

PROGRAM FOR THE SUPPORT OF WOMEN'S LEADERSHIP AND REPRESENTATION  
(TC-96-07-25-3-RG)

EXECUTIVE SUMMARY

**REQUESTER:** Bank Initiative

**EXECUTING AGENCY:** The Bank, through SDS/WID

**BENEFICIARIES:** Governments and NGOs of the borrowing member countries

**FINANCING:**

IDB/FSO	
(Convertible Currencies)	US\$1,000,000
(Local Currencies)	US\$2,250,000
Norwegian Fund for Women in Development:	US\$ 350,000
Total:	US\$3,600,000

**TERMS:**

Execution period:	36 months
Disbursement period:	42 months

**ENVIRONMENTAL CLASSIFICATION:** This document was reviewed and approved by short procedure of the CESI on February 4, 1997.

**OBJECTIVES:** The overall objective of the Program for the Support of Women's Leadership and Representation is to contribute to the increase of women's citizen participation and their access to leadership positions in public and civic life in the countries of Latin America and the Caribbean.

**DESCRIPTION:** The activities to be implemented under this Program are included within the following five components: (i) Grantmaking (US\$2,336,000): the project will finance requests for programs that seek to promote women's increased participation in decision-making in civil and public life. Applications will be accepted from non-governmental groups and organizations, women's organizations, educational and research centers, and public and semi-public institutions. Grants will support an array of activities in areas such as leadership skills training, young women's leadership, research, public education, policy influence, coalition building, legislative reform, and others. *Direct grants* of up to US\$100,000 will be awarded through two rounds of competition. The first one will take place six months after the Program is launched, and the second one, 3-6 months thereafter. The Program will also award *intermediary grants* of

over US\$100,000 to selected organizations of the civil society that have the ability to transfer these resources to other local organizations executing projects in the area of women's leadership and participation. Final funding decisions will be based upon the technical recommendations that will result from a peer review process; (ii) Institutional Strengthening (US\$146,600): selected organizations which demonstrate potential for their work in the area of women's leadership and citizen participation will receive technical assistance from the Program in order to strengthen their institutional capability. The activities to be implemented under this component include: training workshops that address institutional and programmatic issues common to participating organizations and customized technical assistance or training to be delivered on-site to a small number of beneficiary organizations; (iii) Networking (US\$317,400): these activities will facilitate linkages among current and potential women leaders and also among women's organizations in the region through regular meetings and conferences. Individual women as well as organizations will be provided with the opportunity to meet, learn from each other, share practical skills and strategies to strengthen organizations, and exchange information and experiences; (iv) Outreach and Communication (US\$88,700): the project will place special emphasis on the generation and dissemination of basic information regarding the activities of the Program, lessons learned, best-practices, and participating organizations. The activities to be implemented under this component will target beneficiary groups and organizations, the donor community, current and potential international agencies involved in the Program's execution, and finally, the public at large; (v) Fundraising and Institutionalization (US\$36,100): throughout the period of execution, considerable efforts will be made to ensure institutional sustainability of the Program beyond its 36-month duration. These efforts will specifically seek to identify an appropriate institutional alternative for the continuation of the Program's execution once IDB's funding is over. Simultaneously, efforts will be made to try to generate additional funds from several other sources, expanding the donor base beyond the contributions of the IDB and Norwegian government.

**BENEFITS:**

A major benefit of the Program will be the development and strengthening of the critical skills of current and potential women leaders. The different activities to be implemented under the Program will also promote women's active participation in the economic, social, cultural, and political processes that contribute to positive changes at different levels in their communities and in their societies. Along the same lines, the still fragile democratic processes in the region will benefit from women's increased electoral participation and civic activism that may result from the Program.

Another important benefit of this Program would be the partnerships that would emerge between various multilateral and bilateral agencies along with some private foundations to promote such an innovative and challenging agenda.

**RISKS:**

The Program may have difficulties managing the level and the nature of the demand that it will generate. Throughout the preparatory phase, a flow of requests, for a diversity of programs directly and indirectly linked to the topic of women's leadership and civic participation from various organizations, has reached the IDB. In order to reduce this risk, the Program will have to pay particular attention to the design of its information campaign and in the crafting of the promotional messages about its grantmaking activities.

During the implementation phase, the Program may be faced with a disproportionate number of requests coming from the A and B countries, as compared to the C and D ones. This could lead to a substantially larger share of the grantmaking resources benefitting the bigger countries of the region. In order to mitigate this risk, the guidelines developed for the grantmaking component provide for a fair allocation of the resources between the different sub-regions of Latin America and the Caribbean.

**THE BANK'S  
STRATEGY:**

IDB's Operating Policy on Women in Development emphasizes that development is a process that must fully involved both men and women. The Policy recommends that Bank projects seek to identify key areas and means to increase women's active participation in shaping the policies and the programs that affect everyone's lives. In addition,

the Bank's strategy, as called for in the Eighth Replenishment, emphasizes the importance of women's equal participation with men in all areas of development. In keeping with the priorities of the Eighth Replenishment, the Agenda for Action that resulted from the 1994 Regional Forum on Women in the Americas recommended that: "Bank programs should help strengthen women's participation in public decision-making." Similarly, this initiative is consistent with the Bank's expanded work in the strengthening of civil society as a fundamental part of the consolidation of democracy in the region.

**RESPONSIBILITY:**

The Regional Technical Cooperation Division (INT/RTC) will assume basic responsibility for this project while technical responsibility will lay with the Women in Development Unit of the Social Programs and Sustainable Development Department (SDS/WID).

## I. BACKGROUND

### A. The Evolution of Women's Participation and Leadership in Latin America and the Caribbean.

- 1.1 Recent democratic trends in Latin America and the Caribbean have made it increasingly possible for women to become involved in a broad range of issues and organizations. Over the past two decades, women's civic participation has increased in numbers and quality. Latin American and Caribbean women have become more vocal and visible civic and social actors. This is particularly evident within non-institutional politics, or social movements, at the local level.
- 1.2 The participation of Latin American and Caribbean women in politics is a phenomenon that began in the 1970s. With the establishment of the International Decade for Women, 1975-1985, a greater number of women began to organize and government and non-government entities started to explicitly incorporate women into their plans and projects. Spurred by human rights abuses, the economic crisis that swept LAC, the emergence of an international women's movement, and the transitions to democracy, women began to play a central role in bringing about democratic processes. Women brought to the political arena issues that until then were considered taboo. Under the slogan "the personal is political" they forced the incorporation in the political agenda of themes such as the invisibility of women's contribution to development, women's double work shifts, and women's unpaid work at home, as well as women's health and domestic violence.
- 1.3 During that same period, women's levels of education improved considerably in the region. Female illiteracy rates have been cut by half and women's enrollment in primary, secondary and tertiary schools has increased steadily for the region as a whole. Nevertheless, even as women attain comparable levels of education, gradually closing the gender gaps, their political participation remains far lower than that of their male counterparts. As of 1994, women's representation in parliaments is about 10%, and they make up only 8% of cabinet ministers in Latin America and the Caribbean. At the local level, women comprise 4% of mayors and 10% of city council members.
- 1.4 Due in part to the momentum built around the 1995 Fourth World Conference on Women in Beijing, a new wave of mobilization has started to take place worldwide. Women across the region are increasingly challenging barriers to equal participation in policy formulation and decision making. As governments face an increasing inability to meet the basic needs of their citizens, women are organizing to confront this new challenge; they are working to help new grassroots leaders empower themselves in their communities; to develop new leadership skills through increased opportunities in business and the non-profit sector; to form new associations and to seek elective and appointive office so that their views and interests are given due attention.

- 1.5 This renewed movement for greater leadership of Latin American and Caribbean women in public and civic life has translated into an increasing number of requests from the countries to funding institutions, such as the Bank, to support new programs and initiatives in this area. The present Program is IDB's response to this growing interest. Other multilateral agencies such as the United Nations Children's Fund (UNICEF), the United Nations Development Fund for Women (UNIFEM), the United Nations Development Programme (UNDP), and the Inter American Committee on Women of the Organization of American States (OAS/CIM) have been supporting this Program from its inception.

#### **B. Consistency with the Bank's Strategy**

- 1.6 At the Fourth World Conference on Women, the Bank asserted the need to establish mechanisms that increase female participation in the political process in the region, in order to broaden the base of citizen participation, strengthen the real roots of democracy, and consequently, improve the living conditions of both men and women in our societies. In remarks at the Plenary Session of the Conference, the IDB endorsed the idea of creating special mechanisms towards this goal, and pledged its financial support to a Program like the one proposed herein, which was then presented as a crucial step in that direction.
- 1.7 IDB's Operating Policy on Women in Development emphasizes that development is a process that must fully involve both men and women. The Policy recommends that Bank projects seek to identify key areas and means to increase women's active participation in shaping the policies and the programs that affect everyone's lives. Also, the Bank's strategy, as called for in the Eighth Replenishment, emphasizes the importance of women's equal participation with men in all areas of development. In keeping with the priorities of the Eighth Replenishment, the Agenda for Action that resulted from the 1994 Regional Forum on Women in the Americas recommended that: "Bank programs should help strengthen women's participation in public decision-making." Additionally, this initiative is consistent with the Bank's activities in the strengthening of civil society as a fundamental part of the consolidation of democracy in the region.

