

SUPPORT FOR THE ECONOMIC PARTICIPATION OF WOMEN

(CO-0229)

EXECUTIVE SUMMARY

BORROWER: Republic of Colombia

EXECUTING AGENCY: National Department of Planning (DNP) and National Office of Equity for Women (DINEM)

BENEFICIARY: Republic of Colombia

FINANCING:

IDB:	US\$ 6,500,000 (OC)
Local contribution:	US\$ 4,500,000
Total:	US\$11,000,000

FINANCIAL TERMS AND CONDITIONS:

Amortization period:	20 years
Disbursement period:	4 years
Interest rate:	Variable
Inspection and supervision:	1%
Credit fee:	0.75%
Currency:	US\$ (Single Currency Facility)

SOCIAL AND ENVIRONMENTAL IMPACT: The program will have a primarily positive environmental and social impact, particularly the business modernization subcomponent, which includes activities to increase awareness of a culture of quality and its regulation (which includes ISO 14.000 and other environmental protection practices).

OBJECTIVES: The general program objective is to contribute to improving options for the economic participation of women in the labor market by increasing the quality of employment and improving their income. The specific objective is to carry out a pilot program to identify methodologies and tools that will help reduce the barriers to the economic participation of women.

DESCRIPTION: The program consists of the following components:

- a. Improving information (US\$1,250,000), through the creation of a center for research to study women and the labor market. The objective of this component is to monitor the working conditions of women in the labor market, their business competitiveness, and the market opportunities to have an impact on the design and monitoring of

policies and programs to increase the participation of women in the labor market.

- b. Improving the economic participation of women in the work force and in business (US\$6,974,000). In the area of labor, the measures include: (i) early vocational guidance counseling, to expand the options which secondary school graduates have in selecting professional, technological, and technical courses of study, and (ii) strengthening job placement services, to improve the quality of the services provided by such placement centers to women. In the business arena, the following integrated activities to support women will be carried out: (i) support for business modernization; (ii) job retraining; and (iii) women's leadership.
- c. Preinvestment fund (US\$800,000). This component will lend flexibility to the program by allocating funds to finance feasibility studies on other activities that could have a positive impact on the economic participation of women, to be identified during program execution.
- d. Impact assessment (US\$300,000). Consulting services will be hired under this component to design and introduce systems, impact assessment that will provide the information necessary for mid- and long-term follow-up and evaluation of the program's impact and identify the lessons learned, as well as the conditions under which the pilot program could be carried out on a national scale.

The following goals are expected to be achieved:

- Research center: establishment of a database, publication of 10 quarterly bulletins and three annual bulletins, and 16 research projects
- Preinvestment fund: 8 studies
- Early vocational guidance counseling: provided at 120 schools for 24,000 young people in Bogotá, Cali, and Medellín
- Strengthening of job placement services: diagnostic studies and adjustments in the services provided by four placement centers
- Business modernization: services for 400 enterprises

- Job retraining: training for 1,200 workers
- Women's leadership: training for 330 businesswomen and women executives and 2,200 women workers

BENEFITS:

The main benefit of the program is that it will provide the country with methodologies and tools to help reduce the barriers to the economic participation of women. These methodologies can then be transferred and replicated elsewhere, in order to achieve national coverage. The proposed program is expected to yield the following additional benefits: (i) the country will have periodic information on the economic participation of women; (ii) the women targeted will have better opportunities for access to the labor market and participating enterprises will improve their efficiency and effectiveness; (iii) the participation of private-sector institutions and NGOs in executing the different programs will be promoted, which will stimulate incipient demand for professional services in the small and medium-sized enterprise (SME) sector in the country, and encourage greater use and integration of the services offered by existing entities; and (iv) provide women with opportunities to come together and form trade and other associations.

RISKS:

The following risks have been identified: (i) the new government may not assign high priority to the program; (ii) the executing agencies may lack the necessary administrative capacity; and (iii) the private sector and/or women may not be sufficiently motivated to hire the services offered under the program.

The first risk factor is mitigated by the interest the program has sparked in institutions and NGOs that deal with the issue of gender equity, the fact that this issue has been included in the platforms of the country's main presidential candidates, and the ongoing institutional support for gender issues by successive governments in Colombia have given in recent years. With respect to the risk of possible institutional weakness in executing the program, a coordination unit will be established and services will be provided by companies selected to be executing agencies through competitive bidding. During the program design stage, business organizations such as ACOPI and civil society organizations (NGOs, universities) were approached about their possible interest in the program and their response was encouraging.

**THE BANK'S
COUNTRY AND
SECTOR STRATEGY:**

The Bank's strategy in Colombia, as defined in the country paper approved in August 1995, is to support programs designed to reduce poverty, improve public-sector capacity and efficiency and governance, and increase the participation and productivity of the private sector in the economy. Accordingly, the Bank has been promoting private-sector and NGO participation in economic activities, the development of civil society, and strengthening of the government's regulatory capacity. Pursuant to the country paper, the Bank has assigned high priority to the participation of women in development as one of the major elements in promoting increased productivity. The proposed project supports increased productivity of women in the work force, an objective in line with the Bank's strategy and with the mandates of the Eighth General Increase in Resources of the Bank. It should be noted that the proposed program is the first operation of this type in the region, and if successful, it could serve as a basis for the design of similar Bank operations in the future.

POVERTY TARGETING:

This operation is not designed to have a direct impact on low-income groups. However, through the subcomponents for early professional and vocational guidance counseling, strengthening of job placement services, and job retraining, the program will have a positive impact on such groups, since for the most part, the women targeted are in the poorest socioeconomic segments (1, 2 and 3).

**SPECIAL
CONTRACTUAL
CONDITIONS:**

As conditions precedent to the first disbursement, the following will be required: (i) establishment of the program coordination unit; (ii) creation of the steering committee; (iii) selection of the program director; (iv) approval of the program's Operating Regulations; and (v) signing of an agreement with the National Preinvestment Fund (FONADE), the agency that will administer the funds.

**PROCUREMENT OF
GOODS AND
CONSULTING
SERVICES:**

FONADE will follow current Bank procedures for the procurement of good and the awarding of consulting contracts to be financed with program resources. When the proceeds of the Bank loan are being used, the threshold above which international competitive bidding will be required for the procurement of goods will be US\$350,000, and the threshold for consulting contracts, US\$200,000. Procurement in amounts below these thresholds will be governed by the procedures set forth in current local legislation.

I. FRAME OF REFERENCE

A. Status of women in the Colombian labor market

- 1.1 The participation of women in the urban labor market has grown from 19% to 49% in 1996. The segments showing the greatest increase in participation in the labor market are women heads of household and women of reproductive age, between 25 and 44 years old. Women currently make up 41.5% of the employed population in the main urban areas.
- 1.2 The increase in the participation of women in urban areas has been accompanied by a reduction in the salary differential between men and women. These changes can be attributed, in part, to the increase in the level of education among women. Recent estimates indicate that women in the work force have, on average, one year more schooling than the men.
- 1.3 Despite the progress cited, women still receive lower salaries: in 1995, the average salary of women was equivalent to 71% of men's salary. Available studies indicate that discrimination in the labor market explains 80% of the differential in income, while differences in productivity account for the remaining 20%.
- 1.4 In 1997, the unemployment rate among women was 15.1%, and 9.8% among men. This gender gap has grown increasingly during the last 20 years and is one of the highest in the region. At the same time, the rate of underemployment, both in terms of time and income, was higher for women. An analysis of unemployment rates among women shows that those most affected by are women who have an incomplete or complete secondary school education. Thus, the unemployment rate among women between 15 and 19 years of age is 35%, while the rate of unemployment for women 20 to 24 years old is 23.3%. The unemployment rate among women who have not completed secondary education is 19.8%, while for those who have completed secondary school, the rate is 16%. These figures demonstrate the limited access women have to professional and vocational job training.
- 1.5 Despite the dramatic increase in the educational level of women, a limited view of the role of women can be seen in the education process (curricula and texts). This situation is compounded by the lack of systems for vocational training and for appropriate information on new economic opportunities, with detrimental consequences for women and for the country's development. Though women and men enter institutions of higher education in equal proportion, a greater proportion of women fail to complete their studies, and women are overrepresented in what are traditionally women's courses of study and in sectors with lower productivity and competitiveness. The latter factor creates disadvantages which translate into higher unemployment and lower income. In 1991, 55%

of women enrolled in universities were in courses of study related to education, health, and social sciences, with only 12% in engineering, compared with 34% and 30%, respectively, among men.

