

ARGENTINA

**PROGRAM TO SUPPORT CHILDREN IN ESPECIALLY DIFFICULT CIRCUMSTANCES
IN NINE PROVINCES**

(TC-94-01-16-8-AR)

EXECUTIVE SUMMARY

REQUESTER: The Social Development Department (SDS) of the Office of the President of the Argentine Republic.

EXECUTING AGENCY: The SDS, with administrative and technical assistance from the United Nations Children's Fund (UNICEF), and nongovernmental and community-based organizations in the participating provinces, which will act as direct executing agencies.

BENEFICIARIES: Children in especially difficult circumstances (CEDC) living in urban and suburban areas in 10 cities in nine provinces. Close to 50,000 children and adolescents under 18 years of age will benefit directly.

FINANCING:	IDB:	US\$19,720,000
	Local contribution:	US\$ 1,420,000
		<u>US\$ 6,000,000</u>
	Total:	US\$27,140,000

The local contribution equivalent to US\$6 million has been estimated on the basis of contributions offered by the direct project executing agencies in the form of goods and services, which will not be subject to financial auditing.

TERMS AND CONDITIONS:	Fund:	Net income of the Fund for Special Operations
	Type of financing:	Nonreimbursable, local currency
	Execution period:	48 months
	Disbursement period:	62 months

**ENVIRONMENTAL
CLASSIFICATION:** The Environment Committee, at its meeting of November 23, 1994, classified this as a Category II operation.

OBJECTIVES: The general objective of the program is to contribute to the development of human capital in order to achieve economic growth with greater equity. The specific objectives are to: (i) better the lives of children in especially difficult circumstances in 10 Argentinian cities, by giving them an opportunity to

develop their physical, psychological, social, and economic potential; (ii) consolidate the participating entities through institution-building activities and the development and application of appropriate methods for assisting children in especially difficult circumstances; and (iii) set up articulated social networks to contain crises in low-income communities.

DESCRIPTION:

To attain the proposed objectives, the program will be divided into nine subprograms covering 10 cities in the participating provinces, which will include 59 specific support and/or preventive projects and a centralized training component. The subprograms will be carried out in the cities of: Resistencia (Chaco province), Formosa/Clorinda (Formosa province), Posadas (Misiones province), San Fernando del Valle de Catamarca (Catamarca province), San Miguel de Tucumán (Tucumán province), San Salvador de Jujuy (Jujuy province), Salta (Salta province), Comodoro Rivadavia (Chubut province), and Rosario (Santa Fe province).

The activities to be carried out in the participating cities will focus on the poorest urban and suburban areas where most of the target population is found (children and adolescents up to 18 years of age), and where executing agencies with experience in this field are available. Children from such areas are often forced to seek a living in city cores where they end up becoming children in and of the street. The program will work towards its objectives by keeping these children in their communities and, where possible, in their families. It will do so through specific activities in the communities involving assistance and prevention, ideally in conjunction with municipal social services.

It is estimated that the program will provide food and early education for 5,880 children five years of age and under, extra schooling, food supplements, and recreational activities for 12,290 children from six to 12 years of age, job training for 22,572 adolescents, medical, psychological, and nutritional support for 3,500 teenage mothers and their babies, training and jobs for 240 handicapped children, the return of 100 institutionalized children to their own families or to foster families, assistance for 2,960 children suffering from drug or alcohol addiction, foster homes for 360 street children, and legal assistance for 2,090 children.

This program is defined as a poverty-reduction operation, on the basis of the criteria established in the document on the Eighth General Increase in the Resources of the Bank.

BENEFITS:

The program, with its objective of building human capital, will ease the situation of children who have been neglected by society or are at serious risk of being so, and will seek to ensure that the rights of these children are respected. Further benefits will include: (i) institutional strengthening for the executing agencies which will then be in a position to undertake larger programs to support CEDC, using trained personnel and appropriate methods; (ii) a considerable number of human resources at all levels who specialize in assistance for CEDC; and (iii) the creation in each city of a network of organizations able to provide services for CEDC with greater efficiency.

RISKS:

The main risk of the program is the institutional weakness of most of the executing agencies, whose experience has been limited to working with skimpy local resources. Accordingly, training on different levels in administrative and technical aspects has been included to make for efficient execution of this program as well as subsequent operations.

Activities to support CEDC may suffer from lack of financing in the medium term. Therefore, income-generating projects will be supported when warranted. In addition, it is expected that: (i) the institution-building activities will enable the executing agencies to improve their financial management and their ability to obtain funds; (ii) the executing agencies will contribute additional funds after the third year of the project; and (iii) federal, provincial, and municipal authorities will see the advantages of operating projects to assist CEDC through civil society.

SPECIAL CONSIDERATIONS:

When the projects were analyzed, it was found that a fair number of them will require funds to remodel existing facilities or build simple new ones to expand activities already under way or introduce others, and therefore a waiver is requested of the policy of using resources from the net income of the FSO solely for technical cooperation. Should the waiver be granted, six percent of the funding would be used for building or remodelling.

Since the program targets extremely poor groups and the agencies that work with them are suffering from

marked financial and institutional weaknesses, Bank funding would be used to pay for recurrent personnel costs (teachers, psychologists, physicians, street operators, attorneys, and other support staff) and nutritional supplements. Covering recurrent costs is justified during the period in which the institutions' management capacity will be strengthened, and conforms to the policies outlined in the document on the Eighth Replenishment of Resources (paragraph 2.12(c)). The success of the program depends largely on the efficiency with which specialized, administrative, and support staff are able to deliver services for CEDC. As for the nutrition component, the best way of combating malnutrition among children with unmet basic needs is by providing nutritious and regular meals.

A waiver of Bank policy is requested so that UNICEF can be directly contracted as the program's technical and administrative executing agency on the basis of: (i) its recognized international experience in addressing the problems of children and adolescents; and (ii) the Bank's satisfactory experience in three earlier operations of similar complexity in the same field for which UNICEF administered Bank funds and provided technical advice on program execution.

**THE BANK'S COUNTRY
STRATEGY:**

The proposed program fits into the country's development plans and strategies and the Bank's operating guidelines, since it is intended to assist low-income groups. The Bank's strategy for Argentina from 1995 to 1997 gives priority to social and support services for the most vulnerable groups. Accordingly, the technical-cooperation program proposed here has been included in the pipeline for 1995. Furthermore, the proposed operation, which is a pilot project in Argentina, could well become the preparatory stage for a loan intended to address the issue of CEDC more broadly and in greater depth, with one of the goals being to ensure the sustainability of this program.

**SPECIAL
CONTRACTUAL
CONDITIONS:**

The first disbursement of the technical-cooperation funds will be subject to compliance by the SDS with the following conditions precedent, to the Bank's satisfaction:

1. An agreement must have been concluded between the SDS and UNICEF in which the latter undertakes to act as technical and administrative program executing agency, in terms substantially similar to those previously approved by the Bank (see paragraph 3.16).

2. The program executing unit (PEU) must have been set up (see paragraph 3.18).
3. Evidence must have been submitted that UNICEF has opened an exclusive bank account for the program (see paragraph 3.42).
4. The training program to be prepared by UNICEF must have been presented (see paragraph 3.4 (a)).

The first disbursement for each subprogram will be subject to compliance with the following conditions precedent, to the Bank's satisfaction:

1. The coordinator for the subprogram in a participating city must have been selected and contracted (see paragraph 3.19).
2. Letters of agreement must have been signed by the PEU - through the local program coordinator - and the project executing agencies (see paragraph 3.20).
3. The names of the persons who will represent the executing agency in all acts relating to execution of the respective project must have been announced (see paragraph 3.43).
4. Evidence must have been presented that a specific bank account has been opened for the respective project (see paragraph 3.43).

As a condition precedent to the disbursements to finance the construction of simple works and remodeling of existing facilities, evidence must be submitted of legal ownership of the land to be used for construction and the final architectural designs must be approved. Precautions must have been taken to avoid any negative environmental impact (see paragraph 3.44).

I. BACKGROUND

A. The issue

- 1.1 Socioeconomic and demographic indicators show that 12.2 million of Argentina's total population of 32.2 million are under 18 years of age. They also show that 86 percent of all Argentinians (27.6 million) live in cities, which is where most of the poor can be found today. Statistics for 1992 indicate that 23 percent of the country's urban population (6.3 million) is living in poverty. 1/ UNICEF has estimated that 4 million young people under the age of 18 have unmet basic needs (UBNs), which is equivalent to 32.7 percent of the total population in that age group. 2/
- 1.2 Argentina's poverty map shows the highest poverty indexes and the weakest social indicators in the Northeast and Northwest regions of the country. In the northeast, 51 percent of the population lives in poverty, while the figure for the northwest is 38 percent. The situation of poor children in these regions has become critical and demands priority attention, not simply on account of the socioeconomic privation from which the children suffer, but also because of the violence and exclusion to which they are frequently subject.
- 1.3 The phenomenon of children and adolescents forced into the streets to seek money is a multifaceted, complex, and differentiated socioeconomic problem. Children whose families are unable to provide for their material or emotional needs often end up on the streets, although the root cause is poverty, which affects family stability and leads to extreme measures such as forcing youngsters into low-paying jobs or other survival strategies, with the consequent sacrifice of their rights as children.
- 1.4 Moreover poverty, which translates into a weakening of family ties, can take the form of lack of early stimulation, or the abuse or abandonment of children. Early emotional deprivation is a disadvantage throughout a child's entire learning process and its future integration into society. This is why it is important to strengthen the family, which largely depends on the work performed by parents and the education received by children.

1/ Households whose per capita income is insufficient to purchase a minimum basic basket.

2/ Children with UBNs belong to poor households marked by the following characteristics: (i) three or more people living in one room; (ii) substandard housing (excludes houses, apartments, or farms); (iii) no sanitary facilities; (iv) school-aged children who do not attend school; and (v) each working member supports four or more people.

