added. Emphasis would be on mounting systems for updating the network's members and users, producing basic sets of dissemination and distance education materials, and incorporating formal and informal courses and seminars into the curriculum of the ISALUD University Institute. Initially, activities will be supported to strengthen the Federal Committee of Retirees and Pensioners (700,000 members), the Confederation of Retirees and Pensioners of the Argentine Republic, the Confederation of Retirees of the Province of Buenos Aires, and the Center for Retirees and Pensioners of Puerto Madryn (South). In addition, for component 4, it must seek the involvement of the Secretariat for the Elderly and Social Action of the Ministry of Social Action and the Environment.
- 3.8 **Chile:** The planned activities to support the *National Commission for the Elderly* will be executed directly under the responsibility and administration of the Commission's Executive Secretariat, with the funds to be transferred by HAB based on the HAB-CNAM agreement, supported by a decree from the Budget Office of the Ministry of Finance. In these tasks, the participating regional committees will assume many of the logistical functions, under the management of the CNAM. If, during the execution period, the law under consideration in the Chilean Congress is enacted converting the CNAM into the National Department for the Elderly, the latter will assume the project obligations that CNAM agreed to with the HAB. Furthermore, support for strengthening the *Chilean Network of Programs for the Elderly* will remain the responsibility of the chair of the RCPAM. The planned support provides for the development and separation of functions in terms of the capacity the RCPAM currently devotes to its role as RT headquarters. For this, personnel other than current RT executives will be responsible for the activities to be financed by the project.
- 3.9 **Peru:** The *Peruvian Forum of NGOs and Related Organizations for the Elderly* will be responsible for project activities, through the chair of its Executive Board.

For the purposes of component 4, coordination with PROMUDEH will take place through the Human Development Manager's Office.

- 3.10 **Uruguay:** Execution of activities by *Banco de Previsión Social* will be performed through the Social Benefits Manager's Office of that institution, which will also contract an external evaluation. The planned resources will be transferred through the Finance Manager's Office. The activities to be conducted with the *Uruguayan National Network for the Elderly* and its member organizations—primarily in the interior of the country—will be run by the office of the president of the *Inter-institutional Center for Cooperation with the Elderly*. Those activities will be coordinated with the BPS, to prevent duplication of efforts.
- 3.11 **Disbursements:** The program disbursement period will be eighteen (18) months. The Bank's Country Office in Chile will process requests and the corresponding disbursements, in coordination with the Social Programs Division for Region 1 (RE1/SO1). Both the executing agency and the co-executing agencies must have open bank accounts specifically for managing project funds.
- 3.12 Disbursements to the executing agency will be made in United States dollars (US\$) for defined outputs (see the logical framework, Annex III-1), in keeping with the detailed plan below. In each case, the executing agency will be required to demonstrate that procurement carried out with the financing has been conducted in accordance with the Bank's policies and procedures. The executing agency, at its discretion, may adopt a similar plan for the transfers to be made to the co-executing agencies.
- a. **First disbursement:** An advance payment equivalent to 20% of the financing amount when the operation is declared eligible;
  - b. **Second disbursement:** The equivalent of 20% of the financing amount upon completion of the following, to the Bank's satisfaction:
    - (i) **Component 1:** Detailed design and implementation plans for the platform of services to be offered by the RT to participating networks and for sustainable mechanisms;
    - (ii) **Component 2: Argentina:** detailed design and implementation plan for the platform of services planned for the FISALUD network. The modules are designed for the Gerontological Days and for the community organization incubation courses. Detailed terms of reference for the technical assistance to be offered. **Chile:** modules designed for the training by the CNAM and RCPAM. Detailed design of the planned recruitment campaign and the Internet site proposal. **Peru:** detailed design of the training modules, terms of reference for the technical assistance, and the social marketing and recruitment strategy. **Uruguay:** modules designed for the training by the BPS and

CICAM; detailed design of the BPS network of organizations for the elderly and of the project bank proposed by CICAM.