- 1.6 The Colombian government has instituted a policy to increase the international competitiveness of national productive activities. This policy framework offers opportunities for increased economic participation by women in both the labor force and business. However, the national competitiveness strategy highlights the lack of studies providing more precise information on the status of women and on the impact which increased openness and changes in labor legislation have had, and could have, on women.

B. Small and medium-sized enterprises (SMEs) owned by women

- 1.7 SMEs are defined as companies with 10 to 199 employees. The 1990 economic census reported 50,000 such establishments, accounting for one third of the jobs surveyed. In 1991, the annual manufacturing survey recorded 7,304 manufacturing establishments, of which 93% could be considered SMEs. Thus, SMEs represented 65% of the manufacturing jobs, which totaled approximately 650,000.
- 1.8 The increased openness and internationalization of the Colombian economy brought about during the present decade has had adverse impact on businesses in general, and on SMEs, in particular. While it initially generated considerable growth in economic activity and domestic demand, imports increased much more than exports and national production.
- 1.9 In terms of SMEs owned by women, it should be pointed out that businesswomen must also fulfill their roles as mothers, wives, and caregivers for their children. For cultural reasons, they are less well equipped to negotiate (for example, with major marketers) and they participate less in competitive bidding and procurement procedures, or in trade associations.

C. Existing programs in the country designed to stimulate the economic participation of women and business development

- 1.10 For approximately the last two decades, the country has been making efforts to recognize and strengthen the participation and contributions of women in the various sectors of society, particularly in the economic sphere. Various policies, plans, programs, and projects have thus been implemented to address women's unequal status, such as the following:
 - a. The program to eliminate gender stereotypes in education. In 1996, the Committee for Non-Sexist Education was established, made up of the Ministry of Education, the National Office of Equity for Women (DINEM), and UNICEF, to provide technical assistance to the ministry in implementing projects that would help eliminate sexism in education.

- b. The community welfare homes program: Since 1986, Colombia has had a network of community homes coordinated by the Colombian Institute of Family Welfare, intended to foster the psychological, social, moral, and physical development of boys and girls under seven years of age. An annual budget of approximately US\$300 million, financed through a 2% payroll contribution, is used to serve 882,000 children between 0 and 6 years of age throughout the country who belong to socioeconomic segments 1 and 2. This program is a source of potential support for labor force participation of mothers with young children. However, recent evaluations have indicated the need to reexamine some of the standards applied to the model of community welfare homes.
 - c. The training program for women heads of households: financed with MIF resources, this program is helping to increase the productivity and competitiveness of women workers in the poorest segments of the population.
- 1.11 In addition, there are other programs in the country for business development and job training which, although not specifically targeting women, do include them as participants and beneficiaries:
- a. The National Microenterprise Plan has been underway in the country since 1984, using various strategies which began with a program for business training and a line of credit, and now includes programs for marketing and development of production. To this end, the Bank has approved four global credit operations for microenterprises.
 - b. The social solidarity network, whose purpose is to improve the quality of life among the poorest and most vulnerable segments of the population, is part of a new approach to social management by the State and society. The program, approved in 1995, includes an employment and job training program targeting the lowest income groups. To date, 60% of the beneficiaries of this component have been women.
 - c. The national program for business development centers (operation ATN/ME-4911-CO), financed with MIF resources and approved in 1995, is designed to develop the market for specialized technical assistance services to help improve the competitiveness of SMEs.
 - d. Moreover, the Bank, through the MIF, signed an agreement for nonreimbursable regional technical- cooperation with Pontifica Universidad Jareviana (ATN/ME-5126-RG) in February 1996, for the execution of a project to strengthen university programs to provide advisory services to small businesses and microenterprises, targeting companies which directly employ up to 20 people and have no more than US\$275,000 in fixed assets.

D. Government action

- 1.12 The national competitiveness policy offers opportunities to improve the economic participation of women in both the labor force and business. However, in order to take advantage of this potential, and despite the progress women have achieved in terms of economic participation and government efforts in this area, information and analysis are needed to support policy formulation and to carry out activities designed to improve the participation of women into the labor force and business.

E. Bank strategy

- 1.13 The Bank's strategy in Colombia, as defined in the country paper approved in August 1995, to support programs designed to reduce poverty, improve public-sector capacity and efficiency and governance, and increase the participation and productivity of the private sector in the economy. Accordingly, the Bank has assigned high priority to the participation of women in development as one of the major elements in promoting increased productivity. The proposed project will support increased productivity of women in the labor force, an objective consistent with the Bank's strategy in Colombia and with the mandates of the Eighth General Increase in Resources of the Bank. It should be noted that this is the first operation of this type in the region: if successful, it could serve as a basis for the design of similar Bank projects in the future.

II. PROGRAM OBJECTIVE AND DESCRIPTION

A. Objectives

- 2.1 The general program objective is to contribute to improving the options for women's economic participation. The specific objective is to carry out a pilot program to identify methodologies and tools that will help reduce the barriers to the economic participation of women.

B. Description

- 2.2 The program consists of the following components:
- a. improving information through the establishment of a center for research on women in the labor market;
 - b. improving the economic participation of women in: (i) the labor force, including early vocational guidance counseling and strengthening of job placement services; and (ii) business, through the following integrated activities to support women in business: support for business modernization, job retraining, and women's leadership;
 - c. establishment of a preinvestment fund, which will lend flexibility to the program by allocating funds to finance feasibility studies on other activities that could have a positive impact on the economic participation of women and are identified during program execution; and
 - d. assessment of the program's impact.
- 2.3 The program will be carried out in the city of Bogota, due to its high concentration of businesses and services. The subcomponent for early professional and vocational guidance counseling will also be carried out in the cities of Medellín and Cali. The program will primarily fund consulting services, computer and office equipment, training, and general support.
1. Center for research on women and the labor market
(US\$1,250,000)
- 2.4 The objectives of this component are to monitor the status of women's participation in the labor market, their business competitiveness, and market opportunities, which information will be used in the design and monitoring of policies, plans and programs to improve women's participation in the labor market. An advisory group will be set up, with academics, government representatives, and the National Fund for Scientific Research

(COLCIENCIAS), the purpose of which will be to oversee the activities of this subcomponent.

- 2.5 In order to achieve this objective, the research center will carry out three interrelated activities:
 - a. Information: Information will be provided through:
 - (i) systematization and organization of a data base using standard existing information on women and the labor market, which will be made available to the interested public;
 - (ii) publication of quarterly bulletins monitoring a series of basic indicators on the participation of women in the labor market;
 - (iii) publication of annual bulletins tracking the quality of women's economic participation (quality of employment, competitiveness of SMEs owned by women) and summaries of research commissioned by the center; and
 - (iv) commissioning of special modules in surveys carried out periodically by the National Administrative Department of Statistics (DANE).
 - b. Research: Research will be commissioned on the following, among other topics: obstacles to women's entry in the labor market and factors in discrimination within organizations; specific programs and policies for increasing the economic participation of women (e.g., child care); identification of the characteristics of women business leaders and their leadership styles; monitoring of employment and labor market regulations and their respective impact on men and women; decisive factors in unemployment among young women who have completed secondary education; the impact of training on the quality of employment and competitiveness of businesses.
 - c. Dissemination: The research conducted and the information generated by the center will be disseminated by hiring services to carry out information campaigns specifically targeting entrepreneurs and institutions responsible for formulating policies on employment and the labor market.
- 2.6 The center will work primarily with information produced by systems already in place in the country. Among the sources of information to be used will be the National Household Survey, the Annual Manufacturing Survey, the Annual Trade Survey, the Annual Service Survey, the Quality of Life Survey, the Labor Intermediation System of the National Training Service (SENA), the Civil Service Administration System, and information produced under the program.
- 2.7 The center's various activities will provide information services and options for action to government agencies responsible for the design and execution of policies, plans and programs, offices dealing with women's issues, specialized communications media, entrepreneurs and trade associations, universities and research centers, and nongovernmental organizations (NGOs) and women's organizations.