- 1.5 To address the problem of children in especially difficult circumstances (CEDC), the Argentinian authorities, through the SDS, have expressed their interest in obtaining assistance for specific projects targeting these children in the country's poorest cities. The SDS has identified 10 cities, eight of which lie in the neediest regions (Resistencia, Formosa/Clorinda, Posadas, San Fernando del Valle de Catamarca, San Miguel de Tucumán, San Salvador de Jujuy, and Salta), while the other two (Comodoro Rivadavia and Rosario) are special cases in which the situation of children has become critical and requires immediate attention. ^{3/} The incidence of poor households ranges from 47.5 percent in the city of Resistencia, which has the highest rate, to 12.6 percent in the metropolitan area of Buenos Aires.
- 1.6 Eight out of the 10 cities selected for the project rank highest in the number of poor families. Rosario and Comodoro Rivadavia, which rank in positions number 14 and 15 in the national classification, are cities whose economic bases for development have eroded and which therefore pose a serious threat of social upheaval.
- 1.7 The main industries in Rosario were dismantled very quickly and have not yet been replaced by other sources of work. In Comodoro Rivadavia, the impact of the privatization of the main source of employment and income - the oil fields - is currently being felt.
- 1.8 Children with UBNs in the 10 cities selected for the program number 439,101, or 30.5 percent of young people under the age of 18 in those cities. The following table gives a summary of the situation in each city selected, as observed in 1992. The cities that will participate in the program are identified on the map of Argentina included in this document.

^{3/} Argentina is divided into 23 provinces, which are grouped into five regions (Pampánea, Cuyo, Northeast, Northwest, and Patagonia).

INDICATORS OF POVERTY IN THE PARTICIPATING CITIES (Data for 1992)							
City	Province/region	Total population in thousands <u>d/</u>	Children under 18 <u>d/</u>	Poor families (%) <u>a/</u>	Poor population (%) <u>a/</u>	UBNs Children under 18 (%)	CWI <u>b/</u>
Resistencia	Chaco/Northeast	298,572	134,559	47.5	57.1	29.0	18.1
Formosa	Formosa/Northeast	159,545	92,797	40.5	48.7	40.0	11.3
Clorinda <u>c/</u>	Clorinda/Northeast	67,012	28,637	40.5	48.7	48.5	11.3
Posadas	Misiones/Northeast	218,685	99,068	36.2	45.1	28.5	25.6
Catamarca	Catamarca/Northwest	261,783	124,612	35.7	43.4	33.0	39.0
San Miguel de Tucumán	Tucumán/Northwest	622,348	264,750	28.2	33.6	28.3	56.2
San Salvador de Jujuy	Jujuy/Northwest	182,663	76,780	41.2	50.3	29.9	29.8
Salta	Salta/Northwest	373,586	169,015	32.5	39.8	30.0	38.1
Comodoro Rivadavia	Chubut/Patagonia	129,229	54,982	22.9	28.2	22.2	71.5
Rosario	Santa Fe/Pampánea	1,079,359	391,179	22.3	28.8	16.3	55.5
TOTAL		3,392,782	1,436,379			30.57	
<u>a/</u> Source: Ministry of Economic Affairs and Public Works and Services, Economic Programming Department: poverty map. <u>b/</u> CWI: Child Welfare Index (UNICEF). Indicator resulting from the average of direct indicators (infant and maternal mortality) and indirect indicators, level of poverty, and basic sanitation (water and sewerage). The indexes are projected on a scale of 0 to 100, where 0 identifies the provinces with the most critical situations and 100 the provinces with the best situation. <u>c/</u> The data on the CWI indexes is for the city of Formosa. <u>d/</u> Information based on the 1991 Census.							

B. Children in especially difficult circumstances

- 1.9 Children in especially difficult circumstances are all boys, girls, and teenagers who suffer from acute privation, including: children on and in the street engaged in survival strategies (begging, prostitution, drug trafficking, etc.); under-aged, untrained children in the work force; institutionalized children; neglected and abused children; and children with specific preventive care needs.
- 1.10 The economic crisis of the 1980s and the subsequent adjustment programs, which have entailed financial cutbacks and austerity measures, have had an impact on the coverage and quality of social services in Argentina. Heavy migration by the needy from rural zones to the main cities has led to the creation of poverty belts on the outskirts, which has sharpened demand for social services. These new settlements, marked by low income levels and poor living

conditions, are where most CEDC are to be found. In their struggle for survival, families in these settlements put their children to work, which forces them away from their homes and into the downtown core, where they end up becoming children on and of the streets.

- 1.11 UNICEF has estimated that Argentina has 1,665,000 CEDC five years of age and under, with the figure for children between the ages of six and 18 of 2,370,000. UNICEF estimates that approximately 6,000 of these children live in the streets with no family ties, while 26,000 live in protective institutions.

C. Design of the program

- 1.12 The activities proposed in this document focus on emergency measures to alleviate the poverty of children who have been neglected by society or are at serious risk of being so. The program's actions are expected to assist 11.4 percent of CEDC under 18 in the participating cities to better their lives and reduce the risk of missing out on the opportunity of living like others in their age group and enjoying the same rights, particularly the right to attend school until at least age 12, and not to be forced into child labor. The design is based on the criteria set out in the document on the Eighth General Increase in the Resources of the Bank, in that the program includes investments in human capital targeted geographically to the poorest areas of the country and to beneficiaries who are all poor.
- 1.13 The program will not fully resolve the situation of CEDC in the participating cities. To do so, it would be necessary to attack the root of the problem, which is extreme poverty, which for the children translates into the unemployment and/or underemployment of their parents, the lack of adequate housing and sanitation services, and the insufficiency or absence of public health care and education. These underlying conditions infringe the rights of the child and will have to be tackled through joint action by the government and civil society, and if necessary, through the Bank's lending program in the country.
- 1.14 At the same time, the program is based on a decentralized design which includes actions to build up local community-based institutions to enable them to participate in this project and also subsequently in larger scale actions to address the problem. The institutions will be built up by training a critical mass of human resources to deal with CEDC and by clearly defining approaches that cover technical and administrative aspects and respect the culture of the society in which these children live. To help local players gain a better understanding of the situation, they will be urged to participate closely in designing the projects and full support will be given to community initiatives.

D. Measures to assist children on a national scale

- 1.15 On September 27, 1990, under Act No. 23849, the Republic of Argentina adhered to the Convention on the Rights of the Child proclaimed by the United Nations General Assembly in the previous year. The articles of agreement are applicable throughout the country, and the provinces are in the process of amending their children's legislation to conform to the Convention. The Act recognizes the right of all children to a standard of living that will contribute to their physical, mental, spiritual, moral, and social development. Governments and nongovernmental organizations are called upon to help achieve this goal, with civil society thus shouldering greater responsibility.
- 1.16 In September 1990, the President of Argentina signed the Declaration of the World Summit for Children in New York, committing the country to concrete targets for the decade and to designing action plans to improve the quality of life for Argentinian children.
- 1.17 The chief Argentinian agency responsible for child welfare is the National Children's and Family Council created under Decree 1606/90 (August 22, 1990), whose sphere of action is restricted to the metropolitan Buenos Aires area. The provinces have technical and administrative entities responsible for centralizing actions within their territories.
- 1.18 Five government bodies in metropolitan Buenos Aires are specifically responsible for direct assistance for children at risk - the National Children's and Family Council, the Children's and Family Bureau of the Municipality of Buenos Aires, the Ministry of Health and Social Action, and the Office of the Under-Secretary for Children, Families, and the Environment of the provincial government of Buenos Aires. The 19 municipalities in the greater urban area have welfare departments and children's and family agencies and receive support from the children's courts in the city and province of Buenos Aires.
- 1.19 The recently-created Social Development Department, which reports to the Office of the President of Argentina, is promoting coordinated action by sector and social program on the national level. Specifically, its 1995 program for children includes: (i) the nutrition and food supplement project that has assisted as many as 1.2 million school children in all jurisdictions in the past, and which will be carried out on three levels (school meal programs, reformulation of the school meal programs in three provinces, and a comprehensive program to combat malnutrition in the province of Jujuy); (ii) a mother-and-child nutrition program (PROMIN) with financial assistance from the World Bank approved in October 1993 in the amount of US\$100 million for an operation costing a total of US\$160 million, whose objectives are to reduce maternal and infant morbidity and mortality rates, and to provide support for the

psychosocial development of children between the ages of two and five; and (iii) the program proposed in this document.

- 1.20 The programs mentioned in the preceding paragraph complement each other. The PROMIN program, which is in the stage of letting bids for construction of the first child development centers, is expected to begin to operate in May 1995 in the city of Rosario, and in July of the same year in Tucumán. It should be noted that the program proposed in this document will cover different geographic areas from those included in PROMIN, and in cases in which the areas coincide, it will cover different age groups to ensure that the work will not overlap.

E. Bank participation and experience

1. Bank participation

- 1.21 The proposed program is in keeping with the Bank's country programming and strategy as well as its operating guidelines, since it is aimed at assisting low-income groups. During the programming mission in 1994, it was agreed with Argentinian authorities that the programming exercise for 1995 would consider nonreimbursable financing for this program, using local currency from the net income of the Fund for Special Operations (FSO). The proposed technical cooperation would be a pilot project that could potentially become the preparatory stage for a loan operation intended to address the problem of CEDC more intensively and on a larger scale.
- 1.22 The proposed operation would be eligible for nonreimbursable technical-cooperation funding in local currency from the net income of the FSO, since it complies with the criterion of being designed to benefit poor communities, particularly children in especially difficult circumstances, which form the neediest social group.
- 1.23 The Environment Committee, at its meeting of November 23, 1994, classified this as a Category II program, which means that no environmental impact assessment of the program is necessary.

2. Bank experience

- 1.24 This operation will be the Bank's first experience in this field in Argentina. However, it has approved similar programs in Peru and Brazil which are being carried out satisfactorily.
- 1.25 The program of assistance to CEDC in the city of Rio de Janeiro (ATN/TF-SF-4237-BR), now in its eighteenth month, is making a significant impact on the target population according to the program evaluation and approval committee, which has held 13 meetings. At this writing, an estimated 6,000 children are benefitting from efficient and timely services under the eight projects in the representative sample approved by the Bank, and in

the 14 additional projects approved by the committee. The program to train staff from the executing agencies, with the assistance of a group of universities in Rio, is on schedule. The group has also been contracted to design and carry out project evaluation during implementation and afterwards. This link between the program and the universities has had the secondary effect of arousing the interest of the academic world in children's problems. Forty-eight percent of the Bank's financing of US\$8 million equivalent had been disbursed as of December 31, 1994.

- 1.26 The program proposed here takes account of the Bank's experience in the Rio program and includes a more rigorous evaluation system that defines the parameters which will be used to measure the success of each of the activities.