- (iii) **Component 3: Argentina:** modules designed for training the provincial councils and detailed terms of reference for the technical assistance. **Chile:** modules designed for training officials on the regional committees. **Peru:** detailed terms of reference for disseminating and promoting consensus on the National Plan of Action for the Elderly. **Uruguay:** modules designed for training BPS specialists and detailed terms of reference for the study on coordination mechanisms.
  - (iv) **Component 4:** For all four countries, detailed terms of reference for the studies on priorities and preparation of project profiles.
- c. **Third disbursement:** The equivalent of 30% of the financing amount, when proof of the following is presented to the Bank's satisfaction:
- (i) **Component 1:** The Red Tiempos platform of services is operating normally and the sustainable mechanisms are tested. The subregional courses were held. New services on the RT Internet site are tested and operating.
  - (ii) **Component 2: Argentina:** The FISALUD national network has been launched and is operating normally; 30% of the gerontological days were held; 30% of the planned organizations are equipped in the "incubation" process for organizations. **Chile:** 40% of the proposed CSO leaders are trained by the CNAM and RCPAM. The recruitment campaign is under way. The RCPAM Internet site is operating. **Peru:** 50% of the planned leaders are trained. Marketing and recruitment strategies were implemented. **Uruguay:** 40% of the proposed volunteer leaders are trained by the BPS and 40% of the organizations proposed by CICAM are trained. The network of nonprofit organizations is established and operating. The project bank is operational.
  - (iii) **Component 3: Argentina:** Three provincial councils are formed and operating. **Chile:** 50% of the proposed officials are trained by the CNAM. **Peru:** the National Plan of Action for the Elderly is amended with inputs from the discussions supported. **Uruguay:** 100% of the BPS specialists are trained. The preliminary report from the study on coordination mechanisms is under discussion in the pertinent public and private entities.
  - (iv) **Component 4:** The studies on priorities are completed in all four countries.
- d. **Fourth disbursement:** The equivalent of 20% of the financing amount, when proof of the following is presented to the Bank's satisfaction:

- (i) **Component 1:** The Red Tiempos platform of services and Internet site are fully operational. The report on the preliminary results.
  - (ii) **Component 2: Argentina:** there are 200 accredited organizations and networks in the FISALUD national network. The preliminary report on the operating results and on the organizations' satisfaction with the network's services; 90% of the programmed gerontological days have been held, and 80% of the target of "incubated" organizations is complete. **Chile:** 100% of the proposed CSO leaders are trained by the CNAM and RCPAM. The preliminary report on user satisfaction with the RCPAM Internet site. **Peru:** 100% of the programmed leaders are trained. The report on the social marketing and recruitment results. **Uruguay:** 100% of volunteer leaders and organizations are trained by the BPS and CICAM, respectively. The preliminary report on the operating results and satisfaction of users of the network of nonprofit entities. The report on the status and use of the project bank.
- e. **Final disbursement:** The equivalent of 10% of the financing amount, when the final report and audited financial statements are received from the executing agency, to the Bank's satisfaction.

### C. Reports

- 3.13 The executing agency must deliver the following reports to the Bank's satisfaction: (a) an initial report with a detailed work plan; (b) financial reports quarterly, at least; (c) a semi-annual progress report; (d) other reports that may be requested by the Bank; and (e) a final report summarizing program achievements, the results of the initial evaluation, the lessons learned, and the final financial statements audited by a firm of independent auditors acceptable to the Bank.

### D. Program evaluation

- 3.14 The RT and HAI will be responsible for program supervision. The impact assessment (see the logical framework, Annex III-1) will focus on the changes to be made in the percentage of low-income citizens in the (program) beneficiary groups living below the poverty line, the structural capacities and sustainability of the participating networks and CSOs, as well as the satisfaction of members with the results achieved by the participating organizations. Future sustainability of the project will depend on the ability of participating organizations to internalize the strengthened capacities, especially in the areas of strategic management and fund raising. The (ex-post) evaluation, which will be performed by the participating national organizations 12 months after completion of program execution and which will receive technical support from Red Tiempos, HelpAge International, and the Bank (participation by the technical expert in charge of designing the evaluation and the analysis of its results), will be based on the registers of participating local organizations and on the respective national household surveys and a baseline developed by the co-executing agencies at the outset of the program, based on the

indicators in the logical framework. The RT must submit the evaluation report to the Bank within 18 months after the last disbursement. The lessons learned from monitoring and evaluation will be broadly disseminated by RT, HAB, HAI, and the Bank itself, at different time through different media.

**E. Procurement of goods and services**

- 3.15 The Bank's standard procedures will be followed for hiring consultants and procuring supplies and other goods.

**F. Recognition**

- 3.16 The sponsorship of the *poverty reduction program of the Japan Special Fund* will be acknowledged at the planned events and in printed, and electronic formats produced by the program. The program is expected to contribute elements for a future meeting of Japanese and Latin American civil society organizations for the elderly.