2. Activities to improve the economic participation of women in the labor force and in business (US\$6,974,000)

2.8 Activities for women in the labor force will consist of the subcomponents for early professional and vocational guidance counseling and strengthening of job placement services.

a. Early professional and vocational guidance counseling (US\$1,940,000)

2.9 The objective of this subcomponent is to prepare young women and men for the transition from school to work by increasing the options which secondary school graduates have in selecting their professional, technological, and technical careers, based on up-to-date information on the labor market (choosing technical and professional occupations, where to study, requirements, status of the profession in the labor market, gender differences in the labor market, salaries, job-hunting techniques, workers' rights, etc.).

2.10 The activities of this subcomponent are: (i) design of an early professional and vocational guidance counseling module and preparation of teaching materials; (ii) gradual introduction of the module once it has been properly evaluated and adjusted, and three training workshops for teachers and guidance counselors from selected educational institutions; guidance counselors will be hired for schools that do not have their own, with ongoing support and evaluation to fine-tune the module; and (iii) promotion and dissemination of information on the module in order to broaden the program's area of impact. Workshops will be held to introduce the methodology and present the experience gained in its implementation, with the participation of students, officials, teachers, guidance counselors and parents from the schools and other institutions invited to attend, and officials from the educational administration at the municipal level. In addition, specific work will be carried out with the Association of Professional Guidance Counselors, school boards, and municipal education authorities, in order to have the proposal included in the respective Municipal Education Plan (MEP).

2.11 This subcomponent will serve schools in the cities of Bogota, Cali, and Medellín classified in the socioeconomic segments 2, 3, and 4 and will benefit young men and women in grades 9, 10, and 11 of secondary school. The participating educational institutions will be selected according to the following eligibility criteria: (i) representativeness of types of schools in the educational system: coeducational and girls' schools, public and private schools, and technical, commercial, and academic schools; (ii) achievement by the participating educational institutions of good scores in the tests administered by the Colombian Institute for the Promotion of Higher Education (ICCES); and (iii) commitment on the part of the schools to introduce early guidance counseling

during the life of the program, and to become members of institutional education projects.

b. Strengthening of job placement services (US\$240,000)

- 2.12 The objective of this subcomponent is to improve the quality of services provided to women by job placement centers in Bogota. The activities of this subcomponent are to: (i) conduct an assessment of the quality of services offered to women by participating centers; (ii) adjust the centers' existing systems by introducing placement techniques which provide women with better service, in order to promote the selection of nontraditional occupations, prepare them for the job search process by training them in interview techniques and preparation of resumes, and providing them with information on training opportunities; (iii) evaluate the performance of the new services; and (iv) disseminate information about the successful elements of the new services to other centers.
- 2.13 The subcomponent will work with four centers. Centers will be chosen which serve populations of various socioeconomic levels, from segments 1 through 4, and represent different institutional structures (for example, services provided by municipalities, trade associations, religious organizations, and the central government).
- 2.14 The activities for women in business seek to provide comprehensive support to the target SMEs and their female employees through the following subcomponents:

c. Business modernization for competitiveness and productivity (US\$3,594,000)

- 2.15 The main objective of this subcomponent is to encourage organizational improvement in companies managed by women or with a high percentage of women workers, through the incorporation of better managerial and technological practices. The subcomponent will: (i) equip businesswomen to build a planned future for their businesses and provide them with the advantages of association, quality, and technological management, among others; (ii) bring together, through the program, existing institutional and professional resources; (iii) stimulate the market in professional services for the women-owned SME sector; foster the development of human capital in the companies and encourage the introduction of fair hiring and promotion systems.
- 2.16 SMEs owned by women who directly manage their businesses and enterprises in which the percentage of women in the permanent work force exceeds 50% will be eligible. The latter group is not to exceed 30% of the total beneficiaries. The enterprises must also meet the following requirements: (i) be legally incorporated; (ii) have been in existence for a minimum of two years; (iii) be financially and fiscally viable; (iv) not be subsidiaries of a large company; (v) have assets that do not exceed 2 million

Colombian pesos; and (vi) have between 11 and 99 permanent employees.

2.17 The following activities will be carried out: (i) design of services, materials, methodologies, and content; (ii) hiring of service-providing entities (SPEs), through competitive bidding, to provide services to SMEs; and (iii) systematization and dissemination of the model for serving SMEs.

2.18 The services provided will be:

- a. Design or revision of two-year business development plans, to develop measures and strategies for the users and promote the necessary elements for an understanding and the implementation of a strategic management culture. Consulting services will be included to support implementation of the plans as well as access to specialized consulting services to help the enterprises meet the objectives and carry out the activities set forth in the development plan in technological and technical matters. A participatory methodology will be used.
- b. Establishing systems for evaluation of the performance and development of the business's human capital to identify the level and degree of development of the workers, their sense of ownership and motivation, and to formulate actions needed for active incorporation of the human capital in the processes for improving the business.
- c. Preparation and distribution of the SME Businesswoman's Guide, consisting of an orderly compendium of information on the SME legal policy and framework, development trends and indicators, statistical data, and institutions and programs providing support in such areas as credit, technology, foreign trade, quality, information systems, and training,
- d. Promotion of forums and meetings of businesswomen and business managers, to provide the opportunity for bringing them together with entities that offer support services, on issues of particular interest, where information and experiences can be shared.
- e. Increasing awareness, through workshops on topics related to productivity and competitiveness, such as: forming associations, quality, and technology management and design for its implementation.

2.19 In addition, information will be provided and businesswomen will be given referrals to services offered by other business development programs cofinanced by the IDB/MIF, such as the business development centers in Bogota and Universidad Javeriana, which would supplement the program in the areas of training and consulting services for management and administration. The program

will thus serve as a focal point for other SME support programs in Colombia.

- 2.20 The SPEs, and SMEs will jointly identify the need for retraining the women workers in accordance with the proposed human capital development plans.

d. Job retraining (US\$800,000)

- 2.21 The primary objective of this subcomponent is to facilitate the use of job training to improve company productivity and the income and vertical mobility of female workers in SMEs participating in the business modernization subcomponent.
- 2.22 In order to fulfill this objective, grants will be given of up to US\$2,000 per business for retraining of women workers, who have been identified in the human capital development plans. The hiring of retraining services will be the responsibility of the SPEs that have served the company, which will be supported by SENA's network of providers.
- 2.23 The target population of this subcomponent consists of women workers in SMEs participating in the modernization subcomponent. With the support given by this subcomponent, the business will be able to choose to purchase a training course for several workers, several courses for a single worker, or a single course for one individual, depending on the needs identified in the human capital development plan.
- 2.24 In order for a business to gain access to the grant program, it must have a human capital development plan and must allow the women selected to take off the necessary time during the workday to undergo training.

e. Women's leadership (US\$300,000)

- 2.25 The objective of this component is to train businesswomen and SME women workers in management, negotiation, communication, and participation skills.
- 2.26 The activities to be carried out under this subcomponent are: (i) design of two training programs, which will be evaluated and adjusted on an ongoing basis, for businesswomen and female workers with leadership potential; (ii) implementation of the programs through approximately 30-hour workshops; and (iii) promotion and transfer of the programs to business service institutions, NGOs, and trade associations through workshops in which the methodology and experiences gained from program implementation are presented.
- 2.27 The leadership workshops for women SME owners and executives will include the following topics: (i) development of management skills (leadership styles, communication skills, promoting organizational

change, teamwork, creativity, conflict negotiation, and democracy in the workplace); (ii) analysis of the business and labor context (participation, location, and status of women in the labor market); (iii) empowerment (self-esteem, respect for gender differences, and autonomy); (iv) citizen participation and democracy (critical reflection on models for the exercise of women's citizenship, multiplicity of roles, and commitment to the socioeconomic development of the country); (v) exchange of successful experiences among women leaders in the SME sector at the conclusion of each set of workshops.

- 2.28 The workshops for women workers in SMEs will include the following topics: (i) strengthening of self-esteem and development of creativity; (ii) developing an atmosphere of solidarity (teamwork, conflict management); (iii) citizen participation; and (iv) legislation and regulations (labor, family rights, social security).
- 2.29 Those selected will be women SME owners, managers, and workers who demonstrate a commitment to, and have the time for, participating in the component, as well as the potential for carrying out social, business or trade association leadership activities.

3. Preinvestment fund (US\$800,000)

- 2.30 The objective of this subcomponent is to identify and finance other projects to facilitate and improve the economic participation of women, taking into account the fact that the subcomponents included in the program do not cover the entire range of possible interventions.
- 2.31 To implement this subcomponent, an open competition will be organized to call for project proposals to facilitate and improve the economic participation of women. The program will select the most creative and promising proposals and finance feasibility studies on them, in the amount of up to a maximum of US\$50,000. One or more of the best of these studies will be considered for financing with preinvestment fund resources, during program execution.

