

WOMEN'S LEADERSHIP FOR GOOD GOVERNANCE PROJECT

(TC-0004011-RS)

EXECUTIVE SUMMARY

Requestor:	Inter-American Development Bank (IDB)	
Executing agency:	IDB - Sustainable Development Department/Women in Development Unit (SDS/WID)	
Beneficiaries:	Women leaders in Honduras, El Salvador, Nicaragua, Costa Rica and Guatemala	
Financing:	Netherlands PROLEAD Trust Fund US\$ 950,000	
Terms:	Execution Period	24 months
	Disbursement Period	30 months
Environmental Classification:	This document was reviewed and approved by short procedure of the CESI on July 14, 2000.	
Objectives:	The overall objective of the Women's Leadership for Good Governance Project is to contribute to increasing the numbers and skills of women in positions of leadership in civic and public life at the community, national and regional levels in Nicaragua, El Salvador, Guatemala, Honduras and Costa Rica.	
Description:	<p>The project will specifically: (a) finance programs, selected through a competitive process, that promote women's civic participation and leadership; and (b) build the capacity of organizations as well as promote effective networks and facilitate multiple linkages among women leaders and these organizations.</p> <p><u>Grant-making:</u> Grants will support an array of programs that seek to promote good governance and increase the numbers and effectiveness of women participating in decision-making in civil and public life. Applications will be accepted from non-governmental organizations, women's organizations, and educational and research centers. Award program priorities will be selected through a highly participatory process.</p> <p><u>Networking, capacity building and training:</u> The grantees of the <i>Women's Leadership for Good Governance</i> project and other stakeholders in the issues of women's leadership and representation will be involved in a constant process of feedback and information</p>	

exchange with one another and with other PROLEAD beneficiaries. Through a series of activities, including special events, training, publications of occasional articles and its website, PROLEAD will enable women from the target countries to gather, and share experiences and lessons learned.. This project will be executed by the Bank at SDS/WID through its Program for the Support of Women's Leadership and Representation (PROLEAD). It will benefit from PROLEAD's experience and tested grantmaking and networking procedures.

Benefits & Risks:

The most important benefit of the project will be the development and strengthening of the critical leadership skills of women who are in leadership positions in Central America, as well as of those who have the potential to have more influence in shaping the political, economic and social policies in their societies. The organizations will jointly benefit from the opportunity to network and mentor one another. The grantees will have the occasion to share lessons learned, develop "best practices", replicate successful projects and thus increase the sustainability of projects and programs. Moreover, lasting partnerships will form between the grantees, and the bilateral and multilateral agencies. Finally, PROLEAD will expand and diversify its donor base, and further contribute to expanding and strengthening women's leadership and representation in the region.

The program will benefit from the unique expertise developed by PROLEAD in the handling of grant-making and networking/capacity building initiatives in the area of women's leadership. It will add to an on-going program of over US\$ 3.7 million. It will fulfill the goals of the Dutch Foreign Aid policies fostering links of the government with civil society organizations in the Latin America and Caribbean region.

The main risks relate to managing the level and the nature of the demand that its grantmaking activities will generate. In order to reduce this risk, particular attention will have to be placed in the design of its information campaign and in the crafting of the promotional messages about its grantmaking activities.

Another potential risk may be that of working with civil society organizations who may not be able to comply with the established rules and procedures or may use the money inefficiently. To reduce this risk, PROLEAD will set minimum requirements that will ensure organizations meet the basic conditions and will closely monitor the implementation of the projects. PROLEAD will work to facilitate the flow of information and funding, and will provide adequate guidance to the grantees regarding PROLEAD's principles, practices and expectations, especially with regard to transparency and accountability.

The Bank's Strategy:

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

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

Finally, as a participant at the United Nations Fourth World Conference on Women in Beijing In 1995, the IDB pledged its full support to the Platform for Action adopted at the Conference, which called for promoting women's leadership in public life. The Bank announced its commitment to increase attention to gender issues, especially women's leadership and civic participation.

I. BACKGROUND

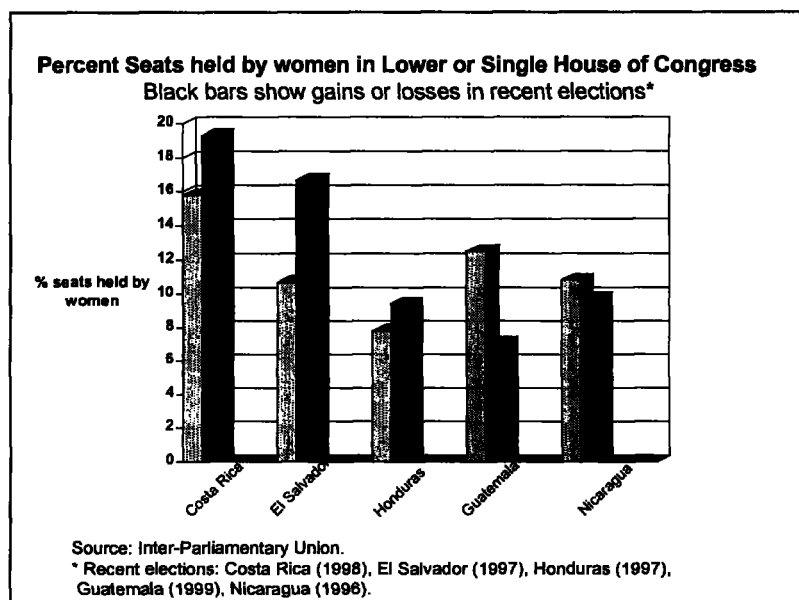
A. Women's Leadership in Central America

