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iTrack

Evaluation

ILO - EVALUATION

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This evaluation has been performed following the ILO policy and procedures. This report has not been edited but has undergone quality control by the ILO Evaluation Office.

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Acronyms and Abbreviations

AECID	Spanish Agency for International Development Cooperation
ARLSS	Administradora de Riesgos Laborales Salud Segura (Occupational Health Risk Manager)
CASC	Confederación Autónoma Sindical Clasista (Autonomous Confederation of Unions)
CB	Central Bank
CDL	Comités Directivos Locales de Lucha contra el Trabajo Infantil (Local Steering Committees for the Fight against Child Labor)
CDN	Comité Directivo Nacional de Lucha contra el Trabajo Infantil (National Steering Committee for the Fight against Child Labor)
CL	Child Labor
CMEP	Comprehensive Monitoring and Evaluation Plan
CNS	Comité Nacional de Salarios (National Salary Committee)
CNTD	Confederación Nacional de Trabajadores Dominicanos (National Confederation of Dominican Workers)
CNUS	Confederación Nacional de Unidad Sindical (National Confederation of Trade Union Unity)
CONADIS	Consejo Nacional de Discapacidad (National Disability Council)
CONANI	Consejo Nacional para la Niñez y Adolescencia (National Council for Children and Adolescence)
CONSSO	Consejo Nacional de Seguridad y Salud Ocupacional (National Council of Occupational Safety and Health)
COPARDOM	Confederación Patronal de la República Dominicana (Employers' Confederation of the Dominican Republic)
COS	Centros Operativos de Sistema (System Operational Centers)
CTA	Centro de Ciencia y Tecnología de Antioquia (Science and Technology Center of Antioquia)
CV	Células de Vigilancia (Surveillance cells)
DAJ	Departamento de Asistencia Judicial (Department of Legal Aid)
DGE	Dirección General de Empleo (Directorate of Employment)
DGHS	Dirección General de Higiene y Seguridad (General Directorate of Hygiene and Safety)
DGT	Dirección General de Trabajo (General Directorate of Labor)
DI	Dirección de Inspección (Inspection Directorate)
DPD	Dirección de Planificación y Desarrollo (Planning and Development Directorate)
DTI	Dirección de Trabajo Infantil (Child Labor Directorate)
EAP	Economically Active Population
END	Estrategia Nacional de Desarrollo (National Development Strategy)
EU	European Union
FASE	Fondo de Asistencia Solidaria al Empleado (Solidary Assistance Fund for the Employee)
FLR	Fundamental Labor Rights
GDP	Gross Domestic Product
IDB	Inter-American Development Bank
ILO	International Labor Organization
ILS	International Labor Standards

INFOTEP	Instituto Nacional de Formación Técnico Profesional (National Institute of Technical Professional Training)
IOM	International Organization for Migration
IPEC	Programa Internacional para la Erradicación del Trabajo Infantil (International Program for the Eradication of Child Labor)
JEE	Jornada Escolar Extendida (Extended School-Day)
JICA	Japanese International Cooperation Agency
KAP	Knowledge, Attitudes and Practices
LAC	Latin America and the Caribbean
LLR	Local Labor Representation
ML	Ministry of Labor
NNA	Children and Adolescents
OMLAD	Observatorio del Mercado Laboral Dominicano (Observatory of the Dominican Labor Market)
ONE	Oficina Nacional de Estadística (National Statistics Office)
OSH	Occupational Safety and Health
OTE	Oficina Territorial de Empleo (Employment Territorial Office)
PEI	Plan Estratégico Institucional (Institutional Strategic Plan)
PET	Población en Edad de Trabajar (Working Age Population)
PMP	Project Monitoring Plan
PPE	Personal Protection Equipment
PRODOC	Project Document
Project	Project "Strengthening the Capacities of the Ministry of Labor to Improve Working Conditions in Agriculture in the Dominican Republic"
PROSOLI	Program Progress with Solidarity
SEMC	Sistema Electrónico de Manejo de Casos (Case Management Electronic System)
SICET	Sistema Integrado de Control de Expedientes de Trabajo (Integrated System for the Control of Labor Files)
SIRLA	Sistema Integrado de Registros Laborales (Integrated System for Labor Records)
SIUBEN	Sistema Único de Beneficiarios (Unique System of Beneficiaries)
SMP	Sistema de Metas Presidenciales (Presidential Goals System)
SNE	Sistema Nacional de Empleo (National Employment Service)
SPE	Sistema Público de Empleo (Public Employment System)
TOC	Theory of Change
TofR	Terms of Reference
TPR	Technical Progress Report
TSS	Treasury of the Social Security
UNDP	United National Development Program
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UPA	Unidad Productiva Agropecuaria (Agricultural Productive Unit)
USDOL	United States Department of Labor
WB	World Bank

Executive Summary

The general objective of the Project "Strengthening the capacities of the Ministry of Labor to improve working conditions in Dominican agriculture" is to improve the strategic application of labor laws by the Ministry of Labor (ML) and, in this way, contribute to improve working conditions in the agricultural sector in the Dominican Republic. The Project contemplates four intermediate results: (a) Improved systems, tools and instruments adopted by the ML, (b) Better knowledge to enforce the legal framework with emphasis on the agricultural sector evidenced by the ML, (c) Improved implementation of institutional initiatives related to acceptable conditions of work and child labor (CL) by key actors, and (d) Innovative strategies to improve job opportunities, working conditions and productivity, piloted. The Project has a budget of USD 5,000,000, formally began in December 2017 although it began to be implemented in May 2019, and ends in August 2021.

The mid-term evaluation seeks to assess progress towards the planned objectives and results, how it is being implemented and under what conditions, as well as to analyze what worked, what did not and why, the main difficulties and limitations. The main findings, conclusions and recommendations are expected to be used in the planning and implementation processes of future activities of the International Labor Organization (ILO), taking into account the challenges posed by the current context of the pandemic. The evaluation has covered the period January 2018-August 2020 and has reviewed the level of progress of all Project activities, both in Santo Domingo and in the other 10 provinces that are part of its intervention.

The internal clients of the evaluation are the ILO and the United States Department of Labor (USDOL) and the external clients are the ML, the Employers' Confederation of the Dominican Republic (COPARDOM), the "Confederación Autónoma Sindical Clasista" (CASC), the National Confederation of Dominican Workers (CNTD) and the National Confederation of Union Unity (CNUS).

The evaluation has analyzed the Project taking into account the following criteria: (a) relevance, (b) validity of the design, (c) effectiveness, (d) efficiency, and (e) orientation towards impact and sustainability. Likewise, the evaluation integrates the crosscutting issues of ILO: International Labor Standards (ILS), social dialogue and gender equality and non-discrimination. The evaluation has applied a Theory of Change (TOC) approach, has used different quantitative and qualitative information gathering techniques to ensure the validity and reliability of the findings, and has used a participatory approach that involved key stakeholders, such as the tripartite constituents of ILO and ILO staff.

Interviews were conducted with officials from the ILO Country Office for Central America, Panama, Haiti and the Dominican Republic, based in Costa Rica and the ILO Headquarters in Geneva; officials of the ML and the LLR; representatives of the employers' organization COPARDOM, the trade union associations CASC, CNTD and CNUS, the National Institute of Professional Technical Training (INFOTEP) and the Progressing with Solidarity Program (PROSOLI), and officers of USDOL. Discussion sessions were also held with the members of the Project team.

In total, 48 people participated in the interviews or discussion groups. The selection of these actors was made taking into account that all the institutions/directorates and people who have had a greater participation in the design and implementation of the Project are represented. Taking into account the current context of the pandemic and the impossibility of carrying out a field mission to the Dominican Republic, all the interviews or discussion groups have been carried out remotely.

Main Findings

(1) The intervention of ILO takes into account the needs of the ML to improve the strategic enforcement of labor legislation, in terms of updating and continuous training in labor matters for inspectors and other officials of the ML, strategic planning of inspections, updating of the specific protocols for inspection, content of the violation reports and reports on the inspectors' actions, information systems of the ML, among others.

(2) The first three intermediate results are aligned with the result of the Project. In the first two, the strengthening of the inspection system is sought through improvements both in the individual capacities of the inspectors, via training actions, and in the institutional capacities of the Inspection Directorate (DI), with the modernization of the tools and systems used by inspectors. In the third, the participation not only of the ML but also of various actors to establish strategic alliances and carry out joint initiatives is involved.

(3) Some intervention assumptions have not been included in the design, compliance with which would contribute favorably to the result (a sufficient number of inspectors, low labor turnover of ML officials, that the Local Labor Representations (LLR) have the material means necessary for the actions of its officers), and to the objective of the Project (permanent coordination between the Labor Inspectorate with other relevant instances in Occupational Safety and Health-OSH and justice, the legal regulations reinforce the sanctioning procedure for inspections).

(4) 32% of the 50 activities of the Project are in execution or have been executed, 46% have not yet started despite the fact that, according to the work plan, they should have already done so, and the remaining 22% were scheduled to start after August 2020. One of the main factors that explains these delays is the pandemic; However, it is not the only factor, since as of March 2020 (before the start of the pandemic) 10 of the 50 activities were delayed.

(5) The participation of employers' and workers' organizations in the implementation of the Project has been very low, mainly because the design almost did not contemplate a participation of these actors in the first two results and in the fourth. In the third result, it did so, but strategic alliances with these organizations have not yet been established, the network of employers against CL at the provincial level has not materialized, nor has the Inter-Union Committee to Fight Child Labor been strengthened.

(6) The incorporation of the gender equality approach has resulted in the fact that 59% of the people who have participated in the Project's training activities are women; in that it is expected that 30% of the households benefiting from the pilot program for labor insertion will be headed by women (result 1.4); and in that 6 of the 15 INFOTEP trainers who accompanied the companies in the implementation of SCORE, which is an ILO program the purpose of which is to improve the productivity and labor conditions in the small and medium-size businesses, and 41% of the workers who were in charge of implementing SCORE in their companies are women (result 1.4).

(7) As of September of 2020, the Project has executed 34% of the budget, which reveals the delay in the financial execution of the Project, although it is consistent with the level of progress in the execution of the activities.

(8) The ML and ILO have worked together in the development of diagnoses, design documents and manuals and in the campaign "Throw your dart against child labor", and the ML has also been the main beneficiary of the training provided in the second, third and fourth intermediate results of the Project. INFOTEP is the other institution that has had active participation in the Project, specifically in the implementation of the SCORE methodology. Instead, the role of other institutions has been basically as beneficiaries of the Project's training activities.

Conclusions

(1) The Project is highly relevant because it takes into account the needs of the ML to improve the strategic enforcement of labor legislation, because it seeks to contribute to improving working conditions in a sector (agriculture) that concentrates a significant number of workers, and because it is aligned with national planning tools (Agenda 2030 Dominican Republic, National Development Strategy 2030, Institutional Strategic Plan of the ML 2017-2020) and ILO (Program and Budget 2020-2021). In addition, it takes on special importance in the current context of a pandemic, which will have effects on various thematic areas that the Project works on, such as CL, OSH, inspections and employment.

(2) The design of the Project is coherent and valid since the outputs, results and objective of the Project are aligned with each other; the indicators adequately reflect what the Project seeks to achieve. Furthermore, it seeks to strengthen the inspection system through a double strategy of improving the individual capacities of the inspectors and the institutional capacities of the DI. Aspects that, *a priori*, should favor the sustainability of the Project were considered, and the Comprehensive Monitoring and Evaluation Plan (CMEP) is an adequate instrument for monitoring, evaluation and results management, to measure progress in the fulfillment of outputs and results.

(3) However, in the design of the Project, it was necessary to include at the output level, a study on the prevalence of CL and/or on the labor conditions of the adolescents in situation of CL in the agricultural sector and the development of a Policy for the prevention and eradication of CL and/or the update of the National Strategic Plan for the Eradication of the worst forms of CL in the Dominican Republic, as well as intervention assumptions, the fulfillment of which would contribute to the result and the objective of the Project. Additionally, a greater participation of employers and workers could have been foreseen in the first, second and fourth intermediate results and a comprehensive strategy to address the gender equality and non-discrimination approach.

(4) The main advances that contribute to the result of the Project to improve the strategic enforcement of labor laws by the ML and/or to the objective of improving workers' working conditions, have been: the design of the software for the new Electronic System Case Management (SEMC), which stands out for its compatibility with other ML databases, for being a more user-friendly system and because it will be able to be used online; inspector training, which stands out for its national scope and for having prioritized the inspectors who joined in 2018; the CL campaign, which combines various media to spread its messages; and the implementation of the SCORE methodology in 28 companies.

(5) The main delays towards achieving the result of the Project are the development of the new SEMC; the design of the Institutional Statistical System; the strengthening of the General Directorate of Hygiene and Safety (DGHS); the establishment of alliances with entities that work in the prevention and/or eradication of CL; and the strengthening of the Local Steering Committees for the Fight against Child Labor (CDL) and the Inter-Union Committee for the Fight against Child Labor. One of the main factors that explains these delays is the pandemic, which has caused the postponement or suspension of many activities, but some outputs such as the design of the Institutional Statistical System and the strengthening of the DGHS have been delayed because ILO and the ML have not agreed on the scope of the intervention or the specific contribution of ILO.

(6) The gender equality approach has been reflected in the significant number of women participating in the training activities carried out by the Project and in the implementation

of SCORE. On the other hand, no actions have been developed (it was not envisaged in the design) to promote compliance with non-discrimination labor laws, to make visible the gender inequalities that influence the CL of girls and adolescents, or to take better advantage of the role that adult women can play in the prevention and eradication of CL. Nor have alliances been fostered with government institutions responsible for guaranteeing gender equality.

(7) In the implementation of the Project, the participation of employers' and workers' organizations has been very low, even in the third intermediate result where they had been expected to participate. In relation to the COVID-19 pandemic, the Project, beyond the virtualization of certain activities, has not yet implemented actions to respond to this new context, such as adjusting the content of training for inspectors and analysts of the DGHS, prioritize the provinces most affected by COVID-19 and/or prioritize in supply and demand mappings the identification of sectors with rapid growth potential.

(8) In order to achieve the aforementioned progress at the level of activities and outputs, the support received by the Project team from the Director and specialists from the ILO Country Office for Central America, Panama, Haiti and the Dominican Republic based in Costa Rica has been important and also from the Headquarters in Geneva, as well as the coordinated work with the ML, as the main beneficiary and partner of the Project, and the fluid and constant communication with USDOL.

(9) However, the evaluation considers that the wide knowledge and experience of the ILO, both institutional and of the Project team, could be better used in the main thematic areas involved in the Project intervention (inspections, statistics, OSH, CL); and that PROSOLI and other institutions in the agriculture and education sectors could have a more active participation in the implementation of the third and fourth intermediate results, just as INFOTEP is having in the implementation of the SCORE methodology.

(10) It is estimated that it is unlikely that in the time remaining to finalize the Project, outputs that are necessary for the achievement of the expected results will materialize, such as the development of the new SEMC (linked to the first intermediate result), the implementation of the training programs for the DGHS (second result), the establishment of inter-institutional alliances to prevent and eradicate CL, and the strengthening of the Inter-Union Committee to Fight Child Labor, as well as the CDL (third result), and the implementation of the pilot program of labor insertion for vulnerable families (fourth result). This estimate mainly takes into account the amount, size and estimated duration of the activities it includes, how many of them have already been carried out or at least initiated, and whether or not there is already an agreement between the ML and ILO on their scope and/or start date.

(11) If the expected results are fulfilled, there are factors that would favor the sustainability of the Project, such as the formal commitment of the ML to maintain the new SEMC, expand it, expand its use and require that all labor inspectorates use the system; and the permanent implementation, as part of the regular functions of the ML, of training programs on labor regulations for inspectors and on CL aimed at officials of the ML, and also, by the ML and/or INFOTEP, of the programs for labor insertion of vulnerable families and of SCORE in the companies. Regarding the latter, the sustainable provision of the SCORE methodology is also favored by the active participation that INFOTEP has had in the Project, an institution with significant human and financial resources, a presence throughout the country with a wide network of private training providers and with 5 advisors who will soon be certified as *Master Trainer* in SCORE.

(12) A fact outside the Project that may favor the achievement of the result is that the ML

has hired approximately 60 new inspectors in the 2018-2019 biennium. It is also positive for the sustainability of the Project that with the new administration there has not been any change, to date, in the managers and workers of the Directorates/Departments that participate in the Project, as well as of the LLR, because the majority are career officers, which gives them job stability. On the other hand, there has been no regulatory change in recent years to reinforce the ML sanctioning procedure for companies to ensure that the working conditions that gave rise to the sanction are effectively improved, which would be positive for the fulfillment of the Project's objective.

Lessons Learned

(1) It is important that ILO, the donors and constituents maintain a fluid communication from the moment ILO is selected to carry out a project. For this, it is necessary for ILO to inform donors and constituents about the main characteristics of the programming, design and implementation of the projects it executes.

(2) The main lessons learned from the SCORE implementation pilot program are: (a) the commitment and involvement of Senior Management of the companies that implement SCORE is essential because it is the one that has the resources to achieve the desired results, (b) the importance to generate a culture of standardization and continuous improvement in employees, and (c) the importance of involving all areas of the company in the preparation and implementation of improvement plans.

(3) In a pandemic context, the Project's decision to virtualize certain activities is adequate and efficient. However, it should be taken into account that not all institutions have virtual infrastructure and/or "virtual culture" available, which can limit, for example, the coverage of training actions to members of the CDL or the vulnerable population who will be the beneficiary of the pilot training program for job placement.

Good Practices

(1) The Project has taken advantage of and complemented the progress made by other ILO projects such as the Global BRIDGE Project and the Project "Improving working conditions in the banana sector", both with regard to strengthening inspections (results 1.1 and 1.2 of the Project) as well as the improvement of productivity in companies by applying the SCORE methodology (result 1.4 of the Project).

(2) The indicators of the objective and intermediate results of the Project reflect what the Project seeks to achieve, what it seeks to contribute, and the output indicators reflect the main strategies to be used to strengthen capacities and improve/modernize the systems, tools and instruments. The tools provided to collect information on the value of the indicators are appropriate and it is considered appropriate that the responsibility for collecting the information is shared between the ILO Project team and the officials of the different Directorates/Departments of the ML, and that of verifying the information falls exclusively on the Project Monitoring and Evaluation Officer.

(3) From the design of the Project, strategies were contemplated that, *a priori*, favor the sustainability of the Project, such as the permanent implementation, as part of the regular functions of the ML, of training programs on labor regulations for inspectors and on CL aimed at officials of the ML, and also the permanent implementation, in charge of the ML and/or INFOTEP, of programs for the employability of vulnerable families and incorporation of SCORE in companies.

(4) The information and awareness campaign "Launch your dart against child labor" combines various means to spread its messages: (a) radio spots, (b) social networks (c) banners, posters, office supplies kit, (d) megaphone advertising in agricultural areas, and (e) participation of *influencers*.

Recommendations

(1) That ILO and the ML reach agreements on: (a) the Project activities that must continue or initiate in the next 4 to 5 months; (b) the scope of the outputs that are relevant to carry out in order to achieve the result and objective of the Project but the progress of which up to now is practically nil; (c) updating the work plan, identifying those activities and outputs that are not going to be able to be carried out during the execution period of the Project; and (d) the roles to be played in the remainder of the Project. *(For ILO and ML / Very high priority / Very short term).*

(2) Use the CMEP as a monitoring and management tool to measure the level of progress in the outputs and results and to facilitate the decision-making process based on evidence. Likewise, carry out the study of Pre-Situational Analysis to calculate the baseline value of one of the indicators of result 1.3 of the Project and carry out the Study of Knowledge, Attitudes and Practices (CAP) of different actors on Child and Adolescents Labor in the agricultural sector in the provinces in which the Project intervenes or, alternatively, a study that measures the impact of the campaign "Throw your dart against child labor." *(For ILO and ML / High priority / Very short term).*

(3) Regarding the strengthening of the Inter-Union Committee to Combat Child Labor, it is recommended: (a) to train the representatives of the trade union associations in prevention and eradication of CL: human rights, youth, migration, social security, ILO Conventions 138 and 182, Sustainable Development Goals and government commitments; (b) increase their capacities to prepare project proposals and access financing sources; and (c) support them with the use of social networks and the creation of web pages, so that they are able to carry out awareness-raising campaigns directed at workers. *(For ILO and workers' organizations / High priority / Short term)*

(4) Establish alliances with other institutions to generate greater effectiveness and efficiency in the intervention of the Project in the prevention and eradication of CL and the materialization of the pilot program for employability of vulnerable families. *(For ILO and ML / High priority / Short term).*

(5) For a better response to the context of the pandemic, it is suggested: (a) adjust the content of the training for inspectors and analysts of the DGHS with regard to OSH; (b) training for DGHS analysts and output 1.2.2 activities may place emphasis not only on the agricultural sector but on others such as textiles or tourism; (c) the CL Training Program for CDL prioritizes the provinces selected by the Project that have been most affected by COVID 19; (d) supply and demand mappings for the pilot program for employability, to identify sectors with rapid growth potential in the context of a pandemic, and (e) to adjust Module 5 of the SCORE (OSH) for when it is implemented again in companies, after the end of the Project. *(For ILO and ML / High priority / Short term).*

(6) To incorporate the gender equality approach in the Project, it is suggested: (a) to establish strategies aimed at reversing the main vulnerability factors of girls and female adolescents to CL; (b) in the implementation of the campaign "Throw your dart against child labor" and in carrying out other activities of the third intermediate result, consider the key role that adult women can play in the prevention and eradication of CL, especially mothers of families where CL exists or at risk of CL; (c) in the pilot program for employability, incorporate strategies that address the main restrictions faced by women in obtaining and keeping employment, specifically those linked to being almost the only ones responsible for domestic tasks and caring for household members; and (d) carry out training actions on the incorporation of the gender approach, aimed at the Project team. *(For ILO and ML / High priority / Short term).*

(7) When defining the thematic scope of any future ILO intervention in the Dominican Republic, take into account the priorities identified by the Project team, specialists from the ILO Office in Costa Rica and by the constituents in the field of inspections, provision

of material resources to the ML staff in the provinces, prevention and eradication of CL, legislation, employment and strengthening of trade union associations. (*For ILO, ML, employers' organizations, workers' organizations, USDOL / High priority / Medium term*).

1. Project Background

1.1. Relevant national socio-economic, institutional and political context

1. According to the National Statistics Office - ONE (2019)¹, the Dominican Republic had an estimated population of 10,169,172 inhabitants in 2017. Likewise, as of 2017, 25.5% of the population was living in poverty (24.5% in urban areas and 29.6% in rural areas) and 3.8% in extreme poverty (3.3% in urban areas and 5.5% in rural areas).
2. The National Statistics Office - ONE² also reveals that the Working Age Population (WAP) in 2017 was made up of 7,462,365 persons; the employment rate (employed population/PET) was 58.7% and the unemployment rate (unemployed population/Economically Active Population - EAP) 5.5%. As is often the case throughout Latin America and the Caribbean (LAC), the employment rate is higher among men (76.1% vs. 49.0% in women) and the unemployment rate is lower (4.0% vs. 7.8% in the women).

The Ministry of Labor

3. The Ministry of Labor (ML) is the administrative authority responsible for ensuring compliance with legal and regulatory provisions that regulate labor relations, and the correct enforcement of the conventions of the International Labor Organization (ILO) and other instruments ratified by the country. Through the Inspection Directorate (DI), it verifies compliance with working conditions such as salary payment, compliance with Occupational Safety and Health (OSH) regulations, social security, minimum age for access to employment, among others. The System operates in a decentralized manner through 40 Local Labor Representations (LLR) throughout the country.
4. The Project design documents mention that it is necessary to strengthen the capacities and conditions of the ML, especially the DI, to improve the enforcement of labor legislation. This statement is based mainly on an ILO report (2018)³, prepared within the framework of the Global BRIDGE Project⁴, which identifies areas for improvement in terms of the number of inspectors, updating and continuous training in labor matters and other areas of specialization for inspectors and other officials of the ML, strategic planning of the inspections, updating of the specific protocols for inspection, content of the violation records and reports of the inspectors' actions, the ML information systems, and coordination within the ML and with other relevant institutions for the enforcement of labor laws.
5. In the LLR, according to the interviews carried out with their representatives, the absence of a sufficient number of inspectors generates a high workload per inspector and in turn, this can cause that by prioritizing compliance with the goal of a number of visits, quality is sacrificed in the procedures performed. Other difficulties in carrying out their work are that not all the LLR have ML vehicles to travel to the companies where they carry out the inspections or have resources assigned for fuel and not all the LLR have enough PC/laptops/tablets and the information upload in the electronic

¹ Dominican Rep. in numbers 2018.