F. Participation and experience of other institutions

- 1.27 Virtually the only other international support for activities to assist children in especially difficult circumstances, with nonreimbursable funds, comes from the United Nations, working through the United Nations Children's Fund (UNICEF).
- 1.28 From 1991 to 1994, UNICEF's work in Argentina was in support of the following objectives: (i) to mobilize public and private agencies whose focus would be on children; (ii) to support provincial and municipal governments in designing and attaining medium-term goals based on the commitments stemming from the World Summit for Children; (iii) to reduce inequalities in public sector spending; and (iv) to strengthen local management capacity.
- 1.29 The next stage of UNICEF's cooperation program will focus on "Children's Rights - From Discourse to Action" and on support for the activities proposed in the present program.
- 1.30 Bilateral assistance and help from private international organizations, mainly in Europe, has also increased in recent years in the form of donations to NGOs operating in the sector.

II. PROGRAM OBJECTIVES

- 2.1 The general objective of the program is to support the development of human capital, for economic growth with greater equity. The program's specific objectives are to: (i) better the lives of children in especially difficult circumstances in 10 Argentinian cities, by giving them an opportunity to develop their physical, psychological, social, and economic potential; (ii) consolidate the participating entities through institution-building activities and the development and application of appropriate methods for assisting children in especially difficult circumstances; and (iii) set

up articulated social networks to contain crises in the communities.

- 2.2 It is estimated that the program will directly benefit about 50,000 children in especially difficult circumstances, who account for 11.4 percent of all children with UBNs in the participating cities.

III. PROGRAM DESCRIPTION

A. Definition and components

- 3.1 To achieve its objectives, the program will be divided into nine subprograms, one for each participating province. The subprograms include 59 specific projects involving assistance and/or preventive action, plus a centralized training project for the coordinating and executing agencies. The specific projects have been designed to (i) directly benefit children and teenagers living in especially difficult circumstances, and/or (ii) carry out actions to prevent larger numbers of poor children and adolescents with UBNs from becoming street children. Information on the 59 project profiles can be consulted in the program's technical files.
- 3.2 The projects offering assistance include:
- a. street action by specialized educators to identify street children and help them to plan a life that will get them off the streets;
 - b. children's centers that offer shelter during the day and follow up by providing guidance and steering children towards more protected systems, while providing them with food and facilities for recreation and personal hygiene;
 - c. legal aid for children whose rights have been violated and for children in trouble with the law, whether they are in detention or on parole;
 - d. assistance for sick children (mentally ill, physically handicapped, drug addicts, and others); and
 - e. special attention for girls, particularly teenage mothers and the victims of prostitution.
- 3.3 Preventive actions will include:
- a. homes for abandoned or orphaned children eight years of age and under;

- b. promotion and dissemination of the Convention on the Rights of the Child to which Argentina adheres;
- c. systems to train adolescents in schools, workshops, or companies;
- d. educational reinforcement, in cooperation with traditional schools, to improve the likelihood that children at risk will attend and stay in school; and
- e. specialized courses and workshops to address teenagers' problems, such as sex education, information on sexually transmitted diseases - particularly AIDS - responsible parenthood, and family planning.

3.4 All the program's projects will give special consideration to the following components:

- a. The direct executing agency will be strengthened in the technical and accounting spheres. A training program will be carried out in the first two years of the program for the personnel of the entities participating in the subprograms. UNICEF will prepare a proposal for the training program which the SDS will present to the Bank prior to the first disbursement of the contribution. The proposal will include training for program and project administrators in project evaluation and monitoring methods, and training for street educators and technical staff involved in the different types of projects. It will be provided through workshops, courses, and seminars. Professionals who have directed successful projects for CEDC will play a special role in the seminars.
- b. The future sustainability of the program will be ensured through the services of a consultant hired to strengthen the participating community institutions by enabling them to design mechanisms for obtaining funding. It is expected the executing agencies will be in a position to contribute additional funds to the program by the third year, when the Bank's disbursements have ended.
- c. Girls and young women will be recruited for projects that provide training in nontraditional activities.
- d. Use will be made of the health care and compulsory school systems, carrying out actions to facilitate participation and based on the particular situation in each of the participating cities.
- e. Potential reunion of street children with their families will be encouraged and activities carried out to teach their parents how to keep them at home. Monitoring systems will be established to ensure that violence in families is not repeated.

f. The beneficiaries will actively participate in program evaluation.

B. Selection of cities and zones for projects

- 3.5 The cities that will participate in the program were selected by the SDS, which gave priority to those where the situation of street children has reached critical levels, requiring immediate attention. Children living in the following 10 metropolitan areas outside of the capital were given priority: Resistencia, Formosa/Clorinda, Posadas, San Francisco del Valle de Catamarca, San Miguel de Tucumán, San Salvador de Jujuy, Salta, Comodoro Rivadavia, and Rosario.
- 3.6 As noted in the chapter on background, the selected cities have the lowest income levels, the highest numbers of children with unmet basic needs, and the lowest child welfare indicators in the country.

C. Selection criteria for participating entities and projects

- 3.7 After the cities were selected, nongovernmental organizations and community-based entities working with children were invited - through local publications - to present specific projects with view to obtaining additional financial and technical resources which would permit them to improve and expand the services they are offering to the target population. After the cutoff date, teams composed of representatives of the SDS, UNICEF, and the Bank held workshops in each city with the organizations initially selected. At those workshops, 59 proposals were chosen out of the universe of projects, on the basis of the selection criteria described below, and their profiles were analyzed by the Bank.

1. Selection criteria for participating entities

- 3.8 The nongovernmental organizations and community-based entities that will carry out the projects were selected on the basis of the following criteria: (i) they are recognized by the provincial or municipal authorities as organizations or entities that provide assistance for children; (ii) their objectives include assistance for children with problems and they have participated in programs intended to attain those objectives; (iii) they already have experience and/or were carrying out action in this area as of the date on which their proposal for supplementary financing was submitted; (iv) they have the core human resources needed to carry out the project vis-à-vis the proposed objectives, methods, and execution mechanisms; and (v) they are legally empowered to enter into agreements whereby they undertake to carry out the activities outlined in their proposals and they agree to facilitate program evaluation.

2. Criteria for project selection and priority

- 3.9 The following criteria, in the order presented, were used to select the projects in the program.

a. Criterion one

- 3.10 Umbrella projects to assist children at risk in all stages of their development until they reach the age of 18. These projects, which each focuses on a low-income neighborhood and achieves high levels of community participation include: (i) assistance for children five years of age and under, such as foster homes, nurseries, day care facilities, nutrition, medical care, and monitoring of physical and emotional development; (ii) activities for children between the ages of six and 12, including the provision of lodging when necessary, and ensuring that they remain in school, receive adequate nutrition and health care, and are introduced to socio-cultural activities; and (iii) assistance for teenagers with a view to their subsequent entry into the work force. Foster homes are offered to teens from 13 to 18 who have no families or who have broken their family ties, as well as support for literacy, job training, and special assistance for adolescent girls who are teenage mothers or who have been abused or abandoned.

b. Criterion two

- 3.11 Projects that cover at least some of the areas mentioned above and which are enhanced by the actions of other institutions.

c. Criterion three

- 3.12 Projects that cover areas such as training for specialized staff to work with CEDC, legal assistance, advocacy of children's rights, rehabilitation of drug addicts, rehabilitation and/or compensation for physical handicaps, and attention to psychological or psychiatric needs.

d. Criterion four

- 3.13 Projects that provide useful - although not essential - skills for the socialization of children at risk such as sports, artistic expression, or recreational activities.

D. Program execution

1. Beneficiary

- 3.14 The beneficiary of the program which will answer to the Bank for execution will be the Federal Social Development Department (SDS), which reports directly to the Office of the President of Argentina. The SDS will sign a technical-cooperation agreement with the Bank setting out its commitments to coordinate and facilitate execution

of the projects that have been selected and evaluated for the 10 participating cities.

2. Executing unit

- 3.15 Given the size of the program and the nature of the projects, which require close supervision and monitoring for their success, the SDS and the Bank's project team agreed on the need to contract consulting services to set up the program executing unit (PEU).
- 3.16 During program analysis, the SDS and the project team agreed to request a waiver of Bank policy to enable the United Nations Children's Fund (UNICEF) to be contracted directly as the program's technical and administrative executing agency, on the basis of the terms of reference attached as Annex I, which will be included in the agreement between the SDS and UNICEF to be signed as a condition precedent to the first disbursement. In the agreement, UNICEF will undertake to set up a program executing unit and appoint the local coordinators.
- 3.17 The waiver in question is justified owing to: (i) UNICEF's international experience in addressing the problems of children and adolescents; and (ii) the Bank's satisfactory experience in operations of similar complexity in the same field on three earlier occasions when UNICEF administered Bank funds and provided technical advice on program execution. ^{4/} The fact that UNICEF will not charge overhead for its services reflects its interest in and commitment to addressing the problems of CEDC in Argentina.
- 3.18 The PEU organized and administered by UNICEF, will be headquartered in premises provided by the SDS and will be composed of a general coordinator, a co-coordinator, a financial administrator, a technical support group, and staff responsible for coordinating program evaluation and monitoring. The PEU's staff will be selected and contracted by UNICEF in consultation with the SDS and subject to nonobjection by the Bank. The exception is the co-coordinator, who will be appointed by the SDS. Bank procedures will be followed in selecting and contracting this staff, and for procurements by the PEU. Creation of the PEU will be a condition precedent to the first disbursement.
- 3.19 In cooperation with the SDS, UNICEF will appoint a coordinator for each participating city, whose terms of reference appear in Annex I. The selection and contracting of the local coordinators will be a condition precedent to the disbursement of funds to the direct executing agencies in the corresponding cities.

^{4/} IDB/UNICEF social development program (ATN/TF-4344-PR); assistance to minors in especially difficult circumstances in Central America and Panama (ATN/SF-TF-3894-RE); and the Andes subregional program of basic services to combat poverty (PROANDES) (ATN/SF-4105-RE).

3. Direct executing agencies

- 3.20 Previously-identified nongovernmental organizations and community-based organizations will execute the projects in each city and may act independently, jointly or, when warranted, under the supervision of an organization with greater experience. Essentially, they will be responsible for execution and monitoring of their respective projects. Each of the direct executing agencies will sign a letter of agreement with the PEU through the local coordinator as a condition precedent to the first disbursement for its project.

