

TRAINING PROGRAM ON THE DESIGN AND MANAGEMENT OF  
SOCIAL POLICIES AND PROGRAMS

(TC-98-02-11)

EXECUTIVE SUMMARY

**REQUESTER:** Government of Nicaragua

**EXECUTING AGENCY:** Inter-American Development Bank ? Inter-American Institute for Social Development (INDES)

**BENEFICIARY:** Government of Nicaragua

**DATE OF APPROVAL BY THE PROGRAMMING COMMITTEE:** June 18, 1998

**AMOUNT AND SOURCE:** Government of Norway: US\$1,766,000 (grant). The contribution of the Government of Norway will be administered by the Bank (see paragraph 4.2)

**TERMS:** Execution period: 36 months  
Disbursement period: 36 months

**OBJECTIVES:** The objective of this technical cooperation operation is to support the Government of Nicaragua in enhancing the effectiveness and equity of its social policy with a strategy to strengthen management of that policy. To this end, training will be provided to a critical mass of federal, departmental and municipal officials involved in the implementation of social policy in the country. This will, among other things, help make social spending in Nicaragua more efficient and equitable.

**DESCRIPTION:** The activities financed by this technical cooperation operation include the following: (i) 10 four-week training courses for 180 central government officials, 120 participants on the municipal level, 30 leaders of nongovernmental organizations and 20 faculty members; (ii) two two-week seminars, each with 30 participants, aimed at mid-level officials and representatives of civil society on the municipal level, to better equip them to produce proposals and social projects locally, while bolstering their

managerial capacity; (iii) four one-week workshops in four separate regions of the country for 20 individuals, including municipal officials and local leaders of civil society organizations; (iv) training for 30 faculty members as trainers in social policy design and management; and (v) the creation of a network of academics who will provide continuity in the social management training activities.

**ENVIRONMENTAL/  
SOCIAL REVIEW AND  
BENEFICIARIES:**

Short-term benefits will take the form of improved execution of the government's social programs. As for medium- and long-term benefits, this will be a first step in the modernization and technical strengthening of the design and execution of future Nicaraguan social policy, by way of the training of technical managers and curriculum adjustments in universities, schools of public administration, and professional training institutes.

**RISKS:**

The turnover of staff trained by the program, in training institutions as well as in the government, constitutes a risk. However, the program's design minimizes that risk because it does not involve the training of isolated individuals in the programs, but rather a critical mass of officials at the managerial and technical levels. The program also contemplates training activities and discussion among broader sectors, including civil society stakeholders and centers of higher education, which can provide continuity to the social management training process.

**THE PROJECT'S ROLE  
IN THE BANK'S  
COUNTRY STRATEGY:**

The country paper gives high priority to efficiency and equity in social programs and a proactive fight against poverty. The project will help modernize social program management, inasmuch as it will introduce conceptual and operational changes in implementation strategies and information and evaluation systems. It will create and nurture a training network to support the modernization process in the medium and long term.