² <https://www.one.gob.do/sociales/empleo-y-seguridad-social>

³ "Evaluation of the needs of the labor inspection of the Dominican Republic". See greater detail in Annex 1c

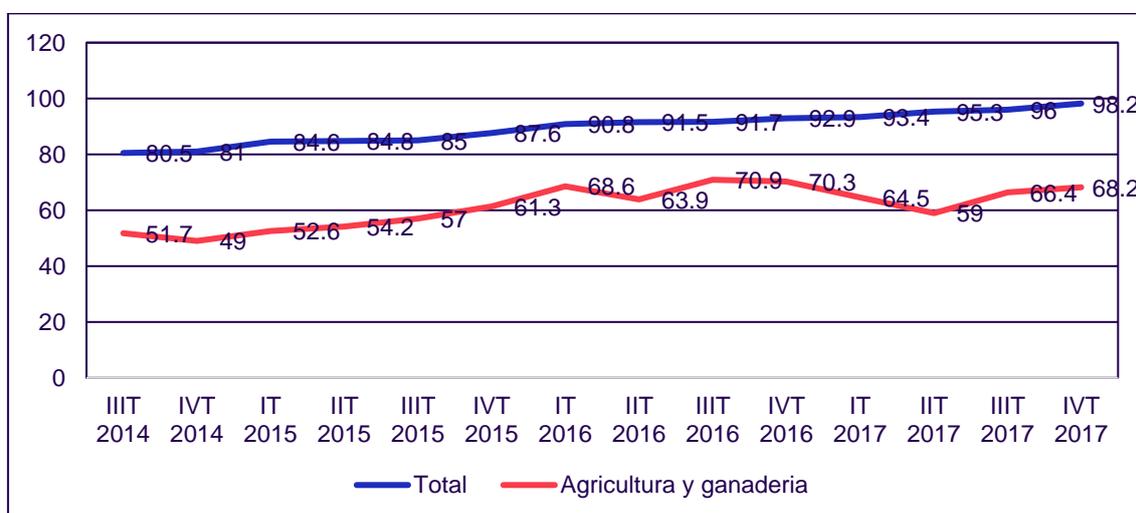
⁴ This Project was executed during the period 2017-2018, with funding from USDOL. It was a regional Project and the Dominican Republic was included in one of its components.

system takes a long time due to the deficiencies of the computer program, the Internet signal and the electric power service.

The agricultural sector

6. According to ONE (2019)⁵, the country's Gross Domestic Product (GDP) has grown at an approximate average of 6% during the 2013-2017 period and in the agricultural sector at an average 10% in the same period, making its percentage share in GDP reach almost 6% in 2017.
7. The importance of this sector in the country is also reflected in the fact that, according to the Central Bank-CB⁶, as of the fourth quarter of 2017, 430,468 people worked in agriculture and livestock, a figure that represented 9.7% of the total employed EAP in the country. In that year, 95% of those who were employed in this sector were men, a figure much higher than the 60.2%, which is the percentage of the employed male EAP at the level of all sectors of activity.
8. The same source reveals that the total labor informality rate in the country in the fourth quarter of 2017 was 58.7%, while in the agricultural sector this rate was much higher, 86.9%; in both cases, the figures are similar to those recorded in previous years (2014-2016).
9. According to the CB⁷, during the period 2014 - 2017 the average income per hour worked has been clearly lower among those who work in agriculture and livestock compared to the national average. Thus, in the fourth quarter of 2017, this average income was 68.2 and 98.2 Dominican pesos respectively.⁸

Graph 1. Average hourly income in the employed population that earns income, global and specific for the agriculture and livestock sector, 2014-2017 (in Dominican pesos).



Source: <https://www.bancentral.gov.do/> (based on the Continuous National Survey of the Labor Force)

10. According to interviews with representatives of the LLR and the trade union associations, in addition to the low wages compared to other sectors, workers in the agricultural sector do not usually have a formal contractual relationship with the employer or when they do, it is through temporary contracts (only during harvest) . Nor do they have access to social security, and are generally in permanent contact

⁵ Ibid.

⁶ <https://www.bancentral.gov.do/>. On the basis of the Continuous National Survey of the Labor Force (ENCFT).

⁷ Ibid.

⁸ Currently, 58.5 Dominican pesos are equivalent to one American dollar.

with pesticides, chemicals and products harmful to health, without using Personal Protective Equipment (PPE) and/or implementing other measures of security.

Child labor

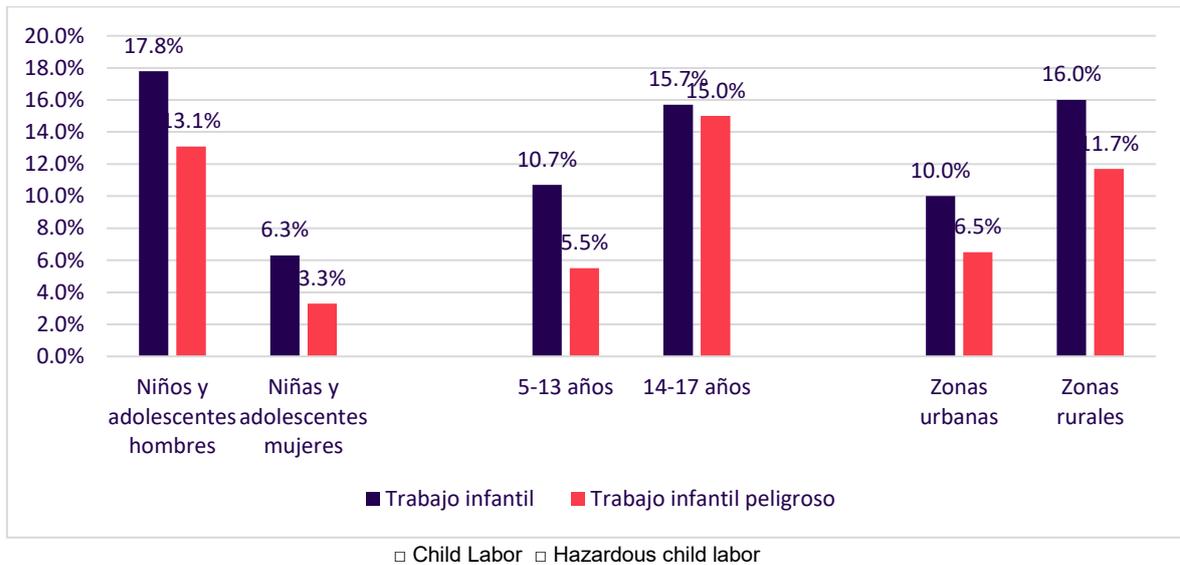
11. The Dominican Republic has ratified Convention 138 on the minimum age for admission to employment and Convention 182 on the worst forms of child labor, as well as the United Nations Convention on the Rights of the Child. The country also has a legislative framework for the protection of Girls, Boys and Adolescents (NNA), which establishes that the legal minimum age for employment is 14 years-old, that children under 16 cannot work at night or more than 6 hours in a row, and that hazardous work, including some tasks in agriculture, is prohibited for those under 18 years-old.
12. Regarding the institutional framework, the Directorate of Child Labor (DTI) of the ML is the governing body and responsible at the national level for CL issues. In addition, there are various coordination bodies, such as the National Steering Committee to Fight Child Labor (CDN), the 49 Local Steering Committees to Fight Child Labor (CDL) and the 57 Surveillance Cells (CV), which are responsible for the development and supervision of local policies for the prevention and eradication of CL and the protection of adolescent workers⁹. Likewise, the country has a CL eradication goal by 2030 established in the National Development Strategy.
13. Two of the country's main limitations on CL are that it does not have up-to-date official statistics on the incidence and characteristics of CL, from censuses or surveys, and neither does it have an updated National Strategy or National Plan on prevention and eradication of CL and protection for the adolescent performing work allowed.
14. The latest official information on CL comes from the National Multi-Purpose Household Survey 2009-2010, which included a module on CL, in the development of which ILO participated. Based on this Survey, ILO and ONE (2011)¹⁰ show that 304,062 children between 5 and 17 years-old were in CL, a figure that represented 12.2% of the total number of children and adolescents in the country in that year; and that, of them, 212,754 were in a dangerous work situation, this is 8.5% of the total of children and adolescents. Both rates are higher in males, among those 14 to 17 years old, and in rural areas.

⁹ The CDN was created in 1997, is chaired by the LM and has the participation of the employer sector, trade unions and other public institutions such as the Ministries of Education, Health, Agriculture, Women, Youth, the Attorney General's Office, the CONANI, as well as NGOs working with children, churches and civil society. In 2005, it was decided to replicate CDL in each of the LLRs that the LM has in the 32 provinces of the country. These CDLs have, at the provincial level, the same functions as the CDN. They include the same institutions that make up the CDN and are chaired by the local representations of the LM. Later, in those municipal districts where the LM has no representation, CVs were created, chaired by the mayors of the local governments.

¹⁰ ILO, ONE (2011). Dynamics of child labor in the Dominican Republic: National Multi-purpose Survey of Households (ENHOGAR 2009-2010). ILO, Geneva.

https://www.unicef.org/republicadominicana/Dinamica_del_trabajo_infantil_FINAL_one_oit2011.pdf.

Graph 2. Rate of child labor and hazardous child labor in the Dominican Republic, according to age and sex of the children and adolescents and geographical context, 2009-2010.



Source: ILO, ONE (2011). Dynamics of child labor in the Dominican Republic: National Multi-purpose Survey of Households (ENHOGAR 2009-2010). ILO, Geneva.

15. ILO and ONE (2011)¹¹ also reveal that two of the regions with the highest CL rate are Northeast Cibao (18.7%) and El Valle (18.5%), both with a significant concentration of Agricultural Productive Units (UPA). Moreover, according to branch of activity, wholesale and retail trade (29.3%), agriculture, livestock and forestry (25.0%) and other services (25.0%), concentrate the largest number of children and adolescents employed in economic production.
16. After the aforementioned Survey, some studies have been carried out, mainly by the United States Department of Labor - USDOL (2018)¹², who maintains that, based on the results of the National Labor Force Survey 2014, 63% of the CL cases are in the service sector, 28% in agriculture and 9% in industry. In turn, according to the latest Institutional Memories of the ML¹³, the number of children and adolescents withdrawn from CL through the labor inspection have been 306 in 2017, 363 in 2018 and 318 in 2019; and according to the monthly and quarterly labor statistics reports of the ML¹⁴, in 2018 and 2019 approximately 20% of these children and adolescents have been withdrawn from CL in the agricultural sector.
17. The people interviewed from the ML, LLR and trade union associations agree on the following points regarding CL: (a) CL cases are mainly concentrated in the trade and service sectors and fundamentally in the informal sector, (b) in addition to the employers, there is also responsibility of the families of children and adolescents,

¹¹ Ibid

¹² 2018 Findings on the Worst Forms of Child Labor Child Labor and Forced Labor Reports <https://www.dol.gov/agencies/ilab/resources/reports/child-labor/dominican-republic>. This source indicates that the cases of CL in the country are in the trade and service sector in street work (street vending, shining shoes, begging, transporting packages in markets), in beauty salons and restaurants, in workshops of carpentry, auto repair and welding, landfill collection and domestic work; while within the agriculture sector, in the activities of sugarcane, coffee, cocoa, rice, tomatoes, bananas, beans, corn, garlic, onions and potatoes.

¹³ Institutional Memory 2017, Institutional Memory 2018 and Institutional Memory 2019.

¹⁴ <https://mt.gob.do/transparencia/index.php/estadisticas>

who sometimes consent to and even promote CL¹⁵, and (c) with the pandemic an increase in CL is seen due to the reduction in family income.

18. As indicated in the following sections, the Project seeks to contribute to improving working conditions in the agricultural sector and although this not only implies the reduction of Child Labor (CL) but also greater access of workers to OSH and better wages, this section on CL is included because one of the four intermediate results of the Project is aimed at the implementation of institutional initiatives for the prevention and eradication of CL.

1.2. Description of the Project objectives

19. The general objective of the Project “Strengthening the capacities of the Ministry of Labor to improve working conditions in Dominican agriculture” (the Project) is to improve the strategic enforcement of labor laws by the ML and, in this way, contribute to improving working conditions in the agricultural sector in the Dominican Republic. This section describes the project design process, as well as the main challenges that the ML has to improve the strategic enforcement of labor legislation.

The Project design process

20. In 2017, USDOL and the government of the Dominican Republic agreed to develop a technical assistance project, to be implemented by ILO, oriented towards strengthening the inspection of CL and of other Fundamental Labor Rights (FLR) to favor compliance with labor legislation in the agricultural sector.
21. In December 2017, Project 106475-DOM/17/01/USA “Support for the efforts to combat child labor and improve working conditions in agriculture in the Dominican Republic” was approved with a budget of US\$5 million. Since the implementation of the Project was awarded directly to ILO and not all the constituents had been consulted at the time when the Project was awarded, the initial document approved by the donor was a concept note, which did not have the complete standard structure of an ILO Project document (PRODOC). The Project included the following three outputs¹⁶:
- Result 1. The Ministry of Labor implements an improved strategic enforcement of labor laws.
 - Result 2. Effective systems of social compliance are established and used.
 - Result 3. Improved access to education and training services and livelihood means for vulnerable persons, children and families in agricultural areas.
22. In January 2018, ILO informed the ML in writing on the concept note of the Project . Then it was agreed the redesign of it between the ILO and the ML (mainly the Planning and Development Directorate - DPD, the General Labor Directorate -DGT and the Ministerial Cabinet Directorate), for USDOL approval. During the first months of 2018 its results, outputs and main activities were adjusted as well as the selection of the provinces that would be part of the scope of the intervention.

¹⁵ In this regard, one of the interviewees mentioned that “farmers in long-cycle products take their families, including their minor children, to the plantations to work with them until the harvest is over”; Another person mentioned that “in the agricultural sector there is a cultural issue in the use of child labor, the belief that thus their children can also be prosperous farmers as they once were.”

¹⁶ The 8 outcomes included in these results, as well as the anticipated activities for each outcome are submitted in Annex 1a. Please note that in the original design, neither specific nor definitive activities were submitted but rather an initial list of activities “that could be included”.

23. In mid-2018, there was a change of the Minister of Labor and the adjusted Project document was submitted to the new Minister and his team. From that moment, the ML appointed an official as a focal point with the ILO and meetings began to be held to discuss and adjust the design of the Project, in which the employers' and workers' organizations also participated, eventually forming a tripartite working group with the Employers' Confederation of the Dominican Republic (COPARDOM) and the trade union association "Confederación Autónoma Sindical Clasista (CASC)" (Autonomous Confederation of Unions), the National Confederation of Dominican Workers (CNTD) and the National Confederation of Trade Unions Unity (CNUS).
24. During the long process of discussion and adjustment to the Project, the aspects in which there was more discussion were mainly: (a) the name of the Project, (b) the context and description of the country's socio-economic and labor situation, (c) the geographical area and the crops that would be part of the intervention, (d) the indicators of results and outputs, (e) whether to include studies and diagnoses on CL, (f) whether to include the second result in the labor self-compliance system and who would be responsible for its implementation, and (g) the appointment of a Tripartite Project Monitoring Committee.
25. According to the official letters forwarded by COPARDOM and the trade union associations to ILO during the second half of 2018 and the interviews held during this evaluation, COPARDOM maintains that it would have been desirable for them to participate from the beginning of the process (January 2018), while the trade union associations consider that their participation was basically to be informed of the content of the Project, and that their contributions were basically made in the identification of the provinces that would be part of the geographical scope of the Project.
26. In October 2018, an adjusted version of the Project design document was submitted. In this adjusted version, the title of the Project had changed to "*Strengthening the capacities of the Ministry of Labor to improve working conditions in agriculture in the Dominican Republic*". In other words, the CL issue is no longer explicitly mentioned, but the strengthening of ML capacities is. The Project maintains the three results:
- Result 1. Ministry of Labor improves the strategic enforcement of labor laws.
 - Result 2. Design and implementation of an effective system of Socio-Labor Self-Compliance.
 - Result 3. The State improves the access to employment, the offer of education services, training and livelihoods for vulnerable children and families in agricultural areas.
27. After having this adjusted version of the Project design, the tripartite meetings continued. This time, to discuss the beginning of the Project implementation. After several months of consultations by the ILO, in December 2018 COPARDOM ratifies its commitment to the first result, but suggests that the second (social compliance) be executed by them and that the third (CL) postpone the start of activities.
28. Regarding the result related to social compliance, the COPARDOM representatives interviewed during the evaluation stated that, in general terms, they agreed with what was intended to be done but that they requested to implement it themselves (and not the ILO or the ML) because they know better how to work in the sectors and companies that have been part of the Confederation for many years.
29. Regarding the result related to the prevention and eradication of CL, COPARDOM and the trade union associations consider that the intervention should not include the sugarcane subsector since there were no statistics based on censuses or surveys to support said decision. In this regard, the latest official information on the incidence and characteristics of CL is the one that comes from the National Multi-Purpose

Household Survey of 2009 and this is a limitation to support that the intervention focuses on some agricultural sub-sector, be it sugar cane or any other.

30. During the last months of 2018 and the first quarter of 2019, ILO, through its officials from the San José Office, carried out consultations with the constituents to discuss the concerns they had about the design of the Project and promote the start of its implementation.
31. In April 2019, USDOL requested the ML for a definitive response regarding the implementation of the Project. The ML ratified their interest, confirmed their support for the immediate implementation of the Project and proposed a single result "The Ministry of Labor improves the strategic enforcement of labor laws" that included the outputs of the first and third results of the October version of 2018, except the generation of knowledge about the magnitude and dimension of CL. COPARDOM and the trade union associations agreed on the importance of strengthening the ML for the effective enforcement of labor legislation. On the other hand, a consensus of all the parties was not reached regarding the inclusion of the second result of social compliance and the determination of who would be in charge of its execution; therefore, it was decided not to include this result in the final design.
32. USDOL authorized the start of Project activities in April of 2019, and its implementation began as of that month. In parallel, the version of the Project design was adjusted based on what was proposed by the ML in April 2019, although making some changes to give it greater clarity and methodological consistency.
33. The Comprehensive Monitoring and Evaluation Plan (CMEP) was refined and submitted in November 2019 and approved by USDOL in April 2020. Based on the CMEP there was a final adjustment to the Project design document to align its content fully with that of the CMEP, such that final version of the Project design document was submitted in February 2020 and was approved by USDOL in June 2020.

Description of the objectives and outputs of the Project¹⁷

34. The following chart shows the general objective, the results and outputs contemplated in the final design of the Project¹⁸.

¹⁷ Version submitted to USDOL in February 2020 and approved in June of 2020.

¹⁸ In Annex 1b, the 50 activities contemplated in the Project are detailed.

Chart 1. General objective, results and outputs of the Project

General Objective	Improved labor conditions in agriculture in the Dominican Republic
Result 1	Improvement of the strategic enforcement of the labor laws, with emphasis on the agricultural sector, by the Ministry of Labor
Intermediate Result 1.1	Improved systems, tools and instruments adopted by the Ministry of Labor
Output 1.1.1	Protocols, manuals and action guidelines in support of the work of the labor inspectors with emphasis on the agricultural sector, updated/developed
Output 1.1.2	New Electronic Labor Inspection Case Tracking System, particularly in the agricultural sector, is operational
Output 1.1.3	Institutional Statistics System, designed and running
Output 1.1.4	Campaign for the dissemination of Resolutions on minimum wage in the agricultural sector, designed and implemented
Output 1.1.5	Platform for managing free-of-charge Legal Aid cases, improved/updated
Intermediate Result 1.2	Improved knowledge to enforce the legal framework with emphasis on the agricultural sector showed by the Ministry of Labor
Output 1.2.1	A specialized training program for labor inspectors and officials of the Ministry of Labor, implemented
Output 1.2.2	Program to strengthen the Directorate of Health and Labor Safety of the Ministry of Labor, implemented
Output 1.2.3	Specialized Program to strengthen the Directorate of Policy for the Prevention and Eradication of Child Labor of the Ministry of Labor, implemented
Intermediate Result 1.3	Improved implementation of institutional initiatives related to acceptable labor conditions and child labor by key actors
Output 1.3.1	Awareness-raising campaigns on labor rights, including child labor and other related topics, implemented
Output 1.3.2	Strategic alliances that involve government institutions, employers' and workers' organizations, NGOs and other key stakeholders, developed
Output 1.3.3	The National Steering Committee (CDN), the Local Steering Committees (CDL) and other stakeholders trained to identify violations of labor standards, including child labor in the agricultural sector
Intermediate Result 1.4	Innovative strategies for improving labor opportunities, work conditions and productivity, piloted.
Output 1.4.1	Pilot program on promotion of employment and job insertion aimed at vulnerable families in the agricultural sector, implemented.
Output 1.4.2	Pilot program on the SCORE methodology for capacity building of local staff and strengthening small and medium businesses, implemented.

Source: Project design document, final version January of 2020

35. The main differences between the final version of the Project design and the initial version are that the relative importance of CL was reduced and the result related to the design and implementation of a labor self-compliance system in the agricultural sector was completely eliminated. This way, it is more evident that the emphasis of the Project is on improving the enforcement of labor laws by the ML to contribute to

improving the working conditions of the agricultural sector, which includes the reduction of CL, but also the improvement in wages, OSH, among others.

36. The reduction in the relative importance of CL in the Project is not only reflected in the fact that the name of the Project was adjusted (originally it explicitly included “support effort to fight child labor”) but also in that the following outputs and activities were excluded: (a) study on the working conditions of adolescents in CL situation in the agricultural sector, (b) formulation of a National Policy for the prevention and eradication of CL and a system for monitoring and evaluating the policy, (c) implementation of the Child Labor Risk Identification Model, and (d) access to educational and health services for children at high risk of CL or who are working and those who are at higher risk of dropping out of school.
37. However, CL continues to be a relevant aspect in the design of the Project, as evidenced by the fact that one of the four intermediate results and four of the thirteen outputs focus on the prevention and eradication of CL, specifically on strengthening the capacities of the LD of the ML, the CDN, the CDLs and other institutions related to CL, as well as in the implementation of campaigns and other institutional initiatives related to the prevention and eradication of CL.
38. Regarding the labor self-compliance system in the agricultural sector, it was planned to develop a system aimed at farmers, agricultural companies and their supply chains so that they can periodically self-diagnose the level of compliance with the socio-labor regulations.
39. As a consequence of what was stated in the preceding paragraphs, an important role of institutions such as the Ministry of Higher Education, the Ministry of Public Health and Social Security, academic institutions, as well as actors in the supply chains of the agricultural sector (farmers, collecting and processing companies, sale companies, distributors and intermediaries) for the implementation of the Project, was no longer contemplated.

1.3. Description of the logic of the Project: Theory of Change

40. According to the CMEP, the Project’s Results Framework is the following:

Graph 3. Project's Results Framework

CRITICAL ASSUMPTIONS: 1. Improved systems and tools delivered by the project are maintained and up scaled by the MOL to other regions and sectors. 2. Adjustments to legal framework are timely implemented by the Executive Branch. 3. Tripartite dialogue continues to support project initiatives. 4. Political scenario does not interfere with implementation. 5. MoL maintains priority in selected initiatives.

General Objective: Improved Working conditions in the agricultural sector of the Dominican Republic

Outcome 1. Improved strategic enforcement of labor laws with emphasis in the agricultural sector by the MOL

SO1.1 Improved systems, tools and instruments adopted by MoL

Output 1.1.1. Protocols, manuals and action guides in support of the work of labor inspectors with emphasis in the agricultural sector updated/developed

Output 1.1.2. New Electronic Labour Inspection Case Tracking System, particularly in the agricultural sector, is operational

Output 1.1.3. Institutional Statistical System designed and running.