4. Local coordination

- 3.21 To execute the program, the SDS has designated a government or nongovernmental body to coordinate the activities of the direct executing agencies in each province. The local coordinator appointed by the program executing unit will be headquartered in the provincial body. The tables in Annex II identify the entities responsible for provincial coordination, list the projects to be executed and the estimated number of beneficiaries, and show how the Bank's contribution and the local counterpart funding will be allocated.

5. Project substitution

- 3.22 The basic guidelines and necessary flexibility for successful execution have been incorporated into the project profile designs, keeping in mind that they involve activities in low-income communities to strengthen families and coordinate social networks for crisis containment.
- 3.23 Should a selected project encounter unsurmountable problems owing to unforeseen circumstances, it can be replaced with another project that conforms to the general selection criteria and has been proposed by the SDS, and approved by the Bank.

6. Procedures for the procurement of goods and services

- 3.24 In view of the nature of the program, it is expected that the cost of goods, services, and works will be substantially lower than the thresholds set by the Bank for international competitive bidding. Nonetheless, in keeping with Bank policies, the NGOs and community-based organizations in charge of the projects will be required to use competitive methods to ensure that procurements of goods and services reflect market prices and that their cost is in line with project requirements. This will ensure that the funds are spent with due attention to economy and efficiency.

E. Cost and financing

- 3.25 The total estimated cost of the program will be US\$27,140,000 equivalent, of which the Bank will contribute the equivalent of US\$19,720,000 from the net income of the Fund for Special Operations, in local currency. The local counterpart of US\$7,420,000 will be provided by the direct executing agencies in two manners: (i) funds in local currency equivalent to US\$1,420,000; and (ii) contributions in kind, goods, and services, worth an estimated US\$6 million equivalent. The following budget shows the different contributions:

BUDGET
(in thousands of US\$)

Category	IDB	Local contribution	Total
1. Projects	17,160,000	7,420,000	24,580,000
2. General training	250,000	-	250,000
3. Ex post evaluation	200,000	-	200,000
4. Administration, supervision, and evaluation	2,110,000	-	2,110,000
TOTAL	19,720,000	7,420,000	27,140,000

- 3.26 The following table gives an estimate of the cost per beneficiary per year of the main activities to be financed under the program. The costs are not strictly comparable owing to the variety of activities included in each of the proposed categories.

AVERAGE COST PER BENEFICIARY PER YEAR AND TYPE OF PROJECT ^{a/}						
TYPE OF PROJECT	With construction (equivalent in US\$)			Without construction (equivalent in US\$)		
	Minimum	Maximum	Average	Minimum	Maximum	Average
1. Assistance for children 5 years of age and under	435	3,109	744	59	548	159
2. Assistance from 6 to 12 years	732	1,206	873	47	803	189
3. Assistance from 13 to 18 years	435	3,663	906	57	700	153
4. Assistance for teenage mothers	1,325	2,657	2,110	49	1,231	188
5. Training for the handicapped	540	1,013	776	N/A	N/A	N/A
6. Homes for street children	608	3,790	1,604	608	687	640

^{a/} Other similar programs in the region have the following average costs per year and per beneficiary: (i) Colombia, special employment program, US\$170 to US\$380; (ii) Costa Rica, nutrition centers, US\$265; (iii) Venezuela, day-care facilities, US\$565; and mother-and-child program, US\$180. (Margaret E. Grosh, "Administrative Costs Incidence in Latin America: Towards quantifying the trade-off", JHU Press, forthcoming).

- 3.27 The Bank's nonreimbursable contribution, in local currency, will be used to finance: (i) project costs related to salaries, construction and remodeling, training for project personnel and beneficiaries, food, equipment and materials, and contingencies; (ii) the cost of a training program for personnel from the executing agencies of the nine subprograms; (iii) costs of the ex post evaluation totaling US\$200,000, which will be administered directly by the SDS; and (iv) funds to pay UNICEF up to US\$2,110,000 to cover the operating costs of the PEU, including the costs of program evaluation and of the local mechanisms for coordinating and monitoring the subprograms. The following table shows the use that will be made of the part of the Bank's contribution earmarked exclusively for project financing, for each of the participating cities:

City	Personnel	Construct. & remodeling	Personnel training	Training for children	Equipm. & materials	Nutrition	Contingencies	Total
Resistencia	750,324	97,265	119,600	439,694	176,260	320,000	88,957	1,992,000
Formosa/ Clorinda	974,400	153,000	9,100	122,400	200,500	676,368	95,232	2,231,000
Posadas	831,200	203,500	-	47,200	164,800	-	59,800	1,306,500
Catamarca	768,240	114,000	45,000	285,000	364,800	284,000	89,460	1,951,000
San Miguel de Tucumán	1,324,460	123,760	30,000	146,500	281,520	252,270	109,490	2,268,000
San Salvador de Jujuy	629,680	90,900	17,000	265,320	193,100	401,000	79,000	1,676,000
Salta	1,025,400	177,000	9,720	20,000	156,000	244,000	78,480	1,710,000
Comodoro Rivadavia	599,000	16,000	980	51,120	142,100	386,400	50,400	1,243,000
Rosario	1,888,400	70,000	190,000	216,000	150,600	135,980	132,020	2,783,000
TOTAL	8,791,104	1,045,425	421,400	1,593,234	1,829,680	2,700,018	782,839	17,160,000
Percentage	51.2	6.1	2.4	9.3	10.6	15.8	4.6	100

3.28 Up to US\$1,420,000 equivalent of the local counterpart will be used for small construction and remodeling works. The direct executing agencies have also offered local counterpart contributions mainly in kind, such as food, clothing, school supplies, medicine, etc., and personnel at no cost. This contribution has been estimated as equivalent to US\$6 million which, in order to expedite project execution and simplify followup, will not be subject to financial auditing.

3.29 The Bank's contribution would be disbursed at the request of the program beneficiary upon justification to the Bank's satisfaction. Disbursements may not exceed the US\$19,720,000 allocated to the program as a whole. At the request of the local coordinator of the subprograms, the Bank may set up a revolving fund in the equivalent of 10 percent of the resources earmarked for the respective subprograms.

3.30 The program will be executed over 48 months and the final disbursement made within 62 months, both counting from the date on which the agreement between the SDS and the Bank is signed.

F. Program sustainability

3.31 The program will be made self-sustaining through: (i) support for income-earning projects; (ii) strengthening of the financial management capacity of the civil-society executing agencies and their ability to obtain funding; (iii) the additional financial contributions that the executing agencies will make to their projects as

of the third year; and (iv) recognition by the federal, provincial, and municipal authorities of the advantages of continuing with programs for CEDC operated by these institutions, using tested techniques and cost-effective activities. Accordingly, special stress has been placed on the socioeconomic evaluation of the activities to be carried out under the program.

G. Followup and evaluation

1. Reports

3.32 The SDS will submit the following reports to the Bank for the purposes of monitoring program activities:

- a. Initial report: within 30 days following his or her appointment, each local coordinator will submit a report describing how the projects in the respective subprogram will be coordinated, including an annual plan of operations for the subprogram.
- b. Progress reports: these reports will be submitted every six months within three months following the end of each semiannual period, at the latest, during program execution and will describe progress in the activities of each project.
- c. Annual reports: the following documents will be submitted within the three months after the end of each year of the program: (i) an annual financial report on program execution, certified by the Auditor General of Argentina, indicating the use of program funds from the Bank's contribution and the local counterpart, accompanied when possible by an estimate of spending for the following year and a breakdown of those funds by source; and (ii) the technical evaluation for each project, following criteria that have been agreed upon in advance with the Bank.

2. Periodic reviews

3.33 The PEU and, when pertinent, the technical staff of the Country Office in Argentina, and the subprogram coordinators in each city, will periodically visit the projects to examine how they are being carried out, detect problems, and recommend any necessary corrective measures.

3. Annual review and programming meeting

3.34 At the end of each year of execution of each of the subprograms, a meeting will be held in the city concerned attended by representatives of the Bank, the SDS, UNICEF, and the direct executing agencies, to study how the activities in the annual plan of operations have been carried out and to approve the plan for the

following year. The meetings will provide an opportunity for the different subprogram executing agencies to share ideas that will enrich the program as a whole. The costs will be borne by the participating entities.

- 3.35 At the annual meeting to review the second year of each subprogram, the executing agencies will submit reports which include information on the mechanisms they have worked out to attract funding and on the commitments they have obtained for additional resources. The Bank's continued support for the projects will be contingent on these reports.

4. Criteria for project evaluation

- 3.36 The followup and evaluation criteria outlined in Annex III and the indicators for the different activities listed in Annex IV will be used to evaluate the projects in the program. They will be supplemented by the suggestions of the consultant responsible for the ex post evaluation and the PEU consultant responsible for program evaluation and followup. The performance indicators will include: (i) the malnutrition rate among children assisted by the program; (ii) the dropout, repeater, and school absenteeism rates; (iii) the number of teenagers trained and working in the formal and informal labor markets; (iv) changes in family income owing to participation by children in the microenterprises supported by the program; (v) infant mortality rate among the babies of teenage mothers assisted under the program; (vi) number of formerly institutionalized children who are placed with and remain in a family; (vii) number of children with addictions who have been cured; (viii) number of handicapped children who have been trained and are working in protected environments; and (ix) unit costs per activity per year.
- 3.37 These criteria, in conjunction with the participatory evaluation method proposed, will make it possible to clearly identify the qualitative impact of the projects on the target population, and to assess the efficiency of the methods used and the feasibility of replicating them, taking account of cost-effective criteria. The program will also be subject to special evaluations by the Bank when other programs on a larger scale to assist CEDC are studied.

5. Final program evaluation

- 3.38 The coordinators in charge of the different subprograms will submit to the Bank, through the SDS, their final evaluations within the two months after the projects have been completed. The evaluations will be based on the criteria mentioned in the preceding paragraph.

6. Ex post evaluation

- 3.39 The Bank and the SDS will conduct an ex post evaluation one year after the final evaluation. A consultant will be assigned part

time to the PEU during program execution to obtain the information necessary for the evaluation. The consultant's fees will be paid out of the Bank's contribution set aside for this purpose and administered by the SDS. The Bank's Evaluation Office will also provide support.

- 3.40 The purpose of the ex post evaluation will be to verify whether the objectives proposed for the program were attained, and it will include: (i) a comparison between the program's objectives and the results; (ii) identification of the factors that affected the program positively and negatively; and (iii) the suitability of using the same type of program in similar communities in the future.