- 1.1 Nicaragua, El Salvador, Guatemala, Honduras and Costa Rica are countries with some of the lowest levels of life expectancy, education and income in the region. When the same development indicators take gender into account, the least developed countries rank in a similar order with regard to the status of women. Over the last two decades these countries have undergone significant changes and challenges, including civil wars, democratization, peace building, and the ravages of Hurricane Mitch. A window of opportunity has been opened, however, as women have stepped forward to contribute to the democratic, economic and social reforms that have swept the region.
- 1.2 Women in the region have been active in promoting democracy and in seizing the opportunities offered by democratization to enhance their participation and representation. Women have fought in the civil wars, participated in the peace agreements, and led the reconstruction efforts after Hurricane Mitch. Working through civil society organizations and from within the governments and political parties, women have secured considerable gains in the policy realm and have stimulated significant public debate about the roles of women and men in society. Women in academia have provided sound theoretical foundations and women in the media have advocated and campaigned for women's agendas.
- 1.3 Progress has also been made in the political sphere. In Costa Rica, El Salvador and Honduras the number of seats held by women in the Lower or Single House of Congress has increased an average of 3.7 percent between 1993 and 1999. The greatest gain is seen in El Salvador where the number of seats held by women increased from 10.7 percent in 1994 to 16.7 percent in 1997. In Honduras, an historic five out of 16 Ministers, as well as the president of the Central Bank, are women: the Ministers of Finance, Labor, National Security, Natural Resources & the Environment, and the Social Investment Fund.
- 1.4 The experience in Latin America has shown that women in elected positions (Parliament and Government) have been able to make alliances across party lines and fight for decisions that benefit women and society in general. Examples of their latest accomplishments in different countries include: quota systems in 10 countries, legislation on violence against women and support to victims of gender violence, and the creation of institutional mechanisms such as governmental women's rights departments and councils (in practically all countries) and female police stations (in many of them). Women parliamentarians tend to be more responsive to the pressures of the organized women's constituencies and a channel for their demands in the legislative bodies.
- 1.5 Although more women have achieved political power than in the past, no country has attained a fully representative democracy. Women represent 50 percent of the electorate and yet, no Central American country has achieved more than 19.3 percent female representation, as is the case in Costa Rica. Furthermore, female

representation in Central America varies greatly, having diminished in two countries in the 1990's. In Guatemala and Nicaragua the seats held by women decreased from 12.5 percent in 1995 to 7.1 percent in 1999 and from 10.8 percent in 1993 to 9.7 percent in 1996, respectively. (See Table 1)

- 1.6 Maintaining and improving on the current gains made by women, particularly in the political field, will demand the constant vigilance and monitoring by women's movements, politicians and international organizations. In a global climate where discourse on women's rights and equal opportunities is gaining momentum, the region has an unprecedented opportunity to solidify and continue making progress in the economy, society and politics and to continue translating formal goals and commitments into policy with concrete results for women. **The challenge today lies in addressing the structural barriers and social constraints that prevent women from reaching positions of leadership at the highest levels in the political, economic, and civic spheres,** while continuing to expand the broad-based leadership, representation and participation of women at all levels of society.
- 1.7 This challenge, coupled with the increasing number of requests from the countries to funding institutions, such as the Bank, to support new programs and initiatives in this area, spurred the Inter-American Development Bank (IDB) to launch PROLEAD--the Program for the Support of Women's Leadership and Representation

TABLE 1. Central American Women in Congress



B. Background Information on Existing PROLEAD Program

- 1.8 In March 1998, the IDB approved PROLEAD, a three year initiative to enhance women's capacity and opportunity to lead in Latin America and the Caribbean.
- 1.9 PROLEAD's specific objectives are to: 1) make financial resources available to organizations that work to promote women's citizen participation and leadership in Latin America and the Caribbean; 2) promote networks of organizations and women leaders that support women's leadership and citizen participation; and 3) encourage greater involvement of the donor community in supporting women's leadership in the region. PROLEAD's activities reflect a combination of its priorities, funding levels and currency availability. These strategic and comprehensive aims are achieved through three main components consisting of grantmaking, institutional strengthening/training, and networking.

C. PROLEAD's Record to Date

a. Grant Program

- 1.10 In an overwhelming response to PROLEAD's first call for project proposals under its grantmaking activities, over 300 proposals were submitted from 26 Latin American and Caribbean countries. The proposals came from a wide variety of organizations, including grassroots groups, non-governmental organizations, universities, think tanks, labor unions, local governments, women's divisions of national governments, and religious institutions. The majority of the projects proposed strategies related to building leadership at the community level.
- 1.11 Following a thorough review process, that included internal and external technical reviewers, PROLEAD's Council evaluated and selected those projects that merited funding. PROLEAD's Council is composed of accomplished women from the fields of business, politics, international development and representatives from the collaborating agencies of the United Nations Children's Fund (UNICEF), the United Nations Development Fund for Women (UNIFEM), the United Nations Development Programme (UNDP), and the Inter-American Commission of Women of the Organization of American States (OAS/CIM).
- 1.12 Based on the Council's recommendation, **PROLEAD awarded nearly \$1.8 million to 40 projects and two intermediary organizations** that ranged from training indigenous Bolivian women in leadership skills, to preparing young women for leadership in Jamaica, to integrating training and research on women's political participation in Paraguay, to raising awareness about the role of women in Mexico and Central America through the use of mass media. The **intermediary grants** were awarded to two women's organizations that will transfer the majority of the funds to local organizations.