Output 1.1.4. Campaign for the dissemination of Resolutions on minimum wage in the agricultural sector designed and implemented

Output 1.1.5. Platform for managing free-of-charge Legal Aid cases improved/updated

SO1.2 Improved knowledge to enforce the legal framework with emphasis in the agricultural sector demonstrated by MoL

Output 1.2.1 Specialised training programme for labour inspectors and MoL officers implemented

Output 1.2.2. Program to strengthen the Directorate of Labor Health and Safety (DHST in Spanish) implemented

Output 1.2.3. Specialized program to strengthen the Directorate of Policy for Prevention and Eradication of Child Labour of the MoL implemented

SO1.3 Improved implementation of institutional initiatives related to Acceptable Conditions of work and Child Labor by key actors

Output 1.3.1. Awareness raising campaigns on labor rights including child labor and other related topics, implemented

Output 1.3.2 Strategic Alliances involving government institutions, employers and workers' organizations, NGOs, and other key stakeholders, developed

Output 1.3.3. National Steering Committee (CDN), Local Steering Committees (CDL) and other stakeholders trained to identify violation to labor regulations including child labor in the agricultural sector.

SO1.4 Innovative strategies for improving work opportunities, work conditions and productivity piloted

Output 1.4.1. Pilot program on promotion of employment and job insertion aimed at vulnerable families in the agricultural sector, implemented.

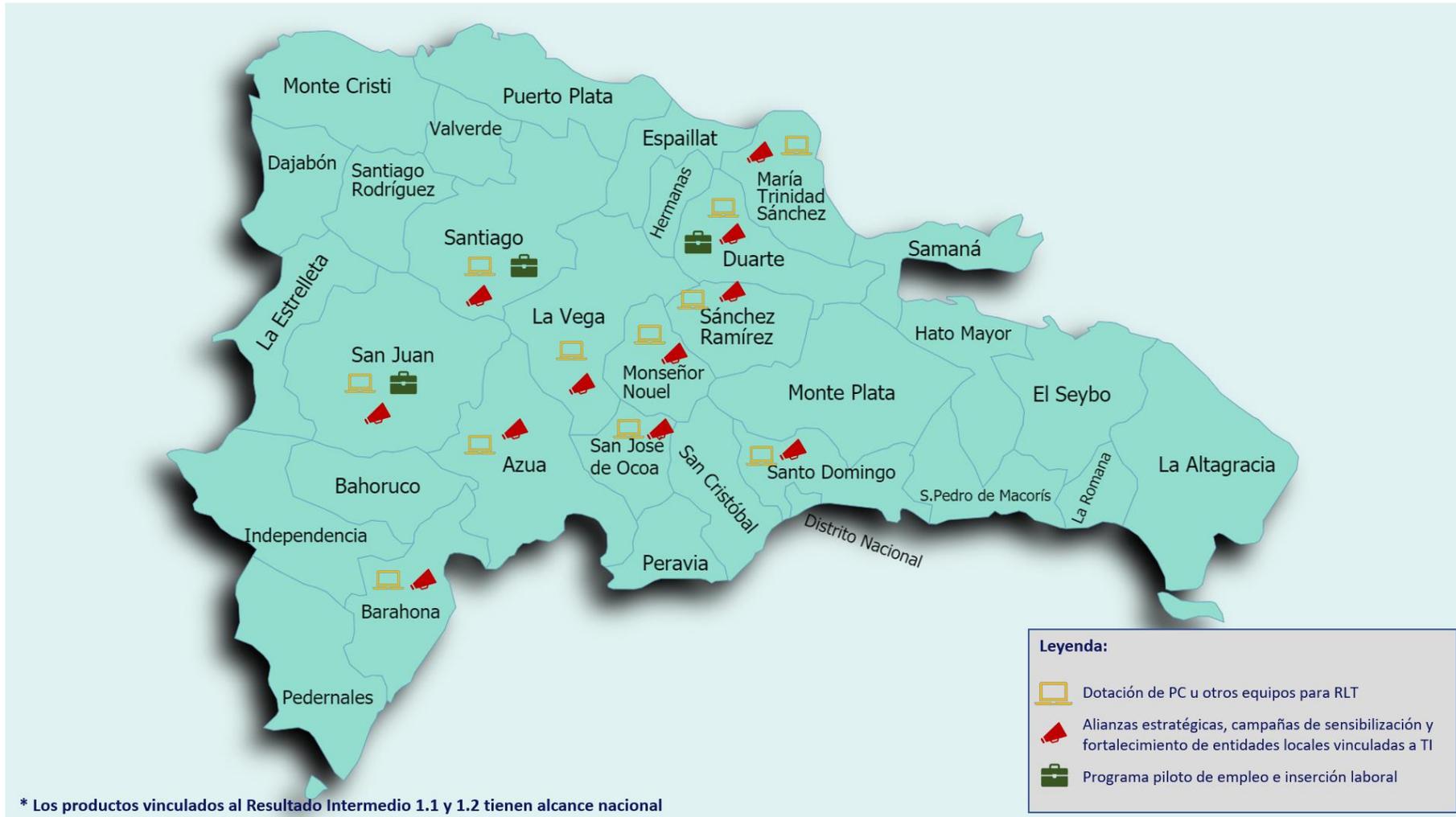
Output 1.4.2 Pilot program on the SCORE methodology for capacity building of local staff and strengthening small and medium enterprises, implemented

Source: Project CMEP

41. The main idea underlying the Project intervention is that in order to improve working conditions in agriculture in the Dominican Republic (general objective), it is essential that the ML be strengthened in those Directorates/Departments directly related to the verification of the enforcement of labor legislation (result): DI, Department of Judicial Assistance (DAJ), DTI, General Directorate of Hygiene and Safety (DGHS), General Directorate of Employment (DGE).
42. In turn, to strengthen these Directorates/Departments in the enforcement of labor legislation, the Project proposes to improve/modernize/optimize the technical systems, tools and instruments of the ML (intermediate result 1.1.) and improve the knowledge of their officials on regulations and protocols to enforce the legal framework, as well as their capacities and skills in planning inspections and conducting interviews, sampling, and handling cases (intermediate result 1.2). To achieve the result, it is also contemplated to improve the coordination of the ML with other institutions at the national and local levels, based on the strengthening of the capacities of these institutions, the establishment of strategic alliances and the implementation of joint initiatives in prevention and eradication of CL (intermediate result 1.3).
43. The Project also contemplates strengthening the capacity of the ML and mainly of the National Institute for Professional Technical Training (INFOTEP) to manage the provision of technical training and intermediation services for the employability of the most vulnerable families, as well as the promotion of culture of cooperation in small and medium-sized enterprises to increase their productivity and thus the working conditions of workers (intermediate result 1.4).
44. The Project has a national scope since the ML will be strengthened with the modernization of systems, update/drafting of regulations, manuals, protocols and guidelines, and with the greater capacities of its officials. Additionally, the Project will carry out specific activities (such as provision of PCs or other equipment for the LLRs, strategic alliances, awareness campaigns and strengthening of local entities linked to CL) in Greater Santo Domingo and 10 selected provinces: Azua, María Trinidad Sánchez, San Juan, San José de Ocoa, Santiago, La Vega, Barahona, Sánchez Ramírez, Monsignor Nouel and Duarte¹⁹.
45. National strategies and actions seek to contribute to the strategic enforcement of labor laws, both in the agricultural sector and in other sectors of the economy. The emphasis on the agricultural sector that the Project has, is established mainly because the specific activities are focused on provinces with significant agricultural activity, which is why it is expected that the positive effects of the Project in improving the capacities of the ML to enforce legislation and in improving the working conditions of the workers, will be reflected mainly in this sector.

¹⁹ The number of provinces included in the final design of the Project is higher than originally planned, the last four having been added. Rice is grown in most provinces, but also other products such as tomato, beans, banana, coconut, onion, garlic, beans, fruits, tobacco, among others. Likewise, in 3 of these provinces (San Juan, Santiago and Duarte) pilot programs will also be developed with families of the result 1.4.

Map 1. Geographic Scope of the Project intervention



46. Some assumptions of the intervention contemplated in the Project's Results Framework must be fulfilled so that the activities or outputs can be carried out ("the ML maintains priority in the selected initiatives", "continuous tripartite dialogue", and "the political scenario does not interfere with implementation") and others must be fulfilled (together with the realization of activities or outputs) to achieve the results and expected objective ("improved systems and tools developed by the project are maintained and applied to other regions and sectors by the ML" and "Adjustments to the legal regulations implemented in a timely manner by the Executive Branch").

1.4. Description of funding and management structure of the Project, role of ILO and of the main partners in the implementation of the activities

47. The Project has a budget of USD 5,000,000 and USDOL finances it. ILO executes the Project, for which they have a team made up of a Coordinator, two National Officials, a Monitoring and Evaluation Officer and a Financial and Administrative Assistant. The Project formally initiated in December 2017 although it began to be implemented in May 2019. The expected duration of the Project is until August 2021.
48. The process of discussion and adjustment of the Project design had the participation of the ILO, the ML, employers' and workers' organizations, and the results and outputs included in the final design had the consensus of all parties. The ML and the ILO are the institutions that have been most involved in the implementation of the Project. Furthermore, the ML, through its different Directorates and officials, has been the main beneficiary of the training workshops that the ILO has provided in the second, third and fourth intermediate results of the Project. On the other hand, the participation of employers' organizations and workers' organizations in the implementation of the Project has been very limited, which is mainly due to the fact that in the Project design, a participation of these actors was hardly contemplated in the first two and fourth intermediate results.

2. Evaluation Background

49. ILO considers evaluation an integral part of the implementation of technical cooperation activities and, therefore, carries them out in all the projects it executes. Evaluation for ILO aims at accountability, learning and planning and the creation of knowledge.
50. Purpose of the evaluation. The independent mid-term evaluation of the Project "Strengthening the capacities of the Ministry of Labor to improve working conditions in Dominican agriculture" seeks to assess progress towards the planned objectives and results, how it is being implemented and under what conditions, as well as analyze what worked, what did not and why, the main difficulties and limitations. The main findings, conclusions and recommendations are expected to be used in the planning and implementation processes of future ILO activities, taking into account the challenges posed by the current context of the COVID-19 pandemic. Evaluation should also serve for accountability and knowledge creation.
51. Scope of the evaluation. The evaluation has covered the period January 2018-August 2020, that is, from the time it was awarded to the present. The process of adjustment to the initial design of the Project was carried out throughout 2018 and the first months of 2019, while the execution of activities began in May 2019. The evaluation has reviewed the level of progress of all Project activities, both in Santo Domingo and in the other 10 provinces that are part of its intervention.

52. Clients of the evaluation. The main internal clients of the evaluation are ILO and USDOL, while the main external clients are the ML, the employers' organization COPARDOM and the trade union associations CASC, CNTD, CNUS.
53. Evaluation approach, criteria and questions, and norms, standards followed. The basic conceptual framework on which the evaluation has been developed is that of the ILO Policy Guidelines for conducting evaluations based on results²⁰. Likewise, the evaluation has been carried out according to the norms and quality standards of evaluation of the Organization for Economic Cooperation and Development (Development Assistance Committee - DAC / OECD) and the Code of Conduct for Evaluation in the United Nations System of the United Nations Evaluation Group and the Code of conduct of ILO.
54. The evaluation has analyzed the Project taking into account the following criteria: (a) relevance, (b) validity of the design, (c) effectiveness, (d) efficiency, and (e) orientation towards impact and sustainability. **The guideline questions used for each evaluation criterion are detailed in Annex 2a.** As it is a mid-term evaluation, the main findings and recommendations aim to improve the effectiveness and efficiency of the Project's implementation in the time remaining for its completion (approximately one year) and that the results obtained are sustainable once the project is completed.
55. Regarding relevance, it was analyzed whether the main limitations of the ML to enforce the labor legislation and the main problems in the agriculture sector regarding the working conditions of its workers justify the intervention of the Project; if it is aligned with national and ILO planning tools; and how it complements the progress made by other projects/programs in the Dominican Republic implemented by ILO and/or financed by the USDOL.
56. In evaluating the validity of the design, the analysis focused on the integrity of the Project's Theory of Change (TOC), the coherence and complementarity between the objective, the results and the outputs of the Project; the suitability of its indicators and targets; the relevance of the identified assumptions. The project design process, the actors who were involved and the roles they played during the process were also reviewed.
57. The effectiveness evaluation analyzed the level of progress of the Project at the level of outputs and activities in each of its intermediate results; the main difficulties it has faced; compliance with the assumptions provided in the design; the participation of the ML, employers' organizations and workers' organizations in the implementation of the Project; as well as the implications of the COVID-19 crisis in its development.
58. Regarding efficiency, the level of financial execution of the Project was reviewed and if it is consistent with the level of advancement of technical execution; the support provided by ILO (both from the Country Office for Central America, Panama, Haiti and the Dominican Republic, based in Costa Rica, and from the Central Office in Geneva); and coordination with other projects and institutions to promote the achievement of the expected results. The CMEP was also analyzed as a tool to measure progress in the fulfillment of outputs and results and to facilitate the decision-making process.
59. The evaluation of the orientation towards impact and sustainability shows the prospects of achievement and sustainability of the results expected by the Project; the future priorities of the ML, employers' organizations and workers' organizations regarding compliance with labor laws and the improvement of workers' working conditions; and how the COVID-19 crisis influences these priorities.

²⁰ ILO Policy Guidelines for Results-Based Evaluation: principles, rationality, planning and management.

60. Likewise, the evaluation integrates the crosscutting issues of ILO: International Labor Standards (ILS), social dialogue and gender equality and non-discrimination. Regarding the ILS and social dialogue, the EVAL guide on normative evaluation²¹, has been taken into account, which allows analyzing their incorporation in the design and implementation of projects. Regarding gender equality, it has been addressed not only by including as primary sources a balanced proportion of men and women or by presenting, if the information is available, results of the intervention differentiated by sex even when there are interventions where this issue has not been addressed, but also mainly incorporating evaluation questions that inquire about the integration of gender equality in the design and implementation of ILO interventions.
61. Timeframe: The evaluation has been carried out in 2.5 months, between July 20 and October 10, 2020:
- Review of secondary sources and development of instruments to collect information from primary sources: July 20 – 31 (Inception Report).
 - Interviews and discussion groups with key informants: August 1 – 25.
 - Triangulation and analysis of the information collected from primary and secondary sources: August 25 - September 5.
 - Preparation of the progress report: September 5 - 20 (Progress report)
 - Preparation of the final report: October 1 - 10 (Final report).

3. Evaluation methodology, collection instruments and information sources, and rationale for stakeholder participation

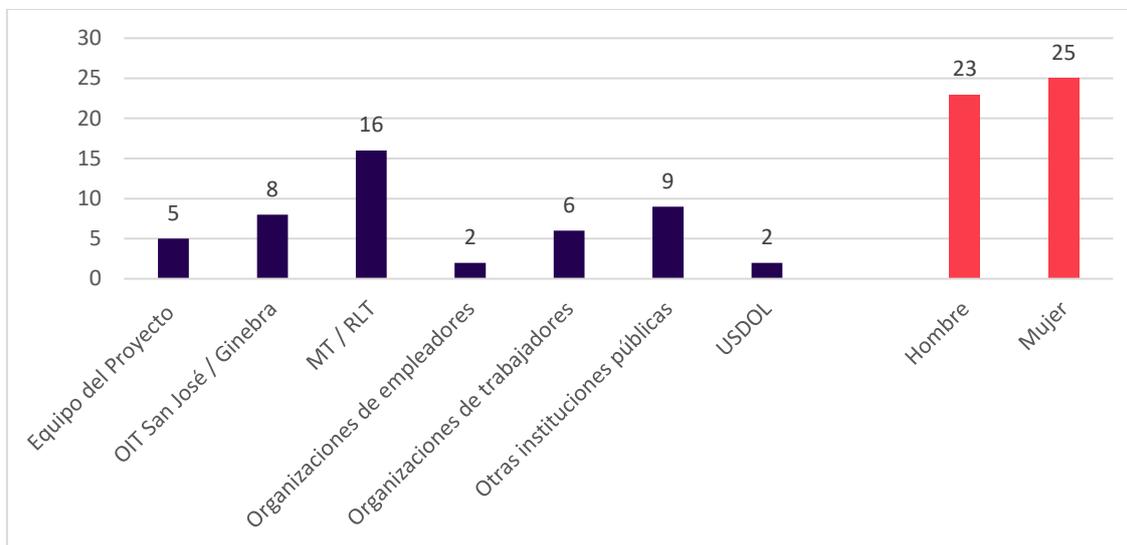
62. The evaluation has performed quantitative and qualitative analysis to support the findings submitted, has used various information gathering techniques to ensure the validity and reliability of the findings, and has used a participatory approach that involved key stakeholders, such as the tripartite constituents of ILO and ILO staff.
63. Interviews were conducted with all members of the ILO Project team; officials from the ILO Country Office for Central America, Panama, Haiti and the Dominican Republic, based in Costa Rica and from the ILO Headquarters in Geneva; officials of the ML and the LLR; representatives of the employers' organization COPARDOM, the trade union associations CASC, CNTD and CNUS, and other institutions that participate in the implementation of the Project, such as INFOTEP and the Progressing with Solidarity Program (PROSOLI).
64. During the interviews, questions were asked related to the different evaluation criteria, placing greater emphasis on the themes, outputs and activities in which the interviewee has been most involved. Four discussion sessions were also held with the members of the Project team in which, unlike the individual interviews, the inquiry was related to the different themes, outputs and activities worked on with the Project²². In the previous section of this report, the scope of the evaluation criteria used was explained and in Annex 2a the guiding questions used for each criterion are detailed.
65. During the evaluation, 48 people participated in the interviews or discussion groups. Annex 2b presents the question guidelines applied during the interview or discussion

²¹ Adapting evaluation methods to the ILO's normative and tripartite mandate".

²² The first two sessions were carried out at the beginning of the evaluation and the following two sessions at the end, in order to submit the main findings and receive feedback.

group, according to the type of institution, and Annex 2c shows the list of people interviewed or who participated in the discussion groups. The following graph shows how these people are classified according to the type of institution they represent and gender.

Graph 4. Characterization of the persons interviewed during the evaluation.



Project Team ILO SJ/Geneva ML/LLR Employers' Org Workers' Org Other public institutions USDOL Man Woman

66. During the first two weeks of the evaluation, interviews were held with the Evaluation Director and with the Project team and with the Director of the ILO Country Office for Central America, Panama, Haiti and the Dominican Republic, based in Costa Rica, which allowed an adequate understanding of the design process, the scope of the Project, its objectives and results, and the most relevant context factors. These first interviews made it possible to slightly adjust the evaluation questions (taking into account the specificities of the Project) and better identify the map of relevant actors who have participated in the design and implementation of the Project and with whom, therefore, it was discussed during the evaluation.
67. The selection of these actors was made taking into account that all the institutions/Directorates that have had a greater participation in the design and implementation of the Project are represented and that the person to be interviewed has participated or, at least, is aware of the intervention of ILO. At the beginning of the evaluation, the evaluator was provided with an initial list of relevant stakeholders. To this list, the evaluator added other actors (mainly from the LLR, INFOTEP and PROSOLI) taking into account the criteria mentioned.
68. Having defined the list of people to consult, the ILO Office based in Costa Rica forwarded an email communication to each one explaining the objective of the evaluation. Based on this, the evaluator contacted these actors, electronically, to specify the date and modality of the interview. We had the support of the Project team to follow up on the response of the actors to the interview request, although during the interviews the personnel that make up the Project team did not have any participation.
69. Taking into account the current context of the COVID-19 pandemic and the impossibility of carrying out a field mission to the Dominican Republic, all the interviews or discussion groups have been carried out remotely (the vast majority using the zoom platform and some by *WhatsApp* or *Skype*). During the interviews, there were no problems with connectivity and the evaluation considers that the same

quantity and quality of information has been collected as if the interviews had been carried out in person.

70. Indeed, an advantage of this virtual modality for the interviews is that it has been possible to have a little more space between them (in an evaluation with face-to-face interviews, these must be done in the time that the field mission lasts, which is usually between 7 and 10 days), which gives the evaluator more time to better prepare each interview and include aspects that were gathered in the previous interviews.
71. During the evaluation, information from secondary sources has also been reviewed, which can be grouped into the following categories (Annex 2d shows the list of the revised documentation):
- Documentation related to Project design: Project design documents (initial, adjusted and final version) and the CMEP.
 - Documentation related to the implementation of the Project: Technical Progress Report (TPR), reports or other documents that account for activities that have already been carried out and/or outputs that have already been achieved.
 - Documentation related to the financial execution of the Project.
 - Documentation linked to national and ILO planning tools.
 - Documentation linked to the main thematic areas in which the Project intervenes (inspections, CL, employment): reports of previous projects, diagnoses/studies/statistics of the ML, ONE, CB and other official sources
72. For each evaluation criterion, the information gathered from the primary and secondary sources identified in the preceding paragraphs was triangulated, in order to try to support the evaluation findings with as much evidence as possible.
73. Throughout the evaluation process, the utmost confidentiality was maintained in relation to the comments of the people who were interviewed or participated in the discussion groups, thus respecting the guidelines proposed by the United Nations regarding conduct and the ethical principles in the evaluation.

Evaluation Limitations

74. At the beginning of the evaluation, the non-completion of the interviews with some of the representatives of the ML ²³ and the difficulties in carrying out the arranged interviews due to problems with connectivity were raised as possible limitations. However, there was no problem in either of the two aspects since all the interviews planned with the ML were carried out ²⁴ and, as mentioned in one of the preceding paragraphs, there were no problems with connectivity. For the former, it was important to first conduct the interviews with the representatives of the ML (during the first and second week of August, that is, before the change of Government) and for the latter, to conduct the vast majority of the interviews using the zoom mode.
75. As will be detailed later, most of the Project activities have not yet been carried out, which limits the scope of the effectiveness analysis because, as the activities have not been carried out, the outputs have not been finalized and, even less, have the results been achieved. In any case, all the information available on the Project provided by the Project team, both at the beginning of the evaluation and during it, at the request of the evaluator, has been reviewed. Furthermore, during the interviews,

²³ In July 2020 there were presidential elections in the Dominican Republic and the new Administration took office in mid-August 2020, which could mean changes in some of the Head Departments of the LM that participate in the Project, which in turn could generate that some of the people who were scheduled to be interviewed have no interest or time to complete the interview.

²⁴ With one exception, that of the Director of the Ministerial Cabinet.

all the outputs and activities of the Project were investigated, not only those that have already begun their execution. All of which has contributed to explain the reasons why these activities have not yet been carried out and above all to submit some recommendations on their implementation.

76. In the indicators of the first three intermediate results, the Project design foresees the establishment of a baseline to calculate the “initial” values, so that they can then be compared with the “final” values. However, despite the fact that little more than a year has passed since the Project began, these values have not yet been calculated. Taking into account this fact and the one mentioned in the preceding paragraph, the evaluation considers that it is premature to estimate whether the results would be met at the end of the Project and even more so, if they will be sustainable. In any case, the evaluation identifies which are the outputs that need to be specified so that the result indicators can be met and how likely it is that this will occur within the Project execution period (that is, until August 2021). Additionally, it identifies some factors that, a priori, should favor the sustainability of the intervention and others that, on the contrary, would limit it.

4. Evaluation Findings

4.1. Project Relevance²⁵

The evaluation qualifies the relevance of the Project as high because it takes into account the needs of the LM to improve the strategic enforcement of labor legislation, because it seeks to contribute to improving working conditions in a sector (agriculture) that concentrates a significant number of workers, and because it is aligned with national and ILO planning tools. In addition, the Project acquires special importance in the current context of the COVID-19 pandemic, which will have effects in various thematic areas that are attended to with the Project: CL, OSH, inspections and employment.

Needs of the constituents, main challenges for the Ministry of Labor to improve the enforcement of labor legislation and main problems in the agricultural sector regarding the working conditions of its workers, which justify the intervention of the Project (question 1)

77. The intervention of the ILO is relevant because it takes into account the needs of the LT to improve the strategic enforcement of labor legislation, in terms of updating and continuous training in labor matters and other areas of specialization of inspectors and others ML officials, strategic planning of the inspections, updating of the specific protocols for inspection, content of the violation records and reports on the inspectors' actions, ML information systems, and coordination within the ML and with other relevant institutions for the enforcement of labor laws.
78. The ILO intervention, which seeks to contribute to improving working conditions in the agricultural sector in terms of wages, social security, and CL prevention, is also justified by the relative importance of the sector in terms of the total employed EAP of the country.