#### **C. The Preparatory Phase of the Program**

- 1.8 With financial support from the Norwegian government, the Women in Development Unit has been able to devote time to the preparatory phase of this Program. This process was marked by a series of activities that sought, on the one hand, to build the proposed Program on the actual needs of women and organizations from the LAC region, and on the other, to establish consensus on the Program's main features among the different agencies who have been involved since its inception.
- 1.9 The proposed Program reflects the findings that resulted from these preparatory activities, namely the diagnostic study which provided the project team with an updated assessment of women's leadership

positions in the LAC region, as well as the challenges and obstacles confronting them in their effort to access power. On the other hand, the extensive inventory of ongoing initiatives in the area of women's participation and leadership highlighted the large number of organizations and agencies working with this topic in the region. This inventory also shed light on the impediments and the difficulties encountered by these organizations in the pursuit of their objectives, of which lack of funding was by far the most cited.

- 1.10 In addition to the inputs and contributions that were garnered from the inventory, a significant part of the recommendations and inputs that were incorporated into the document at hand were generated through a series of consultations with many of the Program's stakeholders. These consultative meetings gathered women leaders from the LAC region, representatives of multilateral and bilateral agencies, experts in grantmaking programs and on the issue of women's leadership, and members of women's groups and other grassroots organizations. This participatory process reached its prime in the Managua meeting of September 1996 which was attended by over 50 participants from the LAC region, the US, and some European countries. These consultations focused primarily on the discussion of the objectives and the characteristics of the proposed initiative which led to several of the innovative features embodied in the Program and that are presented hereafter in the description of the Program's activities.

## II. OBJECTIVES OF THE PROJECT

- 2.1 The overall objective of the Program is to contribute to the increase of women's citizen participation and their access to leadership positions in public and civic life in the countries of Latin America and the Caribbean.
- 2.2 The specific objectives of the Program are: (i) to make financial resources available to those organizations that work to promote women's civic participation and leadership; (ii) to foster effective regional networks of organizations and women leaders that are committed to supporting and developing women's leadership and representation and to facilitate linkages among these actors; (iii) to encourage greater learning and involvement of the donor community in supporting the promotion of women's leadership in the region.

## III. DESCRIPTION OF THE PROJECT

- 3.1 The Program's operations will be guided by a set of principles as was established with the many stakeholders consulted during the design phase and which included a broad vision of women's leadership and the need for transparency, communication, diversity, flexibility, timeliness, and non-partisanship. The objectives set forth for the Program will be pursued through the following set of components and activities:

#### A. Components & Activities

- 3.2 **Grantmaking (US\$2,336,000)**. Through this grantmaking component, the Program will finance activities that fit within its overall objective. It will respond to requests for direct and intermediary grants. The activities that will be financed range across an array of themes consistent with the promotion of women's leadership and citizen participation that include: leadership skills training, young women's leadership, public education, policy influence, coalition building, legislative reform, research, and others.
- a. Direct Grants**
- 3.3 Direct grants will be awarded through two rounds of competition. The first round will take place six months after the launching of the Program's operations, and the second one, three to six months thereafter. Requests for proposals (RFPs) will be issued for the two competitions, inviting project proposals.
- 3.4 Requests for the direct grants will be accepted from organizations that serve women within Latin America and the Caribbean, in accordance with Bank Policy regarding eligibility for Bank's technical assistance. These organizations include: NGOs, women's groups and organizations, educational and research centers, and public and semi-public institutions. Only project and women-specific grants will be awarded (see Operational Regulations for grantmaking activities - ANNEX I, par. 4.2 - 4.18). Grant resources will be awarded according to the following categories:
- grants of up to US\$20,000 which will be awarded for one-time projects of one-year or less. These grants will require simple selection, reporting, and monitoring efforts.
  - grants that range between US\$20,000-100,000 will be awarded to programs and projects that are more ambitious in scope and longer term (more than one year). These grants will require more sophisticated selection, monitoring, reporting, and evaluation efforts.
- 3.5 A maximum amount of US\$30,000 will be allocated to small grants of US\$5,000 or less every year. The small grants will be used to fund such activities as workshops, training seminars, and other special events. Those grants will be awarded according to even simpler selection and reporting procedures.
- 3.6 Between forty to fifty percent of the total amount to be awarded in each round would go for proposals that address one or two specific topics deemed of strategic importance by the Program Coordinator, the Council, and the Bank (SDS/WID). The rest of the grants will not be affected by topic. The RFPs as well as the information campaign that will be prepared for each competition round will highlight the priority topic/s.



- 3.7 A peer review mechanism will help ensure greater transparency, objectivity, and quality of the selection process. This step will provide for the technical review and evaluation of the proposals under consideration in each round. Technical experts in the issue of women's leadership and participation, from within and outside the Bank, will be called upon to provide recommendations to the Program as to the merit of the proposals (see ANNEX I, par. 4.13).

**b. Intermediary Grants**

- 3.8 In an effort to promote capacity building in the region and to ensure the continuation and the sustainability of this initiative, the Program will also engage in intermediary grantmaking activities. Larger grants (over US\$100,000) will be awarded to selected institutions and/or organizations of the civil society that have the ability to transfer these resources to other local organizations executing projects in the area of women's leadership and participation. Requests for these types of grants will be accepted during months 6-18 of the Program's execution. A specific RFP will be developed for these grants as well as specific guidelines and criteria for the various stages of the grantmaking process: invitation, application, review, selection, monitoring and evaluation (see ANNEX I, par. 4.19 - 4.29). The total amount that the Program will allocate to the intermediary funding will not exceed US\$ 400,000.
- 3.9 Soon upon the Program's approval, a grantmaking consultant will be contracted to assist the Execution Unit staff and the Council members in refining and updating the guidelines and criteria developed for both the direct and intermediary grantmaking activities.
- 3.10 **Institutional Strengthening (US\$ 146,600)**. A number of organizations which demonstrate potential for their work in the area of women's citizen participation and leadership will receive technical assistance from the Program, in order to strengthen their institutional capability and remain organizationally stable and viable. Through this component, the Program will contribute to the promotion of a critical mass of organizations, enhancing the possibilities for its operations to later be transferred to the hands of an organization with the institutional capability to carry out the Program's mandate. A preliminary set of criteria and guidelines has been developed for the selection of the organizations that will benefit from these activities (see ANNEX I, par. 4.30 - 4.37).
- 3.11 The main activities to be implemented under this component include: training workshops that address institutional and programmatic issues common to participating organizations and customized technical assistance or training to be delivered on-site to selected organizations. The Execution Unit of the Program will coordinate the implementation of this component which will require the expertise of outside consultants and/or consulting firms. Specific activities foreseen under this component include:

- a. **Workshops on Proposal Writing and Fundraising Techniques.** Two technical assistance workshops will be conducted over the three-year duration of the Program for members of groups and organizations that are involved in the grantmaking activities. The workshops will cover such topics as proposal-writing, resource management skills, and fundraising, among others. It is expected that a total of approximately 25-30 organizations will participate in each of these workshops. The proposal-writing component of the training will place emphasis on proposal formats, application procedures, and guidelines established by some of the main grantmakers (private foundations such as Ford, MacArthur, Rockefeller, and others) and by this Program, while the fundraising component will focus on strategies to secure funds from a broad base of donors.
  - b. **On-site Technical Assistance to Beneficiaries of Grantmaking Activities.** On-site technical assistance will be offered exclusively to groups and organizations that are benefitting from the grantmaking activities. This one-on-one consultation will be especially tailored to the individual needs of the beneficiary organization. It will emphasize fundraising strategies, strategic planning, personnel management, and communication skills. It is estimated that this activity will benefit approximately twelve organizations during the three years of execution.
- 3.12 **Networking (US\$ 317,400).** Under the Networking component, the Program will implement a series of activities that will facilitate linkages among current and potential women leaders and also among women's organizations in the region. Through regular meetings and conferences, individual women as well as organizations will be provided with the opportunity to meet, learn from each other, share practical skills and strategies to strengthen their organizations, and exchange information and experiences. Networking with other organizations based or working in other regions will also be sought.
- 3.13 The activities to be developed under this component will be coordinated by the Execution Unit with the assistance of a Networking Consultant and will be implemented in collaboration with the regional offices of UNIFEM, UNICEF, and some other institutions operating in the region (see ANNEX I, par. 4.38). They will mainly take place in the countries of Latin America and the Caribbean and will include:
- a. **Exchange Events on Fundraising for Women's Political Activities.** The Program will convene two exchange events for (actual and potential) women leaders of the LAC region with the participation of individuals and organizations with strong expertise in fundraising. Between 60-80 participants will benefit from these two events.
  - b. **"Mentoring" Sessions for Young Women.** The Program will convene two gatherings of prominent women leaders in public office and from the business and other sectors of the civil society to share their experiences with a group of young women with current or potential

leadership skills. Some 60-80 participants are expected to attend the sessions.