- 1.13 PROLEAD's grantees met at a Mid-term Gathering to exchange experiences, lessons learned and discuss the project's preliminary impacts and results. Although it is difficult to attribute any increase in the number of women leaders directly to the program's activities, there was an overall consensus that the projects were contributing to increasing the quality of women's participation at the local and national levels; introducing new policies, programs and action plans to benefit women; increasing awareness and providing visibility to the issue of women's leadership; preparing women to participate and contribute to their communities; and creating new alliances, associations and networks.
- 1.14 The volume of the demand for PROLEAD'S financial and technical resources reflects the extent of the need for programs such as PROLEAD, as well as its timeliness. Eighty-seven proposals (out of a total of 326) were presented by organizations from five countries - Nicaragua, El Salvador, Honduras, Guatemala and Costa Rica. Of the seven projects funded in these countries, most are for community, grassroots, indigenous and young women leaders.

b. Institutional Strengthening

- 1.15 PROLEAD provides technical assistance to a number of organizations, principally women's organizations, that demonstrate potential for their work in the area of women's citizen participation and leadership. The main activities under this component include: training workshops that address institutional and programmatic issues common to participating organizations and customized technical assistance or on-site training to selected organizations.
- 1.16 To date, close to 40 grantseeking organizations from Central America and the Caribbean have benefited from PROLEAD's capacity building training. Emphasizing strategic planning, fund-raising and proposal writing, participants have taken steps towards replicating it in their own organizations. In addition, PROLEAD sponsored the event, "Women in the 21st century: The Role of Intergenerational Mentoring" which brought together emerging and established leaders from 22 countries in Latin America and the Caribbean to explore the use of mentoring as a tool to strengthen women's leadership.

c. Building Networks

- 1.17 PROLEAD co-sponsored with the US Government a major networking conference in Uruguay - "Vital Voices of the Americas: Women in Democracy" - in October 1998. Over four hundred emerging women leaders from the Western Hemisphere attended the event, which featured U.S. First Lady, Hillary Rodham Clinton, IDB President, Enrique Iglesias, and the President of Uruguay, Dr. Julio Sanguinetti. Conference participants developed strategies for strengthening democracies and creating partnerships in the public and private sectors in support of women's leadership in Latin America and the Caribbean.
- 1.18 Under the same component, PROLEAD also supported the Central American Parliament (PARLACEN) for a networking event to strengthen the leadership

skills of women parliamentarians. Similar requests for such initiatives continue to come from the Central American region.

- 1.19 Throughout the execution phase of the program, the generation and widespread dissemination of information regarding PROLEAD's activities, lessons learned and best practices has represented a critical element in mainstreaming and providing increased visibility to the issue of women's leadership inside and outside the Bank. This information campaign has targeted the program's beneficiaries, women's organizations and other public and private institutions, the IDB Country Offices and regional departments in headquarters and the public at large.

d. PROLEAD'S Institutional Profile

- 1.20 After two years in operation, PROLEAD has acquired a strong expertise in managing grants. Building on a strong network of institutional support and committed IDB Country Offices and partner agencies, PROLEAD has put in place an efficient and transparent grant processing and selection system. PROLEAD processed over 300 proposals in a record period of two months. To achieve this, a grant tracking system was developed, a database was established, and a network of logistical support in the field and at IDB headquarters was created and strengthened.
- 1.21 Guided by principles of transparency, communication, diversity, flexibility, timeliness, and non-partisanship, PROLEAD has earned its credibility among its main stakeholders, including its beneficiaries, the donor community, and its partners. Key to this has been the autonomous role the Council has played in the selection and allocation of grants. The Council provides both strategic guidance and funding recommendations to PROLEAD's staff.
- 1.22 As of June 2000, PROLEAD has disbursed and committed approximately \$2.8 million. Its current operating budget includes:

SOURCE	AMOUNT
Fund for Special Operations	- 1 million US dollars - 1 million Argentine pesos - 750,000 Brazilian reais - 500,000 Mexican pesos
Norwegian Fund For Women in Development	- 367,000 US dollars
Swedish Technical Cooperation Trust Fund For Consulting Services	- 120,000 US dollars
OAS/CIM	- 30,000 US dollars
TOTAL	3,767,000

D. Rationale for Request

- 1.23 Beginning with its first funding cycle in 1998, PROLEAD's initial request for proposals generated unanticipated enthusiasm. The demand for funding from organizations in the region eager to implement projects supporting women's leadership is striking. PROLEAD receives requests for funding information on a daily basis, and thus far, has been able to meet only a fraction of the demand. As a result, expectations of a second regional funding cycle remain exceedingly high. Faced with this growing demand for grants, PROLEAD has endeavored steadfastly to attract additional sources of financing.
- 1.24 To meet the demand and ensure the Program's institutional sustainability, PROLEAD's Plan of Operation includes a fund-raising component. Specifically, throughout the period of implementation, the Execution Unit is responsible for generating additional funds from other sources, especially bilateral agencies and private foundations. The proposed project, therefore, was foreseen in PROLEAD's Plan of Operations under the fund-raising component and does not imply a new or separate phase of the Program's life.
- 1.25 In addition, PROLEAD faces the challenge of expanding its funds as a significant amount of the Program's resources are in Argentine, Brazilian, and Mexican local currencies. As a result, PROLEAD is committed to generating additional flexible resources to allow some of the lowest-income countries in Central America to benefit and to avoid a bias in favor of the larger, more developed countries.
- 1.26 To meet the demand, the Government of the Netherlands has offered to fund the *Women's Leadership for Good Governance Project*, herein presented. This undertaking is based on the Government of the Netherlands' commitment to good governance, private sector development and gender issues in development in Latin America and the Caribbean. Dutch involvement in Latin America has recognized that social, economic and political reform will be successful only if women are fully heard and their agendas acted upon.