Complementarity of the Project with progress made by other projects / programs (question 2)

79. A priori, the Project may complement the progress made by other ILO projects/programs, some of them also financed by USDOL, with regard to the strengthening of inspections (intermediate results 1.1 and 1.2 of the Project), prevention and eradication of CL (result 1.3 of the Project) and the improvement of productivity in companies (result 1.4 of the Project).
80. Regarding the strengthening of inspections, the Project is taking into account (in certain outputs and activities incorporated in the first two intermediate results) some of the recommendations of the Global BRIDGE Project to strengthen the capacities of the ML in labor inspection and improve compliance with labor legislation.
81. Regarding the prevention and eradication of CL, ILO executed, as part of the International Program for the Eradication of Child Labor (IPEC), a project with the PROSOLI Program and the ML to strengthen the Strategy for the Prevention and Eradication of CL (2013-2015). It has also provided technical assistance in CL prevention and eradication projects in agricultural sub-sectors such as coffee, tomato

²⁵ This sub-section answers the 3 questions that correspond to the relevance criterion, set out in the Evaluation Questions Guidelines (see Annex 2a).

and broccoli and supports the participation of the Dominican Republic in the Regional Initiative for Latin America and the Caribbean Free of Child Labor.

82. With regard to the improvement in the productivity of companies, the Project has incorporated as an output, the implementation of the SCORE²⁶ methodology in companies in the agro-industrial, services and manufacturing sectors, thus continuing what has been done with the Project "Improvement of working conditions in the banana sector", where SCORE was implemented²⁷. It has done so too with other interventions, financed with the regular budget of the ILO Country Office for Central America, Panama, Haiti and the Dominican Republic, through which SCORE was implemented in other sectors such as rum production, metalworking and metallurgical industries, graphic industries and the like.

Linking the Project with the priorities of the ILO Program and Budget and alignment with national development frameworks (question 3)

83. The Project is also justified by its alignment with national and ILO planning tools, specifically with the following: (a) Agenda 2030 Dominican Republic, (b) National Development Strategy (END) 2030, (c) System of Presidential Goals (SMP) 2016-2020, (d) Institutional Strategic Plan (PEI) of the ML 2017-2020, and (e) ILO 2020-2021 Program and Budget.
84. The alignment of the Project results with the END 2030 occurs in a general way, at the level of axes and general objectives. On the other hand, it is deeper with the SMP 2016-2020 since it occurs at the level of indicators, and especially with the PEI of the ML in which it occurs at the level of strategic areas, objectives and action lines. Annex 3a details the correspondence between the intermediate results of the Project with the axes, strategic areas, objectives, lines of action and/or indicators of the national planning tools.
85. The Project's result and its intermediate results (mainly the first three) are aligned with Outputs 1.3 and 7.1 of the ILO Program and Budget 2020-2021. These Outputs contemplate that the support that ILO will provide to the constituents is oriented to different purposes. Annex 3b identifies which of these purposes are most closely linked to the Project and specifically with which intermediate results.

The relevance of the Project in the current context of the COVID-19 pandemic

86. The Project takes on special relevance in the current context of the COVID-19 pandemic, which will have effects on various thematic areas that the Project works on: CL, OSH, inspections and employment. Regarding CL, strategies and actions aimed at preventing and/or eradicating CL become more important since some families (especially the most vulnerable) will turn to their underage children to work, and in this way try to reverse the situation of job losses and income reductions. Regarding OSH, the need to adjust the protocols and guidelines used by the DI and the DGHS of the ML to verify OSH conditions in companies, as well as to provide training to the officials of both Directorates, is increasing. Regarding inspections, it would be expected that due to the pandemic, the cases of workers who receive a salary below the minimum will increase, which merits paying special attention to this

²⁶ SCORE is an ILO program that aims to improve productivity and working conditions in small and medium enterprises. It is executed through 5 modules: 1) Cooperation at the workplace, 2) Quality: continuous improvement management, 3) Productivity through cleaner production, 4) Human resource management for cooperation and business success, and 5) OSH.

²⁷ This Project was executed during the 2014-2018 period, with the European Union (EU) and the United Nations Development Program (UNDP). In 2016, Modules 1 and 4 of the SCORE were implemented in 10 associations of banana producers in the northwest of the country.

issue. In addition, in terms of employment, the most vulnerable workers such as young people, women, and the informal ones (who are the vast majority in the agricultural sector) will need special support for their labor reinsertion since they will be particularly affected by the effects of the pandemic.

4.2. Validity of the Project design²⁸

The evaluation rates the validity of the Project design as medium-high. It is valued that the outcomes, results and objective of the Project are aligned with each other; that the indicators adequately reflect what the Project seeks to achieve; that the strengthening of the inspection system is intended to be achieved through a double strategy of improving the individual capacities of the inspectors and the institutional capacities of the DI; and that aspects were considered that should favor the sustainability of the Project, such as the permanent implementation of training programs on labor regulations for labor inspectors and programs for the employability of vulnerable families and of SCORE in companies. However, the evaluation considers that at the output level, it was necessary to include a study on the prevalence of CL and/or on the working conditions of adolescents in CL situations in the agricultural sector and the development of a Policy for the prevention and eradication of CL. A greater participation of employers and workers could have been anticipated in the first, second and fourth intermediate results. It was necessary to include some intervention assumptions the fulfillment of which would contribute to the result and the objective of the Project. And, it was necessary to incorporate strategies to address the gender equality and non-discrimination approach.

Comprehensive analysis of the Theory of Change of the Project, the logic and coherence in its conception, the complementarity of the results and outputs, the selection criteria of the provinces that are part of the scope of the Project and the intervention assumptions (question 4)

87. The first three intermediate results of the Project seek to address the challenges of the LT in terms of updating and continuous training in labor matters and other areas of specialization for inspectors and other officials of the ML, strategic planning of inspections, update of the specific protocols for inspection, content of the violation records and reports of the inspectors' actions, information systems of the ML, and coordination within the ML for the enforcement of labor laws.
88. Compliance with these intermediate results should contribute to improving the strategic enforcement of labor laws by the ML, which is the result of the Project. In contrast, the fourth intermediate result is not directly related to this result but to the objective of the Project (to improve working conditions).
89. Achieving the first two intermediate results would better address the challenges of labor inspection and, in general, of any action to verify compliance with the law on working conditions, including wages, OSH and CL. On the other hand, the achievement of the third intermediate result would contribute to verify compliance with labor laws specifically linked to one of the working conditions, such as the protection of children and adolescents, prevention and eradication of CL.
90. The evaluation values positively that the strengthening of the inspection system is sought to be achieved both through the improvement of the individual capacities of the inspectors via training actions (output 1.2.1) and the institutional capacities of the

²⁸ This sub-section answers the 3 questions that correspond to the criterion of design validity, set out in the Evaluation Questions Guidelines (see Annex 2a).

DI with modernization and optimization of the tools and systems used by inspectors to provide their services (outputs 1.1.1 and 1.1.2). On the other hand, this “double strategy” has not been used to strengthen the Directorate of Salaries, the DGHS or the DAJ, each of which has only one linked output: 1.1.4 (dissemination of resolutions on minimum wage), 1.2.2 (improvement of the capacities of civil servants) and 1.1.5 (improvement/update of the SICET) respectively.

91. Although a priori the outputs contemplated in the first two intermediate results should favor coordinated work between the Directorates or Departments of the ML (for example, outputs 1.1.2, 1.1.3, 1.1.5 linked to information systems or outputs 2.1.1, 2.1.2 and 2.1.3 referring to capacity building), the mechanisms envisaged to promote this coordination are not explicit in the Project design.
92. The most outstanding aspect of the third intermediate result is that it involves the participation not only of the ML but also of various actors to establish strategic alliances with them and carry out joint initiatives: CDN, CDL, PROSOLI, and the National Council for Children and Adolescents (CONANI), local governments, COPARDOM, workers' organizations (CASC, CNUS and CNTD) and civil society. However, the evaluation considers that it would have been desirable to include, at the output level, a study/diagnosis on the prevalence of CL and/or the working conditions of adolescents in CL situations in the agricultural sector (based on the collection of primary information, given the absence of updated official statistics) as well as the development of a Policy of prevention and eradication of CL and/or the update of the National Strategic Plan for the eradication of the worst forms of CL in the Dominican Republic²⁹.
93. Regarding the fourth intermediate result, output 1.4.1 (pilot program for employability) is not directly related to the improvement in the enforcement of labor laws by the ML (result of the Project), although it could indirectly contribute to the prevention and eradication of CL (more employment and family income, less CL). Meanwhile, output 1.4.2 (SCORE implementation pilot program) is not directly related to the result of the Project but with the general objective of contributing to improve working conditions (strengthening cooperation in the workplace results in greater productivity of companies, higher sales, better wages and conditions of workers).
94. Some aspects to highlight of this fourth intermediate result are: (a) it is the only one which works directly with the population (families, workers and entrepreneurs); (b) it contemplates the participation of INFOTEP, which is favorable in terms of the sustainability of the intervention since it is an institution that has a significant amount of human and financial resources, a territorial presence throughout the country and a wide network from private training providers³⁰; and (c) output 4.2 is the only one that was added during the Project design adjustment process.
95. In the Project design, it is anticipated that the ML will have an active participation in all the results and outputs. On the other hand, it foresees a reduced participation of employers' and workers' organizations, basically in the third intermediate result (as recipients of awareness-raising actions and training in prevention and eradication of CL, in the development of a network of employers against CL and in the strengthening of the Inter-Union Committee for the prevention and eradication of

²⁹ The temporary horizon of the last National Strategic Plan for the Eradication of the worst forms of CL in the Dominican Republic was 2006-2016.

³⁰ INFOTEP is the governing institution of the technical-professional education system. It is a decentralized entity, with a tripartite board and is financed with contributions from the business sector, workers' bonuses and Government contributions. It offers technical-professional training (courses, majors, associate degrees, scholarships) in different occupations, through its own workshops or the Operational Centers of the System – COS (which it evaluates and certifies previously).

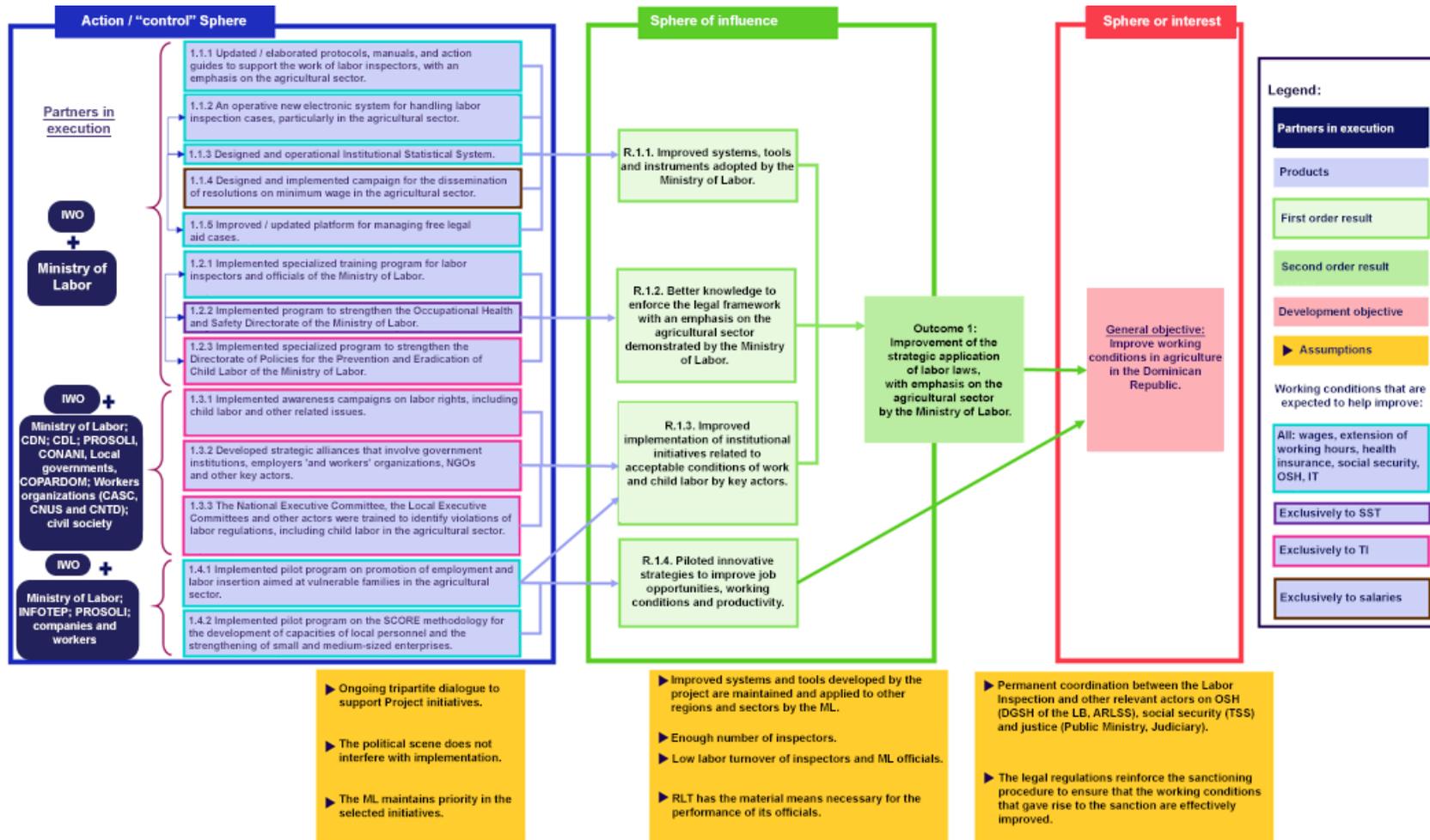
CL)³¹. Although it is a Project basically aimed at strengthening the ML, the evaluation considers that a greater participation of employers and workers could have been foreseen in the first two intermediate results. This considering that, according to ILO Convention 81 on labor inspection, both parties must participate in the inspections³² and that one of the functions of the labor inspection system is to promote among employers and workers the importance of complying with labor legislation. It is also considered that a greater participation of employers and workers could have been envisaged in the pilot programs for the employability of vulnerable families (output 4.1) and the implementation of the SCORE (output 4.2).

96. The provinces in which the Project activities will be carried out were selected taking into account that in the provinces there is: (a) significant agricultural activity, (b) an LLR that provides the services identified by the Project (intermediation for the employment), and (c) an operational CDL interested in participating in the Project. The evaluation considers that they are adequate criteria because they take into account the objective of the Project (to contribute to improving working conditions in the agriculture sector) and the presence of relevant actors (LLR, CDL) that can contribute to the achievement of the results, and because they are objective criteria that are easy to verify if a province meets them. For the selection of the 3 provinces where the pilot programs will be carried out with families, it would have been ideal to include some criterion on the incidence of CL based on updated official statistics from censuses or surveys, but the country does not have them.
97. Although the design identified intervention assumptions so that the activities or outputs can be carried out and so that the expected results can be achieved, in both cases it was necessary to specify the measures that would be implemented based on the Project to contribute to the fulfillment of said assumptions.
98. Furthermore, the evaluation considers that additional assumptions could have been included for the fulfillment of the result: (a) sufficient number of inspectors, (b) low labor turnover of the inspectors and ML officials, and (c) the LLR have the material means necessary for the performance of their officials. Also additional assumptions for the fulfillment of the general objective: (a) permanent coordination between the Labor Inspectorate with other relevant actors in OSH issues (the DGHS of the ML itself and the Occupational Risks Administrator "Salud Segura" - ARLSS), social security (Treasury of the Social Security - TSS) and justice (Public Prosecutor, Judiciary) to share databases and relevant information for the performance of their duties, and (b) the legal regulations reinforce the sanctioning procedure to ensure that the working conditions that originated the sanction are effectively improved. The realization of these assumptions would mean complying with the recommendations of the "Report on the Needs Assessment of the Labor Inspection of the Dominican Republic" that the Project does not contemplate implementing but that are relevant to improve the strategic enforcement of labor legislation by the ML.
99. Based on the analysis presented in this subsection, this would be the adjusted (suggested) TOC of the Project.

³¹ To a lesser extent, they are also included in the second intermediate result: in activity 2.1.2 ("training program for mediators and conciliators (...) participants will be designated by the LM and workers' and employers' organizations) and activity 2.2.3 ("raising awareness for mixed committees of provincial companies (...)")

³² Convention 81 mentions that the inspection system must provide technical information and advice employers and workers on the most effective way to comply with legal provisions; and that the competent authority must adopt the pertinent measures for the collaboration of the inspection officials with the employers and workers or their organizations.

Graph 5. Theory of Change suggested for the Project (consultant's own compilation)



The incorporation of the gender equality and non-discrimination approach

100. The Project does not seek to generate significant aggregate results in the fight against gender inequality and discrimination and, therefore, it has not anticipated results, outputs, activities or budget exclusively oriented to this end. In the Project design, the incorporation of the gender equality and non-discrimination approach is basically reflected in the strategy of seeking the participation of women in the training activities provided in the different intermediate results, which is reflected in the fact that the indicators of Outputs related to the number of people trained are disaggregated by sex.
101. The Project seeks to improve the strategic enforcement of labor laws by the ML. Although these laws include non-discrimination (as well as others such as salary, OSH, CL, duration of the working day), it has not been planned to place any special emphasis (on training actions for inspectors and other officials of the ML nor in the design/adjustment of ML systems, tools and instruments) in compliance with the laws related to non-discrimination. Regarding the outputs and activities of the third intermediate result, the Project design has not included studies/diagnoses to make gender inequalities visible and how they can influence CL, nor strategies that take into account the key role that they adult women can play in the prevention and eradication of CL.
102. Regarding the pilot program of employability for vulnerable families, the Project does include a strategy to promote gender equality, that of establishing that 30% of vulnerable families are households headed by women. However, strategies are not considered to address the restrictions that women face for employability, such as being almost the only ones responsible for housework and taking care of household members. In this fourth intermediate result, with respect to the pilot program for the implementation of SCORE, a strategy to promote gender equality is also included, by foreseeing a balanced proportion of men and women both in INFOTEP trainers who accompany companies and in the workers of the companies that lead the implementation of the SCORE in the companies.

The relevance of the indicators of the general objective, results and outputs of the Project (question 5)³³

103. The evaluation considers that the indicators for the general objective and intermediate results (contemplated in the CMEP) adequately reflect what the Project seeks to achieve (in the case of intermediate results) and what it seeks to contribute (in the case of the general objective) and that the tools provided to collect information on the value of the indicators are appropriate.
104. Regarding the operational definition of the indicators, it is considered that greater precision is required to establish in the indicator of the general objective when it is considered that in a UPA the different working conditions to be evaluated are met (minimum wage, OSH, IT, equality and non-discrimination) or in the indicator of intermediate result 1.3, when it is considered that an entity incorporates CL prevention and eradication as a line of activity. Likewise, in the indicators for intermediate result 1.4, it is considered that the definition of "companies with improved productivity" and "companies with better working conditions" could be broadened.³⁴

³³ The logic and coherence of the Project, the complementarity between its outcomes and results, the selection criteria for the intervention areas and the identification of assumptions were initially part of this question, but the report is including these aspects in the previous question because they are aspects that are part of the TOC analysis.

³⁴ In [Annex 3c](#), the observations and suggestions on the operational definition of the indicators of the general objective and of the Project results are detailed.

105. At the output level, two types of indicators predominate, in both cases consistent with the main strategies of the Project to strengthen capacities and improve/modernize systems, tools and instruments. The outputs of intermediate results 1.2, 1.3 and 1.4 refer mainly to the number of people trained (labor inspectors, DGHS officials, representatives of entities that make up the CDN, as well as members of vulnerable families and advisers in methodology SCORE). While those of intermediate result 1.1 refer mainly to the drafting of reports based on the improved/optimized systems (SEMC, institutional statistical system, SICET). The evaluation considers it positive that these last indicators place emphasis not so much on the existence of these improved systems but on how they are used.
106. Some output indicators related to the prevention and eradication of CL, such as “Number of manuals on prevention and eradication of child labor updated and/or produced”, “Number of new coordination agreements signed for the prevention of CL”, could have included in their definition certain attributes or additional compliance criteria. As for the first one, some linked to the use of manuals; regarding the second, some characteristics that these agreements should have in terms of the type of actors who sign them, type of actions to be carried out, geographical or sectoral scope.
107. In the CMEP, the level of disaggregation, the value of the goal, the frequency of information gathering and the personnel responsible for collecting and verifying the information have also been defined for each result indicator and output. Regarding this last point, it is considered appropriate what was stated in the CMEP regarding the fact that the responsibility for collecting the information is shared between the ILO Project team and the officials of the different Directorates/Departments of the ML, while verifying the information falls exclusively on the Project Monitoring and Evaluation Officer.

The participation and contribution of the constituents in the Project design (question 6)³⁵

108. The process of Project design and adjustment, described in one of the preceding sections, leaves behind a lesson to take into account for future projects that are executed by ILO that it is important for the ILO, donors, and constituents to maintain fluid communication from the moment the ILO is selected to implement a project; this requires the ILO to inform donors and constituents about the main features of the programming, design, and implementation of the projects it implements. These characteristics are the following:
- There are differences between an ILO project document (PRODOC) and a concept note, in terms of structure, content and preparation process. Regarding the latter, the PRODOC must take into account the needs of the constituents, for which they are consulted (in the case of employers' and workers' organizations, this is done through ACTEMP and ACTRAV respectively).
 - Once the PRODOC is approved and before initiating the implementation of a project, ILO carries out actions to inform, socialize, raise awareness and engage the constituents so that they have an active participation in it. Although this may lengthen the start date of the project, it is an indispensable condition because it represents the implementation of tripartism, which in turn is the essence of ILO and because it should favor *a priori* the effectiveness, efficiency and sustainability of the intervention.
 - The direct beneficiaries of ILO projects are usually Ministries of Labor, employers'

³⁵ The project design process, the adjustments that were made to it, the reasons for these adjustments, the actors that were involved and the roles they initially played are part of this question, but being more descriptive it has been included in section 1.1 . of this report.

organizations and/or workers' organizations, who are often also the partners of ILO intervention. Whereas, the final beneficiaries can be vulnerable groups of the population, families, workers, companies, among others.

- There are ILO projects in which the implementation modality includes the transfer of resources for partners to implement some of the planned activities directly. When this does not happen, as is the case with the project subject to this evaluation, implementation is the responsibility of the ILO, in collaboration and ongoing consultation with the partners of the intervention.

4.3. Project Effectiveness³⁶

The evaluation rates the effectiveness of the Project as average. 32% of the activities are being executed or have been executed, 46% have not started yet although, according to the work plan, they should have done so, and the remaining 22% was expected to initiate after August of 2020. In all intermediate results, there are advances, which are positively valued by the LM, but there are also delays, which are not explained only by the COVID-19 pandemic. Additionally, the evaluation considers that the participation of employers' and workers' organizations in the implementation of the Project has been very low (even in activities where they were expected to participate), that the gender and non-discrimination approach has not been effectively incorporated (except for the important participation of women in training activities and in the implementation of the SCORE), and that the Project could have developed strategies and actions (beyond the virtualization of certain activities), to better respond to the new context of the COVID-19 pandemic.

Advances and limitations in the implementation of the Project, participation and contribution of ILO and the constituents to the achievements, level of satisfaction of the constituents with the main outputs, factors that facilitate, limit and/or delay the materialization of the outputs envisaged by the Project (*question 7*)

109. Given that, there is still almost a year to go before the completion of the Project, the analysis of this criterion will focus on what has happened at the level of the materialization of outputs and implementation of activities. According to the Project Progress Report June 2019-July 2020, only in 3 of the 17 output indicators is there any progress towards meeting the planned goal: (a) CDN representatives trained in CL issues, as part of the Program for strengthening of the DTI, (b) certified business advisors in the SCORE methodology, and (c) companies in which the SCORE methodology is implemented.

³⁶ This sub section answers the 4 questions corresponding to the effectiveness criterion, set out in the Evaluation Questions Guidelines (see Annex 2a).

Chart 2. Advance status of the indicators of Project outputs by July of 2020.