- c. **One Workshop on Media and Message Development for Women in Politics.** This event will benefit women leaders, political activists, women journalists, and others. Media experts will be contracted for the preparation and the implementation of the workshop. This training will benefit approximately 40-50 women from the different countries of the region.
  - d. **Mid-Term Gathering of the Beneficiaries of the Grantmaking Activities.** This meeting will take place mid-way through the execution period (month 18-20). It will seek to involve the key stakeholders of the Program in a discussion of its mid-term evaluation with a focus on the lessons learned and the future plans. The meeting will also represent an opportunity for grantees to share their experiences and to learn from one another.
  - e. **Support Activities.** To support the networking efforts, the Program will generate a data base of ongoing initiatives and organizations working in women's leadership and participation, both within and outside the region. It will similarly seek to develop and share with the entities involved in the implementation of its different components an updated data base of relevant human resources from the region who have expertise or interest in this issue and who could benefit from the activities described above.
- 3.14 **Outreach and Communication (US\$ 88,700).** As a financial mechanism channeling resources to support such an innovative issue in the region, the dissemination of information about the Program's activities will represent a critical element of its activities.
- 3.15 Throughout the execution phase of the Program, special emphasis will be placed on the generation and dissemination of basic information regarding the activities of the Program, lessons learned, best-practices, and participating organizations. These activities will target: (i) beneficiary and other participating groups and organizations; (ii) the donor community; (iii) current and potential agencies involved in the Program's design and execution; (iv) and finally, the public at large. The activities that fall under this component will be implemented by the Execution Unit with the assistance of an Outreach and Communication Consultant. They will specifically include:
- a. a widespread information campaign on the Program which will begin shortly after approval of the project by the Board and will continue throughout the execution period. The campaign will target women's organizations and other public and private institutions in the region that have interest in this subject;

- b. publication and dissemination of three **Annual Reports**;
  - c. publication of **Occasional Reports** on the special events (workshops, gatherings, discussion fora) that will be organized under the networking and the institutional strengthening components throughout the life of the Program. It is expected that at least three such reports will be produced by the Program;
  - d. compilation of **Best Practices and Success Stories**. By the end of the second year of operations, the Program will publish a document which discusses best practices and success stories that have been collected through the monitoring of the grants; and
  - e. creation of a **Home Page in the Internet** to provide updated information about the Program, and the activities of the grantees.
- 3.16 **Fundraising and Institutionalization (US\$ 36,100)**. Throughout the period of execution, the Execution Unit staff will work to ensure its institutional sustainability beyond its 36-month duration. Special steps will be taken to identify an appropriate institutional alternative for the Program's execution, once IDB's funding is over. Efforts to generate additional funds from other sources, especially other bilateral agencies and private foundations, expanding the donor base beyond the contributions of the IDB and the Norwegian Government will go on simultaneously. The Program will finance a fundraising expert during the initial months of execution to assist in the development of a strategy towards that end.

#### B. Project Execution

- 3.17 Following a process of consultation with representatives of the agencies that supported the creation of the Program, as well as potential executing agencies based in the region, the Bank is proposing to retain the execution of the Program. The main reasons for this are the following: (i) the lack of readily available institutions in Latin America and the Caribbean that meet the Bank's criteria to execute a truly regional program in the area of women's leadership and participation; (ii) given the innovative nature of this initiative, the Bank has a comparative advantage in helping the Program establish its credibility during the 36-month period of execution. The Program's performance and track record will motivate other donors to contribute directly to its activities; and finally, (iii) the Bank has much to gain in learning about what works in pioneering this move into a completely new field for multilateral donors.
- 3.18 The Program will be executed through an **Execution Unit** that will operate under the Women in Development Unit (SDS/WID). The Execution Unit will be located at the IDB headquarters in Washington, D.C., and will be funded with resources from the Program. It will operate with a small staff hired for the purpose of this project and that will include, a Program Coordinator, a Program Associate, and an Administrative Assistant (see ANNEX II).

- 3.19 The Execution Unit will be responsible for the overall administration of the Program. Its duties will include: developing all application and processing forms for grantmaking, receiving and processing grant applications, channeling eligible requests for the peer review process, following-up on application procedures, disbursing grant monies, maintaining financial records, establishing monitoring procedures, processing the contracts of implementing agencies to execute specific components or activities of the Program, processing the hiring and supervising of consultants for specific tasks, and liaising with Council members and the Program's beneficiaries (see terms of reference in ANNEX II).
- 3.20 Short-term consultancies are foreseen for the implementation of specific activities such as the protocol for the operation of the grantmaking component, the fundraising strategy, and the design and the implementation of the training and the technical assistance services to be offered under the institutional strengthening component. Consultancies are also envisioned for the networking activities as well as the creation of a homepage in the Internet, the preparation of occasional articles, best practices, and other informational pieces about the Program that will be published under the Outreach and Communication component.
- 3.21 UNICEF, UNIFEM, UNDP and OAS/CIM which have been supporting this initiative from the very beginning, will continue to contribute during the Program's implementation through the following: participation in the Council and Advisory Network, sharing travel costs, giving matching funds to grantees for some specific projects, conducting site visits of grantees for appraisal and monitoring purposes, participation in the outreach and the fundraising efforts, and finally, assisting in the ex-post evaluation. The regional offices of UNIFEM and UNICEF will assist the Execution Unit in the organization of some of the special events that will be implemented as part of the networking and the institutional strengthening components.
- 3.22 An eleven member **Council** will be created to assist the Program throughout the execution period. The Council will include core members from the following institutions: IDB, UNIFEM, UNICEF, UNDP, OAS/CIM, and the NGO Coordination for Latin America and the Caribbean. Additional members will be chosen from among prominent women leaders and other members of civil society, the business community, academia, and the media.
- 3.23 The primary functions of the Council will be to provide strategic guidance to the Execution Unit staff through the different phases of execution. The Council members will play a key role in the fundraising and the other efforts towards the institutionalization of the Program. Council members will also be involved in the grantmaking activities by submitting recommendations based on the technical inputs of the peer reviewers to the Bank for final funding decisions regarding large grants (see ANNEX I, par. 4.13). In addition, Council members will be consulted in the decision making process for the other components. The Council will meet once or twice a year.

- 3.24 The Program will also include an **Advisory Network** which will be comprised of IDB's staff from Headquarters and the Country Offices with particular interest and expertise in areas relevant to the issue of women's leadership and participation, and individuals based in the region drawn from the local and/or the regional offices of UNICEF, UNIFEM, OAS/CIM, and other prominent NGOs.
- 3.25 As an informal body, the Advisory Network members might assist the Execution Unit in assessing organizations requesting funds from the Program. They might be called upon to participate in on-site visits of programs in their respective countries. They might also assist the Execution Unit by channeling proposals that reach them. Contacts between the Execution Unit and Advisory Network members will be primarily through telephone calls and electronic communication. Consultations and meetings will be held if necessary. Nevertheless, members from IDB Headquarters may convene once or twice a year with the Execution Unit staff to discuss issues of relevance to the Program.

C. Monitoring and Reporting

- 3.26 The Execution Unit will prepare bi-annual progress reports throughout the execution phase of the project, beginning 6 months after the project initiation. The Program Coordinator will discuss progress and challenges of the Program's execution with Council members in their regular meetings. A final report on the project execution will also be prepared in the four-month period that will follow the last disbursement of funds. The Project Team and SDS/WID will actively monitor the execution of the project.

D. Beneficiaries

- 3.27 The Program will directly benefit a large number of current and potential women leaders from all walks of life in the countries of Latin America and the Caribbean. Special efforts will be made to ensure that a reasonable share of the Program's resources benefit grassroots women and such special groups as young women and women from different ethnic minorities. Other direct beneficiaries of the Program's activities will include those NGOs and organizations that are committed to work towards the promotion of women's leadership roles throughout Latin America and the Caribbean.

E. Financing

- 3.28 The estimated cost of this Program is the equivalent of US\$3,600,000. Of these, US\$3,250,000 will be chargeable to the net income of the Fund for Special Operations, and US\$350,000 will be funded from the Norwegian Fund for Women in Development.
- 3.29 SDS/WID will use its own administrative resources to provide for the necessary equipment and some of the supplies that will be required for the Program's execution. While the project will cover the cost of the monitoring activities and the mid-term evaluation, the cost of the final evaluation of the Program will be assumed by SDS/WID.