II. PROJECT OBJECTIVES AND DESCRIPTION

A. Objectives

- 2.1 The objective of the **Women's Leadership for Good Governance Project** is to contribute to increase the numbers and effectiveness of women in positions of leadership in civic and public life at the community, national and regional levels in five countries of Central America: Nicaragua, El Salvador, Honduras, Guatemala and Costa Rica.
- 2.2 Specific objectives:
 - (i) to finance programs, selected through a competitive process, that promote women's civic participation and leadership

- (ii) to build the capacity of organizations committed to supporting women's leadership as well as to promote effective networks and facilitate multiple linkages among women leaders and these organizations.

B. Description

- 2.3 Resources will be made available to support the two main components of the project, grantmaking and networking:

a. Grantmaking Component

- 2.4 The grantmaking process under this program will be highly participatory, providing organizations with the space and opportunities to organize themselves to promote their own priorities. (See Annex I: Operational Regulations.) Information exchange and learning mechanisms will be supported and promoted. PROLEAD will be adopting the following participatory approach as proposed by the Dutch government:

- i) **Setting the agenda at the country level.** Organizations, groups and women leaders in the field working on women's leadership issues will be invited to local meetings to define – from their own perspective – the priorities PROLEAD should adopt for the next two years in the sub-region. Participants will define what issue areas and strategies, including the use of intermediary organizations, PROLEAD should support in their country to promote women's leadership. PROLEAD will hire a facilitator to help the groups rank their priorities. They will then select one individual who will serve as their representative at a sub-regional level.
- ii) **Setting sub-regional priorities.** One representative from each country will participate in a sub-regional meeting to share information on the issues and priorities discussed at the country level meeting and to learn from one another. At this time, the representatives will debate the priorities and agree on a unified set of two or three priorities for the sub-region. Criteria will also be developed for the processing and selection of the proposals.
- iii) **Bringing the information home.** Representatives will then return home and share the results of the sub-regional meeting with the individuals who had participated in the country level meeting and with other interested parties. The Request for Proposals, (having incorporated the priorities and criteria established at the sub-regional meeting), will be disseminated by PROLEAD, the field offices of the IDB, the Dutch government, and the partner agencies, PROLEAD's website and through other channels. Organizations will have a period of three months to present their proposals to PROLEAD after the Request for Proposals has been issued.
- iv) **Processing and selection of proposals.** PROLEAD will receive the proposals at the IDB's headquarters and will ensure all elements requested

in the application guidelines are present. The representatives who participated in the sub-regional gathering will meet with PROLEAD's Council members with expertise in the target countries to make the final recommendations on the proposals to be funded.

- 2.5 Approximately 70 percent of the total funds will be used for the grantmaking activities. Following the best practice examples and lessons learned from PROLEAD's grantmaking experience, this phase foresees awarding 12 - 15 grants ranging from \$30,000 to \$50,000 in the five countries. Impact will be increased by funding a limited number of priority areas, which will be explored and defined through a process of consultation with the stakeholders in Central America. Grants will be awarded to organizations from the civil society, NGOs, women's groups and organizations, and educational and research centers at the local, national and regional level.
- 2.6 Criteria for the processing and selection of the proposals will be developed by the sub-regional representatives and will be guided by PROLEAD's previous grantmaking experience and principles of transparency, communication, diversity, flexibility, timeliness, and non-partisanship. PROLEAD also emphasizes support to young, Afro-latina and indigenous women.
- 2.7 Minimum eligibility requirements will be established for the awarding of the grants. To be eligible, an **organization** must:
 - serve women and/or groups from Honduras, El Salvador, Nicaragua, Guatemala and/or Costa Rica;
 - have at least a two-year track record in managing development programs;
 - be able to demonstrate stable management and appropriate accounting procedures;
 - be non-partisan or multi-partisan, and be able to work across party lines;
 - demonstrate the ability to attract funds from other sources; and
 - have the legal authority to receive IDB technical assistance.
- 2.8 Beneficiary organizations are not required to be women's organizations, but preference will be given to organizations or groups that include women at all levels within their structure and have a history of work that benefits women.

b. Networking and Capacity Building/Training Component

- 2.9 The grantees of the *Women's Leadership for Good Governance* project and the representatives at the local and regional meetings, will be involved in a constant process of feedback and information exchange not only with one another but with the other beneficiaries of PROLEAD's grantmaking and networking activities. Through a series of activities, including workshops, training, publications of relevant articles and its website, PROLEAD will enable women from the target countries to gather, share experiences and lessons learned and attend training workshops. This will provide opportunities for organizational and personal development and increase the potential for a greater political and social impact of the emerging leaders.