Results and outputs		Name of the output indicator	Final goal of the output	Goal achieved by July 2020
Result 1.1 Improved systems, tools and instruments adopted by the Ministry of Labor				
Output 1.1.1	Protocols, manuals and action guidelines in support of the work of labor inspectors with an emphasis on the agricultural sector updated/developed	A compendium with updated labor inspection protocols, manuals and guides used by the ML	1	0
Output 1.1.2	A new electronic labor inspection case management system, particularly in the agricultural sector, is operating	Number of labor inspectors and other officials of the Ministry of Labor who complete and approve the training in the use of the new SEMC	200	0
		Percentage of trained inspectors regularly using the new SEMC in one calendar month in the project's target provinces	50%	0
Output 1.1.3	Campaign for the dissemination of Resolutions on minimum wage in the agricultural sector designed and implemented	Number of complete reports of Institutional Statistics of ML based on administrative records published in a timely manner	7	0
Output 1.1.4	Platform to manage cases of free legal aid improved / updated	Number of dissemination campaigns on the minimum wage in agriculture	1	0
Output 1.1.5	Protocols, manuals and action guidelines in support of the work of labor inspectors with an emphasis on the agricultural sector updated/developed	Number of complete legal aid reports issued using the improved/updated Free Legal Aid Platform	3	0
Intermediate Result 1.2. Improved knowledge to enforce the legal framework with emphasis on the agricultural sector shown by the Ministry of Labor				
Output 1.2.1	A specialized training program for labor inspectors and officials of the Ministry of Labor implemented	Number of ML inspectors trained in work-related issues	90	0
Output 1.2.2	Program to strengthen the Occupational Health and Safety Directorate of the Labor Ministry implemented	Number of officials of the Occupational Safety Directorate trained in Research Methodology	20	0

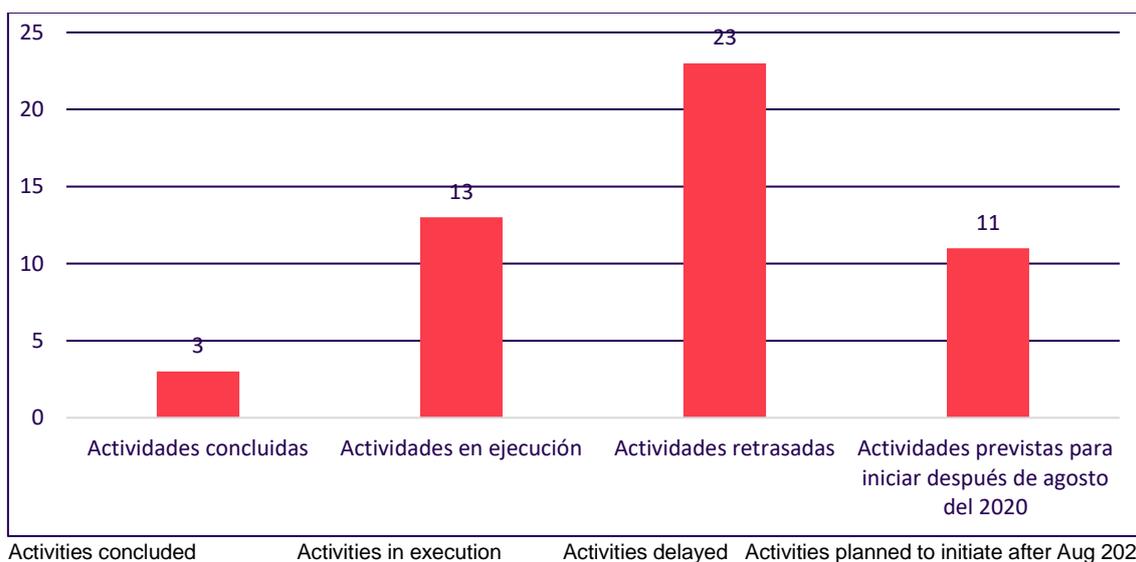
Output 1.2.3	Specialized program to strengthen the Department of Policies for the Prevention and Eradication of Child Labor of the Ministry of Labor implemented	Number of multipliers (ML officials) of entities that make up the CDN in the project's target provinces, trained in child labor issues from a social and labor perspective	120	45
		Number of manuals on the prevention and eradication of child labor updated and/or produced	3	0
Resultado intermedio 1.3 Implementación mejorada de iniciativas institucionales relacionadas con condiciones aceptables de trabajo y trabajo infantil por parte de actores clave				
Output 1.3.1	Awareness campaigns on labor rights, including child labor and other related issues implemented	Number of awareness campaigns on labor rights, including child labor, implemented	3	0
Output 1.3.2	Strategic alliances that involve government institutions, employers' and workers' organizations, NGOs and other key actors, developed	Number of new coordination agreements for the prevention of child labor signed	2	0
Output 1.3.3.	The National Steering Committee, the Local Steering Committees and other actors trained to identify violations of labor regulations, including child labor in the agricultural sector	Number of members of the institutions that are part of the CDN, CDL and CV trained in Labor Rights and Prevention of Child Labor	140	0
Intermediate Result 1.4 Innovating strategies to improve labor opportunities, labor conditions and productivity, piloted.				
Output 1.4.1	Pilot program on promotion of employment and employability aimed at vulnerable families in the agricultural sector implemented.	Number of households at risk of child labor in pilot provinces in which at least one member completes the job training and job orientation services supported by the project	280	0
Output 1.4.2	Pilot program on the SCORE methodology for the development of capacities of local personnel and the strengthening of small and medium-sized businesses, implemented.	Number of companies in which the SCORE methodology is implemented	25	28
		Number of certified business advisors as Expert Trainer in SCORE Methodology	3	0
		Number of certified business advisors in the SCORE Methodology	15	15

Source: CMEP and Progress Report of the Project June 2019 – July 2020.

110. In most of the output indicators, the fulfillment of the goal requires that all the activities that are part of the output be carried out, so the evaluation considers that a more appropriate measure of the Project's progress should place emphasis on

reviewing whether the activities planned to date have actually been carried out or not. According to information provided during the evaluation by the Project team³⁷, as of the end of August 2020, 3 of the 50 Project activities had concluded, 13 were in execution and 34 had not started. Of the latter, 23 are delayed (according to the work plan prepared at the beginning of the Project, they should have already started its execution) and the remaining 11 activities were scheduled to begin after August 2020³⁸.

Graph 6. Distribution of the Project activities, according to the execution status by August 2020.



Source: Information provided by the Project team on August 27 of 2020.

Note. One activity is delayed when, according to the work plan prepared at the beginning of the Project, by August of 2020 it should have at least initiated.

³⁷ This information is being used and not that of the TPR of the Project because the last one of these TPR (#5) presents information up to March of 2020 and the following one will be delivered until the end of September 2020.

³⁸ In Annex 3d, the status of execution of each one of the 50 Project activities is detailed.

Chart 3. Distribution of the Project activities, according to execution status and intermediate results by August 2020.

Intermediate Result	Concluded	In process	Delayed ^{1/}	Scheduled to initiate after August 2020	Total
Intermediate Result 1.1	2	1	9	6	18
Intermediate Result 1.2	1	4	7	1	13
Intermediate Result 1.3	0	3	5	2	10
Intermediate Result 1.4	0	5	2	2	9
Total	3	13	23	11	50

Source: Information provided by the Project team by August 27 of 2020.

^{1/} One activity is delayed when, according to the work plan prepared at the beginning of the Project, by August of 2020 it should have at least initiated.

111. One of the factors that explains the significant amount of activities that are delayed is the COVID-19 pandemic, which has caused the postponement or suspension of many activities and not only of the Project but of ILO, the ML and the institutions in general. However, it is not the only factor that explains the delay and an indicator of this is that when doing this exercise of distribution of Project activities according to execution status and based on the information in TPR # 5, as of March 2020 (that is, before the start of COVID-19) 10 of the 50 activities (that is, 20%) were delayed.
112. The main advances and difficulties are analyzed below, in a differentiated manner, in each of the intermediate results of the Project.

Intermediate Result 1.1 Improved systems, tools and instruments adopted by the Ministry of Labor³⁹

113. An Inspection Manual has been developed, although it is still under review and validation by the ML Headquarters and by the LLR head-officers. This Manual includes a Protocol of Good Labor Inspection Practices, a Protocol for the Investigation and Verification of Labor Rights and a Guidelines Annex to the Protocol on Safety and Health at Work. After said Manual is approved, it must be harmonized and integrated into a single compendium with the action protocols of other ML Directorates/Departments such as DGHS, DAJ, DTI, in order to comply with the output indicator 1.1.1.
114. A Software Design document for a New SEMC was also developed, which included the design of the physical architecture of the system, the detailed description of the module processes, the design of the user interface as well as the minimum requirements and technical specifications of the storage and backup server, the database server, the web and the application.
115. The people interviewed from the ML, both from the DI and the Information Technology Department, mainly value the following aspects of the design of the new SEMC: (a) its usefulness for the programming, management and monitoring of the inspection process, for the administrative record of all the data that is collected in the process and for the generation of statistical reports, (b) its compatibility with other ML databases, (c) it is a more user-friendly system for inspection personnel, and (d) It will be able to be used online, be available via the internet and with the possibility of access via PC, tablet and/or cell phone.
116. However, the development of the System has not yet begun, which is worrying because the time remaining for the Project to be completed is very likely not enough to have the system ready and operational (in the Design document it was pointed out

³⁹ In Annex 3e some relevant elements of the context in which this result takes place are presented briefly.

that the development of the system could take 13 months). Even if it were to be completed within the Project execution term, the preparation of manuals and protocols on the use of the System and training in its use would still be pending. Only after completing all these activities can one achieve the indicators for output 1.1.2.

117. The main reason for the delay in the development of the System (it was foreseen in the work plan to begin in May 2020) is that the bidding process to call for and select the supplier has taken approximately 6 months. In turn, this is explained because the ILO Headquarters in Geneva requested requirements (of an administrative nature and of technological validation) to authorize the invitation to tender, which the Project had not contemplated initially.
118. The other two systems that were planned to be improved/modernized with the Project are the SICET, which is in charge of the DAJ (which, like the DI is part of the DGT) and the Institutional Statistical System, in charge of the DPD.
119. Regarding the first one, a Technical Evaluation of the SICET has been carried out, which suggests not to develop a new System but to improve the existing one and lays out the main needs to improve the current system. The interviewed representatives of the DAJ and the Department of Information Technologies stated that they agree that a new System should not be developed not only because of the high cost but because, unlike the SEMC, it is not that old and does not register so many cases and mainly because DAJ attorneys prefer to continue with SICET, improved where necessary. In the remainder of the Project, it is still pending to update the SICET and train lawyers in its use, and update the Labor Procedures Guidelines for the protection of labor rights. In this way, the output indicator 1.1.5 would be met.
120. Regarding the Institutional Statistical System, progress has been limited, it has not even started with the first activity (scheduled to start in March 2020), which is an evaluation/diagnosis of the statistical system currently used by the ML, a requirement for the other planned activities that are the design, development and implementation of the system. Only after having carried out all these activities will it be possible to comply with the output indicator 1.1.3.
121. The most important factor that explains the delay in the execution of output 1.1.3 is that although the Project seeks for the ML to have a modern, automated, reliable, timely, continuous institutional statistical system, interconnected with the LLR, ILO and the ML, they have not yet agreed on the scope of this output, and ILO proposes a more limited intervention, which allows better organization and use of administrative records to generate timely and reliable statistics. The evaluation suggests that the ML and ILO can agree as soon as possible on the scope of the output (so as not to unnecessarily duplicate efforts and expenses) and its viability, and considers the ILO position reasonable taking into account the timeframes of the Project, as well as the current limitations of the institutional statistical system of the ML.
122. The Project also contemplates designing and applying a plan to disseminate resolutions on the minimum wage in the agricultural sector. It was planned to initiate the activities of this output (which is the only one of this first intermediate result that is exclusively oriented to the agricultural sector) in April 2020 but to date there has been no progress because in the second half of this year there is a new update of the minimum wage (the previous one occurred in the second half of 2018). Then, we will wait for this to happen to start the dissemination of the updated rates. The person interviewed from the Directorate of Wages of the ML values that it is the first time that the dissemination is going to be carried out in a focused way using local radios and stations and relying on local networks and contacts. Carrying out the campaign will automatically imply compliance with output indicator 1.1.4.

Intermediate Result 1.2 Improved knowledge to enforce the legal framework with emphasis on the agricultural sector shown by the Ministry of Labor

123. The Project has carried out different training activities addressed mainly to labor inspectors and to officials from different institutions that make up the CDN.⁴⁰
124. Inspectors have been trained in inspection techniques (in OSH matters and in dealing with cases related to violations of fundamental labor principles and rights), investigation techniques and soft skills, and in strategic planning of the inspection. 195 people have attended these trainings. The people from the ML who were interviewed, mainly from the DI, consider that the topics addressed respond to the training needs of the inspectors and value that the training has had a national scope, that priority has been given to the inspectors who joined as of 2018 (the others had received training in the framework of the Global BRIDGE Project) and that how to address cases related to violations of various principles and fundamental rights has been included, taking into account that the inspectors are "generalists" and supervise all aspects of labor relations, such as OSH, working hours, CL, among others.
125. Officials from institutions that are part of the CDN have received training sessions in the prevention and elimination of CL in which 45 people participated, including representatives of the ML, the Ministry of Education, the Ministry of Public Health, the Attorney General's Office, CONANI and PROSOLI. This is one of the few advances of the Project in meeting the goals of output indicators (in this case, output 1.2.3).
126. In none of the training activities is there evidence on the effect of the training provided in improving the knowledge of the constituents, since the application of instruments (such as entry and exit tests) was not contemplated for such purposes.
127. The Project has also prepared a Diagnosis - Analysis of the strengths and needs of the DTI. This Diagnosis identified that there are no specialized CL personnel in the vast majority of LLRs, as well as the need to train specific capacities for CL inspection in new personnel and to strengthen personnel in skills such as leadership, teamwork, negotiation, crisis and conflict management, interculturality.
128. Within the framework of the Project, two training programs are currently being developed: one on labor regulations aimed at labor inspectors and the other on CL aimed at officials of the ML and other socio-labor actors. Although these Programs include several of the topics on which ILO has already trained in the framework of the Global BRIDGE Project on such matters as FLR and research techniques and soft skills, others related to general labor regulations and especially OSH are being incorporated into based on the COVID-19 situation. The implementation of these training programs (the goal is for 90 inspectors and 120 officials from the ML and other institutions to receive them, respectively) will make it possible to meet the indicators for outputs 1.2.1 and 1.2.3.
129. Other activities that are pending are training for mediators and conciliators for the resolution of labor disputes, the development of a Manual of operating procedures for the internal processes of the DTI, and the update of the list of hazardous work (the current version is over 15 years old). In the work plan, these activities were expected to begin between February and April 2020 and the main reason why they have not yet been carried out is the COVID-19 pandemic, although the last activity is waiting for ILO to finish developing the update guidelines for the list of hazardous jobs.
130. Regarding the strengthening of the DGHS, the National Occupational Safety and Health Policy that was planned to be developed with the Project has not yet been

⁴⁰ In [Annex 3f](#), which have been these training activities is detailed, the date, the number of participants and the topics covered in each one.

approved by the National Council for Occupational Safety and Health (CONSSO). According to the interviews carried out, the ML and ILO have not been able to agree on the scope of ILO's contribution in the process of developing the Policy. ILO offered to provide technical support and facilitate discussions with constituents so that the Policy may be drafted through a process of social dialogue. Meanwhile, the support requested from the ML to ILO has been that they provide their comments on the draft of the Policy that they prepared with CONSSO, and that when it is approved, they collaborate with its dissemination among the most relevant actors.

131. Regarding the other activities planned to strengthen the DGHS, to date none of them have started: development of a standard for chemical products and handling of chemical substances, awareness-raising for Joint Committees of companies on issues related to OSH, training and development of guidelines for analysts of the Directorate in methodologies for the investigation of work accidents (the goal is 20 analysts). These activities were planned to begin in the second quarter of 2020, so the COVID-19 pandemic is one of the main factors that explains the delay. Although what was mentioned in the preceding paragraph would also have influenced, about how ILO and the ML have not yet agreed on the specific scope of ILO's intervention and contribution to this output 1.2.2.

Intermediate Result 1.3. Improved implementation of institutional initiatives related with acceptable working conditions and child labor by key actors

132. In August 2020, the ML launched, through the virtual platform *zoom*, the information and awareness campaign "Throw your dart against child labor"⁴¹. The campaign plans to combine various means to spread its messages: (a) radio spots, (b) social networks (*Facebook, twitter, Instagram* of the ML and other institutions), (c) banners, posters, office supplies kit and others merchandising items, (d) megaphone advertising in agricultural areas, and (e) participation of influencers⁴². According to the people interviewed by the ML, this combination of media is the most innovative aspect of this campaign, compared to others in which the dissemination was basically done with workshops, events in strategic areas of the cities, distribution of printed material and traditional media. It is required to complete the implementation of this and other campaigns (the established goal is 3) to meet the output indicator 1.3.1⁴³.
133. According to one of the people interviewed from the ILO Country Office for Central America, Panama, Haiti and the Dominican Republic, based in Costa Rica, this campaign is expected to contribute to making the CL issue more visible and to favor the materialization of the other outputs and activities contemplated in this third intermediate result.
134. Neither the trade union associations nor the employers' organizations nor the LLRs (as referred to by their representatives during the interviews) have participated in the design of the campaign and they do not know what specific role they are going to play during the its implementation. Even so, when the LLR representatives were

⁴¹ In Annex 3g, some relevant elements of the context in which this campaign is carried out and some additional aspects of it are presented briefly.

⁴² Initially, it was also contemplated to make in-person visits to the agricultural sector (especially with informal workers) as well as visits to schools. Nevertheless, given the current context of the pandemic, these visits will not happen.

⁴³ As reported by representatives of the ML, this first campaign is expected to last until December 2020. The LM, through the Head Department of Public Relations, has considered monitoring the physical and digital media that publish information about the campaign, how many times do LM officials appear in the media, accountants on social networks, how many institutions support the activities they carry out within the framework of the campaign.

consulted about what media they would use to spread the campaign in their provinces, they agreed that the most efficient are radio (it is not so expensive and there are programs with a large audience), social networks, the distribution of flyers in the streets of cities, and to take the initiative to schools and other public spaces in rural areas.

135. The Project also plans to promote alliances with entities that work for CL surveillance at the national and local levels. However, according to the interviews carried out, only preliminary conversations have been held with PROSOLI⁴⁴, who has shown a willingness to launch initiatives jointly. In order to comply with output indicator 1.3.2, these strategic alliances are required.
136. Regarding the strengthening of the Inter-Union Committee for the prevention and eradication of Child Labor, two workshops have been held with representatives of the trade union associations⁴⁵, on the contribution of unions in the prevention and eradication of CL and the design of a plan to strengthen the Committee and include CL prevention and eradication actions on union agendas. Seventy-two people have participated in these workshops, although there is no evidence on the effect of the training provided on improving the participants' knowledge. The second workshop (December 2019) culminated with a proposal of ideas and actions to prioritize for the strengthening of the Committee and for the prevention and eradication of CL, but the trade union associations did not receive feedback on the proposal and it has not been approved either.⁴⁶
137. Regarding the improvement of CDN and CDL skills to promote the prevention and eradication of CL, as mentioned in one of the preceding paragraphs, training has been provided in this regard. This training was offered in February 2020 but did not reach the CDLs because in February, there were municipal elections and the following month the COVID-19 pandemic appeared⁴⁷. In any case, the CL Training Program that is being developed with the Project should have a scope at the CDL level, previously identifying which provinces of those selected by the Project have been most affected by COVID 19 and talking with their mayors on what issues to prioritize. In this way, the output indicator 1.3.3 could be met.

Intermediate Result 1.4. Innovating strategies to improve labor opportunities, labor conditions and productivity, piloted

138. The Project has trained officials from the DGE (Observatory of the Dominican Labor Market - OMLAD, National Employment Service - SNE, Territorial Employment Offices - OTE, Training Coordination) and from the Directorate of Planning and Development of the ML, INFOTEP and other public institutions (National Disability Council -CONADIS, PROSOLI) in job prospecting and modern trends in the integrated provision of Public Employment Services (PES) including the provision of services to applicants in vulnerable situations. In total 176 people have participated. The ML and INFOTEP interviewees stated that they were satisfied with their content

⁴⁴ PROSOLI was created in 2005, under the name Solidarity and as of 2012 it is called Progressing with Solidarity. Its purpose is to reduce poverty, through conditional cash transfers, socio-educational accompaniment, link with State programs, among others.

⁴⁵ The Committee was created more than 20 years ago and the 3 most important trade union associations in the country participate in it: CASC, CNUS and CNTD.

⁴⁶ In Annex 3g, the dates, number of participants and topics covered in each workshop are detailed.

⁴⁷ The municipal elections were scheduled for February 2020 but were suspended and held again in March 2020, so the political context at that time of year was not conducive to carrying out activities at the local level. When this situation abated, training was not possible for CDL institutions either because the COVID-19 pandemic began and on March 19 a national emergency was declared for this reason.

and quality, although they consider that the duration is insufficient to attempt to improve skills⁴⁸.

139. One of the interviewees from the ML mentioned that what they learned has helped them to make some adaptations to provide a more integrated provision of services, for example, in the one-stop-shop system they have, they have included referral to users to other services provided by institutions such as CONADIS, for people with disabilities and it is expected to do the same with the training services provided by institutions such as PROSOLI, INFOTEP and universities.
140. The Project also seeks to map the supply and demand for employment and training in the 3 provinces (Santiago, Duarte and San Juan), where the pilot program of job placement for vulnerable families will be carried out⁴⁹. With these mappings, it is expected to identify the job opportunities that the productive sectors can provide to people in vulnerable situations, as well as the existing gaps between the labor demand and the local training offer with the aim of orienting the latter to the needs of the labor market. The evaluation suggests that these studies be carried out as soon as possible (they were scheduled to begin in March 2020) taking into account that they are essential inputs to provide training for employment to the vulnerable population, and that there is less than a year to complete the project. These studies are expected to identify sectors with potential for rapid growth in this context of COVID-19.
141. Based on the results of the supply and demand mapping, it will be defined whether the training should be aimed at dependent employment and/or self-employment, in which occupations and which institutions provide training, which may be INFOTEP (through their own workshops or those of the System Operational Centers - COS), the ML itself (through the Workshop School that has the Training Coordination) or other institutions. Only when the training service for employability is provided (the target of which is 280 vulnerable families) can the output indicator 1.4.1 be met.
142. With the Project, the SCORE methodology has been implemented in 28 companies: 20 received Module 1 (Cooperation in the workplace) and 8 received Module 5 (Safety and health at work)⁵⁰. The implementation took place under 15 business advisers from INFOTEP, who were trained by the Antioquia Science and Technology Center (CTA) and received methodological assistance from said Center during their work in the companies. These have been one of the few advances of the Project in terms of meeting the goals for output indicators (in this case, output 1.4.2).
143. According to the CTA Report, companies have improved some internal aspects in their processes: among those who carried out Module 1, the greater organization in the jobs, the reduction in operating times, the greater use of previously misused areas, and the implementation of indicators to have more control of the processes. While among those who implemented Module 5, greater safety in work areas, decrease in workplace accidents, establishment of a Joint Health and Safety Committee.
144. The Project plans to complete the pilot program with the virtual implementation of Module 3 (Productivity through cleaner production) in 5 companies, which have already shown their compliance and availability. Previously, the same 5 INFOTEP advisers who were trained in Module 5 and who in previous ILO projects in the implementation of the SCORE methodology had been trained in Modules 1, 4 and 2,

⁴⁸ In [Annex 3h](#), there are details of which have been these training activities, the date, the number of participants and the topics covered in each one.

⁴⁹ In [Annex 3h](#), there are more details on the implementation of the pilot program.

⁵⁰ 15 companies of the agricultural sector, 5 from manufacturing and 5 from other sectors (coffee, textile, metal-mechanic, services and food and beverages. And according to size, 7 micro businesses, 12 small, 5 medium and 1 large business.

will be trained in this Module 3. Having completed all the modules, they can be certified as Master Trainer (Expert Trainer) of the SCORE methodology. This way, one of the output indicators, 1.4.2, will be met.