4. Impact assessment (US\$300,000)

- 2.32 In order to provide the information needed to assess the program's impact and identify the lessons learned and the conditions under which the pilot project could be transferred and eventually carried out on a national scale, the design and implementation of impact assessment systems will be commissioned for each subcomponent. During the first year of program execution, the design of the assessment system will be commissioned and baseline information will be collected in order to carry out the assessment upon program completion.

2.33 Below is a summary of the main indicators that will be used to measure the program's impact:

SUBCOMPONENT	EXPECTED RESULTS	MEANS OF VERIFICATION
Center for research on women and the labor market	The sector responsible for formulating employment policies uses the information and analysis produced by the center. The campaigns' target groups incorporate the messages transmitted and modify their behavior.	Focus groups with decision-makers Surveys of target group attitudes
Preinvestment fund	Proposals are developed in areas with vital impact on the economic participation of women.	Program information
Early professional and vocational guidance counseling	The percentage of female students involved in the program who choose nontraditional courses of study for women is 20% higher than those in a control group. The municipal education plans of Cali, Medellín and Bogota adopt the model designed during program execution.	Analysis of a survey of graduates of participating schools and of a control group Follow-up information on the program
Improvement of job placement services	The job placement centers improve the quality of their services. The centers increase their intermediation in the labor market. Women registered with the centers obtain better quality jobs with shorter times. At least two centers adopt the model designed under the program during the program execution period.	User opinion poll Ex post and subsequent information from centers participating in the program Survey of users and ex post information from the centers Follow-up information on the program
Business modernization	Sixty percent of participating businesses increase their strategic planning and management in the following areas: management, accounting, finance, marketing, human capital and technology. SMEs participating in the program continue to make use of consulting services. Human capital is objectively evaluated to have development opportunities, unemployment is lower and a greater contribution is made to organizational objectives.	Prior and subsequent planning and management indicators, and indicators of investment in the use of consulting services Follow-up information on the program Human capital performance indicators Initial assessment compared to ex post evaluation
Job retraining	Upon program completion 50% of the participating businesses use this service. Fifteen percent of participating businesses invest in training with their own funds upon program completion.	Investment indicator in training Follow-up information on program Follow-up information on program
Women's leadership	Fifty percent of participating businesswomen enroll in the leadership program. Upon program completion, two business service entities replicate the model.	Follow-up on the program Follow-up on the program

2.34 The ex post evaluation will be conducted one year after program completion, and will also include the main conclusions and recommendations. It will be carried out by an independent

consulting firm and will be financed with program funds, to which the Colombian government has expressed its agreement.

C. Program goals

- 2.35 Goals have been established for the program (see paragraph 3.29), taking into account the available resources and the potential impact and cost of the activities. These goals will be reviewed during program monitoring and evaluation.

D. Cost and financing

- 2.36 The total cost of the program will be equivalent to US\$11 million, of which the Bank will finance US\$6.5 million from the ordinary capital, according to the following table showing components and sources of financing. Details of the categories shown in the table can be found in the program's technical files.

CATEGORY	COST (US\$)		
	IDB	LOCAL CONTRIBUTION	TOTAL
1. Program coordination unit	917,000	348,000	1,265,000
2. Center for Research	730,000	520,000	1,250,000
2.1 Consultant fees		270,000	270,000
2.2 Consulting firms	730,000	220,000	950,000
2.3 Travel and per diem		30,000	30,000
3. Labor market activities	1,234,000	946,000	2,180,000
3.1 Early vocational guidance counseling	1,094,000	846,000	1,940,000
- Individual consultants	120,000		120,000
- Consulting services, design of program content and materials	120,000		120,000
- Consulting firms	974,000	846,000	1,820,000
- Consulting firms, execution	468,000	261,000	729,000
- Printing of materials	506,000	585,000	1,091,000
3.2 Consulting firm for improving job placement	140,000	100,000	240,000
4. Business activities	2,125,000	2,669,000	4,794,000
4.1 Business modernization			
4.4.1 Consulting firms	1,450,000	2,144,000	3,594,000
- Consulting firms, program execution	1,350,000	2,144,000	3,494,000
- Consulting firm, design of content and guides for services	100,000		100,000
4.2 Job retraining	450,000	450,000	900,000
4.3 Leadership	225,000	75,000	300,000
4.3.1 Consulting firms			
- Execution subcomponent	225,000	25,000	250,000
- Design and content of guides		50,000	50,000
5. Preinvestment fund	800,000		800,000
6. Evaluation	300,000		300,000
Subtotal	6,106,000	4,483,000	10,589,000
7. Unallocated	329,000	17,000	346,000
7.1 Contingencies	329,000	17,000	346,000
8. Financial costs	65,000		65,000
8.1 Inspection and supervision	65,000		65,000
Total	6,500,000	4,500,000	11,000,000
Percentage	62.5%	37.5%	100%

III. PROGRAM EXECUTION

A. Institutional framework

1. Borrowers and executing agencies

- 3.1 The scheme for program execution has been designed so as to assure proper institutional coordination between the institutions involved, including the institutional players responsible for gathering information on the experiences gained from the proposed program and identifying the lessons learned and the conditions under which the pilot project could be transferred. These institutions have the capacity to translate the experiences into policies aimed to improve options for the economic participation of women.
- 3.2 The borrower will be the Republic of Colombia. The National Department of Planning (DNP) and National Office of Equity for Women (DINEM) will act as executing agencies. The National Preinvestment Fund (FONADE) will administer the program funds. A program steering committee, an advisory committee, and a program coordination unit (PCU) will be set up. The PCU will be part of the DNP's Business Development Unit.
- 3.3 The steering committee will be made up of the deputy director of the DNP or that person's delegate, who will serve as chairperson, the director of DINEM or her delegate, the director of FONADE or that person's delegate, the head of DNP's Business Development Unit, and one of DINEM's deputy directors.
- 3.4 The steering committee will be responsible for the following functions: (i) setting up the coordination unit; (ii) supervising achievement of the program objectives; (iii) approving the annual operating plans; (iv) selecting the SPEs through competitive bidding; (v) selecting the preinvestment projects; and (vi) approving the reports to be submitted to the Bank.
- 3.5 The advisory committee will be composed of representatives of institutions involved in the program, such as SENA, the Ministry of Labor, the private sector, such as the Colombian Association of Small Manufacturers (ACOPI), and NGOs (research centers, etc.), among other entities.
- 3.6 The PCU will be responsible for the steering committee's technical office and will be made up of a program director, three coordinators (one with expertise in business modernization and development, one responsible for gender equity, and one with expertise in program monitoring and evaluation), and one secretary.

- 3.7 The functions of PCU will be the following: (i) general program coordination; (ii) preparation of an annual operating plan and of reports to be submitted to the Bank; (iii) approval of expenditures and authorization of contracts let, in accordance with the annual operating plan; (iv) supervision of program execution; (v) monitoring and evaluation of program results; (vi) adjustments and any other necessary corrective measures; (vii) the program's communications strategy; (viii) ensuring that the gender focus is included in all of the program's subcomponents; (ix) coordination of the selection process for individual consultants and entities to supervise the SPEs; and (x) with the support of the research center advisory group, identification of the preinvestment studies to be financed with the fund, to be recommended to the steering committee.

2. Other participating agencies

- 3.8 The following agencies will participate in the project:

- a. FONADE (National Preinvestment Fund), is a State-run financial institution authorized to execute funds from the national budget as well as external funds, and to let contracts directly. FONADE will administer the project funds and will be responsible for the execution of the budget and for hiring the other executing agencies.
- b. Private operators: in order to avoid expand the governmental structure, the program will be operated by SPEs, national or international private-sector or semipublic institutions with recognized technical and management abilities.

B. Execution of the components

1. Research center

- 3.9 The research center component will be executed by the DNP's Division of Employment and Income. An advisory group made up of academics and representatives of the government and COLCIENCIAS will be set up to support the center. The role of the advisory group will be to make recommendations on the definition of indicators and the selection of research topics. Execution of the activities under this subcomponent will require hiring the services of a coordinator and a professional assistant. COLCIENCIAS procedures will be followed for the selection of the entities responsible for the research activities. The communications activities will be carried out by subcontracting professional services through competitive bidding.
- 3.10 For the execution of this component, two network stations to communicate with the DNP server, computers, printers, and a disk for storing information will need to be procured.