- 3.41 The ex post evaluation will have two stages:

- (i) Design of the data base: at the outset of the program, the consultant will design a series of indicators - based on visits to the participating cities and the direct executing agencies - that will constitute the data base for measuring the program's impact. Consideration will be given to the indicators and verification mechanisms mentioned in the program matrix attached as Annex IV. Data on these indicators will be collected from the outset of the program. The executing agencies and the coordinators of each of the subprograms will be responsible for compiling data during program execution. Six months after the start of the program, the consultant responsible for the ex post evaluation will present to the Bank - through the SDS and the PEU - the data base and methods to be used for compiling information during program execution.
- (ii) Evaluation per se: 12 months after the program has concluded, the consultant in charge of the ex post evaluation will prepare a report containing conclusions - based on the data compiled during the program and on field visits - which will be sent to the Bank through the SDS for approval.

H. Summary of the conditions precedent to the first disbursement

- 3.42 The first disbursement of Bank resources will be subject to compliance by the SDS with the following conditions precedent, to the Bank's satisfaction:
- a. An agreement must have been concluded between the SDS and UNICEF in which the latter undertakes to act as technical and administrative program executing agency, in terms substantially similar to those previously approved by the Bank.
 - b. The program executing unit (PEU) must have been set up.

- c. Evidence must have been submitted that UNICEF has opened an exclusive bank account for the program.
 - d. The training program to be prepared by UNICEF must have been presented.
- 3.43 The first disbursement for each subprogram will be subject to compliance with the following conditions precedent, to the Bank's satisfaction:
- a. The coordinator for the subprogram in a participating city must have been selected and contracted.
 - b. Letters of agreement must have been signed by the PEU - through the local program coordinator - and the project executing agencies.
 - c. The names of the persons who will represent the executing agency in all acts relating to execution of the respective project must have been announced.
 - d. Evidence must have been presented that a specific bank account has been opened for the respective project.
- 3.44 As a condition precedent to the disbursements to finance the construction of simple works and remodeling of existing facilities, evidence must be submitted of legal ownership of the land to be used for construction and the final architectural designs must be approved. Precautions must have been taken to avoid any negative environmental impact.

IV. BENEFITS AND RISKS

A. Benefits

- 4.1 The program, with its objective of building human capital, will ease the situation of children who have been neglected by society or are at serious risk of being so, and will seek to ensure that the rights of these children are respected. Further benefits will include: (i) institutional strengthening for the executing agencies which will then be in a position to undertake larger programs to support CEDC, using trained personnel and appropriate methods; (ii) a considerable number of human resources at all levels who specialize in assistance for CEDC; and (iii) the creation in each city of a network of organizations able to provide services for CEDC with greater efficiency.

B. Risks

- 4.2 The main risk of the program is the institutional weakness of most of the executing agencies, whose experience has been limited to working with skimpy local resources. Accordingly, training on different levels in administrative and technical aspects has been included to make for efficient execution of this program as well as subsequent operations.
- 4.3 Activities to support CEDC may suffer from lack of financing in the medium term. Therefore, income-generating projects will be supported when warranted. In addition, it is expected that: (i) the institution-building activities will enable the executing agencies to improve their financial management and their ability to obtain funds; (ii) the executing agencies will contribute additional funds after the third year of the project; and (iii) federal, provincial, and municipal authorities will see the advantages of operating projects to assist CEDC through civil society.

TERMS OF REFERENCE FOR UNICEF AND FOR THE MEMBERS OF THE PEU

I. FUNCTIONS OF UNICEF

- a. To ensure that the funds provided by the IDB through the SDS are used in the projects in accordance with the regulations approved for each of them.
- b. To administer, through its office in Argentina, the IDB's contribution to the SDS for the program, in keeping with Bank regulations and procedures. Should any inconsistencies arise during execution of the agreement, UNICEF, the IDB, and the SDS will consult with each other in order to find a solution satisfactory to all parties. Should the terms of the agreement between the SDS and UNICEF conflict with those of the agreement between the Argentine Nation and the Bank, the provisions of the latter agreement will prevail.
- c. To organize the program executing unit (PEU), providing it with a general coordinator, a financial administrator and assistant, and a technical support group that will include: (i) a consultant on strengthening the institutions of civil society, (ii) a consultant on evaluation and followup, (iii) a consultant on social communications, and (iv) a group of consultants who are experts in specific aspects of certain types of assistance for children. A local coordinator will also be contracted for each participating city.
- d. To participate in the selection of the remaining staff and consultants for the PEU and facilitate hiring them. All the members of the PEU will be appointed in consultation with the SDS subject to nonobjection by the Bank.
- e. To approve, in cooperation with the SDS, the annual plan of operations for the program.
- f. To advise on the procurement of equipment and materials for the program and make the necessary purchases.
- g. To develop the contents of training activities under the program.
- h. To support the PEU in setting up an information system for use in project supervision, followup, and evaluation.
- i. To propose methodological criteria for annual qualitative and quantitative evaluations of the projects and coordinate the interim and final program evaluations.
- j. To report to the SDS and the IDB on progress in implementing the program every six months.

II. TERMS OF REFERENCE FOR THE PEU AND THE LOCAL COORDINATORS

1. Program executing unit coordinator (PEU)

A. Activities and responsibilities

- a. To organize, plan, coordinate, and supervise all program activities, in keeping with the regulations agreed upon by the SDS, UNICEF, and the IDB.
- b. To coordinate and consolidate preparation of the annual plan of operations.
- c. To ensure that the program's projects enjoy the technical and logistical support needed for them to accomplish their goals.
- d. To coordinate, organize, and take whatever steps are necessary for ongoing, and effective supervision and monitoring of the projects.
- e. To organize and carry out the training activities provided for under the program.
- f. To organize and implement an information system for use in project supervision, followup, and evaluation.
- g. To coordinate the preparation and dissemination of the program's educational and informative materials.
- h. To coordinate and organize the progress reports to be submitted to the IDB, UNICEF, and the SDS.
- i. To coordinate and supervise the work of the local coordinators.
- j. To prepare the terms of reference for the consultants who will carry out technical activities related to project execution.

B. Profile of the general coordinator

- University studies in economics, social sciences, or the equivalent.
- Proven capacity and experience in program management.
- Leadership qualities to guide interdisciplinary teams.
- Computer literate.
- Knowledge of English desirable.

- Minimum of six years' national and/or international experience in relevant organizations involved in social development.

2. Financial administrator

A. Activities and responsibilities

- a. Under the supervision of the general program coordinator, to monitor the appropriate distribution of the program's funds.
- b. To prepare the financial analysis for budgetary allocation and estimate the annual financial plan.
- c. To execute payments and contracts in accordance with the rules, regulations, and procedures established by the Bank.
- d. To manage the bank account in accordance with local banking rules and regulations. To provide up-to-date information on the status of the account and to reconcile it.
- e. To institute an appropriate and efficient process for disbursements (program operating costs, salaries, per diems).
- f. To prepare, as requested by the general coordinator, financial reports to be presented to UNICEF and the SDS.
- g. To manage the GFSS computer system to ensure that the financial information will be compatible with the accounting system used by UNICEF's office in Argentina.
- h. To manage the petty cash of the program executing unit.
- i. To provide technical and administrative assistance to the direct executing agencies, enabling them to operate in the field.
- j. To answer for the security of cash and checks in the possession of the PEU.

B. Profile of the financial administrator

- University studies in business administration or accounting or equivalent experience.
- Knowledge of English desirable.
- Knowledge of WordPerfect 5.1 or a later version, QPro and/or Lotus 123.
- A minimum of five years' experience in the area.

3. Consultant on the strengthening of civil society

A. Activities and responsibilities

Under the supervision of the general program coordinator, the consultant will be responsible for the following functions:

- a. To evaluate the organization of each of the executing agencies and identify their training and advisory requirements in technical and administrative aspects, and to report on the matter to those in charge of training.
- b. To identify the relationship between each of the executing agencies with the community and the public-sector entities responsible for dealing with children's issues in the community, making recommendations to ensure that the relationship allows for efficient participation in the activities of this program and in future programs that are larger in scope. In particular, to organize arrangements for raising funds to ensure the future sustainability of the program.
- c. To define responsibilities for project execution in such a way as to make the public sector and community-based institutions into true partners in the search for greater social and economic equity.
- d. To participate in the annual evaluation and programming meetings.
- e. To cooperate with the local coordinators in resolving institutional problems encountered by the project executing agencies.

B. Profile of the consultant

- University studies in political and social sciences.
- A minimum of five years' experience on the national and/or international level in organizations working in the field of development and economic integration.
- Knowledge of English desirable.

4. Administrative assistant

A. Activities and responsibilities

- a. To assist in preparing the financial reports, under the supervision of the financial manager.
- b. To maintain contact with local banks for the auditing of accounts.
- c. To compile and audit the budget and accounts rendered, based on requests for project funds.

- d. To disburse petty cash and maintain records of the disbursements, upon receiving authorization to do so.
- e. To prepare travel authorizations and pay the related expenses.
- f. To prepare routine administrative correspondence.
- g. To keep the files up-to-date.

5. Principal consultants

A. Consultant on monitoring and evaluation

- a. To assist and support the PEU coordinator, the local coordinators, and the direct executing agencies in establishing a monitoring and evaluation system that will provide continuous feedback on the status of the program.
- b. In the first six months, to assist in designing a database and train the local coordinators and direct executing agencies in preparing information to be used in the annual, final, and ex post evaluations.
- c. During the subsequent period, to supervise the monitoring activities of the local coordinators and propose any corrective measures needed to ensure successful program execution.
- d. To participate in the initial work of the consultant designated by the Bank to perform the ex post program evaluation, which will begin one year after the operation has ended.
- e. To report to the PEU coordinator.

B. Consultant on social communications

- a. To assist and support the PEU coordinator, the local coordinators, and the direct executing agencies in devising the communications strategy to be followed.
- b. During year one, to design the program's communications strategy, carry out all related activities for the project, and train the coordinators and direct executing agencies in social communications.
- c. In subsequent years, to supervise the social communications activities of the PEU, the local coordinators, and the direct executing agencies, and propose any necessary changes in strategy and new activities.