#### **IV. RATIONALE, FEASIBILITY, AND RISKS**

**A. Environmental and social review**

- 4.1 Since this program is limited to technical assistance and training, it poses no environmental risks. At the same time, by strengthening the effective involvement of organized groups of low-income seniors in meeting their basic needs, it is expected to improve their quality of life and living conditions. Given the concentration of women in the elderly population, this program will target gender-related risks in the elderly population.

**B. Benefits**

- 4.2 The main output and benefits anticipated from the project include:
- a. A subregional network with sustainable services for member national networks;
  - b. At least one national network in each country with operational, sustainable capacities for information, organizational strengthening, and fund raising is at the disposal of its member organizations;
  - c. Over 3,000 organizations for low-income elderly citizens (Argentina: 450; Chile: 2,000; Peru: 200; Uruguay: 500) are strengthened in their capacity to develop and manage projects and services and to raise funds; members of the organizations served by the program see substantial improvements in income levels and access to essential services;

- d. Coordinating entities are strengthened in at least two of the participating countries, and one country has a proposal on coordination mechanisms; and
- e. Three project profiles and one loan proposal are prepared that could be presented to the Bank as poverty-reducing initiatives.

### **C. Risks**

- 4.3 The main risk is the *culture of dependency* among the Latin American population, including the elderly, as a result of the cronyism and paternalism that are so common as governing styles in the region. These attitudes could limit the willingness of the elderly to increase their participation in the organizations that are to be strengthened and/or created. To mitigate this risk, the project plans to: (a) involve mature organizations for the elderly in the running and visible leadership of this process as examples of successful experiences; and (b) strengthen self-sustainability mechanisms in participating organizations.
- 4.4 Another risk is posed by the common tensions between State agencies and civil society organizations competing for public support and resources to deliver traditional services. To help ease these tensions, the program will promote the joint preparation of project profiles and proposals, a task that should enhance mutual understanding in these sectors.
- 4.5 There could also be the risk of intergenerational competition in some localities that leads to a backlash against projects generated by the participating organizations. This risk will be minimized by promoting intergenerational activities and content in the projects that are prepared (financing for which is not included in the program).

### **D. Role of the program in the Bank's strategy for the region**

- 4.6 The Bank's poverty-reduction strategies, mandates, and commitments in the region include supporting governments and CSOs in member countries in their efforts to enhance the quality of life of their most vulnerable elderly citizens. The project is also consistent with key elements of the operating strategies agreed to by the Bank with the Governments of Argentina, Chile, Peru, and Uruguay.
- 4.7 The Bank shares the countries' willingness to tackle these challenges and launched a process of analysis, consultation, and reflection (a study on service policies, programs, supply, needs and demand in Argentina, Chile, and Uruguay; seminars of experts in those three countries; and an inter-regional consultative process) that provided content for an IDB agenda focused on: (a) *technical assistance to develop policies, programs, and projects* aimed at active, productive, and healthy aging for low-income elderly individuals; (b) *awareness-building and promoting a new positive culture of aging*; (c) *training the staff* involved in care for the elderly, job training for *the elderly*, and the inclusion of issues related to *basic educational training*; and (d) *dialogue between the Bank's Country Offices and CSOs that work in this field*. These activities are expected to provide input for the Bank's

programming process, stressing preventive programs run by CSOs directed at social welfare networks, social security, health, and microcredit for organized groups of low-income seniors and at improving the safety and accessibility of urban and rural housing and spaces for persons with functional impairments. Southern Cone countries were selected because they are home to over one half of the elderly population in the Americas.