The participation of the Ministry of Labor, the employers' organizations and the workers' organizations

145. The ML and ILO are the institutions that have been most involved in the implementation of the Project. Both have worked together for the development of diagnoses, design documents and/or manuals that have been carried out in the first two intermediate results of the Project, and also in the design and launching of the campaign "Throw your dart ...". The interviewees of the ML recognize the important contribution of ILO in the development of the informative material (documents, videos, brochures) and in the financing of the means that are being used to carry out the campaign. In addition, the ML, through its different Directorates and officials, has been the main beneficiary of the training workshops provided by ILO in the second, third and fourth intermediate results of the Project, and values positively the content and quality of the trainings.
146. However, the evaluation considers that greater use could be made of the ILO's extensive knowledge and experience, both institutional and of the project team, in the main thematic areas involved in the project intervention (inspections, statistics, OSH, IT). This greater use could be given mainly through ILO technical assistance to the ML and contribute not only to the realization of pending outputs (e.g. Institutional Statistical System, National Policy on Occupational Safety and Health, capacity building of DGHS staff, strengthening of the Inter-Union Committee to Fight Child Labor, the CDN and the CDL) but also to a greater appropriation of the outputs developed by the ML.
147. In the Project implementation, the participation of employers' organizations and workers' organizations has been very limited, which is linked to the fact that the Project is not a priority on the agendas of these organizations. This situation responds to the fact that in the Project design a participation of these actors was hardly contemplated in the first two intermediate results and in the fourth. In the third result, a greater participation of both organizations had been anticipated, but to date, activities aimed at shaping strategic alliances with these organizations, establishing a network of employers / producers / associations against CL at the provincial level and strengthening the Inter-Union Committee to Fight Child Labor, have not been initiated. The employers' and workers' organizations have not participated in the design of the "Throw your dart..." campaign, nor have they participated in its implementation.
148. The active participation of the ML in almost all the results and outputs is expected because it is a Project that seeks to improve the capabilities of the ML for the strategic enforcement of labor laws and is desirable in terms of appropriation and sustainability of the intervention. However, this should not imply that the role of ILO as executor of the Project and provider of technical assistance to the constituents is diluted, nor the role of employers and workers as sources of consultation on certain results, outputs and activities and as beneficiaries in others.
149. Within the ML, according to the interviews carried out with its representatives, one of the Project activities with the most coordinated participation among its Directorates/Departments has been the design and launching of the "Throw your dart..." campaign, in which participated the Vice Minister of Child Labor, Ministerial Cabinet, DTI, Information Technology, Public Relations, DI and DGHS.
150. According to interviews with representatives of the ML, other examples of coordinated work within the institution are the following: (a) DI with DTI in the outputs

and activities of the second intermediate result (workshops and training programs), (b) DGE (OMLAD) and DTI in output 1.4.1 to detect families with children and adolescents working, (c) Department of Information Technology with DI (output 1.1.2, design of the new SEMC) and with DAJ (output 1.1. 5, improvement of SICET). The joint work between Directorates depends on the strategy planned to carry out the output or activity, but it is also true that due to the nature of their functions, this coordination occurs regularly (without a Project); for example, between DI and DTI, the latter Directorate has CL specialist technicians who participate in inspection visits, but always accompanied by inspectors, who are the ones authorized to draw up the violation reports.

151. On the other hand, there are other Directorates whose participation in the Project has only been in “their” output, such as the Salary Directorate (output 1.1.4) or the DGHS (output 1.2.2). This basically responds to the fact that from the Project design stage, it had not been anticipated that these Directorates/Departments would have greater participation in other outputs or activities. In this regard, the evaluation considers that a greater participation of the DGHS could have been contemplated in the outputs related to inspections (1.1.1, 1.1.2, 2.1.2) since the inspectors also verify aspects associated with OSH and with output 1.4.2 (implementation of the SCORE methodology) since Module 5 of the SCORE is precisely about OSH.
152. Regarding the LLRs, according to the interviews with their representatives, although they are informed about the Project and its main progress, they have not had an active participation in activities such as the design and implementation of the campaign “Throw your dart ...” or in the preparation of the pilot program of employability for vulnerable families.

Compliance with the risks and assumptions provided in the design (question 8)⁵¹

153. As the next chart shows, the only one of the assumptions anticipated in the design that is being fulfilled is that the ML maintains priority in the initiatives selected.

Chart 4. Compliance with the intervention assumptions provided in the design.

Assumptions foreseen in the design	Compliance or not with the assumption
Improved systems and tools developed by the project are maintained and applied to other regions and sectors by the ML.	<p>The ML stated in February 2020, through an official letter addressed to USDOL, its commitment to maintain the new SEMC; expand it, expand the use and maintenance of the system to reach local offices throughout the country and require that all labor inspection use the system. In any case, it is still premature to determine if the assumption is fulfilled or not since the new system must first be developed.</p> <p>Regarding the other systems and tools (SICET, Institutional Statistical System) the ML has not made any formal commitment. Likewise, it is first necessary to develop both systems.</p>
The Executive Branch implements adjustments to the legal regulations in a timely manner.	<p>Law 13-20 issued at the beginning of 2020 transfers from the ML to the TSS the responsibility of verifying the affiliation of workers and the payment of social security contributions and gives said institution the power of compulsory collection and to initiate criminal actions against employers who do not affiliate their workers. This Law would lighten the workload of the ML Inspection, even more so, taking into account that most of its actions are carried out precisely in the area of social</p>

⁵¹ The identification of the factors that facilitate, limit and/or delay the materialization of the outputs envisaged by the Project initially were part of this question, but these aspects are being included in the report in the previous question so that the reader may have a more comprehensive view of the advances and limitations in each intermediate result of the Project.

	<p>security. However, this Law has not been accompanied by a strengthening of the TSS in terms of personnel to carry out this verification, so to date it is still the ML Inspection who is in charge of the matter.</p> <p>Although it does not have to do with the Executive, it should be noted that in 2018 there was a Resolution of the ML through which the DI becomes dependent on the Office of the Minister and no longer on the DGT.</p> <p>Laws have not been enacted to strengthen the sanctioning procedure to ensure that the working conditions that gave rise to the sanction are effectively improved.</p>
Ongoing tripartite dialogue to support Project initiatives.	It is not fulfilled. The participation of employers and workers has been reduced in the different outputs and activities of the Project.
The political scene does not interfere with implementation	<p>It is not fulfilled. The difficulties that existed in the municipal elections held in the first quarter of 2020 generated a local context that was not very conducive to carrying out training actions with CDLs (output 1.2.3)</p> <p>The presidential elections held in the third quarter of 2020 have somewhat diverted the attention of the ML, which may be an additional factor that explains the delay in the execution of some Project activities. As in most presidential elections in LAC countries, in the months leading up to it, public sector officials have greater pressure to comply with the commitments of the outgoing government and invest time in it. Furthermore, in the Dominican Republic, the ML has had an active political participation in municipal and presidential elections.</p> <p>In July 2020, the Dominican Republic elected, for a period of 4 years, a new president: Luis Abinader, of the Modern Revolutionary Party (PRM), who replaces Danilo Medina of the Center-Left Dominican Liberation Party. This Party leaves the Presidency after 16 years.</p>
The ML maintains priority in the selected initiatives	Yes, it is being fulfilled. The ML actively participates in the different intermediate results, outputs and activities of the Project.

The incorporation of gender equality and non-discrimination, the International Labor Standards and the mechanisms of social dialogue in the Project (question 9)

154. In the Project, the incorporation of the gender equality and non-discrimination approach has mainly resulted in the fact that 59% of the people who have participated in the training activities are women. In the current context of pandemic, future training actions or other activities that the Project will carry out on line with the inspectors or other officials of the ML and other institutions must consider (in terms of schedules, duration, methodology) the need for these people, especially women, to reconcile household responsibilities (which usually fall on them) with their active participation in these training actions and with their responsibilities at work.

Chart 5. Number of participants in the Project's training activities, according to sex.

Whom does the activity address?	Training Activity	Number of participants	Men	Women
Inspectors	Inspection techniques on OSH matters	45	21	24
	Development of strategic inspection plan	20	11	9

	Research techniques and soft skills	62	33	29
	Fundamental labor principles and rights	68	35	33
Officials of institutions that are part of the CDN for the Fight against Child Labor	Training of multipliers in prevention and eradication of child labor and its worst forms	45	13	32
Inter-Union Committee for the prevention and eradication of child labor	Trade Union Associations Planning Workshop	41	23	18
	National workshop "The trade union table, fundamental rights and child labor"	31	12	19
Officials of the DGE and of the Planning and Development Directorate of the ML, of INFOTEP and of other public institutions (CONADIS, DIGEPEP, PROSOLI)	Recent trends in public employment systems: challenges and opportunities for the National Employment Service	40	11	29
	Job Prospecting	32	11	21
	SPE Integrated Provision	104	28	76
		488	198	290
		100.0%	40.6%	59.4%

Source: Execution reports of training workshops developed by the Project team.

155. With regard to the first two intermediate results, in the Inspection Manual prepared as part of output 1.1.1 or in the training actions carried out in the second result, non-discrimination is only one of the aspects considered (as well as salary, OSH, CL) and, as anticipated in the design, no special emphasis has been placed on promoting compliance.
156. Regarding the third intermediate result, as anticipated in the Project design, no special emphasis has been placed on making gender inequalities visible and how they can influence CL. This is a relevant issue taking into account that based on a specific diagnosis of the causes of CL in female children and adolescents, strategies can be established to combat these causes. In addition, the consequences of CL may be more serious in girls and adolescent women because they can promote not-very-visible forms of economic exploitation such as unpaid family work, as well as criminal forms associated with trafficking and forced labor.
157. In the third intermediate result, the evaluation considers that the "Throw your dart..." campaign could better take advantage of the role that adult women can play in the prevention and eradication of CL, mainly the mothers of families where there is CL or risk of CL. In the agricultural sector, as mentioned in a previous section, 95% of those who work are men, while wives tend to take care of minor children.
158. In the fourth intermediate result, in the pilot program of employability for vulnerable families, it has been contemplated that 84 of the 280 beneficiary families (that is, 30%) are households headed by women, which is a concrete incorporation strategy of gender equality in the Project. Likewise, in the pilot program for the implementation of the SCORE methodology, a balanced proportion of men and

women has been achieved in the INFOTEP trainers who accompanied the companies (40% of the 15 trainers are women) and also in the workers of the companies that were part of the Business Improvement Teams or the Joint Health and Safety Committees in charge of implementing Modules 1 and 5 respectively (41% are women, despite the fact that in several of the sectors to which companies belong, the number of male workers is much higher than that of women).

159. Regarding the employability program for vulnerable families, it would be desirable to identify the specific vulnerabilities and needs of women (as mentioned in a previous section, women have a much lower employment rate than men and a rate of unemployment that almost doubles that of men) and, based on this, propose strategies to address the restrictions that women face for employability, being one of the most important that they are usually almost solely responsible for domestic tasks and care of household members. This is particularly relevant in the current context of the COVID-19 pandemic, which has increased the burden of care due to the closing of schools and other care facilities.
160. The Project has not fostered alliances with government institutions responsible for guaranteeing gender equality, basically because it was not anticipated in the design. According to the interviewed representatives of the ML, some of the representatives of the Directorate for Equal Opportunities and Non-Discrimination of the ML have participated in certain training activities developed by the Project, as well as in the campaign “Throw your dart...”. The same sources indicated that in addition to having the aforementioned Directorate, the ML has a Budgetary Program on Equal Opportunities and Non-discrimination and they participate (together with the Ministry of Women, the Ministry of Economy and the Ministry of Finance, among others) in the Gender Parity Initiative⁵². However, they also agree that the gender approach has yet to be incorporated across all ML action lines.
161. The Project does not have a gender specialist among the team members and it has not carried out training activities on incorporating the gender approach aimed at the Project team.
162. Regarding social dialogue, ILO has tried to encourage the participation of employers' and workers' organizations, both in the design adjustment stage and during the implementation of the Project. However, as mentioned in one of the preceding paragraphs, the participation of employers and workers has been reduced in the execution of the Project.
163. According to the opinion of some of the people interviewed from the ML, the Project team and the ILO Country Office for Central America, Panama, Haiti and the Dominican Republic, the foregoing does not mean that the country does not have a culture of social dialogue, since the parties do meet to discuss issues related to social security, labor code, wages, among others.⁵³
164. However, the people interviewed also agree that the existing formal dialogue bodies or mechanisms⁵⁴, both to discuss general policies and to address individual claims, with the exception of the National Salary Committee (CNS) and the National Social Security Council, they do not usually reach agreements or they do, but they are not fulfilled or implemented, and in some cases they do not even meet. One of

⁵² This Initiative was launched in December of 2018; it is led by the Vice-Presidency of the Administration and supported by the Inter-American Development Bank (IDB) and the World Economic Forum, among other institutions. It is a private public collaboration model that has as objectives to increase the female labor participation, reduce the gender salary gaps and lower the barriers for feminine access increasing their presence in high positions.

⁵³ Regarding salaries, according to the last three annual Institutional Reports of the LM, between 2017 and 2019, 38 sessions have been held in the National Salary Committee to reconcile the minimum wage rates in the different branches of economic activities, and in all the years, Resolutions were approved and were issued in this regard.

⁵⁴ Labor Advisory Council, CONSSO, Tripartite Employment Commission, Conflict Resolution Committee, Economic and Social Council, among others.

the people interviewed from the Project team mentioned that the trade union associations tend to feel that they are not on equal terms in tripartite discussions and negotiations and that their demands are seldom accepted, which weakens social dialogue. Likewise, he stated that one of the reasons why the CNS does work is because it is under pressure of deadlines in which they must agree in a tripartite manner on the minimum wage and if there is no consensus, the ML is the one who sets the salary.

165. The Project has not contemplated as a specific objective the ratification or effective application of any particular ILO Convention, although the ILS do support its intervention because it seeks to strengthen the ML to guarantee compliance with national labor legislation, which is based on precisely ratified ILO Conventions and other international instruments.

166. The Dominican Republic has been a member of ILO since 1924 and has ratified 40 Conventions (35 in force), some of which are most closely linked to the thematic areas in which the Project works, Convention 81 on labor inspection, Convention 150 on labor administration, Convention 138 on the minimum age for admission to employment and Convention 182 on the worst forms of child labor.

Project adjustment to respond to the COVID-19 crisis (question 10)

167. The Dominican Republic declared a State of National Emergency on March 19, 2020, which meant the closing of all Dominican borders, of commercial businesses not linked to the basic needs of the population, as well as social distancing measures. At the beginning of June, the measures for the gradual opening of the economy (Phase 1 and Phase 2) were relaxed until the reopening of the economy was announced on June 27 (Phase 3). However, given the increase in COVID-19 cases, on July 20 a new State of Emergency was declared until October 18, although unlike the one decreed in March, companies are allowed to continue operating⁵⁵.

168. In this context of the pandemic, the Project's training activities were temporarily suspended. Others have continued, for example making descriptive technical manuals and reports and third ones have also been carried out but adjusting the methodology a bit, for example the campaign "Throw your dart ..." was launched online and in its development there will no longer be reports or testimonies of former children rescued from CL or massive events/workshops massive in the provinces, and instead radio spots and social networks will be used more. It is also intended to adjust the methodology in certain pending activities, such as, for example, the implementation of Module 3 of SCORE 3, which will be done virtually, and the same would happen with training for the employability of vulnerable families.

169. It should also be considered that because of the COVID-19 pandemic, some Directorates/Departments of the ML have to comply with new responsibilities assigned by the Government, mainly with the creation of the Employee Solidarity Assistance Fund (FASE)⁵⁶ and / or have as a priority to verify the labor relations of the suspended or dismissed workers or to attend to their claims. The greater dedication and investment of time to the fulfillment of these "new" functions contributes to explain the delay in the execution of the Project activities, and could continue to be a difficulty for the Project implementation, at least in the following months of 2020.

⁵⁵ As of October 10, 2020, according to <https://coronavirus.jhu.edu/data/mortality>, the Dominican Republic had 117,457 confirmed cases and 2,165 deaths from COVID-19, which represents 1.8% of confirmed cases and 20.37 deaths for every 100,000 inhabitants.

⁵⁶ FASE is a Program that seeks to subsidize part of the salary of workers who remain in companies and also those who have been suspended. For its implementation, they commissioned the LM to validate data from companies and workers that register for the Program and forward them to the corresponding entities..

4.4. Project Efficiency⁵⁷

The evaluation rates the efficiency of the Project as average. As of September 2020, 34% of the budget has been executed, which reveals a delay in the financial execution of the Project, although it is consistent with the level of progress in the execution of activities. The Project team has had the support of the Director and specialists from the ILO Country Office for Central America, Panama, Haiti and the Dominican Republic, based in Costa Rica and also from the Headquarters in Geneva. They have also had fluid and constant communication with USDOL and with the LM during the implementation of the Project. However, the evaluation considers it necessary to take better advantage of the extensive knowledge and experience of ILO, both institutional and of the Project team, through technical assistance in the main thematic areas involved in the Project's intervention (inspections, statistics, OSH, CL). Furthermore, institutions such as PROSOLI and other institutions in the agriculture and education sectors could have a more active participation in the implementation of the third and fourth intermediate results, as INFOTEP is having in the implementation of the SCORE methodology.

Level of financial execution and strategic use of the resources to guarantee the achievement of the results (*question 11*)

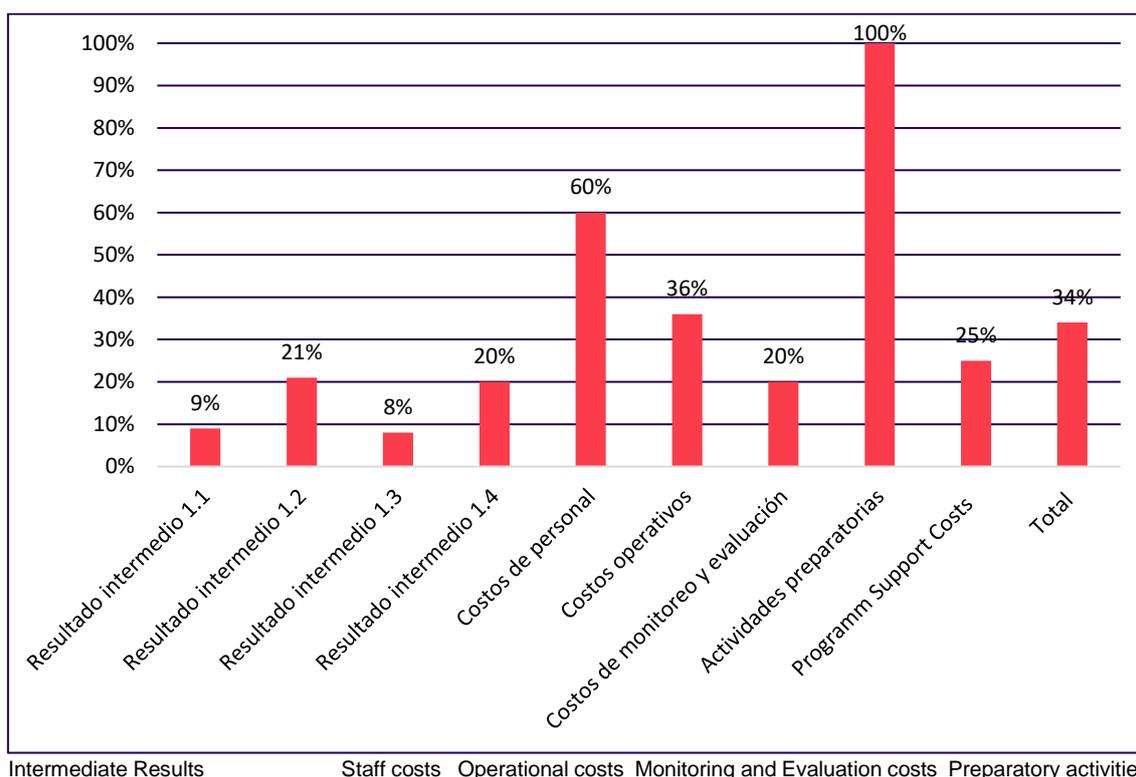
170. According to the ILO report on financial execution of the Project, as of September 2020, \$ 1,675,500 have been executed or committed, a figure that represents 34% of the budget, and reveals a delay in financial execution, taking into account that 16 months have transpired of the 28 months that the Project lasts (that is, 57%).⁵⁸ This delay is consistent with the reduced level of advancement in physical performance, shown in the preceding section. In addition, the reduced level of financial execution occurs in all the intermediate results of the Project.⁵⁹

⁵⁷ This sub-section answers the 4 questions corresponding to the efficiency criterion, that appears in the Evaluation Questions Guide (see Annex 2a).

⁵⁸ The Project began its execution in May 2019 and ends in August 2021.

⁵⁹ Within each result, these percentages differ according to outputs, the highest being "Protocols, manuals and action guides in support of the work of labor inspectors with an emphasis on the agricultural sector updated / elaborated (product 1.1.1)" with an execution level of 52%, "A specialized training program for labor inspectors and ML officers implemented (output 1.2.1)" with an execution level of 30%, and "Pilot program on the SCORE methodology for the development of capacity building for local personnel and the strengthening of small and medium-sized enterprises, implemented (product 1.4.2)" with an execution level of 41%. See more details in Annex 3i.

Graph 7. Level of financial execution of the Project, according to intermediate results and personnel, operational, monitoring and supervision expenses.



Source: ILO Report on financial execution of the Project by September of 2020.

171. The Project team was formed in the second quarter of 2018 and worked on the process of adjusting the Project design. This process, as explained in a previous section, lasted until March 2019; Thus, the effort made by the team during its first year of work could not be reflected in the progress at the level of activities, since they only began in May 2019.

172. The Project team is made up of five people, all women: (a) a Coordinator, who is in charge of planning, implementing and supervising the Project and responsible for the cooperation and coordination with the ML, employers' and workers' organizations, USDOL and other institutions; (b) two National Project Officers, in charge of overseeing the implementation of the activities. One for those related to intermediate results 1 and 2 (with the exception of outputs 1.1.3 and 1.2.3), and the other for those related to intermediate results 3 and 4 (and also outputs 1.1.3 and 1.2.3); (c) a Monitoring and Evaluation Officer, in charge of directing the design and implementation of the CMEP; and (d) a Financial and Administrative Assistant.

173. The evaluation considers necessary that in the remaining year to finalize the Project, more use be made of the broad knowledge and experience of the ILO, both institutional and of the Project team, through technical assistance in the main thematic areas involved in the Project intervention (inspections, statistics, OSH, IT). This approach also takes into account the full-time availability of the Project team members and the large number of activities that are pending completion and/or initiation.

174. The recent change of administration in the country has brought about changes in the LT at the level of Minister and Vice Ministers and is considered a good opportunity for all stakeholders (ILO, LT, employers, workers) to reach out to an agreement on the role to be played by each one in the months remaining until the end of the Project: (a) ILO as executor of the Project and provider of technical assistance to the

constituents, (b) the ML as beneficiary and main partner of the Project, and (c) employers and workers as sources of consultation and also as beneficiaries in some outputs.

175. It is also a good opportunity for them to prioritize the Project activities to be carried out in the next 4 to 5 months: although the vast majority are pending completion or initiation, it is suggested to prioritize those that: (a) are more closely linked to the fulfillment of the result and objective of the Project, (b) carrying it out is an essential requirement for other activities of the Project, (c) there is already an agreement between the ML and ILO on its scope, and/or (d) they have a significant relative importance in budgetary terms.

Support offered by ILO to the Project and coordination with other projects and institutions to favor the achievement of the anticipated results (question 12)

176. The Project team works under the supervision of the ILO Country Office for Central America, Panama, Haiti and the Dominican Republic, based in Costa Rica. The support of this Office for the Project is provided by its Director, the specialists in Labor Legislation and Social Dialogue (for intermediate results 1 and 2), in Child Labor (intermediate result 3), in Economic Policies and Institutions of the Labor Market and in Development Business and Vocational Training (intermediate result 4) as well as activities with workers (ACTRAV) and activities with employers (ACTEMP).
177. According to the members of the Project team, this support has been offered throughout the adjustment process in the Project design and also during execution, participating as speakers and sharing good practices and experiences from other countries in the region in the training workshops held; providing technical assistance to define the scope of outputs and activities; reviewing and suggesting improvements to the terms of reference (ToFR), partial or final documents/reports developed within the framework of the Project; and supporting the technical discussion with the ML. The Director has provided more strategic and political support to publicize ILO's intervention in the Dominican Republic. ACTEMP and ACTRAV played an important role in promoting the participation of employers' and workers' organizations in the adjustment process in the Project design. The Project team has also received programming, administrative and financial support.
178. The ILO intervention in the Dominican Republic has also received support from the Senior Specialist for Labor Administration, Inspection and Occupational Health and Safety (LABADMIN/OSH) at ILO Headquarters in Geneva. This support has taken the form of technical assistance and guidance on the scope and relevance of the outputs of the first two intermediate results; in suggestions to improve the partial or final reports; and in high-level missions to monitor activities.
179. As stated by the members of the Project team, they have had fluid and constant communication with USDOL during the design adjustment process and also during implementation. The team values the donor mainly for having detailed procedures and protocols (management, administrative, follow-up and monitoring), which facilitates and orders the work they do. In addition, because it has actively participated in the CMEP design workshop and throughout the process of defining the Project indicators and goals, and it has always supported the continuity of the Project, despite the many difficulties that have come up.