6. Local coordinators

A. Activities and responsibilities

- a. To coordinate, supervise, and monitor all the projects carried out in their respective provinces.
- b. To organize and coordinate the annual plan of operations (APO).
- c. To supervise the physical and financial aspects of projects, monitoring them to ensure they are consistent with the APO.
- d. To coordinate and facilitate training and technical assistance for each of the projects.
- e. To supervise the purchase, delivery, and use of the inputs and equipment procured for each project.
- f. To support the central unit of the PEU in compiling and disseminating information and in identifying technical assistance and training requirements and all other tasks requested of them by the PEU's general coordinator.
- g. To report regularly to the PEU on progress, problems, and the status of project implementation. To develop in parallel with the PEU a local information system for supervision, monitoring, and evaluation.
- h. To strengthen and encourage coordination among the direct executing agencies, and between them and the government agencies and community-based organizations operating in the geographic area of the project or program.
- i. To facilitate the process of monitoring and evaluation, including the systematic compilation of information for the database to measure the program's impact.

B. Profile of the local coordinators

- University studies in social sciences, or the equivalent.
- A minimum of seven months of permanent residence in the province.
- Capacity and experience in program management.
- Must have experience in field work and leadership so that they can coordinate the projects to be implemented by community-based organizations.

- Computer literate.
- Minimum of four years' experience on the national, provincial, and/or international levels in the field of social development.

CHART OF BENEFICIARIES, PARTICIPATING ORGANIZATIONS, AND FUNDING, CITY BY CITY

Subprogram	Project	Number of beneficiaries	IDB cost
1. Resistencia	1. Comprehensive assistance for youngsters under 18 years of age	2,050	1,447,000
	2. Training for community managers	100	109,440
	3. Training	2,500	100,000
	4. Sports and artistic activities	1,600	75,000
	5. Tropinifo	-	72,000
	6. Productive microenterprises	150	189,000
	Subtotal	6,400	1,992,000
2. Formosa/ Clorinda	1. Promotion of children's rights	3,000	91,000
	2. Centers to assist children from 6 to 18	600	713,000
	3. Nãnde Mitã home for street children	560	145,000
	4. Meeting place for street children	400	281,000
	5. Social promotion center for teenagers	300	246,000
	6. Nursery	200	185,000
	7. Improvements in health, nutrition, and education	3,540	410,000
	8. Assistance for children from 6 to 12	200	160,000
	Subtotal	8,980	2,231,000
3. Posadas	1. Girls, boys, and teenagers at risk	2,400	571,000
	2. Adolescents and teenage mothers	800	157,000
	3. Family and community	2,300	578,000
	Subtotal	5,500	1,306,000
4. Catamarca	1. Teen center	900	272,000
	2. Teenage mothers	160	105,000
	3. Educational assistance for children from very low-income families	1,950	519,000
	4. Training and job adaptation for handicapped children	120	157,000
	5. Job training for handicapped children	120	149,000
	6. Return to families of institutionalized children	100	313,000
	7. Assistance for children 1 to 15	380	152,000
	8. Comprehensive child development service	100	284,000
	Subtotal	3,830	1,951,000
5. San Miguel de Tucumán	1. Comprehensive assistance for youngsters under 18	3,000	1,007,000
	2. Training for technical and administrative staff	600	144,000
	3. Comprehensive center to support youngsters under 18	100	250,000
	4. Children's home in Yerba Buena for youngsters under 14	400	203,000
	5. Don Bosco children's canteen	170	240,000
	6. Prevention, training, and recreation	560	269,000
	7. Assistance for CEDC under 12	2,000	155,000
	Subtotal	6,830	2,268,000

Subprogram	Project	Number of beneficiaries	IDB cost
6. San Salvador de Jujuy	1. Comprehensive development project for youngsters under 18	1,000	461,000
	2. Assistance for youngsters from 6 to 18 at the Lozano neighborhood center school lunchroom	180	224,000
	3. Assistance for teenage mothers and their children	230	323,000
	4. Health system for youngsters	200	98,000
	5. Preventive assistance center for children at risk	240	116,000
	6. Teenage mothers and caregivers	560	125,000
	7. Assistance for teenage mothers and their children	400	122,000
	8. Center for assistance for teenagers	240	207,000
Subtotal		3,050	1,676,000
7. Salta	1. Comprehensive care for youngsters under 18	150	374,000
	2. Homes for street children	360	640,000
	3. Sustainable youth enterprise - 11 to 17 years of age	50	156,600
	4. Traveling library - 2 to 5 years	800	110,000
	5. Treatment of drug addiction - 8 to 18 years	960	52,000
	6. Prevention, assistance, and guidance for victims of mistreatment, abuse, and domestic violence - under 18	2,000	274,000
	7. Training for adolescents from 9 to 14 years	400	104,000
Subtotal		3,760	1,710,000
8. Comodoro Rivadavia	1. Pre- and postnatal care through age 1	240	262,000
	2. Networks for assistance for children from 1 to 5	428	390,000
	3. Assistance for children from 6 to 12	480	386,000
	4. Training for adolescence from 14 to 18 in housing construction	90	137,000
	5. "Learn to grow" (radio program) - 14 to 18 years	1,012	68,000
Subtotal		2,250	1,243,000
9. Rosario	1. Comprehensive care for girls at risk - 6 to 18 years	850	417,000
	2. Opening of a community orphanage - 1 to 15 years	150	365,000
	3. Office for the protection of children's rights	-	323,000
	4. Violence against children and adolescents - prevention and assistance	860	312,000
	5. Assistance for street children from 9 to 18 years	200	196,000
	6. Comprehensive assistance program for youngsters under 18	8,000	887,000
	7. Foundation of a home for teenagers - 12 to 18 years	200	283,000
Subtotal		10,250	2,783,000
TOTAL		50,840	17,160,000

FINANCIAL PROGRAM
(US\$ equivalent)

City	Coordinating entity	Number of Projects	Number of beneficiaries	IDB contribution	Local contribution		Total cost
Resistencia	Interdisciplinary Center for Territorial Studies	6	6,400	1,992,000	196,250	782,300	2,970,550
Formosa/ Clorinda	Child and Family Bureau	8 (5+3)	8,980	2,231,000	214,750	845,820	3,291,570
Posadas	Under-Secretary of Women and the Family	3	5,500	1,306,500	168,000	245,120	1,719,620
Catamarca	Provincial Human Development Bureau	8	3,830	1,951,000	133,000	1,142,400	3,226,400
San Miguel de Tucumán	Child and Family Bureau	7	6,830	2,268,000	163,800	585,100	3,016,900
San Salvador de Jujuy	Child and Family Bureau	8	3,050	1,676,000	340,200	862,500	2,878,700
Salta	Community social programs	7	3,760	1,710,000	50,000	690,900	2,450,900
Comodoro Rivadavia	Bishopric of Comodoro Rivadavia	5	2,250	1,243,000	19,000	383,760	1,645,760
Rosario	Rosario Children's and Women's Council	7	50,840	2,783,000	135,000	462,100	3,380,100
Total		59	47,780	17,160,000	1,420,000 ^{1/}	6,000,000 ^{2/}	24,580,000
Percentage				70	30		100

- ^{1/} Local contribution subject to financial audit
^{2/} Local contribution not subject to financial audit

GENERAL CRITERIA

1. General monitoring and evaluation criteria 1/

Evaluation and monitoring will be a key component in working towards the objectives and targets and ensuring they are fully attained on schedule.

In this program, evaluation is viewed as a process to systematically and objectively determine the relevance, effectiveness, efficiency, and impact of activities in function of specific objectives, while also constituting an administrative learning tool for the people involved.

Monitoring, on the other hand, involves the periodic supervision of activities to establish the extent to which the program is being complied with. The specific checks included in monitoring can be used to design measures to rectify any shortcomings detected.

Accordingly, the program's responsibility to coordinate the series of projects that make it up, and the need to assist the direct executing agencies with their activities, institutional strengthening, and attainment of their goals calls for the creation of a sound evaluation system and an effective monitoring model.

To carry out its own activities - which range from requesting funds from the IDB, transferring resources to the NGOs, planning and executing centralized training activities, to implementing the project evaluation and monitoring system - the program will need to track its actions in order to keep on target and redefine poorly calculated or outdated goals.

As for the projects and the NGOs and community-based organizations that will carry them out, comprehensive monitoring will be established, including periodic supervision of activities.

This supervision covers use of inputs (financial resources, personnel, equipment, and training), compliance with work schedules, procedures, and attainment of the expected results.

Owing to the specific characteristics of the program for children in especially difficult circumstances, special attention will be paid to the impact of the projects on the beneficiaries and the communities to which they belong. The social and organizational impact - which will improve health, upgrade skills and abilities, include preventive actions, and promote active participation by children as social actors entitled to

1/ The definitions of evaluation and monitoring are consistent with those established in the UNICEF document *UNICEF Guide for Monitoring and Evaluation. Making a Difference?*, New York (1992,2).

rights under the International Convention - constitutes the expected results of the projects.

While the products are the short-term results of the projects and are linked to their objectives, the impact constitutes their long-term strategic effects. One key aspect is the sustainability of projects after the program's assistance ceases, which will demand close evaluation of the extent to which the direct executing agencies have been strengthened and of their capacity to organize, manage, and put down roots in the community that will allow them to continue their work.

Indicators will be used to show the qualitative and quantitative changes brought about as a result of the projects. In a program such as the one proposed, the indicators must be valid, measurable, objective, verifiable, sensitive, and designed to address "common" working areas and cover different types of projects and models for action. One example of the types of indicators that can be applied are those used by UNICEF to measure nutritional condition through anthropometric tools comparing height, weight, and age.

Other qualitative indicators that can be employed are those appearing in the "impact indicator bank", which is a compilation of indicators used in different types of programs for children in especially difficult circumstances. 2/

Owing to the nature of this program, a participatory evaluation model is proposed, based on a learning and sharing process that actively involves all the participants in the projects. This model calls for a simple and flexible design so that it can be practiced by the beneficiaries and respond to the needs of each project.

The use of a participatory evaluation model calls for a shared and sincere commitment to take an objective approach to the use of the instruments and to the application of whatever corrective measures are required.

One special challenge is to design evaluation and monitoring tools that are clear, flexible, and simple enough for the project participants to use. The technical and nontechnical members of NGOs and community-based organizations will employ them to compile data and organize discussion and action groups in which the project beneficiaries participate actively on an equal footing.