- 4.8 The financing requested from the *poverty reduction program of the Japan Special Fund* would be the main contribution and the central part of the Bank's agenda in supporting civil society in this area. It would strengthen the CSOs' ability to contribute to regional social welfare and poverty reduction targets, as promoters and facilitators of active, healthy aging for poor elderly citizens in the participating countries. These efforts will be complemented by projects directed at other items on the Bank's agenda, including: (a) technical assistance (CT-01-09-00-9-RG) for joint formulation of operating agreements and plans by competent State entities and networks and organizations for the elderly with respect to the commitments to be undertaken at the World Assembly on Aging (Madrid, April 2002); (b) development of tools for designing policies and programs on productive aging (ATN/SC-7362-RS, Swedish Technical Cooperation Trust Fund for Consulting Services); (c) development of policies on active, healthy aging (CT-00-11-01-2-RS, requested from the Spanish Fund for Consultants).
- 4.9 The project is also justified in light of: (a) the *priority* accorded by the participating organizations (see the section on execution); (b) the *need demonstrated* by the IDB-PAHO/SABE study and the aforementioned inter-regional consultation to take action to facilitate access to a reasonable quality of life for the elderly poor in the *context of the concrete possibility of improving their quality of life through simple, low-cost measures*; (c) the *potential shown by organizations and networks for the elderly to improve their own quality of life*; (d) the *interest* expressed by regional experts on aging in *Japanese* experiences, among others relevant to the needs of the elderly population in the Americas with unmet basic needs; and (e) the *contribution* of this operation to *generating and preparing projects* that could be financed by the Bank.
- 4.10 This project is eligible for financing by the *poverty reduction program of the Japan Special Fund*, because it is a social initiative with the core objective of reducing poverty, by supporting multisector efforts promoted by civil society organizations to improve the situation of the elderly poor in terms of health, education, nutrition, housing, social welfare, and related activities and to facilitate their social inclusion and development. The benefits will be primarily targeted at depressed areas, where the incomes of the elderly fall below the poverty line set for each participating country, giving priority to civil society organizations for elderly residents of those areas.
- 4.11 National data from the four participating countries show that 7.1% to 15.2% of the elderly in urban areas live below the poverty line (Source: IDB database of

household surveys from 1998-1999) (Argentina, 9.4%; Chile, 7.1%; Peru, 15.2%; Uruguay, 7.4%). Peru has high levels of poverty that clearly affect its elderly population. Argentina, Chile, and Uruguay were included, even though their national indicators are somewhat better than those of other countries in the region, since the absolute and relative numbers of elderly persons in those three countries is higher. Furthermore, the recession that has been hitting Argentina and Uruguay for over a year now—which affects the elderly population in particular—is not reflected in those figures. In the case of Chile, despite the introduction of individually-funded pension plans in the 1980s, transition groups that have not had time to accumulate sufficient savings in their retirement accounts and whose government pensions are insufficient in light of the cost of living have remained trapped in poverty. The IDB-PAHO/SABE study conducted in 1999-2000 with a random sample of 1,300 households with senior citizens in Santiago shows that 64% of elderly Chileans surveyed had difficulty meeting their expenses (89% of 1,043 of the elderly in Buenos Aires and 76% of 1,450 in Montevideo). In addition, since project activities will be specifically directed at networks for the elderly and nongovernmental organizations in poor communities, its impact should be greater than indicated in the urban aggregate figures.

**E. Special conditions**

- 4.12 As a condition precedent to the first disbursement, the executing agency must present, to the Bank's satisfaction, the agreements signed with the co-executing agencies. Subsequent disbursements are conditional on delivery, to the Bank's satisfaction, of the outcomes specified in paragraph 3.12 and upon verification in each case that the Bank's procurement policies and procedures have been complied with.



## LOGICAL FRAMEWORK

Overall program objectives	Targets and indicators*	Means of verification	Assumptions
Reduce poverty, increase income, and enhance the quality of life for the elderly in the region	Low-income elderly persons in 4,000 organizations and networks in 4 countries see an improvement in their quality of life	Ex post evaluation report on the program	The importance of the question is reflected in development policies  Financing and assistance from private organizations
Increase involvement by low-income elderly persons in community organizations and in local, national, and international networks that promote and provide opportunities for their social and economic integration and inclusion	4,000 organizations for the elderly in 4 countries increase their membership, influence, and capacity to minister to the needs of elderly members, generating projects, delivering services, raising funds, maintaining their proposals in the long term  The elderly increase their involvement in national, regional, and community decision-making bodies	Ex post evaluation report on the program  Ex post evaluation report on the program	There are no political or economic changes to impede the introduction of activities contemplated
<b>1: Network and subregional</b>			
Establishment within Red Cross of a regional platform of training and advisory assistance to national networks	Design completed (month 6), platform of services functioning normally, with 1,000 participating networks and national organizations	Progress and program evaluation reports	National plans and projects remain unchanged Administrative and logistical support from local counterparts
Establishment of self-financing mechanisms within Red Cross and its Permanent Secretariat	Mechanisms designed (month 6) and introduced (month 11). Technical capacity of regional network consolidated. Initial flow of additional revenue established	Progress and program evaluation reports	Permanent Secretariat of Red Cross with the capacity to take on a new role with new activities
Expanded Internet services offered at Red Cross Internet site	Expanded Internet services operating. Substantial increase in number of users. 70% of users satisfied	Progress and program evaluation reports	Resources will make it possible to introduce new services