## ESTIMATED BUDGET (in US\$)

COMPONENTS	IDB	Norwegian	TOTAL
<b>Grantmaking</b>			<b>\$ 2,336,000</b>
- Grants	\$ 2,060,000	\$ 260,000	\$ 2,320,000
- Consultants	\$ 16,000	0	\$ 16,000
<b>Institutional Strengthening</b>			<b>\$ 146,600</b>
- Consultant's fees	\$ 27,000	0	\$ 27,000
- Consultant's fees and travel	\$ 22,000	0	\$ 22,000
- Participants to workshops - travel	\$ 89,600	0	\$ 89,600
- General Support for workshops	\$ 8,000	0	\$ 8,000
<b>Networking</b>			<b>\$ 317,400</b>
- Consultant's fees	\$ 9,000	0	\$ 9,000
- Consultant's fees and travel	\$ 13,200	0	\$ 13,200
- External Participants to workshops - travel	\$ 271,200	0	\$ 271,200
- General support for workshops	\$ 24,000	0	\$ 24,000
<b>Outreach and Communication</b>			<b>\$ 88,700</b>
- Consultant's fees	\$ 40,500	\$ 3,000	\$ 43,500
- Consultant's fees and travel	\$ 6,200	0	\$ 6,200
- Publications	\$ 15,000	0	\$ 15,000
- Support Activities	\$ 9,000	0	\$ 9,000
- Translations	\$ 15,000	0	\$ 15,000
<b>Fundraising</b>			<b>\$ 36,100</b>
- Consultant's fees and travel	\$ 14,560	\$ 21,540	\$ 36,100
<b>Administrative</b>			<b>\$ 552,600</b>
- Staff fees and travel	\$ 393,000	\$ 50,400	\$ 443,400
- Council members - travel	\$ 55,200	0	\$ 55,200
- Communication & supplies	\$ 24,000	0	\$ 24,000
- Mid-Term Evaluation	\$ 30,000	0	\$ 30,000
<b>Contingencies</b>	<b>\$ 107,540</b>	<b>\$ 15,060</b>	<b>\$ 122,600</b>
<b>GRAND TOTAL</b>	<b>\$ 3,250,000</b>	<b>\$ 350,000</b>	<b>\$ 3,600,000</b>

#### IV. SPECIAL ISSUES

##### A. Benefits

- 4.1 A major benefit of the Program will be the development and the strengthening of the critical skills of women that are currently in leadership positions and also of others who have the potential to have more influence in shaping the policies and the programs that affect everyone's lives. The different activities to be implemented under the Program will also promote women's active participation in the economic, social, cultural and political processes that contribute to positive changes at different levels in their communities and in their societies. Along the same lines, the still fragile democratic process in the region will benefit from women's increased electoral participation and civic activism that may result from the Program.
- 4.2 Another important benefit of the Program is the partnerships that will emerge between various multilateral and bilateral agencies along with some private foundations to promote such an innovative and challenging agenda.

##### B. Risks

- 4.3 The Program may have difficulties managing the level and the nature of the demand that it will generate. Throughout the preparatory phase, a flow of requests, for a diversity of programs directly and indirectly linked to the topic of women's leadership and civic participation from various organizations, has reached the IDB. In order to reduce this risk, the Program will have to pay particular attention to the design of its information campaign and in the crafting of the promotional messages about its grantmaking activities.
- 4.4 Another difficulty that the program may face during the implementation phase is the disproportionate number of requests coming from the A and B countries, as compared to the C and D ones which could lead to a substantially larger share of the grantmaking resources benefiting the bigger countries of the region. In order to mitigate this risk, the guidelines developed for the Grantmaking activities provide that no less than 50 percent of the approved grants will be for C and D countries. Along the same lines, at least fifty percent of participating organizations in the Institutional Strengthening activities will come from C and D countries.

#### V. EVALUATION

- 5.1 Financial resources from the administrative budget of SDS/WID will be made available to conduct an ex-post evaluation of the project while the Program's financial resources will cover the mid-term evaluation. Both evaluations will highlight lessons learned in terms of processes, outcomes, and potential impact. The indicators developed in the logical framework will be used for both evaluations. In addition, qualitative and



quantitative indicators will be developed by SDS/WID with the assistance of an evaluation consultant and with the approval of the Council members to assess the impact of the Program.

- 5.2 The mid-term evaluation will take place between months 17-19 of the project execution phase. It will provide the project staff with an assessment of the project's progress and recommendations as to necessary adjustments to improve the process. Process and outcome indicators will be used to assess the following issues: number and types of grants awarded to date; characteristics of grantees; consistence of grants and grantees' profiles with established guidelines and criteria; appropriateness of the steps taken towards the long-term sustainability of this endeavor; effectiveness of the fundraising strategy being implemented; effectiveness of the different structures involved in the project operations (Council, Execution Unit, Advisory Network); effectiveness of the information campaign; effectiveness of the selection process and of the eligibility criteria for the grantmaking component; consistency of project operations with the guiding principles set forth by partner agencies involved in the creation of the Program; number of events implemented and overall quality of networking events; effectiveness of the institutional strengthening efforts; effectiveness of data collection efforts; and perception and views of grantees, Bank officials, Council, Advisory Network members, and others of the Program's operations.
- 5.3 The mid-term evaluation will be conducted by an independent consultant. It will draw on the results of the gathering of the beneficiaries of the grantmaking component which will be organized under the networking component and also on the reports and other information available through the monitoring of the Program's activities.
- 5.4 The ex-post evaluation will take place within six months of the completion of project activities. The terms of reference for this exercise will be jointly developed by the Execution Unit staff and by SDS/WID. The evaluation will also be conducted by an independent expert who will be contracted by the Bank with funds from the administrative budget of the WID Unit. This final evaluation will review the execution of the project in an effort to highlight lessons learned and best practices. It will also seek to measure the extent to which the objectives set forth by the project were reached.

PROGRAM FOR THE SUPPORT OF WOMEN'S LEADERSHIP AND REPRESENTATION

OPERATIONAL REGULATIONS

I. PURPOSE OF THE REGULATIONS

- 1.1 The regulations developed in this document specify the operational procedures for the components and activities of the Program for the Support of Women's Leadership and Representation.

II. OBJECTIVES OF THE PROJECT

- 2.1 The overall objective of the Program is to contribute to the increase of women's citizen participation and their access to leadership positions in public and civic life in the countries of Latin America and the Caribbean.

III. DEFINITIONS

- 3.1 The following definitions are established for the purposes of these regulations:
- a. Bank: Inter-American Development Bank (IDB).
  - b. Grants: nonreimbursable funding provided to development organizations for a specific project or activity that meets the Program's objectives and guidelines. The direct grants are those grants that the Program will give directly to the final beneficiary. Intermediary or indirect grants are the ones that will be given to an organization that will in turn transfer them to other beneficiary organizations.
  - c. Grantees: beneficiary organizations and groups that have received grants through the Program to carry out activities that meet the Program's objectives.
  - d. Grantmaking: process of transferring and providing funding (grants) to development organizations for programs and projects that meet the overall objectives of the Program.
  - e. Grantseekers: applicants. Organizations, groups and/or institutions that are in the process of requesting funding (grant) from the Program.
  - f. Intermediary: organization/institution that receives nonreimbursable funding (grants) from the Program with the objective of then transferring them to other local organizations for projects and activities that are consistent

with the Program's objectives and according to procedures that are to the Program's satisfaction.

- g. Latin America and the Caribbean (LAC): IDB member countries from Latin America and the Caribbean.
- h. Peer Review Process: process of reviewing applicants' proposals in order to assess their technical merit. This process does not lead to a final decision but only to evaluations and recommendations by technically competent individuals.
- i. The Program: Program for the Support of Women's Leadership and Representation.
- j. Requests for Proposals (RFP): a formal invitation disseminated to organizations and groups throughout the region that are interested in receiving a grant from the Program. The RFP will contain relevant information about the grantmaking activities and the application process.
- k. SDS/WID: the Women in Development Unit of the Social Programs and Sustainable Development Department.
- l. Sub-grants: nonreimbursable funds received by intermediaries and transferred to other development organizations for specific projects or activities that meet the Program's objectives and guidelines.

#### IV. COMPONENTS & ACTIVITIES

##### A. GRANTMAKING

- 4.1 The guidelines that are presented in this annex and that will be used for the direct and intermediary grantmaking activities will be reviewed and finalized by the Execution Unit staff with the assistance of a grantmaking consultant soon after initiation of project execution. The Program's Council and SDS/WID will approve the final version.

a. Direct Grants

- 4.2 Issuing Grant Applications. For each round of competition, the Execution Unit will prepare requests for proposals (RFPs) that will be sent out to different organizations throughout the region to invite them to participate in the competition. A grantmaking consultant will be called upon to assist the Program Coordinator in the development of the RFPs. The IDB country offices and the regional and local offices of UNIFEM, UNICEF, UNDP, and OAS/CIM will play an active role in disseminating the RFPs to organizations and groups interested in receiving grants from the Program.
- 4.3 The RFPs will provide applicants with information regarding eligibility criteria, application guidelines, and other aspects of the grantseeking process (channels, contact points, deadlines, application formats).
- 4.4 The Program Coordinator, in consultation with the Council and SDS/WID, will define the priority topics for each round of competition as well as the dates for the two rounds.
- 4.5 Grant applications and proposals will be channeled to the Execution Unit through such venues as: the IDB country offices, the regional offices of UNIFEM, UNICEF, UNDP, OAS/CIM, and the NGO Coordination for LAC. Members of the Council and the Advisory Network will, individually, serve as channels. The Execution Unit will also accept requests directly via electronic and regular mail.
- 4.6 Eligibility and Review Criteria. The Execution Unit will accept requests from organizations of the civil society, NGOs, women's groups and organizations, educational and research centers, and public and semi-public institutions. Requests from public institutions that involve the participation of private organizations in the execution of the proposed projects will be encouraged. Beneficiary organizations do not have to be women's organizations, however, preference will be given to such organizations or groups that include women at all levels within their structure and have a history of work that benefits women.
- 4.7 Additional criteria to determine the eligibility of organizations requesting grants are the following:
- must be institutions of the borrowing member countries of the Bank and must have the legal authority to receive technical assistance from the Bank
  - must serve women and/or groups from the countries of Latin America and the Caribbean
  - have at least a two-year track record in managing development programs
  - must exhibit stable management
  - have women at all levels of their institutional structure
  - be non-partisan or multi-partisan with ability to work across party lines
  - demonstrate ability to attract funds from different donors

4.8 Prerequisites of Funded Projects. Funding will be awarded only for specific projects. For requests to be considered, they should include the following features:

- be for women-specific projects
- have clearly defined objectives
- have clear targets
- have measurable results
- have a high visibility potential
- include a monitoring and evaluation scheme.