2. Activities to improve the economic participation of women in the labor force and in business

a. Early professional and vocational guidance counseling

- 3.11 The PCU will delegate oversight of this subcomponent to DINEM, which will be responsible for providing advice on the design of the guidance counseling module, for implementing it uniformly in the three cities, and for transferring the methodologies and instruments produced under this subcomponent. One or more SPEs will be hired through FONADE to execute this subcomponent, in accordance with the following criteria: extensive experience in the education sector, knowledge of the labor market, and a staff including gender analysis experts, psychologists, and professional guidance counselors.

b. Strengthening of job placement services

- 3.12 For the execution of this subcomponent, the PCU, through FONADE, will hire a consulting firm with experience in the labor market, gender analysis, data collection and analysis, and information system development.

c. Business modernization

- 3.13 The PCU, through FONADE, will hire SPEs for the execution of this subcomponent, which will be divided into two stages: (i) the design of methodological content and guides for formulation of business and human capital development plans; and (ii) implementation of the plans in the beneficiary SMEs. For the design stage, a firm with extensive experience in business modernization in the SME sector will be hired. The plans formulated will be implemented through approximately five SPEs, which will receive the necessary training by the firm responsible for the design.
- 3.14 SPEs will be responsible for: (i) implementing and managing the package of services for SMEs under the program; (ii) verifying the eligibility of the beneficiaries and preparing plans for business and human capital development, business forums, and workshops to increase awareness; (iii) allocating subsidies in accordance with the system established; (iv) administering the funds allocated for cofinancing; (v) hiring and overseeing the work of the entities providing specific technological services (responsible for providing consulting services to meet the objectives and carry out the tasks set forth in the development plans); and (vi) ensuring the coverage required under the program for delivery of the services hired. The SPEs will also be responsible for promotion that facilitates access by businesses to the services provided under the program and to other business support programs.

- 3.15 To channel the services needed for the activities, SPEs will need to have facilities and resources to serve the potential beneficiary businesses, and those selected by the program, in a timely manner on an ongoing basis.
- 3.16 The program will completely subsidize the costs of the following services: workshops for increasing awareness on productivity and competitiveness issues, business forums and meetings, and the guide for businesswomen. The costs of the following services will be partially subsidized: business development plans and a system to evaluate human capital, with total amounts and percentages that will vary according to the size of the business, to be determined on the basis of its total assets.
- 3.17 For purposes of subsidies, businesses will be divided into three levels or categories; level 1: businesses with total financial assets of up to 900 million pesos; level 2: businesses with total financial assets between 901 million pesos and 1.5 billion pesos; and level 3: businesses whose total financial assets are between 1.501 billion and 2 billion pesos.
- 3.18 Level 1 businesses will receive a subsidy of up to 80% of the cost of the services for business development plans and for human capital evaluation and development. Level 2 enterprises will receive a subsidy of up to 60% of the cost of these services, and level 3 will receive a subsidy of up to 40%.
- 3.19 The SPEs will enter into contracts for the provision of services with each beneficiary enterprise, specifying the total cost of the service, the total amount of the subsidy, the amount of the cofinancing for which the beneficiary enterprise is responsible, and the commitments and responsibilities of the enterprise with respect to the program. The operating procedures for the cofinancing are established in the draft Operating Regulations (OR).

d. Job retraining

- 3.20 The SPEs, which will provide services under the business modernization component, will be responsible for advising the beneficiary enterprises on the process of selecting the ideal entity for job retraining, in accordance with the priorities established in the human capital development plans, for hiring the services and overseeing their execution, and for allocating subsidy funds for retraining, estimated at US\$2,000 per beneficiary enterprise. To this end, the SPEs will have databases on SENA's existing suppliers network.

e. Women's leadership

- 3.21 The PCU will delegate supervision and oversight of this subcomponent to DINEM. For the design and implementation of the training programs, one or more specialized SPEs will be subcontracted, through FONADE, according to the following eligibility criteria: (i) proven experience serving the business sector; and (ii) trainers on staff with expertise and work experience in the area of the personal development of women.

3. Preinvestment fund

- 3.22 This subcomponent will be executed directly by the PCU, which will select the research topics and hire consulting firms, universities, research centers, and other institutions to conduct the research.

C. Operating regulations

- 3.23 Program execution will be governed by the operating, technical, and financial standards and procedures to be established in the loan contract and in the Operating Regulations (OR).
- 3.24 The OR will be approved and may be modified subject to nonobjection by the Bank. Preliminary OR will be prepared by the country with the support of the Bank. Approval of the OR will be a condition precedent to the first disbursement of the loan.
- 3.25 The OR will include the following sections: (i) general provisions; (ii) program objectives and description; (iii) eligibility of program beneficiaries and of institutions providing services for the specific projects under the subcomponents for business development and job training; (iv) use of program resources; (v) procedure for program execution; (vi) guidelines for the subsidy: maximum amount per enterprise, types of studies that are eligible, maximum cost per course per participant, and eligible training institutions; and (vii) reports and evaluations.

D. Revolving fund

- 3.26 In order to meet the needs for program funds in a timely manner, it is recommended that a revolving fund be established in the amount of the equivalent of 5% of the loan proceeds.

E. Thresholds for the awarding of contracts for construction works, training services, and consulting services and the procurement of goods

- 3.27 The procurement of goods and the awarding of contracts for services will be carried out according to Bank procedures. The program does not call for any construction works. Procurement will primarily consist of hardware and software. International competitive

bidding will be required for procurement in amounts above US\$350,000 equivalent. The threshold for consulting services will be US\$200,000. Amounts below this threshold will be governed by the applicable procedures in the country.

F. Execution period

- 3.28 The program execution period will be three and a half years, and the disbursement period, four years, calculated from the effective date of the loan contract, except for the budget item earmarked for the program assessment, the period of disbursement of which will be five and a half years, calculated from the same date.

G. Performance indicators

- 3.29 The following are the main indicators that will be used to measure the program's progress and for follow-up purposes. Details can be found in the logical framework (Annex I).

COMPONENT	ACTIVITY	DELIVERY OF SERVICES
Research center	Database 10 quarterly bulletins 3 annual bulletins 8 research projects delivered: 2 research projects 2 research projects 4 research projects 4 campaigns completed and evaluated: 2 campaigns 2 campaigns	month 6 beginning month 6 beginning in month 12 month 12 month 24 month 36 month 24 month 36
Preinvestment fund	Financing for 8 studies Call for bids Allocation of funds	month 6 month 12
Early professional and vocational guidance counseling	Serving 120 schools and 24,000 young men and women in Bogotá, Cali, and Medellín Design of module Implementation in: 10 schools 40 schools 70 schools	month 6 month 18 month 30 month 42
Strengthening of job placement services	Activities in 4 employment information centers Assessments: 2 EICs 2 EICs Adjustments in service-providing system of: 2 EICs 2 EICs Performance evaluation Dissemination	month 6 month 18 month 12 month 24 month 30 month 36
Support for business modernization	Serving 400 enterprises, 27 awareness workshops, and 24 fora and meetings Design of methodologies Serving 76 enterprises Serving 140 enterprises Serving 184 enterprises	month 6 month 18 month 30 month 42
Job retraining	Serving approximately 1,200 women workers in the 400 enterprises Serving 80 businesses Serving 140 businesses Serving 180 businesses	month 18 month 30 month 42
Women's leadership	Training for 220 women business owners, 100 women SME executives, and 2,200 women workers Program design Serving 44 businesswomen, 33 women managers and 396 women workers Serving 77 businesswomen, 33 women managers and 693 women workers Serving 99 businesswomen, 34 women managers and 891 women workers	month 6 month 18 month 30 month 42

3.30 The executing agencies will submit to the Bank the following evaluation reports:

- 3.31 Annual evaluations. Annual program evaluations will be carried out, with the first one being no later than 18 months after the effective date of the contract. The evaluations will take into account the performance indicators detailed in paragraph 3.29.
- 3.32 Final evaluation. Within 30 days after program completion, the executing agency will submit a draft final report with a summary of the activities that have been conducted since the beginning of the operation. This evaluation will review the goals and objectives achieved, analyzing the extent to which both the program goals were achieved and any problems were resolved. The final evaluation will be carried out by an independent consulting firm.