An evaluation and monitoring system such as the one proposed here can only be built if the "baseline" is developed in parallel in each of the selected localities.

2/ UNICEF (1988) "Guía metodológica para la Evaluación de Proyectos de Menores en Circunstancias Especialmente Difíciles", Bogotá Regional Office (Annex A).

The task will require considerable human and financial resources, but it will produce key data for evaluating the final results of the program.

2. Basic plan for general program monitoring

Monitoring a program that will be carried out in 10 cities and involve 60 projects operated by 59 NGOs that differ in their degree of organization and institutional strength, requires careful planning and a series of tasks that are outlined below.

2.1 Tasks prior to the first disbursement and the establishment of the PEU (t2)

Analysis of whether the objectives, targets, and resources of the projects are appropriate for producing results, attaining the desired impact, ensuring sustainability, and mobilizing demand.

Compliance with the regulations for receiving IDB funds by the direct executing agencies.

Design of annual operating plans, with activities broken down by month and resources (physical, human, and financial).

2.2 Tasks after the PEU is established (t1)

Preparation of the PEU's annual operating plan.

Hiring of specialists to define the quantitative and qualitative indicators connected to the objectives of the projects and the program for which UNICEF is responsible.

Compilation of baseline data for each of the projects (t2 and t1).

Formulation and redefinition of targets for each of the activities (t1 and t2).

Creation of instruments for targeting and detecting family risk (t2 and t3).

Design and testing of instruments to be used by the direct project executing agencies to produce information for monitoring purposes. Joint activity by all the direct executing agencies (t2 to t6).

Design of an information system to monitor spending, targets, and activities, and allow projects to be realigned when necessary (t1 to t6).

2.3 Annual tasks

Coordination and articulation of the monitoring plans proposed by experts in specific program areas, child development, families at risk, schooling, adolescence, etc.

Periodic supervision by the regional coordinator of project execution. Detection, analysis, and correction of problems.

Supervision by the expert in monitoring and evaluation in connection with the attainment of objectives and their review.

MONTH/TASK	t0	t1	t2	t3	t4	t5	t6
1	xxxxxxx						
2	xxxxxxx						
3	xxxxxxx						
4		xxxxxxx					
5		xxxxxxx	xxxxxxx				
6			xxxxxxx	xxxxxxx			
7				xxxxxxx	xxxxxxx		
8					xxxxxxx	xxxxxxx	
9					xxxxxxx	xxxxxxx	xxxxxxx
10		xxxxxxx	xxxxxxx	xxxxxxx	xxxxxxx	xxxxxxx	xxxxxxx

t = equivalent to one month
t0 = tasks prior to the first disbursement (January to March 1995)
t1 a t6 = first six months of program execution
Hypothesis = April/September 1995.

Task description:

1. Analysis of the consistency of objectives, targets, and resources.
2. Compliance with the program regulations by the direct executing agencies.
3. Preparation of the annual operating plans.
4. Preparation of the PEU's annual operating plan.

5. Establishment of quantitative and qualitative indicators.
6. Establishment of baseline data for each project.
7. Formulation and redefinition of targets.
8. Establishment of instruments for targeting and detecting family risk.
9. Design and testing of the instruments to be used by the projects to produce information.
10. Design of an information system to monitor the investments and realign projects.

ANNUAL TASKS

TASKS/YEAR	ONE	TWO	THREE	FOUR
1. Coordination and articulation of monitoring plans for specific areas	xxxxxxxx	xxxxxxxx	xxxxxxxx	xxxxxxxx
2. Supervision of project execution by the regional coordinator	xxxxxxxx	xxxxxxxx	xxxxxxxx	xxxxxxxx
3. Supervision by the expert on monitoring and evaluation of compliance with targets and objectives	xxxxxxxx	xxxxxxxx	xxxxxxxx	xxxxxxxx

PROGRAM MATRIX - LOGICAL FRAMEWORK

PROGRAM TO SUPPORT CHILDREN IN ESPECIALLY DIFFICULT CIRCUMSTANCES

To better the lives of children in especially difficult circumstances by giving them an opportunity to develop their physical, psychological, and economic potential.

To help meet the basic needs of close to 50,000 children in especially difficult circumstances in 10 cities in nine Argentinian provinces, over five years.

TARGETS	ACTIVITIES	VERIFICATION		ASSUMPTIONS
		INDICATORS	MEANS	
Provide nutritious meals and psychological and social stimulation the day for approximately 5,880 children in five years of age or under, reducing the malnutrition rate by 25%	1.1 To set up day-care facilities in family homes 1.1.1 Train and remunerate the caregivers 1.1.2 Prepare and equip facilities 1.1.3 Provide nutritious meals 1.1.4 Provide educational and recreational materials 1.1.5 Contract medical personnel to care for the children and educate the caregivers	Number of day-care homes that meet program specifications (see Activities) (I) Number of children served under the program (I) Malnutrition rate among the children receiving care as measured by the Gómez classification (weight and height) (R) Percentage of children who successfully complete one year of grade school (R)	- Preparation of the AOP - Supervisory visits by subprogram coordinators and the FEU - Semiannual progress reports and annual evaluation reports - Periodic reports by the health care personnel who see the children	- Families are willing to make regular use of services - Local counterpart resources are available at the time - The community continues to participate
	1.2 To establish or strengthen day-care facilities at community centers and children's comprehensive care centers 1.2.1 Expand or create and equip facilities 1.2.2 Provide additional personnel and train existing personnel 1.2.3 Purchase educational materials 1.2.4 Establish and operate meal programs in centers offering comprehensive children's care	Number of community day-care centers that meet program specifications (see Activities) (I) Number of children assisted under the program (I) Malnutrition rate among the children assisted as measured by the Gómez classification (R) Percentage of children who successfully complete one year of grade school (R)	- Preparation of the AOP - Supervisory visits by subprogram coordinators and the FEU - Semiannual progress reports and annual evaluation reports - Periodic reports by the health care personnel who see the children	- The day-care facilities can be strengthened and will continue to receive operating funds - The community continues to participate

indicator

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PROGRAM TO SUPPORT CHILDREN IN ESPECIALLY DIFFICULT CIRCUMSTANCES

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TARGETS	ACTIVITIES	VERIFICATION		ASSUMPTIONS
		INDICATORS	MEANS	
Provide educational enrichment, food supplements, and recreational activities for 12,290 children from 12 years of age, reducing the school drop-out, repeater, and absenteeism rates and malnutrition rate by	2.1 Educational enrichment 2.1.1 Contract teachers for educational and recreational activities 2.1.2 Purchase educational and recreational equipment and materials 2.1.3 Provide food supplements	Number of children included in educational enrichment activities that comply with program specifications (I) School drop-out and repeater rates (R) Percentage reduction in days absent from school (R) Malnutrition rate as measured by the Gómez classification (weight and height) (R)	- Monthly information on attendance and annual data on failures - Preparation of the AOP - Supervisory visits by subprogram coordinators and the FEU - Semiannual progress reports and annual evaluation reports	- Appropriate coordination exists between the personnel and teachers of the schools - Available health services are used - Families maintain commitment to send children to school

indicator
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TARGETS	ACTIVITIES	VERIFICATION		ASSUMPTIONS
		INDICATORS	MEANS	
Train 22,572 teenagers from 13 to 18 years of age in job-related skills, provide additional training in subjects of interest to them, and help them find work	3.1 General vocational and technical training	Number of teenagers receiving financial assistance (I)	-- Preparation of the AOP	-- Job opportunities in the fields in which training is offered
	3.1.1 Provide financial assistance for studies at accredited teaching institutions	Number and percentage of teenagers who have received training and found work in the informal or formal labor markets (R)	-- Supervisory visits by subprogram coordinators and the PEU	-- Families are willing to accept a temporary loss of income while the teenagers are being trained
	3.1.2 Hire teachers and provide equipment and materials for literacy and technical training courses	Number of workshops and participants (I)	-- Semiannual progress reports and annual evaluation reports	-- Teenagers are motivated to obtain this benefit
	3.1.3 Upgrade and equip existing workshops at centers for young people			
	3.1.4 Hold workshops and seminars on subjects such as: sex education, family planning, sexually transmitted diseases, and drug and alcohol addiction			

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TARGETS	ACTIVITIES	VERIFICATION		ASSUMPTIONS
		INDICATORS	MEANS	
	3.2 Support for the creation of microenterprises 3.2.1 Training of microenterprise promoters 3.2.2 Advisory services regarding the purchase of equipment and inputs, the obtention of credit, and market identification 3.2.3 Purchase of equipment and inputs	Number of microenterprises established and operating in the market as a result of the program (R)	<ul style="list-style-type: none">- Preparation of the AOP- Supervisory visits by subprogram coordinators and the PEU- Semiannual progress reports and annual evaluation reports	<ul style="list-style-type: none">- The microenterprises producing goods and services in fields are profitable- There is demand for community support goods produced- The teenagers are motivated to join informal or formal
Provide shelter, food, and job training for 1,750 teenage mothers	4.1 Organize temporary shelters 4.1.1 Contract specialized personnel 4.1.2 Remodel, build, and equip facilities 4.1.3 Purchase nutritious food	Number of teenage mothers assisted under the program (I) Number, capacity, and occupancy rate of the shelters (I)	Supervisory and followup visits	There is demand for temporary shelters

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TARGETS	ACTIVITIES	VERIFICATION		ASSUMPTIONS
		INDICATORS	MEANS	
	4.2 Psychological and medical support during and after pregnancy	Malnutrition rate among teenage mothers as measured by the Gómez classification (R)	- Periodic verification of the nutritional condition of pregnant teenagers and prenatal monitoring	- Community willing to accept teenage mothers
	4.2.1 Contract specialized personnel	Percentage of mothers receiving regular prenatal and postnatal care (I)	- Number of pregnancies carried to term	- The teenage mothers motivated to deal with their situation
	4.2.2 Encourage the mothers to use regular health care services in the city for themselves and their babies	Percentage of pregnancies that end in a normal delivery (R)	- Infant survival rate during the first year of life	- There is interest in training to be of help
	4.2.3 Assistance during pregnancy, delivery, and the postpartum period, guidance for the mother and child	Percentage of low-weight babies born to the teenage mothers receiving assistance (R)	- Semiannual progress and annual evaluation reports	- Existing health services accept the responsibility of assisting these teenagers
	4.2.4 Train community personnel specializing in care for teenage mothers	Infant mortality rate among the babies of mothers receiving assistance (R)		
		Number of people in the community trained to assist pregnant teenagers (I)		