4.9 Non-eligible Requests. The Program's resources will not be awarded to finance requests that are:

- for general support and start up costs
- for endowments
- for individuals' benefits
- for construction and renovation works
- for land purchase
- for scholarships
- for debt cancellation
- partisan

4.10 Decision-Making Process. The Execution Unit staff will conduct an initial screening of the requests to determine if the proposals and/or the application forms received fall within the guidelines established by the Program.

4.11 Following the initial screening by the Execution Unit staff, applicants whose proposals do not fall within the Program's guidelines will be officially informed that their proposal will not be given further consideration. The ones that do fall within the Program's guidelines will be submitted to a more thorough review process which will involve additional communication between the Execution Unit and the applicants to ascertain more detailed information, if needed.

4.12 For the proposals under US\$20,000 the Execution Unit will submit the complete grant proposals to the Council for their review and recommendations to SDS/WID for final funding decision.<sup>1</sup>

4.13 Proposals over US\$20,000 will be subject to a peer review process in order to assess their technical merits. The peer reviewers' recommendations will be forwarded to the Council so they can base their recommendations on these technical inputs before submitting them to the Bank (SDS/WID) for final funding decisions.<sup>2</sup>

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<sup>1</sup> Requests for grants of US\$ 5,000 or less will be processed by the Execution Unit with final approval by SDS/WID. A maximum of US\$30,000 will be used every year for those small grants.

<sup>2</sup> Peer reviewers will be selected for each competition round. The Program Coordinator, in consultation with members of the Council and SDS/WID, will identify technical experts who can serve in that capacity. Between three to six peer reviewers from inside and outside the Bank will lend their services to the Program, on a pro bono basis. However, reviewers from outside the Bank will receive a stipend to cover long-distance telephone calls and any other expenses their tasks might require. Contacts with these technical experts will be on an individual basis, mainly through electronic communications.

4.14 Final Selection Criteria. In addition to the criteria defined in section 4.8, final funding decisions will take into account the following:

- the organization's ability to come up with supplemental funding for the project under consideration (matching grants)
- replicability of the project
- projects that target specific groups such as female ethnic minorities and young women.
- geographic location<sup>3</sup>

4.15 Awarding Grants. Upon final decision by the Bank (SDS/WID), the Execution Unit will formally inform the grantees of the selection of their proposals. The funds awarded will be disbursed to the beneficiary organizations according to Bank policies and procedures.

4.16 Terms of Award. An agreement will be signed between the grantees and the Bank for the use of the resources. The agreement will cover such items as: the amount of the grant; disbursement period; reporting requirements; monitoring and evaluation strategy; financial reporting; and the organization's commitment to execute the project according to the plan presented in the proposal and to respect the terms of the agreement with the Program.

4.17 The recipients of grants under US\$20,000 will be required to submit a final report of project achievements within one month of completion of project activities.

4.18 Supervision and Monitoring. For grants of over US\$20,000, grantees will be required to submit progress and financial reports, as well as a work plan for the next period on a biannual basis. Upon request by the Program Coordinator, once or twice a year, Advisory Network members including IDB Country Office staff will conduct on-site visits, to assess progress. Mid-way through the execution period (months 16-20), the Program Coordinator and a staff member of SDS/WID will visit a sample of grantees to assess the Program's overall performance. Grantees in this category will be required to conduct a final evaluation to assess project's impact and to draw lessons learned that will be shared with the Program.

b. Intermediary Funding.

4.19 Suitability Criteria. During the initial stages of project execution, the Program Coordinator, with the assistance of Council members and SDS/WID, will identify organizations and institutions in the region that might be suitable for the indirect grants. The following criteria will be used to determine suitability:

- have previous experience managing programs funded by international donors

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<sup>3</sup> To ensure a fair allocation of the Program's resources between the different countries of the LAC region, no less than fifty percent of the approved grants in each competition round will be for C & D countries.

- have a solid administrative and institutional structure that ensures execution of a Program
- have previous experience transferring funds to other organizations
- be respected in the development community at the local and/or the national level
- have a positive track record working for the community
- have the appropriate human and technical resources

4.20 Simultaneously, the Program Coordinator, with the assistance of the grantmaking consultant will develop an RFP that will be disseminated to the organizations that have been identified. The final version of the RFP will be approved by the Council and by SDS/WID.

4.21 The dissemination of the RFPs to targeted organizations and institutions, as well as the reception of proposals by the Execution Unit, will be done through the same channels outlined for the direct grantmaking activities (see 4.2 & 4.5). Proposals for the intermediary funding will be received between months 6-18 of project execution.

4.22 Eligible Organizations. Requests for these grants will be accepted from organizations of the civil society, NGOs, and educational and research institutions. Public and semi-public institutions will not be considered. Additional criteria to determine the eligibility of applicants include:

- must be institutions of the borrowing member countries of the Bank and must have the legal authority to receive technical assistance from the Bank
- must serve women and/or groups from the countries of Latin America and the Caribbean
- have at least a five-year track record managing development programs
- have managed programs of US\$ 100,000 or more in the past
- have stable and viable organizational structure
- have women in the institutional structure of the organization
- be non-partisan or multi-partisan with ability to work across party lines
- have the ability to attract supplemental funding from different sources
- be strongly committed to the promotion of women's issues and especially to women's increased leadership and participation

4.23 Decision-Making Process. The Execution Unit staff will conduct an initial screening of the requests to determine if the proposals and/or the application forms received fall within the guidelines and the criteria established by the Program.

- 4.24 Applicants whose proposals do not fall within the Program's guidelines and criteria will be formally informed that their requests will not be given further consideration. The ones that do fall within the Program's guidelines will be submitted to a more thorough assessment by the Execution Unit. This might require site visits by the Program Coordinator, individual Council members, members of the Advisory Network or staff from IDB Country Offices, in order to further ascertain the capability of a given institution.
- 4.25 Following this assessment, the proposals will be forwarded to the Council members who will then share their recommendations with the Bank (SDS/WID) for the final funding decisions.
- 4.26 Final Selection Criteria. The following criteria will be taken into consideration in making the final decisions:
- consistency with the Program's overall objectives
  - the organization's ability to disburse the funds received within a maximum period of 12-18 months
  - the organization's ability to establish guidelines and criteria acceptable to the Program for funding of sub-grantees
  - the organization's ability to offer technical leadership to sub-grantees in executing their projects and activities
  - the organization's ability to ensure that sub-grantees' projects and activities meet the Program's objectives
  - the organization's ability to effectively monitor the sub-grantees' activities
  - the organization's ability to adhere to the reporting requirements set by the Program
- 4.27 Terms of Award. Upon final decision by the Bank, the grantees will be officially informed of their selection by the Execution Unit. An agreement will be signed between the intermediary organization and the Bank for the use of the resources. The agreement will be developed by the Program Coordinator with the assistance of the grantmaking consultant, to the satisfaction of the Bank.
- 4.28 The agreement will cover such items as: the amount of the grant; disbursement period and disbursement procedures; overhead percentage;<sup>4</sup> type of organizations that will be funded; type of projects and activities to be funded; reporting requirements; monitoring and evaluation strategy; financial reporting mechanisms; and the organization's commitment to execute the project according to the plan presented in the proposal and to respect the terms of the agreement with the Program.

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<sup>4</sup> Overhead to the intermediaries will not exceed 10%



- 4.29 Supervision and Monitoring. The intermediaries will be required to submit progress and financial reports on a biannual basis. Upon request by the Program Coordinator, once or twice a year, Advisory Network members including IDB Country Office staff will conduct on-site visits, to assess progress. During the third year of execution (months 28-30) the Program Coordinator and a staff member from SDS/WID will conduct a supervisory visit to assess the performance of a sample of the intermediaries and of their sub-grantees. Intermediaries will be required to conduct a final evaluation to assess project's impact and to draw lessons learned that will be shared with the Program.

**B. INSTITUTIONAL STRENGTHENING**

- 4.30 Identifying Potential Participants. The Program Coordinator will identify potential participants in the institutional strengthening activities among those organizations that fall at least in one of the following categories: (i) are in the process of applying for the Program's direct and intermediary funding; (ii) are actual beneficiaries of the Program's direct and intermediary grantmaking activities; (iii) have at some point applied for direct or indirect funding but have been turned down for technical reasons; or (iv) have formally expressed the desire to apply for a grant at a future time.