- 2.10 During the course of the project, at least two events on Women and Good Governance will be organized, in addition to a gathering of the grantees to exchange experiences and lessons learned. This meeting of the grantees will seek to involve the key stakeholders of the project in a discussion of its results with a focus on lessons learned and future plans.
- 2.11 Building on PROLEAD's mainstreaming efforts, strong emphasis will be placed on the generation and dissemination of basic information regarding the activities of the project, lessons learned and best practices. These activities will target: i) beneficiary and other participating groups and organizations, ii) the donor community, iii) the IDB country offices and the operational departments within the IDB's headquarters; iv) and finally, the public at large. Existing PROLEAD and SDS/WID networks will be used and expanded.

III. PROJECT EXECUTION

A. Project Administrative Organization

- 3.1 The Women in Development Unit (SDS/WID) will execute this project over a 24-month period through PROLEAD, which will assist the overall administration of the Program. SDS/WID will retain the technical responsibility and will actively monitor the execution of the project. The disbursement period will extend over 30 months in order to accommodate the ex-post evaluation of the project. (See Annex 3: List of PROLEAD staff)
- 3.2 Short-term **consultancies** are foreseen for the implementation of specific activities such as the networking events, the monitoring and evaluation activities; as well as the maintenance of the PROLEAD homepage in the Internet, the preparation of occasional articles, best practices, and other informational pieces about the program.
- 3.3 The WID Gender experts from the Dutch embassies will be invited to contribute to the program's implementation through regular consultation with the PROLEAD staff. More specific support could involve conducting site visits of grantees for appraisal and monitoring purposes, participating in the program's dissemination efforts, and assisting in the mid-term and ex-post evaluation. The IDB's Country Offices and collaborating agencies of UNICEF, UNIFEM, UNDP and OAS/CIM have been playing similar roles since the program's inception.
- 3.4 The **Council** will continue its role of providing strategic guidance and funding recommendations to PROLEAD staff. The government of the Netherlands will be invited to name a representative to the Council. The Council members will play a key role in the grantmaking activities, and will be consulted in the decision-making process for the other components. The Council will meet once or twice a year. (See Annex 3: List of Council members.)

- 3.5 The Program also includes an **Informal Advisory Network** comprised of IDB's staff from Headquarters and the Country Offices with particular interest and expertise in areas relevant to the issue of women's leadership and participation, and individuals based in the region drawn from the local and/or the regional offices of UNICEF, UNIFEM, OAS/CIM, women's bureaus and other prominent NGOs. The Network functions as a liaison between individuals and organizations in the field and the Execution Unit.

B. Monitoring and Evaluation

- 3.6 A mid-term and ex-post evaluation of the project will be conducted highlighting lessons learned in terms of processes, outcomes and potential impact. The indicators developed in the logical framework will be used for evaluation. In addition, qualitative and quantitative indicators will be developed by PROLEAD and SDS/WID with the assistance of an evaluation consultant and with the approval of the Council members to assess the impact of the project. The mid-term and ex-post evaluation will be carried out by an **independent consultant** in consultation with PROLEAD and SDS/WID.
- 3.7 The Project does not seek to demonstrate a direct correlation between its actions and the changes in the number of women leaders in political parties, businesses or grassroots organizations. However, the evaluation will allow PROLEAD to compare the results of its investments in people and projects to the trends of women's participation in the region. PROLEAD will use a diagnostic study that it commissioned at its inception as a baseline from which to analyze the status of women's leadership and representation in the Central American region. In addition, the project's logical framework will be used as a basis for evaluating the effectiveness of the main project components, and the contributions of individual activities to the overall program goal.
- 3.8 The mid-term evaluation will draw on the results of the gathering of the beneficiaries of the grantmaking component, which will be organized under the networking component and also on the reports and other information available through the monitoring of the Program's activities. The evaluation will draw out "lessons learned" and identify potential "best practices", especially from PROLEAD grantees, the central focus of the Program. It will provide the project staff with an assessment of the project's progress and recommendations as to necessary adjustments to improve the process. In addition, this midterm review will provide a progress report to donors, supporters and other interested people.
- 3.9 The ex-post evaluation will take place within six months of the completion of the project. It will review the execution of the project in an effort to highlight lessons learned and best practices. It will also seek to measure the extent to which the objectives set forth by the project were reached.
- 3.10 PROLEAD'S Execution Unit will submit to the government of the Netherlands bi-annual progress reports throughout the execution phase of the project, beginning six months after the project initiation. The Program Coordinator will discuss progress and challenges of the Program's execution with Council

members in their regular meetings. A final report on the project execution will also be prepared in the three-month period that will follow the end of the project. The Project Team and SDS/WID will actively monitor the execution of the project.

IV. PROPOSED COSTS AND FINANCING

- 4.1 The estimated cost of this Program is US\$950,000 from the Netherland's PROLEAD Trust Fund. SDS/WID will contribute its own administrative resources to provide additional technical and administrative support, office space, the necessary equipment, some of the supplies that will be required for the Program's execution, and will cover the project's fixed costs (electricity, photocopies, etc.). The project will cover the required expenses of the Coordinator, Program officer and secretarial support, communication expenses and the cost of the monitoring activities and the ex-post evaluation.
- 4.2 The proposed costs and financing of the project is shown in the table below:

COMPONENTS	DUTCH CONTRIBUTION	%
GRANTMAKING	680,000	72
Grants	665,000	
facilitators at local and sub-regional meetings	10,000	
Documentation	5,000	
NETWORKING/TRAINING	100,000	11
Trainers and facilitators	20,000	
Material	5,000	
Travel & per diem participants/staff	75,000	
MID-TERM & EX-POST EVALUATIONS	20,000	2
COORDINATION/ADMINISTRATION	108,000	11
SUBTOTAL	908,000	
Contingencies	42,000	4
GRAND TOTAL	\$ 950,000	100