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TARGETS	ACTIVITIES	VERIFICATION		ASSUMPTIONS
		INDICATORS	MEANS	
	4.3 General education and job training	Number of teenage mothers receiving financial assistance and training (I)	- Semiannual progress and annual evaluation reports	- The teenagers are motivated to receive training and change lifestyles
	4.3.1 Financial assistance for job training	Number of workshops and participants (I)	- Supervisory and followup visits by the local coordinating entity and the PEU	- Job opportunities in the fields in which training is offered
	4.3.2 Workshops on sex education and family planning	Number and percentage of trained teenage mothers working in the formal and informal labor markets (R)		
	4.3.3 Training for jobs compatible with their age, such as child care, confectionery, baking, and organized office and household cleaning services			
240 handicapped children and find them work	5.1 Training and job placement	Number of handicapped youngsters trained (I)	- Semiannual progress and annual evaluation reports	- The youngsters are motivated and capable of being trained and finding jobs
	5.1.1 Contract personalized personnel	Number of trained youngsters with jobs (R)	- Supervisory and followup visits by the local coordinating entity and the PEU	- Families are interested and support training of these youngsters
	5.1.2 Construct and remodel facilities	Malnutrition rate among the disabled youngsters as measured by the Gómez classification (R)		- There are opportunities for them on the job
	5.1.3 Purchase equipment and materials	Number of organized protected workshops that remain in production (R)		
	5.1.4 Provide food supplements			
	5.1.5 Organize protected workshops (e.g. sewing, baking, washing and ironing, etc.)			
	5.1.6 Provide assistance in gaining access to the labor market			

indicator
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TARGETS	ACTIVITIES	VERIFICATION		ASSUMPTIONS
		INDICATORS	MEANS	
<p>Return 100 institutionalized children to families</p>	<p>6.1 Return children to their own or foster families</p> <p>6.1.1 Hire specialized personnel (psychologists, teachers, and lawyers)</p> <p>6.1.2 Provide enriched education and enroll the children in public school</p> <p>6.1.3 Identify and select potential foster families to take the children</p> <p>6.1.4 Followup systematically on the child's adaptation to family life</p>	<p>Number of institutionalized children returned to their own or foster families (R)</p> <p>Percentage of children still with a family one year after placement (R)</p> <p>Number of children in the program who attend public school regularly and who neither fail nor drop out (R)</p>	<p>- Information from the professionals who monitor the children's adaptation included in the semiannual progress reports</p> <p>- Supervisory and followup visits by the local coordinating entity and the PEU</p>	<p>The community support placement of these children in a family</p> <p>The public school system undertakes to assist children in the process of leaving the institution and returning to family life</p> <p>The children wish to adapt to their lifestyles</p>
<p>Provide preventive education for 2,960 children to discourage drug and alcohol use</p>	<p>7.1 Identification of children with potential drug addiction or alcohol problems</p> <p>7.1.1 Conduct surveys at schools, neighborhood clubs, and hospitals</p> <p>7.1.2 Hire specialized personnel</p>	<p>Number of children identified participating in preventive activities (I)</p> <p>Percentage reduction in the number of children with drug and alcohol additions (R)</p>	<p>- Preparation of the AOP</p> <p>- Information from the professionals who monitor the children's adaptation included in the semiannual progress reports</p> <p>- Supervisory and followup visits by the local coordinating entity and the PEU</p>	<p>Community members provide reliable information</p>

indicator

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TARGETS	ACTIVITIES	VERIFICATION		ASSUMPTIONS
		INDICATORS	MEANS	
	<p>7.2 Information on actions to help in recovery</p> <p>7.2.1 Hold workshops, print and distribute brochures and booklets on prevention mechanisms, and videos</p> <p>7.2.2 Remodel and construct facilities</p> <p>7.2.3 Hire specialized personnel</p> <p>7.2.4 Purchase equipment and materials for dissemination</p>	<p>Number of participants in the workshops (I)</p>	<p>- Preparation of the AOP</p> <p>- Semiannual progress and annual evaluation reports</p> <p>- Supervisory and followup visits by the local coordinating entity and the PEU</p>	<p>A community commitment to combat substance abuse</p>
	<p>7.3 Training for children and their parents in activities to combat substance abuse</p> <p>7.3.1 Training for children of different ages through psychodrama, theater, music, and games</p> <p>7.3.2 Provide job training in areas such as carpentry, electricity, computers, etc.</p> <p>7.3.3 Hire trained personnel</p>	<p>Number of children and parents who participate regularly in training activities (I)</p> <p>Number of children trained under the program who have found jobs (R)</p>	<p>- Preparation of the AOP</p> <p>- Semiannual progress and annual evaluation reports</p> <p>- Supervisory and followup visits by the local coordinating entity and the PEU</p>	<p>- Families are interested in dealing with their problems</p>

indicator
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TARGETS	ACTIVITIES	VERIFICATION		ASSUMPTIONS
		INDICATORS	MEANS	
	7.4 Establishment of a professional team for substance abuse prevention and medical and legal assistance	Number of children who receive treatment (I)	- Preparation of the AOP	The children agree to for treatment and receive support from their families
	7.4.1 Hire personnel specializing in the treatment of drug addiction	Number of children who have recovered from their addiction (R)	- Semiannual progress and annual evaluation reports	
	7.4.2 Use and pay for a telephone hotline to identify cases		- Supervisory and followup visits by the local coordinating entity and the PEU	

indicator

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To help meet the basic needs of close to 50,000 children in especially difficult circumstances in 10 cities in nine Argentinian provinces, over 5 years.

TARGETS	ACTIVITIES	VERIFICATION		ASSUMPTIONS
		INDICATORS	MEANS	
Provide temporary homes for 360 street children, orphans, abandoned children, and ways	8.1 Establishment of temporary homes 8.1.1 Construct three homes and remodel facilities 8.1.2 Contract couples to fully or partially manage the homes 8.1.3 Purchase equipment and furnishings for the homes 8.1.4 Purchase food to supplement the youngsters' diets 8.1.5 Send the youngsters to school and provide them with educational enrichment to avoid dropouts and failures 8.1.6 Hire teaching staff for additional schooling and train the youngsters in trades leading to jobs	Time required to prepare the homes (I) Number of youngsters living in each home (I) Number of youngsters who attend school regularly with passing grades (R) Number of youngsters, including teenage mothers, who have found regular accommodation and jobs (R)	- Preparation of the AOP - Semiannual progress and annual evaluation reports - Supervisory and followup visits by the local coordinating entity and the PEU	The school system is to taking these young the health system is to supervising them a providing regular car
Training in appropriate techniques for 3,100 people dealing with children's problems in program's different sectors	9.1 Training for personnel in administrative and technical areas 9.1.1 Workshops, courses, and seminars for the executing agencies in the 10 participating cities on project execution and evaluation techniques	Number of participants who have been trained (I) Number of trained personnel who remain with the program (I) Quality of the administrative and accounting reports (I) Acceptable management and accounting systems (R)	- Expeditious project execution and preparation of satisfactory reports - Attainment of the goals established in the AOP - Supervisory and followup visits by the local coordinating entity and the PEU	- The individuals responsible for execution of the projects are interested in upgrading their professional and adopting appropriate techniques

indicator

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PROGRAM TO SUPPORT CHILDREN IN ESPECIALLY DIFFICULT CIRCUMSTANCES

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TARGETS	ACTIVITIES	VERIFICATION		ASSUMPTIONS
		INDICATORS	MEANS	
	9.2 Training on the provincial level	Number of participants trained in appropriate techniques for dealing with their specific projects (I)	- Expeditious project execution and preparation of satisfactory reports	- The individuals responsible for execution of the projects are interested in upgrading their professional techniques and adopting appropriate techniques
	9.2.1 Workshops, courses, and seminars on the city level with regard to appropriate techniques for dealing with the problems of young people in the different age groups up to 18. The training should be closely tied to the specific projects that will be carried out	Number of trained personnel that remain with the program (R)	- Attainment of the goals established in the AOP - Supervisory and followup visits by the local coordinating entity and the PEU	

indicator

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**BUDGET OF THE PROGRAM EXECUTING UNIT (PEU)
IN US\$**

ITEM	ANNUAL	SUBTOTAL	TOTAL
1. PEU on the central level			
(i) Salaries			
a. General coordinator (52 months)	67,700	270,800	
b. Administrative and financial coordinator (52 months)	55,000	220,000	
c. Consultant on strengthening the community-based	50,000	200,000	
d. One secretary (US\$1,200/month)	14,400	57,600	
e. Administrative and financial assistant	14,400	57,600	
Subtotal salaries	165,900	806,000	
(ii) Travel and living expenses for the coordinators	12,500	50,000	856,000
2. PEU on the local level			
a. 9 local coordinators (US\$1,500/month)	162,000	648,000	
b. Gasoline, urban transport, etc.	12,975	51,900	
			699,900
3. Principal consultants			
(i) Fees			
a. Evaluation (24 months x US\$3,000)		72,000	
b. Communications (24 months x US\$3,000)		72,000	
(ii) Travel and living expenses		100,000	
			244,000
4. Short-term consultancies			
(i) 60 months of salaries		140,000	
(ii) Travel and living expenses		80,000	
			220,000
5. Equipment and materials			
a. 4 complete sets of computer equipment		8,000	
b. Telephone/fax		700	
c. Video equipment and monitor		1,800	
d. Training materials		74,000	
			84,500
6. Contingencies			5,600
			2,110,000

PROPOSED RESOLUTION DE- /95

ARGENTINA. NON-REIMBURSABLE TECHNICAL COOPERATION FOR THE EXECUTION
OF A PROGRAM TO SUPPORT CHILDREN IN ESPECIALLY
DIFFICULT CIRCUMSTANCES IN 9 PROVINCES

The Board of Executive Directors

RESOLVES:

1. That the President of the Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, to enter into such agreements as may be necessary and to adopt such other measures as may be pertinent for the execution of the plan of operations referred to in Document AT- with respect to a technical cooperation with the Nación Argentina for the execution of a program to support children in especially difficult circumstances in 9 provinces.

2. That up to the equivalent of US\$19,720,000 in Argentine pesos is authorized for the purposes of this resolution, chargeable to the net income of the Fund for Special Operations.

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