H. Special conditions

- 3.33 Prior to the first disbursement, the following conditions must be met: (i) establishment of the program coordination unit (PCU); (ii) establishment of the steering committee; (iii) selection of the program director; (iv) approval of the program's Operating Regulations; and (v) signature of an agreement with FONADE, the entity to administer the resources.

I. Audit

- 3.34 The executing agency will submit to the Bank audited annual financial statements throughout the program execution period, until all of the program resources (Bank and local counterpart) have been disbursed. The financial statements will be audited by outside auditors according to the procedures established by the Bank. The outside auditors will be the Office of the Comptroller General or a firm of independent public auditors acceptable to the Bank.

IV. FEASIBILITY, BENEFITS AND RISKS

A. Institutional, technical and financial feasibility

- 4.1 Institutional feasibility was evaluated on the basis of administrative capacity, institutional support, and the supply of providers of consulting and training services. Establishment of the coordination unit as proposed and implementation of Operating Regulations with the required standards and procedures should strengthen the capacity of the DNP and DINEM to execute and supervise the program. In terms of institutional support, during the program design stage, the government agencies, NGOs, business community, and trade associations concerned by the program expressed interest in participating. As to the supply of service providers, Colombia has highly qualified consulting firms and individual consultants with extensive experience and track records, at both the national and international levels, in research, design, and the delivery of consulting services and business training services, that have expressed interest in participating as program executing agencies.
- 4.2 Technical feasibility was evaluated on the basis of the willingness of SMEs to participate as future clients of the program and the supply of training and technical assistance services in the country to meet the expected demand. During the program design stage, trade associations concerned by the program, such as ACOPI expressed interest in participating. NGOs and SPEs have also demonstrated an interest in becoming actively involved in the provision of services. Through the advisory committee, whose members include representatives from the private sector, such as ACOPI and NGOs, active participation in the program by the private sector and civil society (NGOs, research centers, etc.) will be guaranteed. As for the availability of quality services, as mentioned in paragraph 4.1, Colombia has consulting firms and individual consultants experienced in the program areas.
- 4.3 Financial feasibility will be ensured, since the National Council on Economic and Social Policy at its May 21, 1998, meeting, approved the loan and the allocation of counterpart funding for the program. The local counterpart will come from the national budget.

B. Environmental feasibility

- 4.4 The first component of the project (improving options and preparing women for productive employment) will not have any impact on the environment. The subcomponent for business modernization includes, as one of its elements, increasing awareness of a culture of quality and its regulation (ISO 14,000) and other environmental protection practices, and will foster use of the guidelines established for loans to Microenterprises according to the type of

business, taking into account occupational health and environmental protection concerns.

C. Impact on low-income groups

- 4.5 This operation is not designed to have a direct impact on low-income groups. However, through the subcomponent for early professional and vocational guidance counseling and strengthening of job placement services and job retraining, the program will have a positive impact on such groups, since most of its beneficiaries will belong to the poorest socioeconomic segments (1, 2, and 3).

D. Benefits

- 4.6 The main benefit of the program is that it will enable the country to validate methodologies and tools to help reduce the barriers to the economic participation of women and increase their participation in the national competitiveness strategy. These methodologies can then be transferred and replicated, in order to achieve national coverage. As mentioned earlier, during the program design stage, the government agencies, NGOs, and trade associations concerned by the program expressed interest in participating. These entities are therefore expected to be able to capitalize on and replicate the lessons learned from the various program activities.
- 4.7 The proposed program is expected to yield the following additional benefits: (i) the country will have periodic information on the economic participation of women; (ii) the women targeted will have better opportunities for access to the labor market and to job training; (iii) the participating enterprises will improve their efficiency and effectiveness; (iv) the participation of private-sector institutions and NGOs in the execution of the various programs will be promoted, which will help stimulate the as yet incipient demand for professional services on the part of SMEs in the country and contribute to greater use and integration of the services provided by existing entities, strengthening the incorporation of a gender focus in the formulation of their programs through the training provided for their human capital; (v) opportunities will be provided for women to come together in trade and other associations; and (vi) similar initiatives in other regions of the country will be stimulated.

E. Risks

- 4.8 The following risks have been identified: (i) the new government may not assign high priority to the program; (ii) the executing entities may lack the administrative capacity needed for the program; and (iii) the private sector and/or women may not be sufficiently motivated to hire the services offered under the program.

- 4.9 The first risk factor is mitigated by the interest the program has sparked among institutions and NGOs that deal with the issue of gender equity, the fact that this issue has been included in the platforms of the country's main presidential candidates, and the ongoing institutional support for gender issues successive governments in Colombia have given in recent years. To mitigate possible institutional weakness, a coordination unit will be established and services will be provided by companies selected through competitive bidding. During the program design stage, business organizations such as ACOPI and civil society organizations (NGOs, universities) were approached about their potential interest, and their response was promising, thereby mitigating the third risk mentioned.