- 4.31 Eligible Organizations. This component will target NGOs, women's groups and organizations, other non-partisan or multi-partisan organizations of the civil society, and educational and research centers. Public institutions will not benefit from these activities. To be eligible, organizations must be institutions of the borrowing member countries of the Bank and must have the legal authority to receive technical assistance from the Bank. Preference will be given to such organizations or groups that include women at all levels within their structure and have a history of work that benefits women.

**a. Workshops**

- 4.32 The Program Coordinator will consult the Council and SDS/WID for the final selection of those organizations that will be informed about and invited to participate in the workshops.
- 4.33 Thirty to forty different organizations will be represented in each workshop. The Execution Unit, in collaboration with the Institutional Strengthening Consultant and/or consulting firm, will coordinate the organization and execution of the workshops.

**b. On-site technical assistance**

- 4.34 Decision-Making Process. The selection process for participating organizations in this activity will require a more thorough assessment of their institutional capability by the Execution Unit, assisted by an institutional strengthening consultant (see terms of reference, ANNEX II). The Program Coordinator, in consultation with SDS/WID and the Council, will pre-select about twenty organizations - from the ones actually benefitting from the grantmaking activities - who might have access to the on-site technical assistance.

4.35 The organizations that have been pre-selected will receive a more detailed description of the on-site technical assistance activities. Those interested will be asked to submit a written request discussing their specific needs for institutional strengthening. To further assess their capability, the Execution Unit will:

- review a sample of basic administrative documents from the organization
- consider site visits by members of Advisory Network and/or IDB country offices, if needed
- perform a background check with other funding agencies that have supported the work of the organization
- establish telephone and electronic communication with the organization to clarify any question that may arise

4.36 Final Selection Criteria. Final selection of the beneficiaries will take into consideration the following criteria:<sup>5</sup>

- have a basic administrative structure with potential for growth
- have a positive track record in development work
- demonstrate commitment to the promotion of women's leadership and participation
- have a large constituency

4.37 The Program Coordinator will consult Council members and SDS/WID for the final selection of the twelve organizations that will benefit from this activity.

#### C. NETWORKING

4.38 The Execution Unit will coordinate the implementation of all the activities that will be developed under this component. The Program Coordinator will consult Council members and SDS/WID on such aspects as: the places, the dates, the agendas and the participants for the six networking workshops and meetings that are foreseen.

4.39 Since all the events will take place in the countries of the region, a local consultant will be hired in each case to assist the Execution Unit in the preparation and the implementation of the event. The Program Coordinator will formally seek the assistance of the local offices of the IDB, UNIFEM, UNICEF, UNDP, OAS/CIM, and the Coordination of Latin American and Caribbean NGOs in organizing these events.

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At least 50 percent of participating organizations in the institutional strengthening activities will come from C & D countries.

- 4.40 Participants at these events will come from a broad range of sectors in the different countries of the region. As for the activities that will be developed under the other components of the Program, special attention will be given to ensure the participation of members of such groups as female ethnic minorities and young women, and at least 50 percent of the participants in each event will come from the C & D countries.

**D. OUTREACH AND COMMUNICATION**

- 4.41 The Execution Unit will coordinate all the activities that will be developed under this component. SDS/WID will call upon the services of consultants to assist the Program Coordinator in the implementation of the information campaign and the preparation of the materials that will be published.
- 4.42 The Program Coordinator will consult Council members and SDS/WID in the preparation and the implementation of these activities. The country offices of the IDB and the regional and local offices of UNIFEM, UNICEF, UNDP, OAS/CIM, and the NGO Coordination for LAC will be consulted at different stages for these activities and their participation will be requested as needed.
- 4.43 The publication and the dissemination of the materials that will be developed as part of the outreach and communication strategy will be done according to the IDB's standards.

**E. FUNDRAISING AND INSTITUTIONALIZATION**

- 4.44 The Execution Unit will be responsible for the implementation of the activities foreseen under this component. SDS/WID will contract a fundraising consultant to assist the Program Coordinator in the design and the implementation of a fundraising strategy. The consultant will work during the first months of project execution and midway through the process.
- 4.45 The Program Coordinator will consult Council members and SDS/WID in the preparation and the implementation of the fundraising strategy. Individual Council members, as well as SDS/WID staff and the Program Coordinator will all be involved in contacting donors and identifying potential institutional alternatives for the continuation of the Program. Contact with other bilateral and multilateral donors and with private foundations will be done according to Bank standards.

## I. INSTITUTIONAL FEATURES

- 1.1 The Regional Technical Cooperation Division (INT/RTC) will assume basic responsibility for the Program while technical responsibility will lay with the WID Unit of the Social Programs and Sustainable Development Department (SDS/WID). The WID Unit will supervise the work of the Program's Execution Unit and will be responsible for selecting and hiring the core staff members and the short-term consultants that will be involved with the Program's execution. In addition, the WID Unit will oversee the financial activities of the Program with assistance from the SDS Administrative Officer.
- 1.2 The Execution Unit will operate with a core staff of three members who will be contracted by SDS/WID for a period of 36 months and which will include: a Program Coordinator, a Program Associate, and an Administrative Assistant. Other short-term consultants will be contracted throughout the execution period for specific assignments (see terms of reference that follow).
- 1.3 The Council is composed of 11 members, seven of which will be representatives of each of the following institutions: IDB, UNICEF, UNIFEM, UNDP, OAS/CIM, the Coordination of Caribbean NGOs, and the Coordination of Latin American NGOs. These individuals have been collaborating with the project team in the design of the Program. Upon approval of the project by the Bank, a formal letter will be required from them to formally confirm their role as a representative of their respective institution. The other four members will be drawn from a broad range of sectors and will be selected by SDS/WID in consultation with the core members. Council members will serve on a pro bono basis for the three-year period of execution and will meet once or twice a year. Members from the multilateral agencies cited above will assume financial responsibility for their participation at these meetings as an in-kind contribution to the Program. The Program will finance the participation of the other Council members to these meetings. Members will decide on the internal regulations necessary for the functioning of the Council and on appropriate arrangements to address such issues as a member's withdrawal and replacement.
- 1.4 The Advisory Network will include both IDB and external members. In-house members will consist of six to eight Bank professionals from Headquarters and from the Country Offices. They will be selected by the Execution Unit in consultation with SDS/WID on the basis of their professional expertise, their interest, and their commitment to the Program's objectives.

- 1.5 The external members will be drawn from the local and/or the regional offices of UNIFEM, UNICEF, UNDP, OAS/CIM, the Coordination of Latin American and Caribbean NGOs, and other prominent organizations of the civil society. They will be selected by the Council members and the Program Coordinator to the Bank's satisfaction. The Advisory Network will be informal. Members will serve on a voluntary basis during the three-year execution period.

## II. TERMS OF REFERENCE FOR THE STAFF OF THE EXECUTION UNIT AND CONSULTANTS

### 2.1 Program Coordinator

- 2.2 The Program Coordinator will provide technical expertise and leadership to the Program for the Support of Women's Leadership and Representation and will manage the execution of all its components and its day to day activities.

### 2.3 Will carry out the following specific activities:

- Responsible for establishing the Program's office, formalizing the operations of the Council and Advisory Network.
- Update the guidelines and the criteria for all the Program's components.
- Participate in the identification and the selection of peer reviewers for the grantmaking activities.
- Supervise Program Associate, Administrative Assistant, and the daily operations of the Program and processing of grant requests.
- Identify and participate in the selection of all consultants.
- Develop, in collaboration with the respective consultants, the proposed activities under each component. Supervise the implementation of all activities.
- Identify an appropriate institutional alternative for the continuation of the Program's execution once IDB's funding is over.
- Coordinate field visits and supervise the grantees' performance.

- Serve as a liaison between the Execution Unit staff, the Council, and the Advisory Network.
  - Serve as liaison between the Execution Unit staff, the WID Unit staff, other relevant IDB departments, and partner agencies.
  - Monitor the Program's budget.
- 2.4 Will be appointed by SDS/WID for a period of 36 months, to the Bank's satisfaction.
- 2.5 Should have Master's Degree or equivalent in Human Resources Development, Education or other social science. Extensive work experience in the management and operation of similar grantmaking projects. Some experience in organizing training and developing training materials. Excellent knowledge of gender and women in development issues in Latin America and the Caribbean. Good oral and written communication skills. Fluency in English and Spanish.
- 2.6 Program Associate
- 2.7 The Program Associate will provide technical expertise to the Program for the Support of Women's Leadership and Representation as well as support for its day to day activities.
- 2.8 Will carry out the following specific activities:
- Assist the Program Coordinator in all aspects of managing the daily operations of the Program.
  - Receive and process grant applications.
  - Coordinate with Program Coordinator, Council and Advisory Network regarding grant applications. Coordinate with Program Coordinator Council meetings.
  - Assist with writing and publishing of annual reports, best practices, and other occasional reports.
  - Assist in the preparation of all meetings and international gatherings as needed.
- 2.9 Will be appointed by SDS/WID for a period of 36 months, to the Bank's satisfaction.