V. BENEFITS & RISKS

A. Benefits

- 5.1 The most important benefit of the project will be the development and strengthening of the critical leadership skills of women who are in leadership positions in Central America, as well as of those who have the potential to have more influence in shaping the political, economic and social policies in their societies. The organizations will jointly benefit from the opportunity to network and mentor one another. The grantees will have the occasion to share lessons learned, develop “best practices”, replicate successful projects and thus increase the sustainability of projects and programs. Moreover, lasting partnerships will form between the grantees, and the bilateral and multilateral agencies. Finally, PROLEAD will expand and diversify its donor base, and further contribute to expanding and strengthening women’s leadership and representation in the region.

B. Risks

- 5.2 The program may face difficulties managing the level and the nature of the demand that its grantmaking activities will generate. In order to reduce this risk, particular attention will have to be placed in the design of its information campaign and in the crafting of the promotional messages about its grantmaking activities. PROLEAD will make clear in its information that it will fund a limited number of grants. Although calling for proposals may generate a strong demand, it may motivate many organizations to work on the theme.
- 5.3 Another potential risk may be that of working with civil society organizations who may not be able to comply with the established rules and procedures or may inefficiently use the money they receive. To reduce this risk, PROLEAD will set minimum requirements that will ensure organizations meet the basic conditions and closely monitor the implementation of the projects. PROLEAD will work to facilitate the flow of information and funding, and will provide adequate guidance to the grantees regarding PROLEAD’s principles, practices and expectations, especially with regard to transparency and accountability.

VI. CALENDAR OF ACTIVITIES - 30-month execution period

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
PLANNING																					
Meetings																					
Regional meeting																					
Seminar																					
Workshop																					
Evaluation																					
IMPLEMENTATION																					
Governance event																					
Engagement of beneficiaries																					
Technical assistance																					
Monitoring & Communication																					
Maintenance																					
EVALUATION																					
Monitoring / Evaluation																					

Month 25-30: Final Evaluation

VII. AVAILABILITY OF FINANCIAL RESOURCES FOR THE WOMEN'S LEADERSHIP FOR GOOD GOVERNANCE PROGRAM: CERTIFICATION OF RESOURCES

I certify that US\$950,000 in resources from the Netherlands PROLEAD Trust Fund have been the object of a firm contractual commitment for the financing of the activities described in this plan of operations by the Netherlands Minister of Development Cooperation. The referenced contractual commitment has been properly signed on April 17, 2000 by the First Secretary of the Royal Netherlands Embassy in Washington, D.C, in representation of the a fore mentioned Minister, and by the Deputy Manager of the Financial Support Services Subdepartment of the Bank on April 28, 2000, therefore becoming fully executed.

In accordance with the signed "Arrangement" -as the signed document is titled- US\$237,500 have already been deposited by the Government of Netherlands in the account of the Netherlands PROLEAD Trust Fund and are fully available in that trust fund account for the financing of the activities described in this plan of operations. The balance of US\$712,500, which represents the remaining contribution committed by the Netherlands Minister of Development Cooperation, will be disbursed in installments as detailed by the Bank in a work plan for the Project. The referenced "Arrangement" was signed under the authority and following the provisions of the "Framework Arrangement" dated July 17, 1997, between the Netherlands Minister of Development Cooperation, represented by the Royal Netherlands Ambassador to the United States of America, and the President of the Bank, who acted under a special authorization given by the Board of Executive Directors of the Bank.

The commitment and disbursement of the resources of the Netherlands PROLEAD Trust Fund shall only be made by the Bank in dollars of the United States of America. The same currency shall be used to stipulate the remuneration and payments to consultants, except that local expenses may be paid in local currency, and consultants working in their own borrowing member country may have their remuneration defined and paid in the currency of that country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this TC. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, for which the Fund does not accept risks.


Arnaldo M. da Fonseca, Chief

RE2/TEC

08/07/00

Date

WOMEN'S LEADERSHIP FOR GOOD GOVERNANCE

OPERATIONAL REGULATIONS

I. PURPOSE OF THE REGULATIONS

- 1.1 The regulations developed in this document specify the operational procedures for the grantmaking component and activities of the Women's Leadership for Good Governance project.

II. OBJECTIVES OF THE PROJECT

- 2.1 The objective of the **Women's Leadership for Good Governance Project** is to contribute to increasing the numbers and effectiveness of women in positions of leadership in civic and public life at the community, national and regional levels in five countries of Central America: Nicaragua, El Salvador, Honduras, Guatemala and Costa Rica.

III. DEFINITIONS

- 3.1 The following definitions are established for the purposes of these regulations:
- a. Bank: Inter-American Development Bank (IDB).
 - b. Council: independent individuals selected for their expertise in the field of women's leadership and civic participation to provide strategic guidance and funding recommendations to the project.
 - c. Grants: non-reimbursable funding provided to development organizations for a specific project or activity that meets the Project's objectives and guidelines.
 - d. Grantees: beneficiary organizations and groups that have received grants through the Program to carry out activities that meet the Project's objectives.
 - e. Grantmaking: process of transferring and providing funding (grants) to development organizations for programs and projects that meet the overall objectives of the Project.
 - f. Grantseekers: applicants. Organizations, groups and/or institutions that are in the process of requesting funding (grant) from the Project.
 - g. Informal Advisory Network: Network comprised of IDB's staff from

Headquarters and the Country Offices with particular interest and expertise in the area of women's leadership and civic participation, and individuals based in the region drawn from the local and/or regional offices of UNIFEM, UNDP, UNICEF, OAS/CIM, women's bureaus and other prominent NGOs.