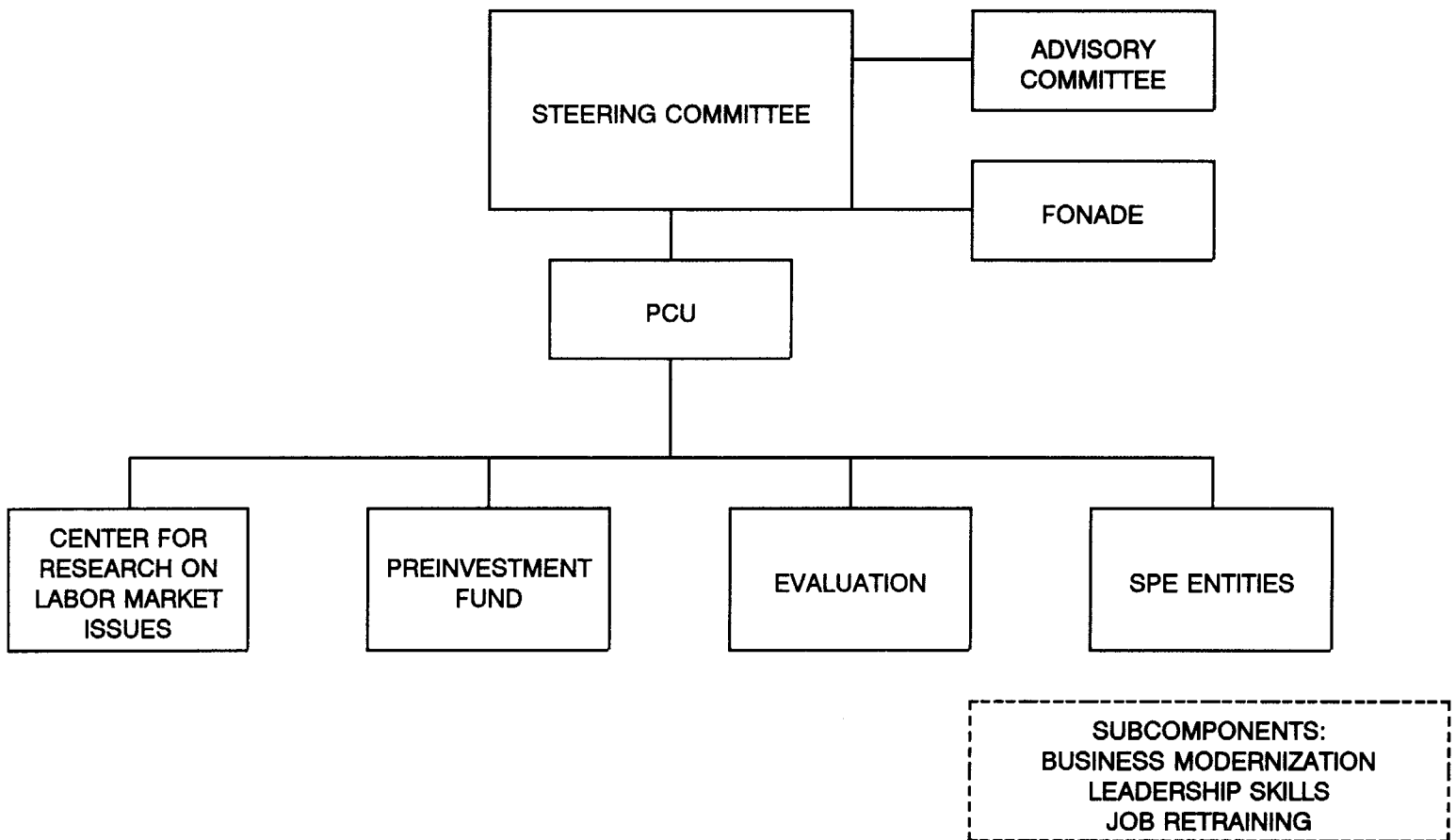
F. Sustainability

- 4.10 The program has been designed as a pilot experiment to identify methodologies and tools for intervention that could help reduce some of the barriers to women's economic participation. If successful, these methodologies will be transferred and replicated to achieve national coverage.
- 4.11 The following activities, to be carried out under each of the components, will support the sustainability of the program:
- a. At the end of three and a half years, the research center will be attached to the Social Development Unit at the DNP's Division of Employment and Income, thus guaranteeing its sustainability over time. This division has extensive experience in the management of labor market indicators and the formulation of policies on employment issues. In order to ensure that gender continues to be a central part of the center's agenda, the DNP's Gender Group will provide technical advice on an ongoing basis to the Division of Employment and Income.
 - b. The subcomponent for early professional and vocational guidance counseling will include dissemination workshops to generate increasing interest among the country's education community, as well as specific activities to incorporate the module in institutional education projects in schools participating in the program. During the last six months of program execution, the module will be transferred to the respective Municipal Education Departments of Bogota, Cali, and Medellín.
 - c. In order help ensure the sustainability of the subcomponent for strengthening job placement services, activities will be carried out for evaluation and dissemination of the experience gained in reformulation of the placement techniques used by the centers. To this end, the coordination unit will organize workshops to disseminate the experience gained. There are also market incentives that favor the continuation of the program.

Once it is observed that women are increasingly participating in the labor market, there will be an incentive for placement centers to devote more resources to finding jobs for women if they wish to maintain their share of the intermediation market. In order for the centers to have the tools needed to constantly improve the quality of their services for their women clients, it is essential that the experts hired transfer not only a plan of action, but also the institutional capacity to carry out self-evaluations of the services provided.

- d. The sustainability of the subcomponent for business modernization will be supported through the transfer of its experiences, programs, and methodologies, duly adjusted to the higher number of service providers. The transfer activities will target entities previously selected according to criteria established by the program, with a view to broadening its geographic coverage and impact. In addition, efforts will be made to incorporate the gender focus in other business support programs, energize their execution using innovative perspectives, and make available existing infrastructure, program, and subsidy resources.
- e. Through the subsidies offered under the subprogram for job retraining, entrepreneurs will have the opportunity to verify the impact of worker training on business productivity and become more familiar with the training services available on the market. It is hoped that, after the program, these two factors will lead to businessowners investing their own resources in training their workers.
- f. The design of the training model for women's leadership will be evaluated and refined during the course of the program. Upon its completion, a demonstration workshop will be held to present the results, in order to increase motivation for the adoption of the model by specialized institutions.

**ORGANIZATIONAL CHART FOR EXECUTION
(CO-0229)**



PROCUREMENT SCHEDULE

Categories	Amount in US\$	Source	Procurement method	Prequalification	Notification date
1. Program coordination unit					
1.1 Consultant fees	807,000				
1 director, 42 months x US\$5,000	210,000	IDB 100%	LCB	Yes	2nd half of 98
3 coordinators, 42 months x US\$4,500	567,000	IDB 100%	DP	Yes	2nd half of 98
1 secretary, 42 months x US\$700	30,000	Local 100%	DP	No	2nd half of 98
1.2 Consulting firms	320,000				
Consulting firm, information system design	50,000	IDB 100%	DP	Yes	2nd half of 98
Consulting firm for design of communications and promotion strategy	50,000	Local 100%	DP	Yes	2nd half of 98
Promotion and communications	150,000	Local 100%	LCB	Yes	
Consulting fees, short-term (audits)	70,000	IDB 100%	DP	Yes	1st half of 99
2. Improvement of options					
2.1 Research center					
2.1.1 Consultant fees	270,000	Local 100%			
Individual consultant 36 months x US\$2500	90,000	Local 100%	DP	Yes	1st half of 99
1 Consultant, research center coordinator, 36 months x US\$5,000	180,000	Local 100%	LCB	Yes	1st half of 99
2.1.2 Consulting firms	950,000				
3 consulting firms for research	580,000	IDB 100%	ICB	Yes	1st half of 99
Consulting services for survey modules	150,000	Local 100%	LCB	Yes	2nd half of 99
Consulting services, dissemination campaign	150,000	IDB 100%	LCB	Yes	1st half of 99
Firm for producing bulletins	70,000	IDB 100%	DP	Yes	1st half of 99
2.2 Fund for financing feasibility studies	800,000	IDB 100%	ICB	Yes	Ongoing
2.3 Guidance counseling	1,940,000				
2.3.1 Individual consultants	120,000	IDB 100%			
4 consultants for design of program content and material	120,000	IDB 100%	LCB	Yes	2nd half of 98
2.3.2 Consulting firms	2,184,000				
Consulting firms, execution in 3 cities, divided into 3 equal packages	729,000	IDB 64% Local 36%	ICB	Yes	1st half of 99
Firms for printing materials, divided into 3 equal packages	1,091,000	IDB 46% Local 54%	ICB	Yes	2nd half of 98
2.4 Consulting firm for improving job placement	240,000	IDB 68% Local 42%	ICB	Yes	2nd half of 98
3. Support for businesswomen	4,794,000	IDB 44% Local 56%			
3.1 Business modernization	3,594,000	IDB 40% Local 60%			
3.1.1 Consulting firms	3,594,000				

Categories	Amount in US\$	Source	Procurement method	Prequalification	Notification date
Consulting firms, program execution serving 440 SMEs. Firms to provide advisory services will be hired for a maximum amount of US\$1 million per consulting contract.	3,494,000	IDB 39% Local 61%	ICB	Yes	1st half of 99
Consulting firm for design of service content and guide	100,000	IDB 100%	LCB	Yes	2nd half of 98
3.2 Job retraining	900,000	IDB 50% Local 50%	ICB	Yes	
3.3 Leadership	300,000	IDB 83% Local 17%	ICB	Yes	
3.3.1 Consulting firms					
Consulting firm, subcomponent execution	250,000	IDB 90% Local 10%	ICB	Yes	1st half of 99
Consulting firm for design of content and guides	50,000	IDB 50% Local 50%	DP	Yes	2nd half of 98
4. Evaluation	300,000				
4.1 Consulting firm, follow-up system design	50,000	IDB 100%	DP	Yes	2nd half of 98
4.2 Consulting firm, impact assessment system design	50,000	IDB 100%	DP	Yes	2nd half of 98
4.3 Consulting firm, follow-up system implementation	150,000	IDB 100%	LCB	Yes	1st half of 99
4.4 Consulting firm, impact assessment system implementation	50,000	IDB 100%	DP	Yes	1st half of 2002
Equipment (computers)	20,000	IDB 100%	DP	No	2nd half of 98

DP: direct procurement, by means of three bids

ICB: international competitive bidding

LCB: local competitive bidding

National procurement legislation provides for the following:

- for amounts up to US\$300,000, direct procurement by means of three bids
- for amounts from US\$120,000 to US\$350,000, local competitive bidding
- for amounts above US\$350,000, international competitive bidding

**LOGICAL FRAMEWORK
SUPPORT FOR THE ECONOMIC PARTICIPATION OF WOMEN**

NARRATIVE SUMMARY	INDICATORS	VERIFICATION	ASSUMPTIONS
<p>Women access better-quality jobs, by women, or with a majority of women, are more competitive in the market conducive to the economic growth of women consistent under the competitiveness policy</p>	<p>Growth in employment and decrease in the rate of unemployment among women</p> <p>Reduction in salary gap between genders and reduction in occupational segregation</p> <p>Reduced discriminatory behavior toward women in recruitment promotion</p> <p>Greater competitiveness of businesses headed by women</p>	<p>Labor statistics and statistics from businesses</p> <p>Focus groups for gauging attitudes</p> <p>Sector surveys of businesses</p> <p>Household surveys</p> <p>Quality of life index</p>	<p>Growing demand for business development and training programs</p> <p>Need for innovative programs in the business sector</p> <p>Government support</p> <p>Continuing economic growth</p> <p>Commitment and decision on part of entrepreneurs to train leaders and workers</p>
<p>Methodologies and tools that help women to the economic participation can be transferred and adapted to a national and international level</p>	<p>A research center with national coverage established as a permanent advisory institution on labor and business status of women</p> <p>Members of ACOPI, entrepreneurs and business development entities recognize and value the tools and methodologies so that women-owned businesses and their human capital, can be developed</p> <p>A model for professional and vocational guidance counseling incorporated in the municipal education plans in 3 cities</p>	<p>Final program evaluation and report of the national technical team and of the Inter-American Development Bank</p> <p>Surveys on perception of the quality of services</p>	
<p><u>of the context</u></p> <p>For research on women and the market</p> <p>Availability of information and research agencies setting macroeconomic policies, and to academia, to eliminate the barriers to women's entry into and discrimination in the market</p>	<p>The sector responsible for formulating employment policies uses the information and analysis produced by the center</p> <p>Target groups assimilate the messages from the campaigns and modify their behavior</p>	<p>Focus groups with decision makers</p> <p>Surveys of target groups attitudes</p>	<p>There is the necessary political will of State institutions and trade organizations</p> <p>There are sufficient contributions from the various financing sources</p>