2.10 Should have Master's Degree or equivalent in Human Resources Development, Education or other social science. Excellent knowledge of gender and women in development issues in Latin America and the Caribbean. Excellent organizational skills and experience in coordinating large multinational events. Good oral and written communication skills. Fluency in English and Spanish.

2.11 Administrative Assistant

2.12 The Administrative Assistant will provide support to the Program Coordinator and Program Associate in the daily operation and management of the Program.

2.13 Will carry out the following activities:

- Assist the Program Coordinator and Program Associate in the daily operations of the Program.
- Maintain financial records.
- Assist in the preparation of materials, letters, and publications as needed.
- Coordinate logistical details for all meetings and conferences.

2.14 Will be appointed by SDS/WID for a period of 36 months, to the Bank's satisfaction.

2.15 Should have knowledge of gender and women in development issues in Latin America and the Caribbean. Must have some accounting/financial experience. Excellent organizational and administrative skills. Desktop publishing skills a plus. Good oral and written communication skills. Fluency in English and Spanish.

2.16 Evaluation Consultant

2.17 The consultant will design and conduct a mid-term/ex-post evaluation to determine the efficacy of the grants distributed during the initial three-year execution of the Program.

2.18 Will carry out the following specific activities:

- Design evaluation scheme and criteria in conjunction with the Program Coordinator.

- Assist in the development of qualitative and quantitative indicators to assess the Program's impact.
  - Review relevant project reports and self-evaluations/final reports done by grantees, interview grantees and others as necessary to conduct evaluation.
  - Conduct on-site visits of selected grantees as needed to highlight the lessons learned and best practices in terms of processes, outcomes, and potential impact.
  - Identify and visit similar programs to compare performance.
- 2.19 Will be appointed by SDS/WID in consultation with the Program Coordinator, to the Bank's satisfaction.
- 2.20 Should have Master's Degree or equivalent in social sciences with extensive experience managing and evaluating development projects. Experience evaluating grantmaking mechanisms is also a plus. Excellent knowledge of gender and women in development issues in Latin America and the Caribbean. Good oral and written communication skills. Fluency in English and Spanish.
- 2.21 Fundraising Consultant
- 2.22 The consultant will provide technical expertise for the fundraising activities of the Program for the Support of Women's Leadership and Representation
- 2.23 Will carry out the following specific activities:
- In coordination with the Program Coordinator and the Council members, design a fundraising strategy that seeks to:
    - assess the Program's capacity to secure short and mid-term funds in addition to the IDB funds,
    - set an overall fundraising goal,
    - develop an action plan to secure the contributions of likely foundations and other funding agencies, with recommended approaches, relevant personnel, etc.
  - Produce a set of background information and documentation on targeted fundraisers and a list of active donors.



- Meet with potential donors to inform them about the Program and to secure their financial support for future operations of the Program.
- 2.24 Will be appointed by SDS/WID in consultation with the Program Coordinator, to the Bank's satisfaction.
- 2.25 Should have Master's Degree or equivalent in social sciences. Excellent knowledge of gender, women, leadership and representation in development issues in Latin America and the Caribbean. Positive track record in raising funds from international and private donors. Good oral and written communication skills. Fluency in English and Spanish.
- 2.26 Consultants for Institutional Strengthening
- 2.27 The consultants will provide technical expertise to the Program for the Support of Women's Leadership and Representation in implementing a variety of training events and customized technical assistance opportunities for beneficiaries of the Program.
- 2.28 Will carry out the following specific activities:
- Assist Program Coordinator in identifying and assessing organizations eligible for workshops and for technical assistance.
  - Assist Execution Unit in developing a description of the technical assistance activities for its distribution to pre-selected organizations.
  - Develop and implement two workshops over the three-year duration of the Program for organizations that have benefitted or could benefit from the Program's financing. The workshops would cover such topics as proposal writing, resource management skills and strategies to secure funds from a broad base of donors.
  - Design and deliver a variety of customized on-site technical assistance to organizations that have already benefited from the Program's financing. These four to five-day sessions would involve working directly with staff of the beneficiary organization on topics such as fundraising strategies, strategic planning, personnel management, and communication skills.
  - Follow-up beneficiary organizations.

- 2.29 Will be appointed by SDS/WID in consultation with the Program Coordinator, to the Bank's satisfaction.
- 2.30 Should have Master's Degree or equivalent in Organizational Development or Business Administration. Extensive work experience in training, proposal writing, fundraising, and strategic planning. Knowledge of gender and women in development issues in Latin America and the Caribbean. Good oral and written communication skills. Fluency in English and Spanish.
- 2.31 Consultants for Outreach and Communication
- 2.32 The consultants will provide technical expertise to the Program for the Support of Women's Leadership and Representation in developing a strategy to promote and disseminate information about the Program and in implementing that strategy.
- 2.33 Will carry out the following specific activities:
- Design and implement a multi-year strategy for the promotion of the Program to potential beneficiaries, donors, and others working in the area of women's leadership.
  - Design and produce any necessary materials for the implementation of this strategy.
  - Assist the Program Coordinator in writing and publishing three Annual Reports on the activities of the Program.
  - Assist in the writing and publication of occasional reports and articles on the special events that will be organized through the Program, including a Best Practices and Success Stories to be published by the end of the second year of Program's operation.
  - Assist Computer Specialist with the selection and dissemination of information in the Webpage.
- 2.34 Will be appointed by SDS/WID in consultation with the Program Coordinator, to the Bank's satisfaction.
- 2.35 Should have Master's Degree or equivalent in English, Journalism, Communications, or related fields. Extensive work experience writing and producing public relations materials (i.e. brochures, posters, articles, etc.) as well as more in-depth materials such as evaluation and best practices reports. Knowledge of gender and

women in development issues in Latin America and the Caribbean. Excellent oral and written communication skills. Fluency in English and Spanish.

2.36 Networking Consultants

2.37 The consultants will provide technical expertise to the Program for the Support of Women's Leadership and Representation in planning and executing a variety of events to facilitate linkages among the Program's participants, women leaders in the region, and among organizations working in the area of women's leadership.

2.38 Will carry out the following specific activities:

- Assist the Program Coordinator in the preparation and implementation of the following events:
  - exchange sessions on leadership and mentoring,
  - mentoring sessions for young women,
  - mid-term gathering of beneficiaries of the Program's grantmaking component,
  - workshop on media and message development for women in politics.
- Assist in the identification of participants to events.
- Produce a final report after each event which highlights the lessons learned in terms of processes, outcomes, and impact.

2.39 Will be appointed by SDS/WID in consultation with the Program Coordinator, to the Bank's satisfaction.

2.40 Should have Master's Degree or equivalent in Social Sciences. Extensive work experience in events planning, women in politics, fundraising, and youth development. Knowledge of gender and women in development issues in Latin America and the Caribbean. Good oral and written communication skills. Fluency in English and Spanish.

2.41 Computer Specialist

2.42 The consultant will provide technical expertise to the Program for the Support of Women's Leadership and Representation in developing a Homepage that is Internet accessible.

2.43 Will carry out the following specific activities:

- Design and develop a Webpage for the Program in both English and Spanish.
- Gather and process information and documentation that could be incorporated to the Webpage materials.
- Assist in the review of Webpage content and materials in order to assess its suitability; also develop the look of the Webpage in collaboration with the Execution Unit staff.
- Develop a database for a directory of ongoing initiatives and organizations working in the area of women's leadership.
- Serve as a liaison between the Execution Unit staff and users.

2.44 Will be appointed by SDS/WID in consultation with the Program Coordinator, to the Bank's satisfaction.

2.45 Should have Bachelors Degree or equivalent in MIS or Computer Science. Extensive work experience in the design and implementation of Homepages and the Internet. Experience in organizing training and developing training materials is also suited. Knowledge of gender and women in development issues in Latin America and the Caribbean is a plus. Good oral and written communication skills. Fluency in English and Spanish.

2.46 Grantmaking Consultant

2.47 The consultant will provide technical expertise to the Program's Coordinator in the development of the strategy underlying the operation of the grantmaking component.

2.48 In keeping with the principles and the objectives set for the Program and specifically for this component, develop a protocol for the grantmaking activities that includes:

- A set of guidelines and criteria for the selection of the projects and programs to be funded.
- A definition of the process from application to final funding decisions.
- The basic format for the application forms and the project proposal format.

- The basic format of the RFP.
  - Guidelines for the disbursement of funds to actual grantees.
  - Guidelines for the reporting by the grantees.
  - Guidelines and a set of benchmarks for the monitoring of grants from different categories.
  - Provide training to the Execution Unit staff to enhance their ability to perform their tasks in the most efficient ways possible.
- 2.49 Will be appointed by SDS/WID in consultation with the Program Coordinator, to the Bank's satisfaction.
- 2.50 Should have Master's Degree or equivalent in economics, finance, or related fields. Extensive experience in developing, managing, advising and evaluating grantmaking programs. Previous work experience with multilateral organizations is also a plus. Excellent knowledge of gender and women in development issues in Latin America and the Caribbean. Good oral and written communication skills. Fluency in English and Spanish.