- h. Peer Review Process: process of reviewing applicants' proposals in order to assess their technical merit. This process does not lead to a final decision but only to evaluations and recommendations by technically competent individuals.
- i. Requests for Proposals (RFP): a formal invitation disseminated to organizations and groups throughout the region that are interested in receiving a grant from the Project. The RFP will contain relevant information about the grantmaking activities and the application process.
- j. SDS/WID: the Women in Development Unit of the Sustainable Development Department.

IV. COMPONENTS & ACTIVITIES

A. GRANTMAKING

- 4.1 The guidelines that are presented in this annex and that will be used for the grantmaking activities will be reviewed and finalized by the Execution Unit staff soon after initiation of project execution. The Project's Council and SDS/WID will approve the final version.
- 4.2 **Grantmaking process.** The grantmaking process under this project will be highly participatory, providing organizations with the space and opportunities to organize themselves to promote their own priorities. PROLEAD will be adopting the following participatory approach as proposed by the Dutch government:
- 4.3 **Setting the agenda at the country level.** Organizations, groups and women leaders in the field working on women's leadership issues will be invited to local meetings to define, from their own perspective, the priorities PROLEAD should adopt for the next two years in the sub-region. Participants will define what issue areas and strategies, including the use of intermediary organizations, PROLEAD should support in their country to promote women's leadership. PROLEAD will hire a facilitator to help the groups rank their priorities. They will then select one individual who will serve as their representative at a sub-regional level.
- 4.4 **Setting sub-regional priorities.** One representative from each country will participate in a sub-regional meeting to share information on the issues and priorities discussed at the country level meeting and to learn from one another. At this time, the representatives

will debate the priorities and agree on a unified set of two or three priorities for the sub-region. Criteria will also be developed for the processing and selection of the proposals.

- 4.5 **Bringing the information home.** Representatives will then return home and share the results of the sub-regional meeting with the individuals who had participated in the country level meeting and with other interested parties.
- 4.6 **Issuing Grant Applications.** The Request for Proposals, (having incorporated the priorities and criteria established at the sub-regional meeting) will be prepared by the Execution Unit and will be sent out to different organizations throughout the region to invite them to participate in the competition. PROLEAD will consider the desirability of using intermediary organizations for operationalizing the grantmaking component. The IDB country offices and the regional and local offices of UNIFEM, UNICEF, UNDP, and OAS/CIM will play an active role in disseminating the RFPs to organizations and groups interested in receiving grants from the project.
- 4.7 The RFPs will provide applicants with information regarding eligibility criteria, application guidelines, and other aspects of the grantseeking process (channels, contact points, deadlines, application formats). Organizations will have a period of three months to present their proposals to PROLEAD after the RFP has been issued.
- 4.8 Based on the consultations, the Program Coordinator, in consultation with the Council and SDS/WID, will define the priority topics for each round of competition as well as the dates for the two rounds.
- 4.9 Grant applications and proposals will be channeled to the Execution Unit through such venues as: the IDB country offices, the regional offices of UNIFEM, UNICEF, UNDP, OAS/CIM, and the NGO Coordination for LAC. Members of the Council and the Advisory Network will, individually, serve as channels. The Execution Unit will also accept requests directly via electronic and regular mail.
- 4.10 **Eligibility and Review Criteria.** The Execution Unit will accept requests from organizations of the civil society, NGOs, women's groups and organizations, educational and research centers, and public institutions. In the local consultations, it will be decided whether the private sector will be included. Beneficiary organizations do not have to be women's organizations, however, preference will be given to such organizations or groups that include women at all levels within their structure and have a history of work that benefits women.
- 4.11 The criteria to determine the eligibility of organizations requesting grants include the following:
 - must serve women and/or groups from El Salvador, Costa Rica, Nicaragua, Honduras and/or Guatemala

- have at least a two-year track record in managing development programs
- must exhibit stable management
- have women at all levels of their institutional structure
- be non-partisan or multi-partisan with ability to work across party lines
- demonstrate ability to attract funds from different donors

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

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

4.13 Non-eligible Requests. The Project's resources will not be awarded to finance requests that are for:

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

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

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

4.16 Proposals will be subject to a peer review process in order to assess their technical merits. The peer reviewers' recommendations will be forwarded to the Council so they can base

their recommendations on these technical inputs before submitting them to the Bank (SDS/WID) for final funding decisions.¹

4.17 Final Selection Criteria. In addition to the criteria defined in sections 4.10 – 4.13, final funding decisions will take into account the following:

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

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

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

4.20 The recipients of grants will be required to submit a final report of project achievements within one month of completion of project activities.

4.21 Supervision and Monitoring. The Execution Unit will actively monitor the implementation of the funded projects. Grantees will be required to submit progress and financial reports, as well as a work plan for the next period on a biannual basis. Upon request by the Program Coordinator, once or twice a year, Advisory Network members including IDB Country Office staff will conduct on-site visits, to assess progress. Mid-way through the execution period (months 12-14), the Program Coordinator and a staff member of SDS/WID will visit a sample of grantees to assess the Project's overall performance. Grantees in this category will be required to conduct a final evaluation to assess project's impact and to draw lessons learned that will be shared with the Project.