Articulation with other projects and institutions

180. In the last biennium, ILO has not executed any other project in the Dominican Republic, apart from the one that is the object of this evaluation, although it does carry out some technical assistance activities at the request of the ML, employers

and/or workers, financed with the own resources of the ILO Office in San José, or in labor migration issues for example.

181. The participation of other public institutions in the Project has occurred in the third and fourth intermediate results. In the third result, institutions such as the Vice Presidency of the Republic, PROSOLI, CONANI, the Attorney General's Office, the Ministry of Education have collaborated with the campaign "Throw your dart ...", proposing ideas on how to change the strategy based on COVID -19, in terms of messages, target population and means of dissemination. In addition, representatives from the Ministry of Education, the Ministry of Public Health, the Attorney General's Office, CONANI and PROSOLI participated in the training workshop on CL prevention and eradication aimed at the CDN. In the fourth result, INFOTEP, via its business advisers, is the one who has implemented SCORE in 28 companies. In addition, officials from this institution, as well as from CONADIS, the General Directorate of Special Programs of the Presidency and PROSOLI participated in training workshops on job prospecting and on modern trends in the integrated provision of SPE.
182. The evaluation considers that within the framework of the Project, a more coordinated work could be carried out with PROSOLI regarding output 1.3.2 (creation and maintenance of alliances to prevent CL) and output 1.4.1 (pilot program of employability for vulnerable populations). In the first case, because PROSOLI as part of its regular functions, conducts training in CL prevention and elimination of worst forms and removal of children and adolescents from CL. In the second case, because PROSOLI is very familiar with this type of intervention, since it has been implementing the "Progresando Unidos" initiative for 4 years to train young people from families living in poverty for employment and can facilitate access to the data (Unique System of Beneficiaries - SIUBEN) that registers vulnerable families throughout the country.
183. The Project team recognizes that one of the pending matters is to promote a rapprochement with PROSOLI but also with other public institutions linked to the agriculture and education sectors as well as international cooperation such as UNDP or the United Nations Children's Fund (UNICEF)⁶⁰. In this sense, they hope to establish in the following months these or other alliances that could contribute to the effectiveness or efficiency of the intervention with regard to the prevention and eradication of CL.

The CMEP as a tool to measure the progress in the compliance with outputs and results and facilitate the decision-making process (*question 13*)

184. The Project's CMEP has been conceived as a monitoring and evaluation tool, as well as for results management and institutional learning and accountability. The CMEP was developed during the second semester of 2019, with the participation of ILO (Project team and with the support of ILO Costa Rica specialists), the ML (the DPD) and USDOL. The final version of the CMEP was submitted to USDOL in late 2019 and approved by the donor in April 2020.
185. The scope of the CMEP is at the level of output and results indicators and, as shown in a previous section, very few have shown any level of progress to date. Therefore, the implementation of the CMEP is just beginning and it is still premature to confirm whether the entities responsible for collecting and verifying the information on compliance with the indicators (both the ML Directorates and the Project team) are fully complying with their roles. For the same reason, it cannot be said that the

⁶⁰ There was already an initial approach with UNDP because said institution is also executing a job placement project similar to the one intended to be carried out in the Project's product 1.4.1, although aimed at people with disabilities.

CMEP is helping evidence-based decision-making or that it has become an instrument for knowledge management and learning.

186. However, as mentioned by the Project team, there are some difficulties on the part of the ML to collect the “baseline” information on some output indicators, even though they actively participated in their development. Specifically, in the indicator of the general objective ("UPA that comply with the working conditions") and the first intermediate result ("Inspection Reports that meet quality criteria"), the ML indicates that it implies access to sensitive information and to a certain extent confidential, so the measurement of the values will have to be carried out by ML staff or the Project team, without the intervention of external ILO collaborators.
187. From its design, the Project contemplated carrying out a Pre-Situation Analysis study to identify challenges and opportunities, key partners and the most appropriate strategies to maximize the achievement of the Project's outputs and results. The study will include a risk analysis in the pilot on employability (at the suggestion of USDOL), which will be one of the inputs to prepare the training program proposal, as well as the measurement of the baseline value of one of the indicators of intermediate result 1.3 of the Project ("Percentage of entities that make up the CDN and the CDL that incorporate as a line of activity within their institutional plans and/or common agenda, the prevention and eradication of CL").
188. The other study anticipated in the design is one of Knowledge, Attitudes and Practices (CAP) of different actors on CL and adolescents in the agricultural sector in the provinces in which the Project intervenes, which helps to guide and measure the effects of the awareness and information initiatives on prevention and eradication of CL that the Project intends to carry out. However, to date it has not been carried out, which limits its usefulness since the best thing would have been to carry it out at the beginning of the Project or at least before the "Throw your dart ..." campaign, which has only recently been launched a little over a month ago.

Advantages and disadvantages of working with ILO, from the perspective of the constituents and *(question 14)*

189. According to what was stated by the officials interviewed, the ML has previously worked with the ILO on projects aimed at strengthening the capacities of the ML in labor inspection, such as the Global BRIDGE Project. Likewise, with regard to CL, they have worked on a project to strengthen the Strategy for the Prevention and Eradication of IT 2013-2015 and on others for the prevention and eradication of CL in agricultural sub-sectors, and currently ILO supports the participation of the Dominican Republic in the Regional Initiative for Latin America and the Caribbean Free of Child Labor.
190. The ML, according to the officials interviewed, has also worked with other international cooperation agencies in different thematic areas:
- Prevention and eradication of CL, with “Plan Internacional” and World Vision. The latter has supported the ML in the development of a Diploma aimed at institutions that make up the CDN and the CDL on ILO Conventions 138 and 182.
 - Equal opportunities and non-discrimination, with the Spanish Agency for International Development Cooperation (AECID) to promote the Strategic Plan for Equal Opportunities and Labor Discrimination.
 - Education and professional technical training, with the ProETP I and II Project (currently in execution), financed by AECID and the EU. With these projects, regulations are being drawn up for the implementation of the National Qualifications Framework.
 - Information systems. As part of ProETP II, a project to strengthen the Information

System is being carried out, and in the case of the ML, it is the Integrated System of Labor Records (SIRLA).

- Other areas such as youth employment (with the World Bank - WB, IDB), OSH (with AECID, in a project that seeks to train analysts in audits to implement OSH) and labor migration (with the International Organization for Migration - IOM and the United Nations High Commissioner for Refugees - UNHCR).
191. The interviewed representatives of employers' and workers' organizations also stated that they had worked before with other ILO projects (on prevention and eradication of CL) of the EU; and in the case of the trade union associations, also with AECID (on strengthening women trade unionists) and with cooperation agencies from European countries such as Sweden, Denmark and Belgium (on institutional strengthening and formalization). Meanwhile, INFOTEP also carried out with the Japan International Cooperation Agency (JICA) a project to improve the quality and productivity of small and medium-sized enterprises. While PROSOLI has also worked with the IDB.
192. According to the ML officials interviewed, the aspects that they value most about working with the ILO are the following:
- The quality of the content and of the speakers in the educational/training actions and their participation in the workshops increases the quality of the debates and discussion.
 - Their openness and permanent availability to interact and support the ML when required, their personalized accompaniment, their proactivity.
 - Their extensive experience in technical support in projects in different countries of the region and in the Dominican Republic, in different topics such as inspections, prevention and eradication of CL, and in strengthening labor statistics based on administrative records.
193. In these interviews, the ML officials interviewed also identified areas for improvement in the ILO's work:
- Lighten supplier-hiring processes: with the Project, the hiring of the person who will develop the new SEMC is taking a long time. According to the interviewees, this has not happened, for example, with the SIRLA improvement project, which is more dynamic in its administrative processes.
 - Given that the ML has budgetary limitations for the acquisition of goods and equipment, ILO could include equipment to put into practice what has been learned, in addition to capacity training. This is done, for example, in the ProETP II project, which allocates an amount to institutional strengthening in equipment and goods⁶¹.
 - Support not only Inspections since, although they are the most visible face of the ML, there are also other Directorates/Departments of the ML that are important to maintain labor peace.
194. The interviewed representatives of the trade union associations appreciate that ILO invites them to participate in discussion events, seminars and workshops. Furthermore, that it promotes social dialogue, although it is not always embodied in agreements. One of the people interviewed also states that ILO does not seek to influence internal issues of the unions or interfere; another, that it is a positive reference for workers, who use as an argument for bargaining with employers that

⁶¹ On this point, it should be noted that ILO, within the framework of the Project, intends to endow the 11 selected provinces with equipment once the new SEMC is operational. Possibly the appreciation of the official of the LM is influenced by the fact that this provision of equipment has not yet been made.

certain practices are at odds with ILO standards and conventions; and a third person said that ILO always gives priority to the prevention and eradication of CL.

195. However, the same sources also stated that ILO tends to support government institutions more and employers' and workers' organizations less, and they consider it important that, just as the Project revolves around strengthening the ML, there should be another project to do the same with the strengthening of the trade union associations. One of the interviewees also requested that ILO share information more regularly on the progress of the Project.
196. INFOTEP values the role of ILO as a permanent advisor, the quality of its training, direct and fluid communication with them, and their availability to answer questions. They also consider it important that they share the same objectives as INFOTEP, “*speak the same language*”, and participate in the same spaces (for example, the Professional Training Network). They also point out that the work articulated with ILO is not only with the Project, but is long-standing and is based on good personal relationships with its officials but above all on good institutional relations, which is favorable for the sustainability of joint initiatives between both institutions.
197. USDOL values mainly the institutional knowledge of ILO and its role as experts and referents in CL matters. In addition, its tripartite nature that allows interested parties to be convened and the participation and collaboration not only of the Project team but also of the officials of the ILO Country Office for Central America, Panama, Haiti and the Dominican Republic, based in Costa Rica, as well as the ILO Headquarters in Geneva.

4.5. Orientation towards the impact and sustainability of the Project⁶²

The evaluation rates the orientation towards the impact and sustainability of the Project as medium-high. Most of the activities have yet to initiate or conclude and, therefore, materialize the different outcomes that the Project contemplates, so it is premature to estimate whether the results will be achieved at the end of the Project. However, if these are met, the evaluation considers that there are factors that would favor the sustainability of the Project, such as the formal commitment of the LM to maintain the new SEMC, expand it, expand its use and demand that the entire labor inspectorate use the system; and the permanent implementation, as part of the regular functions of the LM, of training programs on labor regulations for inspectors and on CL aimed at officials of the LM, and also, under the responsibility of the LM and/or INFOTEP, the programs for employability of vulnerable families and of SCORE in the companies.

Achievement prospects of the expected results in terms of strengthening the ML capacities and prospects for the realization and consolidation of strategic alliances between the Ministry of Labor and other institutions involved in the prevention and eradication of child labor (question 15)

198. Next, the outputs that need to be specified are identified so that the result indicators can be met and how much the evaluation considers it is possible that this will occur within the term of the Project (that is, by August 2021).

⁶² This sub-section answers the 3 questions corresponding to the criterion of orientation towards impact and sustainability, set out in the Guidelines for evaluation questions (see Annex 2a).

199. Regarding the adoption of improved systems, tools and instruments by the ML (result 1.1), compliance with the expected indicator of the result implies that the compendium must first be prepared with the Inspection Manual and other instruments used by the ML (output 1.1.1), and develop the new SEMC and train inspectors in its use (output 1.1.2), and develop the Training Program on labor regulations for inspectors (output 1.2.1). The evaluation foresees that the most complicated to specify in the execution period of the Project is output 1.1.2.
200. This indicator of result 1.1 is one of the most relevant for the purposes of fulfilling the general objective of the Project since the preparation of quality inspection reports (that is, with a basic structure that includes the account of the facts, the content of the testimonies and the opinion of the inspectors on the existence of the violation; with a coherent and clear wording; and that denotes a comprehensive approach to the problems using different primary sources and means of verification) is the basis for the imposition of coercive measures by the Public Prosecutor and the Judiciary.
201. Regarding the strengthening of the capacities of the different Directorates/areas of the ML (result 1.2), compliance with the expected indicator of the result implies developing training programs on labor regulations for labor inspectors (output 1.2.1) and on CL aimed at ML officials and other socio-labor actors (output 1.2.3), and also carry out activities to strengthen the capacities of DGHS staff (output 1.2.2). The evaluation foresees that the most difficult to specify is the latter because to date none of the planned activities have been carried out.
202. Regarding the upshot and consolidation of strategic alliances between the ML and other institutions involved in the prevention and eradication of CL (result 1.3), compliance with the expected indicator of the result implies that inter-institutional alliances with specific objectives must first be generated, create a network of employers against CL, strengthen the Inter-Union Committee to Fight Child Labor, as well as the CDN and the CDL (output 1.3.2 and 1.3.3). The evaluation foresees that it is difficult for both outputs to be achieved within the execution period of the Project.
203. Regarding the implementation of strategies to improve the employability of vulnerable families and the productivity and working conditions in small and medium-sized enterprises, through pilot programs (result 1.4), compliance with the first expected indicator of the result implies that first the pilot program (output 1.4.1) should be carried out. Meanwhile, the fulfillment of the other two indicators of the result requires that the virtual completion of the implementation of Module 3. The evaluation foresees that the most complicated to specify in the execution period of the Project is the output 1.4.1.

Chart 6. Identification of outputs necessary for achieving the indicators of the Intermediate Results of the Project and the possibility that the outputs materialize in the execution timeframe of the Project.

Intermediate Result	Result Indicator and goal	Project Output necessary for achieving the Result Indicator	Possibilities that the Output will materialize in the execution timeframe of the Project (August 2021) 1/
Result 1.1. Improved systems, tools and	Percentage of labor inspection case reports	Output 1.1.1	

instruments adopted by the Ministry of Labor	submitted by inspectors for review by supervisors that meet the quality criteria established by the ML	Output 1.1.2	
Intermediate Result 1.2 Better knowledge to enforce the legal framework with an emphasis on the agricultural sector shown by the Ministry of Labor	Percentage of inspectors and other ML officials who improve their knowledge of the application of labor regulations with an emphasis on the agricultural sector after receiving training - <u>Target 70%</u>	Output 1.2.1	
		Output 1.2.2	
		Output 1.2.3	
Intermediate Result 1.3 Improved implementation of institutional initiatives related to acceptable conditions of work and child labor by key actors	Percentage of entities that are part of the CDN and the CDL (local government in the target provinces) that incorporate the Prevention and Eradication of Child Labor as a line of activity within their institutional plans and/or common agenda - <u>Goal 80%</u>	Output 1.3.2	
		Output 1.3.3	
Intermediate Result 1.4 Innovative strategies to improve job opportunities, working conditions and productivity, piloted.	Percentage of people trained with project support that enter the labor market after completing job training and intermediation services - <u>Target 50%</u>	Output 1.4.1	
		Output 1.4.2	
	Percentage of companies with improved productivity after the implementation of the SCORE Methodology - <u>Goal 80%</u>		
	Percentage of companies with better working conditions after applying the SCORE Methodology - <u>Goal 80%</u>		

1 / Green means high chance and red low chance. The evaluation considers that the possibility of an output being materialized depends on various factors such as the amount, size and estimated duration of the activities it includes, how many of them have already been carried out or at least started, if there is already an agreement between ML and ILO on its scope and/or start date, among others.

204. In the indicators of the first three intermediate results, the design foresaw the establishment of a baseline to calculate the “initial” values that can then be compared

with the “final” values. However, despite the fact that more than a year has passed since the Project began, these values have not yet been calculated. Regarding the first result, it was planned to take a random sample of 50 reports to make the estimate, but for the reasons mentioned in one of the preceding sections this has not yet materialized. In the second result, it was contemplated to apply entry and exit tests on knowledge in labor regulations to inspectors and officials of the DGHS and DTI. In the third result, the estimate of the base value will be made as part of the Pre-Situation Analysis, which is expected to be carried out in the last quarter of this year, specifically reviewing the planning documents at the central level for the year 2020 of all entities that make up the CDN and the CDL and identify CL prevention and/or eradication activities in them.

Perspectives of sustainability of the results of the Project, of expansion of the scope of the pilot programs with families and companies, and of Project initiatives that may be transferable to the Ministry of Labor (question 16).

205. Regarding the first result, with the Project it is expected that the new SEMC will be installed on a server that allows handling all the information at the national level and that it will be ready to be implemented in the 11 selected provinces (including Greater Santo Domingo). A positive aspect, in order to take advantage of this new System, is that in February 2020, the ML expressed, through an official letter addressed to USDOL, its commitment to maintain the new SEMC; expand it, expand its use and maintenance to reach local offices throughout the country; and require that all labor inspectorates use the system.
206. Regarding the second result, the fact that the Training Programs on labor regulations for labor inspectors and on CL aimed at officials of the ML and other socio-labor stakeholders would also favor sustainability, will remain as a permanent tool of the ML, who will be able to carry them out as part of their regular training, that is, their implementation is not subject to the useful life of the Project. In the case of the first Program, the idea is that it can also serve as an input so that applicants for inspectors can improve their knowledge and can perform better in the exams to access the position. It should be noted that the DI, according to its representative who was interviewed, intends to create a School in the Directorate, and it has already been proposed to the Public Administration. If this takes place, it would also be an element that would favor the sustainability of the Project.
207. One aspect (not contemplated in the Project design) that would favor the achievement of the Project's result is that the ML can hire a greater number of inspectors. In this regard, it is positive that the ML has hired approximately 60 new inspectors in the 2018-2019 biennium, of which 40% are women. Meanwhile, one aspect (not explicitly considered in the design of the Project) that would contribute to the general objective is to make the necessary adjustments to the legal regulations to reinforce the sanctioning procedure to ensure that the working conditions that gave rise to the sanction are effectively improved. However, during the execution of the Project, no relevant regulatory changes have taken place in this regard.
208. Regarding the third result, the people interviewed from the trade union associations agree that the Inter-Union Committee is not financially sustainable. This means that, without support from ILO or other sources, they do not have a budget, for example to maintain work teams in the provinces (some have already been deactivated), to support a Technical Secretariat that monitors the Committee's agreements, to carry out awareness campaigns for workers and in general any activity related to the prevention and eradication of CL, even more so if it is wants to reach the areas furthest from the capital of the provinces. This situation threatens the sustainability of the intervention.

209. In the same way, according to the interviews with the representatives of the LLR, currently the CDN, the CDL and the CV present the following limitations: (a) they do not have a regular budget to carry out operations outside the capital of the province, (b) their offices lack basic furniture and equipment, (c) the attorneys and judges who review CL cases detected do not always proceed promptly, sometimes cases are closed and those responsible are not punished, and (d)) in some provinces, the participation of the Ministry of Education or of the trade unions is not very active. All these factors are obstacles for these spaces to apply a strategic approach articulated with related policies to address the prevention and eradication of CL and, therefore, also limit the sustainability of the Project.
210. Regarding the fourth result, it is expected that the pilot program for the employability of vulnerable families will allow the identification of lessons learned and good practices on prospective analysis, the identification of gaps between labor demand and training supply, mechanisms to promote the employability of the vulnerable population, redesigning training offerings in the area, inter-institutional coordination; and, based on this, to be able to build strategies (and, in the medium/long term, policies) to promote employment aimed at vulnerable families at risk of CL, which have a greater geographic and sectoral scope.
211. Another favorable element for the sustainability of the intervention is that based on its design, it included the participation of INFOTEP, an institution with human and financial resources, a territorial presence throughout the country, and a wide network of private training providers. In addition, in practice, INFOTEP has been playing a proactive role in the implementation of SCORE, which is reflected in the fact that in addition to what they have done in the Project, since 2018, INFOTEP has carried out four workshops on Module 1 aimed at 29 companies, and that they have recently inaugurated a School of Trainers and have included SCORE therein. In addition, 5 of the INFOTEP advisors who have accompanied the companies in the implementation of SCORE, once they complete training in Module 3 of SCORE, they will be able to be certified as *Master Trainer*. All these elements configure a favorable scenario to create and implement a model for the sustainable provision of the SCORE methodology in the Dominican Republic.
212. The elements identified that *a priori* would favor the sustainability of the intervention, especially in the second and fourth intermediate results, respond to a USDOL and ILO strategy to ensure that the activities and outputs are aligned to the needs and priorities of the institutions; and that these institutions (ML, INFOTEP), once the Project is completed, permanently implement, as part of their regular duties, training programs on labor regulations for labor inspectors and on CL aimed at officials of the ML as well as programs for the employability of vulnerable families and for the implementation of SCORE in the businesses.
213. Regarding the budget assigned to the ML and other public institutions for 2021, in the second half of this year, the budget allocation process to all sectors has been developed and it is expected that by the end of the year it will be known which budget will be available to each sector⁶³. The amount assigned to the ML will be a decisive factor in establishing how much they can invest in the future in the different thematic areas in which the Project has worked, and in turn, this will contribute or not to the sustainability of the intervention.
214. The recent change of administration in the Dominican Republic is an element of context that must be taken into account when analyzing the sustainability of the Project, even more so, considering that after 16 years there has been a change in

⁶³ The Ministry of Education is the only one that has a fixed budget established by law, which is equivalent to 4% of the GDP.

the governing party. It is still too early to establish how high a priority the thematic areas that have been worked on with the Project are for the new authorities.

215. A change of administration can always have consequences regarding the continuity or not of the officials of public institutions, which is precisely one of the aspects (not contemplated in the Project design) that the evaluation considered important so that the Project can achieve the result of improving the strategic enforcement of labor legislation by the ML. In this regard, since the second half of August 2020, the ML has a new Minister and new Vice Ministers, but those responsible for the Directorates/Departments that participate in the Project as well as those of the LLR remain. Officials who work in these Directorates/Departments also remain, which is mainly explained because the majority are career graduates (they have obtained their positions through a competitive selection process), which gives them job stability. One of the interviewees of the ML pointed out that it is one of the first institutions that was incorporated into the administrative career law and that almost 80% of its workers are under this modality.
216. Nevertheless, the change of administration could generate some changes in the authorities of the public institutions that make up the CDN and/or the CDL. If so, the content and scope of the Project should be informed to the new authorities and their involvement with it should be encouraged, which may further delay the activities foreseen in the third intermediate result of the Project.

Implication of COVID-19 in the priorities of the constituents with regard to compliance with the labor legislation and the improvement of working conditions for the workers (question 17)

217. The COVID-19 pandemic will have effects on the various thematic areas that the Project is working on: CL, OSH, inspections and employment. These effects should be reflected in the prioritization of the expected results in current and future ILO interventions in the Dominican Republic.
218. Regarding CL, the strategies and actions aimed at preventing and/or eradicating CL are becoming more important, since as a result of the pandemic, there will be many job losses and income reductions in the population, so that some families (especially the most vulnerable) will turn to their underage children to work, as a strategy to try to reverse this situation⁶⁴. Against this background, some of the people interviewed from the ILO Office in Costa Rica consider it important to promote greater job opportunities for the adult population through employment programs, raising awareness about and being more sensitive towards the risks of CL, in order to reduce social tolerance; greater protection of permitted adolescent work. They also suggest developing and disseminating studies or technical notes that evidence the negative effects of the pandemic in the increase of CL.
219. Since the pandemic, OSH protocols have been modified in companies in various sectors⁶⁵. This warrants adjusting the protocols and guidelines used by officials of Inspections and the DGHS of the ML to verify OSH conditions; likewise, the content of the training sessions for the officials of both Directorates. Some people interviewed from the ML, the Project team and the ILO Office in Costa Rica, agree that ILO's intervention could be extended to other sectors, in addition to agriculture, for example textiles (in which chemical substances are also used) or tourism. The modification of the OSH protocols also warrants adjusting Module 5 of SCORE for when it is implemented again in companies, after the end of the Project.

⁶⁴ Another reason why the pandemic may increase CL is that at this time the JEE are not working. They ensured that children and adolescents stayed in school until 4 in the afternoon.