**LOGICAL FRAMEWORK**  
**PROGRAM FOR THE SUPPORT OF WOMEN'S LEADERSHIP AND REPRESENTATION**

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>Overall Objective</b> <p>Contribute to the increase of women's citizen participation and access to leadership positions in public and civic life in the LAC region</p>	<p># of women accessing &amp;/or competing for leadership positions at all levels of government and private sectors institutions has increased;</p> <p>Women accessing top level positions exercise leadership and decision-making in a more efficient way;</p> <p>Women's participation in elections and in other democratic instances has improved qualitatively &amp; quantitatively;</p>	<p>UNDP Human Development Reports</p> <p>Ex-Post Evaluation Report</p> <p>Data &amp; Studies Produced by International and Regional Organizations Concerned with Women's Leadership</p>	<p>Sociopolitical climate in LAC region remains favorable</p> <p>Current momentum in favor of women's increased leadership remains strong</p> <p>International donor community and LAC governments demonstrate commitment to support women's increased leadership &amp; participation</p>
<b>Specific Objectives</b> <p>i) make financial resources available to organizations that work to promote women's citizen participation and leadership in LAC;</p> <p>ii) foster regional networks of organizations and women leaders that support women's leadership and citizen participation;</p> <p>iii) encourage greater involvement of the donor community in supporting women's leadership in the region;</p>	<p>scores of projects promoting women's civic participation and leadership have been funded through the Program</p> <p>regional networks of women leaders have been strengthened or created</p> <p>networks of women leaders support the increased participation of women at the decision-making levels in all the sectors</p> <p>the Program has achieved full autonomy and is ready to operate independently</p> <p>Program is receiving funding from a diversity of donors and is able to continue to meet the financial needs of organizations that promote women's leadership &amp; participation</p>	<p>the Program's Monitoring &amp; Progress Reports</p> <p>Mid-Term &amp; Ex-Post Evaluation Reports</p> <p>IDB-Women</p> <p>the Program's Annual Reports</p> <p>the Program's Other Publications &amp; Promotional Materials</p> <p>the Program's Homepage</p>	<p>IDB and other partner agencies demonstrate active support for the Program</p> <p>the Program's Council, Execution Unit and Advisory Network operate effectively</p> <p>Interest &amp; needs for the Program's work remain strong in the region</p> <p>International donor community is responding positively to the Program through additional resources and increased partnership</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><b>Components/Activities</b></p> <p><u><b>Grantmaking:</b></u></p> <p>finance programs that promote women's increased leadership and citizen participation in civic and public life</p>	<p>scores of projects and organizations that promote women's civic participation and leadership have been funded through the Program</p> <p>almost 2.5 million dollars have been effectively channelled to local projects in keeping with the criteria &amp; the guidelines set for the program</p> <p>scores of projects have been selected for funding based on the standards set by the peer review process</p>	<p>the Program's Monitoring &amp; Progress Reports</p> <p>Mid-Term &amp; Ex-Post Evaluation Reports</p> <p>IDB-Women</p> <p>the Program's Annual Reports</p> <p>the Program's Other Publications &amp; Promotional Materials</p> <p>Other Publications &amp; Promotional Materials</p> <p>the Program's Homepage</p> <p>grantees own reports</p> <p>monitoring &amp; evaluation reports</p>	<p>the Program's Council, Execution Unit and Advisory Network operate effectively</p> <p>the Program's work is well known in the LAC region and requests for funding are submitted from relevant organizations</p> <p>requests for funding meet criteria, guidelines and priorities set by the Program</p>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>i) <u><b>Institutional Strengthening:</b></u></p> <p>strengthen institutional capability of beneficiary organizations through training workshops &amp; on-site technical assistance;</p>	<p>scores of beneficiary organizations have received training aimed at improving their institutional capability</p> <p>tailored technical assistance has been offered on-site to a dozen beneficiary organizations</p> <p>beneficiary organizations demonstrate more efficiency in their operations</p>	<p>the Monitoring &amp; Progress Reports</p> <p>Mid-Term &amp; Ex-Post Evaluation Reports</p> <p>IDB-Women</p> <p>the Annual Reports</p> <p>other Promotional Materials</p> <p>the Program's Homepage</p> <p>grantees own monitoring &amp; evaluation reports</p>	<p>the Program's Council, Execution Unit and Advisory Network operate effectively</p> <p>the Program has the ability and the means to develop a program that suits the needs of beneficiary organizations</p> <p>the Program has the ability to identify human resources with the required skills to develop and implement this component of the Program</p> <p>the beneficiary organizations implement the new skills they have acquired</p>
<p>ii) <u><b>Outreach and Communication:</b></u></p> <p>generate &amp; disseminate information regarding the activities of the Program, lessons learned, best-practices, participating organizations.</p>	<p>an efficient system of information about the Program and its beneficiaries is operating</p> <p>the Program is publishing and disseminating a relevant set of materials about its activities such as: Annual Reports, Occasional Articles, Best Practices, promotional documents.</p> <p>hundreds of women leaders &amp; organizations, NGOs, donor agencies, government institutions, in the LAC region are receiving information about the Program's activities through the Program's homepage on the net &amp; the published materials</p>	<p>Monitoring &amp; Progress Reports</p> <p>Mid-Term &amp; Ex-Post Evaluation Reports</p> <p>IDB-Women</p> <p>the Program's Annual Reports</p> <p>the Program's Other Promotional Materials</p> <p>the Program's Homepage</p> <p>the grantees own monitoring &amp; evaluation reports</p>	<p>the Program's Council, Execution Unit and Advisory Network operate effectively</p> <p>the Program has the ability and the means to develop a program that suits women leaders and women organizations in the region</p> <p>the Program has the ability to identify human resources with the required skills to design and implement the activities foreseen under this component</p>



OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
v) <b><u>Networking:</u></b>  facilitate linkages among current and potential women leaders & organizations from within and outside the region	six special educational and networking events have been organized for women leaders in the region.  over 300 women and young women have participated in the special educational and networking events informal and formal networks of women leaders have been strengthened and created as a result of these events  thousand of women leaders, activists, academics, women and other organizations have accessed information on the Program and have networked through the home page on the net	Monitoring & Progress Reports  Mid-Term & Ex-Post Evaluation Reports  IDB-Women  the Annual Reports  Other Promotional Materials  the Program's Homepage  the grantees monitoring & evaluation reports	the Program's Council, Execution Unit and Advisory Network operate effectively  the Program has the ability and the means to develop a program that suits women leaders and women organizations in the region  the Program has the ability to identify human resources with the required skills to design and implement the activities foreseen under this component  throughout the LAC region, more and more women and organizations have access to the internet
) <b><u>Fund-raising &amp; Institutionalization</u></b>  implement fund-raising strategy & generate additional funds from a diversity of sources  ensure institutional sustainability of the Program	fund-raising strategy is implemented  additional funds have been obtained from a diversity of sources  the Program has achieved autonomy after its three-year duration and is ready to continue its operations with a new institutional framework	Monitoring & Progress Reports  Mid-Term & Ex-Post Evaluation Reports  IDB-Women  the Program's Annual Reports  other Promotional Materials  the Program's Homepage	the Program's Council, Execution Unit and Advisory Network operate effectively  the Program is able to establish a sound track record in grantmaking in the area of women's leadership  the Donor community is responsive to the Program's need for sustained funding  Interest & needs for the Program's activities remain strong in the region

PROPOSED RESOLUTION

REGIONAL. NONREIMBURSABLE TECHNICAL COOPERATION FOR THE  
PROGRAM FOR THE SUPPORT OF WOMEN'S LEADERSHIP AND REPRESENTATION

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, and as trustee of the Norwegian Fund for Women in Development, to take such additional measures as may be pertinent for the execution of the plan of operations referred to in Document AT- with respect to a nonreimbursable technical cooperation for the execution of the Program for the Support of Women's Leadership and Representation.

2. That up to the sum of US\$350,000 is authorized for the purpose of this resolution, chargeable to the resources of the Norwegian Fund for Women in Development.

3. That the above-mentioned sum is to be provided on a nonreimbursable basis.

PROPOSED RESOLUTION

REGIONAL. NONREIMBURSABLE TECHNICAL COOPERATION FOR THE  
PROGRAM FOR THE SUPPORT OF WOMEN'S LEADERSHIP AND REPRESENTATION

The Board of Executive Directors

RESOLVES:

1. That the President of the Inter-American Development Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, to take such additional measures as may be pertinent for the execution of the plan of operations referred to in Document AT- with respect to a nonreimbursable technical cooperation for the execution of the Program for the Support of Women's Leadership and Representation.

2. That up to the sum of US\$3,250,000 or its equivalent, is authorized for the purpose of this resolution, of which up to the sum of US\$1,000,000 may be disbursed in foreign exchange, up to the equivalent of US\$1,000,000 in pesos argentinos, up to the equivalent of US\$750,000 in reales, and up to the equivalent of US\$500,000 in pesos mexicanos, chargeable to the net income of the Fund for Special Operations.

3. That the above-mentioned sum is to be provided on a nonreimbursable basis.