¹ The Program Coordinator, in consultation with members of the Council and SDS/WID, will identify technical experts who can serve in that capacity. Between three to six peer reviewers from inside and outside the Bank will lend their services to the Program, on a pro-bono basis. However, reviewers from outside the Bank will receive a stipend to cover long-distance telephone calls and any other expenses their tasks might require. Contacts with these technical experts will be on an individual basis, mainly through electronic communications.

WOMEN FOR GOOD GOVERNANCE PROJECT*

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Overall Objective contribute to the increase the numbers effectiveness of women in leadership positions leadership in public and public life at community, national regional levels in Central American countries (Nicaragua, El Salvador, Honduras, Guatemala and Costa Rica).	<ul style="list-style-type: none"> ▪ <u>In the long-term:</u> - Increase in number of women accessing leadership positions at all levels of government and congress in the countries included in this program - Women's participation in elections at all level has increased - Number of programs by women's organizations and pro-women institutions that support women's increased leadership and civic participation have increased in number and quality; - Number of women's organizations and pro-women institutions operating effective and efficient programs to support women's leadership & participation has increased; - An increasing number of networks of women's organizations and women leaders are operating in the Central America region to support women's increased leadership & participation 	Updates from: <ul style="list-style-type: none"> - Inter-Parliamentary Union (www.ipu.org) - International Foundation for Electoral Systems (IFES) publications - UNDP Human Development Report - Women's Leadership Conference of the Americas - Occasional papers - Institute for Democracy and Electoral Assistance (IDEA) publications 	<ul style="list-style-type: none"> - Sociopolitical climate in the LAC region remains favorable - Current momentum in favor of women's increased leadership remains strong - International donor community and LAC governments demonstrate commitment to support women's increased leadership & participation

Methods and priorities and criteria selected will be defined by the Central American countries in the local and sub-regional meetings.

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>Specific Objectives</p> <p>to finance programs, selected through a competitive process, that promote of women's civic participation and leadership</p> <p>to build the capacity of organizations as well as promote effective networks and facilitate multiple linkages among women leaders and these organizations</p>	<p>▪ <u>In the mid-term:</u></p> <ul style="list-style-type: none"> - Programs promoting women's leadership and civic participation in the target countries have been funded through the Program - Organizations and women leaders from the target countries have been supported in their networking and their experience sharing efforts - Networks of women leaders support the increased participation of women at the decision-making levels in all the sectors. 	<ul style="list-style-type: none"> - the Program's Monitoring and Progress Reports - Mid-term and Ex-Post Evaluation Reports - Publications and reports that will come out of the gatherings 	<ul style="list-style-type: none"> - Interest & needs for the Program's work remain strong in the region - International donor community is responding positively to the Program through additional resources and increased partnership
Components			
<p><u>Grantmaking</u></p> <p>Finance projects that promote women's increased leadership and citizen participation in civic and public life.</p>	<p><u>In the short/mid-term</u></p> <ul style="list-style-type: none"> - Approximately 20 organizations from the target countries have received funding to support their efforts in favor of women's increased leadership & participation - Over US\$ 600,000 have been effectively channeled to local projects in keeping with the criteria & the guidelines set for the program - X women leaders at different levels from the 	<ul style="list-style-type: none"> - PROLEAD's Monitoring & Progress Reports - PROLEAD's Mid-term & Ex-post evaluation - Monitoring & evaluation reports of PROLEAD 	<ul style="list-style-type: none"> - A sufficient number of organizations, groups women leaders take an interest in and participate in the local meetings - the beneficiary organizations implement the new skills they have acquired

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	target countries have benefited from the projects and activities funded under the Program		
Networking: Facilitate linkages among current and potential women leaders and organizations from within and outside the region.	In the short/mid-term <ul style="list-style-type: none"> - At least 2 networking events have been implemented for women's organizations and women leaders in the target countries - Networks of women leaders from the target countries of the region have been strengthened and created as a result of these events - Thousands of women leaders, men, activists, academics, women organizations and others involved in the promotion of women's leadership are able to access information and to share experiences through PROLEAD's website & other publications 	<ul style="list-style-type: none"> - PROLEAD's Monitoring & Progress Reports - PROLEAD's Mid-term & Ex-post evaluation - IDB/SOC Newsletter - PROLEAD's Annual Reports - PROLEAD's other promotional materials - PROLEAD's Website - Monitoring & evaluation reports of PROLEAD 	<ul style="list-style-type: none"> - throughout the Central American region, more and more women and organizations have access to the Internet

PROPOSED RESOLUTION

**REGIONAL. NONREIMBURSABLE TECHNICAL COOPERATION FOR THE
“WOMEN’S LEADERSHIP FOR GOOD GOVERNANCE PROJECT”**

The Board of Executive Directors

RESOLVES:

1. That the President of the Inter-American Development Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, as Administrator of the Netherlands PROLEAD Trust Fund, to take such measures as may be pertinent for the execution of the plan of operations referred to in Document AT-_____ with respect to a nonreimbursable technical cooperation for the “Women’s Leadership for Good Governance Project.”
2. That up to the sum of US\$950,000 is authorized for the purposes of this resolution, chargeable to the resources of the Netherlands PROLEAD Trust Fund.
3. That the above-mentioned sum is to be provided on a nonreimbursable basis.