General program objectives	Targets and indicators*	Means of verification	Assumptions
<b>2: Development of national</b>			
of services platform at	Operating proposal developed (month 4). Platform operating normally	Progress and program evaluation reports	FISALUD has the capacity to national network
gerontological days	2.000 organizations interested with heightened awareness	Progress and program evaluation reports	Contacts interested
and registration of interested	1.000 organizations accredited and registered	Progress and program evaluation reports	Priority given to organization income elderly adults. Organ affiliated
g of existing networks and	40 networks with 500 organizations strengthened and accredited offering expanded services to their members	Progress and program evaluation reports	Networks and organizations v to assimilate and maintain str services
offer incubation courses to community organizations	10 senior citizen organizations or networks created and accredited, offering expanded services to their members	Progress and program evaluation reports	Networks and organizations v to assimilate and maintain str services
regional and local networks ions	2.000 organizations registered, trained, and strengthened offering expanded services to their members	Progress and program evaluation reports	Senior citizen organizations i new network, identify with it, capacity to assimilate and ma expanded services
Red Chilena Internet site	Network operational. Substantial use. 70% of users satisfied	Progress and program evaluation reports	Potential users interested in s Coordination with website fo
strengthening for elderly nizations	200 organizations recruited and strengthened, offering expanded services to their members	Progress and program evaluation reports	Senior citizen organizations i new network, identify with it, capacity to assimilate and ma expanded services
by participating organizations	Organizational membership up by 50%	Progress and program evaluation reports	Elderly population perceives being affiliated with organiza

General program objectives	Targets and indicators*	Means of verification	Assumptions
Strengthening for elderly networks and organizations in services to their members	500 organizations strengthened with expanded services to their members. REDNAMU and network affiliated with BPS strengthened	Progress and program evaluation reports	Organizations are interested and have capacity to maintain expanded services
Support by participating organizations	380 new organizations created and supported	Progress and program evaluation reports	Organizations are interested and have capacity to maintain expanded services
<b>3: Strengthening of coordination</b>			
Set up of Provincial Councils	6 Provincial Councils set up and functioning, with measurable improvements in public and private coordination	Progress and program evaluation reports	Provincial councils with willingness, capacity, and resources to support themselves
Regional civil servants linked to Regional Committees for the Elderly	350 regional officials with links to Regional Committees for the elderly trained Coordination with organizations for the elderly on the increase	Progress and program evaluation reports	Political willingness of regional governments to coordinate efforts with civil society organizations for the elderly
Plan and support for building a national action plan for the elderly	National plan disseminated and consensus reached among relevant social agents	Progress and program evaluation reports	Social willingness by participating contacts
30 BPS technical experts	30 technical experts trained, with proposals for strengthening drafted	Progress and program evaluation reports	Capacity of technical experts and methods envisaged
Mechanisms to coordinate efforts between public sector and civil society for the elderly	Study completed and consensus reached with relevant contacts	Report on the study	Political willingness for coordination

General program objectives	Targets and indicators*	Means of verification	Assumptions
<b>4: Studies and preparation of projects</b> Preparation of studies and preparation of project profiles for loan requests	Argentina: 2 studies and 2 profiles Chile: 1 loan request Peru: 1 project profile Uruguay: 1 project profile	Studies and profiles	Political willingness of national governments

\* General period of execution (15 months) unless otherwise specified. Progress reports make it possible to monitor progress on quantitative targets.

**PROPOSED RESOLUTION**

**REGIONAL. NONREIMBURSABLE TECHNICAL COOPERATION FOR THE PROGRAM  
TO SUPPORT ORGANIZATIONS OF OLDER PEOPLE**

The Board of Executive Directors

**RESOLVES:**

1. That the President of the Inter-American Development Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, as Administrator of the Japan Special Fund, to enter into such agreements as may be necessary with Help Age Bolivia, and to take such measures as may be pertinent for the execution of the plan of operations referred to in Document AT-\_\_\_\_\_ with respect to a nonreimbursable technical cooperation program to support organizations of older people.
2. That up to the sum of US\$750,000, is authorized for the purposes of this resolution, chargeable to the resources of the Japan Special Fund.
3. That the above-mentioned sum is to be provided on a nonreimbursable basis.