NARRATIVE SUMMARY	INDICATORS	VERIFICATION	ASSUMPTIONS
<p>and organize a database using ing information on women and et</p> <p>enerate a series of basic lack the participation and status the labor market</p> <p>ic news bulletins</p> <p>n issues and hire services for es in periodic annual or ys</p> <p>rch on women's economic labor and business</p> <p>s and hire services for d dissemination campaigns</p> <p>of the context</p> <p>ment fund</p> <p>assigned to facilitate and economic participation of women and analyzed</p>	<p>Financing of approximately 8 preinvestment studies</p>	<p>Performance statistics produced by the program</p>	<p>The schools are willing to become involved in the program</p> <p>A representative sample of the d types of schools in the school can be achieved</p>
<p>A database ready six months after the program begins</p> <p>10 quarterly bulletins by month 6 of the program, and 3 annual bulletins by month 12</p> <p>8 research projects</p> <p>Four dissemination campaigns targeting trade associations and government agencies involved, concentrated in the last two years of the program</p>	<p>Proposals in areas with a vital impact on the economic participation of women, are promoted, obtain funding and are executed</p>	<p>Information from the mid-term and final reports on program performance</p>	<p>The entities provide the informa timely manner</p> <p>Researchers with the desired pr found</p> <p>The research is delivered on tim The information disseminated is assimilated</p>
<p>open call for proposals, identify ive and promising ones, and vestment study</p> <p>of the context</p> <p>essional and vocational counseling</p> <p>school graduates trained under select professional, and technical courses of study the quality of their employment level. Male graduates ness of nontraditional choices are more familiar with the</p>	<p>The percentage of students involved in the program who choose nontraditional courses of study for women is 20% higher than a control group</p> <p>The MEPs of Cali, Medellin, and Bogota adopt the model designed</p>	<p>Analysis of a survey of the graduates of participating schools and of a control group</p> <p>Information from program follow-up</p>	<p>Information produced by the program and opinion polls at institutions with the mandate of improving the economic participation of women</p> <p>Institutions are motivated to part in this subcomponent</p>

NARRATIVE SUMMARY	INDICATORS	VERIFICATION	ASSUMPTIONS
<p>by professional and vocational counseling module for students in and 11 of high school</p> <p>stitute the early professional and guidance counseling module in program's selected regions</p> <p>and promote the module</p>	<p>Design completed in the first six months</p> <p>Gradual incorporation in 120 schools (40 in each region): 10 schools by month 18, 40 schools by month 30 and 70 schools by month 36</p> <p>Three workshops to present the methodology and the experiences gained in its implementation</p>	<p>Design consultant final report</p> <p>Statistics produced by the program</p>	<p>The new General Law on Education which established institutional education projects offers the opportunity to make curricular innovations</p> <p>The quality of the product delivered, the demonstration effect of its introduction generate growing interest in the country's education community</p>
<p>of the context</p> <p>Strengthening job placement services</p> <p>equipped to seek employment</p>	<p>Job placement centers improve the quality of their services</p> <p>The centers increase their intermediation in the labor market</p> <p>Women registered with the centers gain better-quality jobs with shorter search times</p> <p>At least two centers adopt, during the execution of the program, the model designed by the program</p>	<p>Opinion poll of users</p> <p>Ex ante and ex post information from centers participating in the program</p> <p>Surveys of users and ex ante information from the centers</p> <p>Information from program follow-up</p>	<p>Information about the program and services offered is properly disseminated</p>
<p>assessment of the quality of services provided to women by participating centers</p> <p>existing systems for serving women and placement techniques that have been used in the service</p> <p>performance of the new systems</p> <p>the successful elements of the program to other centers</p>	<p>4 assessments of centers by month 18 of the program</p> <p>Adjustments in the system of 4 centers by month 24 of the program</p>	<p>Reports on program performance</p>	

DESCRIPTIVE SUMMARY	INDICATORS	VERIFICATION	ASSUMPTIONS
<p><u>Businesswomen</u></p> <p>modernization</p> <p>led by women or with a high percentage of women workers, use equitable management practices for development of their businesses, as well as innovative and modern management practices and</p>	<p>Sixty percent of the participating SMEs increase their strategic planning and management capacity in the following areas: management, accounting, finance, marketing, human capital, and technology</p> <p>SMEs participating in the program continue to make use of consulting services</p>	<p>Ex ante and ex post indicators on planning and management and investment in the use of consulting services</p> <p>Information from program follow-up</p>	<p>There is a need to incorporate equitable, modern practices in order to properly address the challenges of the business environment</p>
<p>Program to develop a strategic management culture at selected organizations</p> <p>Program designed</p> <p>Activities for information and awareness about productivity and business issues</p>	<p>Program designed by month 6 of the project</p> <p>Program implemented in 76 businesses in the first year, 140 in the second, and 184 in the third</p> <p>27 workshops conducted during the three years to provide information and increase awareness</p>	<p>Report on performance monitoring and follow-up</p> <p>Report on workshops conducted</p>	
<p><u>Businesswomen</u></p> <p>training</p> <p>Business owners retrained or trained in areas that will help them plan for development of their businesses implemented at selected</p> <p>Business owners make use of the training to increase the productivity of the business</p>	<p>Upon program completion, 50% of the participating businesses make use of the training incentive</p> <p>At the end of the program, 15% of the participating businesses use their own funds to invest in training</p>	<p>Statistics produced by the program</p>	<p>The businesses commit to the program objectives of developing personnel and increasing productivity</p>
<p>Subsidy to train women (human capital) in businesses in the areas identified</p>	<p>Serve 400 businesses</p>	<p>Progress report and program monitoring</p>	
<p><u>Businesswomen</u></p> <p>of women leaders</p> <p>Business owners and managers of SMEs who have particular abilities for negotiation, and participation</p>	<p>50% of the participating businesswomen enroll in the courses</p> <p>Upon program completion, two business service entities replicate the model</p>	<p>Statistics from the program</p>	<p>Business owners agree to participate in the program</p>

NARRATIVE SUMMARY	INDICATORS	VERIFICATION	ASSUMPTIONS
<p>Module and methodological guide on entrepreneurship and business opportunities targeting women business leaders</p> <p>Implement programs through workshops lasting 30 hours</p> <p>Transfer the programs to local institutions, NGOs, and trade associations</p>	<p>Design of module and guide by month 6 of the program</p> <p>Serve 220 businesswomen, 100 women managers, and 2000 female workers</p>	<p>Final consultant's report on the design of the module and of the methodological guide</p> <p>Final report on workshops conducted</p>	

PROPOSED RESOLUTION

COLOMBIA. TECHNICAL COOPERATION LOAN ____/OC-CO
SUPPORT FOR WOMEN ECONOMIC PARTICIPATION PROGRAM

The Board of Executive Directors

RESOLVES:

1. That the President of the Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, to enter into such agreements as may be necessary and to adopt such other measures as may be pertinent for the execution of the plan of operations referred to in Document PR-____ with respect to a technical cooperation loan with the República de Colombia to support women economic participation program.

2. That up to the sum of US\$6,500,000, is authorized for the purposes of this resolution, chargeable to the Single Currency Facility of the Ordinary Capital of the Bank.

3. That the above-mentioned amount is to be provided on a reimbursable basis, in accordance with the respective conditions which shall be set forth in agreement to be signed for this operation.