⁶⁵ The Ministry of Public Health developed an OSH framework protocol, based on which the LM made its own, which in turn serves as a reference for companies, including the smallest ones, to develop their protocols.

220. The pandemic has also made inspections more focused, mainly on OSH issues and at the request of employers, which should be taken into account in future training actions for inspectors. It should also be considered that since the pandemic there will possibly be more cases of workers who receive a salary below the minimum wage, even consented by themselves under the logic that in this context it is better to receive something than nothing at all.
221. Finally, the most vulnerable workers such as young people, women, and informal workers (who are the vast majority in the agricultural sector) will need special support in terms of their job reinsertion, as they will be particularly affected by the effects of the pandemic.
222. In each interview or discussion group, the informants were asked what the short and medium-term priorities should be in relation to the thematic areas that have been the subject of this evaluation, to give continuity to what has been advanced or what is planned to advance with the Project. These priorities are listed in the last recommendation and can serve as input for defining the scope of future ILO intervention in the Dominican Republic as they reflect the needs of the constituents.

5. Conclusions, lessons learned, good practices and recommendations

5.1. Conclusions

Project Relevance

Relevance

1. The Project is highly relevant because it takes into account the needs of the ML to improve the strategic enforcement of labor legislation, because it seeks to contribute to improving working conditions in a sector (agriculture) that concentrates a significant number of workers, and because It is aligned with national planning tools (Agenda 2030 Dominican Republic, END 2030, PEI of the ML 2017-2020) and the ILO (Program and Budget 2020-2021) and the ILO (ILO Program and Budget 2020-2021). In addition, it takes on special importance in the current context of a pandemic, which will have effects on various thematic areas that the Project works on, such as CL, OSH, inspections and employment.

Validity of the design

2. The design of the Project is coherent and valid since the outputs, results and objective of the Project are aligned with each other; the indicators adequately reflect what the Project seeks to achieve; It seeks to strengthen the inspection system through a double strategy of improving the individual capacities of the inspectors and the institutional capacities of the DI. Aspects that, a priori, should favor the sustainability of the Project were considered. In addition, the CMEP is an adequate instrument for monitoring, evaluation and results management, to measure progress in the fulfillment of outputs and results.
3. However, in the design of the Project, it was necessary to include at the output level, a study on the prevalence of CL and on the labor conditions of the adolescents in CL situations in the agricultural sector and the development of a Policy for the prevention and eradication of CL, and/or the update of the National Strategic Plan for the Eradication of the worst forms of CL in the Dominican Republic, as well as intervention assumptions, the compliance with which would contribute to the outcome and objective of the Project. Additionally, a greater participation of employers and workers could have been envisaged in the first, second and fourth intermediate results, and a comprehensive strategy to address the gender equality and non-discrimination approach.

Effectiveness

4. The main advances that contribute to the result of the Project to improve the strategic enforcement of labor laws by the ML and/or to the objective of improving workers' working conditions, have been the design of the new SEMC software, which stands out for its compatibility with other ML databases, for being a more user-friendly system and because it will be able to be used online; inspector training, which stands out for its national scope and for having prioritized the inspectors who joined in 2018; the CL campaign, which combines various media to spread its messages; and the implementation of the SCORE methodology in 28 companies.
5. The main delays towards achieving the result of the Project are the development

of the new SEMC; the design of the Institutional Statistical System; the strengthening of the DGHS; the establishment of alliances with entities that work in the prevention and/or eradication of CL; and the strengthening of the CDL and the Inter-Union Committee to Fight Child Labor. One of the main factors that explains these delays is the pandemic, which has caused the postponement or suspension of many activities, but some outputs such as the design of the Institutional Statistical System and the strengthening of the DGHS have been delayed because ILO and the ML have not agreed on the scope of the intervention or the specific contribution of ILO.

6. The gender equality approach has been reflected in the significant number of women participating in the training activities carried out by the Project and in the implementation of SCORE. On the other hand, no actions have been developed (it was not envisaged in the design) to promote compliance with labor laws of non-discrimination, to make visible the gender inequalities that influence the CL of girls and adolescent women, or to take better advantage of the role that adult women can play in the prevention and eradication of CL. Nor have alliances been fostered with government institutions responsible for guaranteeing gender equality.
7. In the implementation of the Project, the participation of employers' and workers' organizations has been very low, even in the third intermediate result, where they had been expected to participate. In relation to the COVID-19 pandemic, the Project, beyond the virtualization of certain activities, has not yet implemented actions to respond to this new context, such as adjusting the content of training for inspectors and analysts of the DGHS, prioritizing the provinces most affected by COVID-19 and/or prioritizing in supply and demand mappings the identification of sectors with rapid growth potential.

Efficiency

8. To achieve the aforementioned progress at the level of activities and outputs, the support received by the Project team from the Director and specialists from the ILO Country Office for Central America, Panama, Haiti and the Dominican Republic based in Costa Rica has been important, and also from the Central Headquarters in Geneva, as well as the coordinated work with the ML, as the main beneficiary and partner of the Project, and the fluid and constant communication with USDOL.
9. However, the evaluation considers that the wide knowledge and experience of the ILO, both institutional and of the Project team, could be better used in the main thematic areas involved in the Project intervention (inspections, statistics, OSH, CL). It also considers that PROSOLI and other institutions in the agriculture and education sectors could have a more active participation in the implementation of the third and fourth intermediate results, just as INFOTEP is having in the implementation of the SCORE methodology.

Orientation towards impact and sustainability

10. It is estimated that it is unlikely that in the time remaining to finalize the Project, outputs that are necessary for the achievement of the expected results will materialize, such as the development of the new SEMC (linked to the first intermediate result), the implementation of the training programs for the DGHS (second result), the establishment of inter-institutional alliances to prevent and eradicate CL, and the strengthening of the Inter-Union Committee to Fight Child

Labor, as well as the CDL (third result), and the implementation of the pilot program of labor insertion for vulnerable families (fourth result). This estimate mainly takes into account the amount, size and estimated duration of the activities it includes, how many of them have already been carried out or at least initiated, and whether or not there is already an agreement between the ML and ILO on their scope and/or start date.

11. If the expected results are fulfilled, there are factors that would favor the sustainability of the Project, such as the formal commitment of the ML to maintain the new SEMC, expand it, expand its use and require that all labor inspectorates use the system; and the permanent implementation, as part of the regular functions of the ML, of training programs on labor regulations for inspectors and on CL aimed at officials of the ML, and also, by the ML and/or INFOTEP, of the programs for labor insertion of vulnerable families and of SCORE in the companies. Regarding the latter, the sustainable provision of the SCORE methodology is also favored by the active participation that INFOTEP has had in the Project, an institution with significant human and financial resources, a presence throughout the country with a wide network of private training providers and with 5 advisors who will soon be certified as *Master Trainer* in SCORE.
12. A fact outside the Project that may favor the achievement of the result is that the ML has hired approximately 60 new inspectors in the 2018-2019 biennium. It is also positive for the sustainability of the Project that with the new administration there has not been any change, to date, in the managers and workers of the Directorates/Departments that participate in the Project, as well as of the LLR, because the majority are career officers, which gives them job stability. On the other hand, there has been no regulatory change in recent years to reinforce the ML sanctioning procedure for companies to ensure that the working conditions that gave rise to the sanction are effectively improved, which would be positive for the fulfilment of the Project's objective.

5.2. Lessons Learned

1. It is important that the ILO, donors and constituents maintain fluid communication from the moment the ILO is selected to implement a project. For this, it is necessary for the ILO to inform donors and constituents about the main characteristics of the programming, design and implementation of the projects it executes.
 - There are differences between an ILO project document (PRODOC) and a concept note, in terms of structure, content and preparation process. Regarding the latter, the PRODOC must take into account the needs of the constituents, for which they are consulted (in the case of employers 'and workers' organizations, this is done through ACTEMP and ACTRAV respectively).
 - Once PRODOC is approved and before starting the implementation of a project, the ILO carries out actions to inform, socialize, sensitize and engage the constituents so that they have an active participation in it. Although this may lengthen the project start date, it is an indispensable condition because it represents the implementation of tripartism, which in turn is the essence of the ILO and because a priori it should favor the effectiveness, efficiency and sustainability of the intervention.
 - The direct beneficiaries of ILO projects are generally the Ministries of Labor, employers 'organizations and / or workers' organizations, who are also often the partners of the ILO intervention. Meanwhile, the final beneficiaries can be vulnerable groups of the population, families, workers, companies, among others.

- There are ILO projects in which the execution modality includes the transfer of resources so that the partners can directly implement some of the planned activities. When this does not occur, as is the case with the project that is the subject of this evaluation, execution is the responsibility of the ILO, in collaboration and permanent consultation with the intervention partners.
2. The main lessons learned from the SCORE implementation pilot program are: (a) the commitment and involvement of Senior Management of the companies that implement SCORE is essential because it is the one that has the resources to achieve the desired results, (b) the importance of generating a culture of standardization and continuous improvement in employees, and (c) the importance of involving all areas of the company in the development and implementation of improvement plans.
 3. In a pandemic context, the Project's decision to virtualize certain activities is adequate and efficient. However, it should be taken into account that not all public institutions have available virtual infrastructure (PC, electricity, internet access, speed connection) and/or “virtual culture” (basic knowledge about ICT, willingness to learn), which may, for example, limit the coverage of training actions to CDL members or to the vulnerable population that will benefit from the pilot training program for job placement.

5.3. Good practices

1. The Project has taken advantage of and complemented the progress made by other ILO projects/programs such as the Global BRIDGE Project and the Project “Improvement of working conditions in the banana sector”, both with regard to the strengthening of inspections (results 1.1 and 1.2 of the Project) as well as the improvement of productivity in companies by applying the SCORE methodology (result 1.4 of the Project).
2. The indicators of the objective and the intermediate results of the Project reflect what the Project seeks to achieve, to what it seeks to contribute, and the output indicators reflect the main strategies to be used to strengthen capacities and improve/modernize the systems, tools and instruments. The tools provided to collect information on the value of the indicators are appropriate and it is considered fitting that the responsibility for collecting the information is shared between the ILO Project team and the officials of the different Directorates/Departments of the ML , and that of verifying the information falls exclusively on the Project Monitoring and Evaluation Officer.
3. From the design of the Project, strategies were considered that, *a priori*, favor the sustainability of the Project, such as the permanent implementation, as part of the regular functions of the ML, of training programs on labor regulations for inspectors and on IT aimed at officials of the ML, and also the permanent implementation, in charge of the ML and/or INFOTEP, of programs for job insertion of vulnerable families and SCORE in companies.
4. The information and awareness campaign "Throw your dart against child labor" combines various means to spread its messages: (a) radio spots, (b) social networks (*Facebook, twitter, Instagram* of the ML and other institutions), (c) banners, posters, office supplies kit and other merchandising items, (d) megaphone advertising in agricultural areas, (e) participation of *influencers*, (f) face-to-face visits to companies in the agricultural sector, especially informal ones, and (g) visits to schools.

5.4 Recommendations⁶⁶.

1. ILO and the ML reach agreements on the following topics: (a) the Project activities that must continue or start in the next 4 to 5 months; (b) the scope of the outputs that are relevant to specify for the achievement of the result and objective of the Project but the progress of which up to now is practically nil; (c) updating the work plan, identifying those activities and outputs that will not be able to be carried out during the execution period of the Project; and (d) the roles to be played during the remainder of the Project.
 - Regarding the first point, it is suggested that the activities be those: (a) that are more closely linked to the fulfillment of the result and objective of the Project, (b) the performance of which is a requirement to carry out other activities of the Project, (c) in which there is already an agreement between the ML and the ILO on its scope, and/or (d) which are of significant relative importance in budgetary terms. The evaluation considers that the activities that meet these requirements are:
 - In the first intermediate result, the harmonization and integration in a single compendium of the Inspection Manual with the action protocols of other areas / directorates / departments of the ML; the start of the development of the new SEMC; and the update of the SICET.
 - In the second intermediate result, the development of training programs on labor regulations aimed at labor inspectors and on CL aimed at officials of the ML and other socio-labor actors. It is important that these Programs include strategies and instruments to measure the learning of those who receive it, such as entry/exit tests and, better still, medium-term monitoring of individual changes generated in professional performance (at the level of skills and attitudes).
 - In the third intermediate result, the implementation of the campaign "Throw your dart against child labor", the strengthening of the CDL and the Inter-Union Committee to Fight Child Labor, and the development of strategic alliances with employers, workers and others institutions.
 - In the fourth intermediate result, the mapping of the supply and demand of employment and technical training in the three provinces where the pilot program of job insertion for vulnerable families will be carried out, and the online implementation of Module 3 SCORE in companies.
 - Regarding the second point, the outputs that are relevant for the achievement of the result and objective, but that until now have had practically no progress are: (a) development of the Institutional Statistical System and (b) strengthening of the DGHS. The delimitation of the scope of these outputs must mainly take into account the deadlines and available budget.
 - Regarding the third point, as a result of the update of the work plan and the identification of the activities and outputs that will not be able to materialize in the Project execution period, an extension of the term would be officially requested from USDOL, specifying the suggested period and what activities and outputs would be carried out or concluded during said extension.
 - Regarding the fourth point, the evaluation considers that the role of ILO is to be the executor of the Project and provider of technical assistance to the constituents; the role of the ML is to be the beneficiary and main partner of the Project; and the role of the employers and workers is to be sources of consultation and also as beneficiaries in some outputs and of the third intermediate result.

⁶⁶ The first 6 recommendations seek to contribute to the Project being able to specify the outputs and, above all, achieve the expected results, while the last one is aimed at the intervention of ILO after the Project

- The recent change of administration in the country has brought about changes in the ML at the Minister and Vice Ministers level and, in this sense, the evaluation considers it a good opportunity for ILO and the ML to meet formally to discuss and reach agreements on the points mentioned in this recommendation or others that they deem relevant.

Whom is this addressed to?	Level of prioritization	Term	Level of resource implication	Conclusion, lesson learned or good practice to which it is linked
ILO and the ML	Very high priority	Very short term	Low implication of resources	Conclusion 5 and 10

2. Use the CMEP as a monitoring and management tool to measure the level of progress in the outputs and results and to facilitate the decision-making process based on evidence. Likewise, carry out the Pre-Situation Analysis study to calculate the baseline value of one of the indicators of result 1.3 of the Project and to carry out the CAP Study of different actors on CL and adolescents in the agricultural sector in the provinces in which the Project intervenes or, alternatively, a study that measures the impact of the campaign “Throw your dart against child labor”.

- Although the CAP Study or the study that measures the impact of the campaign are not explicitly linked to any of the indicators contemplated in the CMEP, they would be very useful to measure awareness and information initiatives on prevention and eradication of CL that the Project is carrying out and to fine-tune the contents and strategies of the ones planned for next year.

Whom is this addressed to?	Level of prioritization	Term	Level of resource implication	Conclusion, lesson learned or good practice to which it is linked
ILO and the ML	Very high priority	Very short term	Medium implication of resources	Conclusion 2

3. Regarding the strengthening of the Inter-Union Committee to Fight Child Labor (result 1.3), it is recommended: (a) to train the representatives of the trade union associations and farming organizations in the prevention and eradication of CL: human rights, youth, migration, social security, ILO Conventions 138 and 182, Sustainable Development Goals and government commitments; (b) increase their capacities to prepare project proposals and access financing sources; and (c) support them with the use of social networks and the creation of web pages, so that they are able to carry out awareness-raising campaigns directed at workers.

Whom is this addressed to?	Level of prioritization	Term	Level of resource implication	Conclusion, lesson learned or good practice to which it is linked
ILO and the workers' organizations	High priority	Short term	Medium implication of resources	Conclusion 5 and 10

4. Establish alliances with other institutions to generate greater effectiveness and efficiency in the intervention of the Project in the prevention and eradication of CL (result 1.3) and carrying out the pilot program for the job insertion of vulnerable families (result 1.4) .

- Regarding CL prevention and eradication actions, it is suggested to establish alliances with PROSOLI, with other public institutions linked to the agriculture and education sectors, employers' organizations and with international cooperation institutions such as UNDP or UNICEF. In addition, identify and use the experiences of other countries that work in this manner.
- Regarding the pilot program for job insertion, it is recommended to establish strategic alliances with INFOTEP and PROSOLI to: (a) participate in the intervention as providers of technical training and/or in the identification of beneficiaries (in the case of PROSOLI, through SIUBEN); (b) that they share good practices and lessons learned from similar experiences (such as that of "Progresando Unidos" in the case of PROSOLI); (c) given the possibility that the training is semi-face-to-face and that the vulnerable population does not have the appropriate virtual infrastructure available (PC, electricity, internet access, speed of connection), evaluate the possibility of taking advantage of their facilities and virtual infrastructure at national level.

Whom is this addressed to?	Level of prioritization	Term	Level of resource implication	Conclusion, lesson learned or good practice to which it is linked
ILO and the ML	High priority	Short term	Low implication of resources	Conclusion 9

5. For a better response to the context of the pandemic, it is suggested that the training actions or other activities carried out by the Project virtually with the inspectors or other officials of the ML and other institutions take into account (insofar as to schedules, duration, methodology) the need of these people, especially women, to reconcile household responsibilities with their active participation in these training actions. Likewise, it is suggested: (a) to adjust the content of the training for inspectors and analysts of the DGHS in relation to OSH, taking into account the protocols that apply in the current context of pandemic; (b) training for DGHS analysts and output 1.2.2 activities may place emphasis not only on the agricultural sector but on others such as textiles or tourism; (c) the CL Training Program for CDL prioritizes the provinces selected by the Project that have been most affected by COVID 19; (d) the supply and demand mappings necessary for the pilot program of employability, to identify sectors with potential for rapid growth in the context of a pandemic, and (e) to adjust the Module 5 of SCORE (OSH) for when it is implemented again in companies, after the end of the Project.

Whom is this addressed to?	Level of prioritization	Term	Level of resource implication	Conclusion, lesson learned or good practice to which it is linked
ILO and the ML	High priority	Short term	Medium implication of resources	Conclusion 7

6. Implement the following measures aimed at incorporating the gender equality and non-discrimination approach in the Project: (a) establishing strategies aimed at reversing the main vulnerability factors of girls and adolescent women to CL; (b) in the implementation of the campaign "Throw your dart against Child Labor" and in carrying out other activities of the third intermediate result, consider the key role that adult women can play in the prevention and eradication of CL, especially mothers of families where CL exists or are at risk of CL; (c) in the pilot program for job insertion, incorporate strategies that address the main restrictions faced by women in obtaining and keeping employment, specifically those linked to being almost the only ones responsible for domestic tasks and caring for household members; and (d) carry out training actions on the incorporation of the

gender approach, aimed at the Project team.

- Regarding the first and third suggested measures, it may imply previously carrying out studies to identify the vulnerability factors of female girls and adolescents, as well as the main restrictions that women face to enter the labor market, with emphasis on the economy of home care. Both issues are even more relevant in a pandemic context, since some families (especially the most vulnerable) will turn to their minor children to work and thus try to reverse the situation of job losses and income reductions; and regarding the home care economy, because due to the closing of schools and other care facilities as a result of the pandemic, the workload for mothers within the home has increased.

Whom is this addressed to?	Level of prioritization	Term	Level of resource implication	Conclusion, lesson learned or good practice to which it is linked
ILO and the ML	High priority	Short term	Medium implication of resources	Conclusion 6

7. When defining the thematic scope of the future ILO intervention in the Dominican Republic, take into account the priorities identified by the Project team, specialists from the ILO Office in Costa Rica and by the constituents in the area of inspections, endowment of material resources to the ML staff in the provinces, prevention and eradication of CL, legislation, employment and strengthening of trade union associations
 - On inspection matters:
 - Prioritization of compliance supervisions with OSH standards and protocols, risks and diseases that can be prevented.
 - Prioritization of the supervision of compliance with the payment of a salary equal to or greater than the established legal minimum, taking into account that as from the pandemic it would be expected that the cases of workers receiving a salary below the minimum would increase.
 - Work in a coordinated manner with the DGHS of the ML and with ARLSS in matters of OSH, with the TSS in social security and with the Judiciary in justice.
 - Reinforce, from the regulatory point of view, the sanctioning procedure (the duration of the procedure, the amount of the sanctions and the aggravation of responsibility in case of non-compliance) to ensure that the working conditions that gave rise to the sanction are effectively improved.
 - Regarding the provision of material resources to the ML staff in the provinces to guarantee compliance with the legislation:
 - Electronic, computer and communication equipment in the LLR.
 - Mobility to move to areas that must be inspected and/or monitored in the LLR.
 - Properties used by the LLR with the minimum services of water, energy and furniture necessary to serve the public and to carry out the work of the inspection activity.
 - On matters of CL prevention and eradication:
 - Updating of updated official statistics on the incidence and characteristics of CL, originating from censuses or surveys.
 - Development of a National Strategy or Plan for the prevention and eradication of CL and the protection of adolescents in permitted work.
 - Training and employment programs that promote the job insertion of adult members of families at risk of CL.
 - Raising awareness on the risks of CL, including educational workshops for the children to learn that they should not work.
 - Inclusion in the negotiation and collective agreements of CL as a mechanism of prevention and protection

- On matters of legislation, discuss and eventually promote adjustments in the standards in effect:
 - The Labor Code of 1992. In the current context, it should promote employment and investment to overcome obstacles to create new Jobs and formalize.
 - The Law that creates the Social Security of 2001. To generate improvements in the prevention aspects, labor risks and health.
 - The Regulations of Industrial Hygiene of 2006. In the current context, it should promote compliance with OSH especially in small and medium-sized businesses.
 - Modification of the minimum age for employment to 16 years-old (it is currently at 14).
- On matters of employment:
 - Promotion of employment in the economic sectors most affected by the pandemic (for example tourism) to favor job insertion of the most vulnerable population.
 - Support for job reinsertion of the most vulnerable workers to the negative effects of the pandemic, such as young people, women, those informal workers.
 - Training programs with conditioned transfer to facilitate dependent job insertion.
 - Programs to promote enterprises, with a comprehensive service platform, which includes technical assistance, credit, market intelligence.
 - Facilitating access to care services and promotion of the equal distribution of the activities of home care among men and women, to generate equal opportunities at the workplace
 - Formalization of businesses and employment.
- On matters of strengthening of trade union associations and compliance with other demands of the associations:
 - Increase of affiliation and union fees, training at the associations on how to maintain contact with the workers, online, to promote trade union growth.
 - Training for the associations and their Neighborhood Committees on how to detect CL cases.
 - Reinforcement of association freedom, procedural law, mechanisms of labor justice, arbitration and conciliation.

Whom is this addressed to?	Level of prioritization	Term	Level of resource implication	Conclusion, lesson learned or good practice to which it is linked
ILO, the ML, employers' organizations, workers' organizations, USDOL	High priority	Medium term	Low implication of resources	

6. Annexes

Annex 1a. Objective, results, outputs and activities of the initial version of the Project design document (December 2017)

Project Name: “Support for the efforts to combat child labor and improve working conditions in agriculture in the Dominican Republic”

Objective, Results and Outputs		Activities
General Objective	Support the efforts of the Government of the Dominican Republic and the main stakeholders to fight child labor and improve working conditions in agriculture.	
Result 1	Ministry of Labor implements an improved strategic enforcement of labor laws	
Output 1.1	New protocols and specific guidelines of action for the inspectors in the agricultural sector and the supply chains, updated and developed.	<ul style="list-style-type: none"> * Provide technical assistance for annual inspection planning at the national and regional level, particularly in the agricultural sector and supply chains * Develop new Protocols for the agricultural sector, performance guidelines and formats to inspect, validate and approve the new Protocols * Apply the new Protocols and guiding performance in the agricultural sector and supply chains through a monitoring program * Specialized training of inspectors at the national level with the new instruments * Design and develop public campaigns for labor compliance and CL in agriculture at the national level especially gender equality.
Output 1.2	Specialized Training Programs for Labor inspectors and officials of the ML at national level, developed.	<ul style="list-style-type: none"> * National annual specialized training program for labor inspectors on labor supervision in the agricultural sector * Design strategies to address language barriers, such as training / instruction * Promote skills to tackle work among migrants and other vulnerable groups.
Output 1.3	Electronic Tracking System for inspection cases at national level and particularly in the agricultural sector, developed	<ul style="list-style-type: none"> * Develop a new electronic case management system * Train ML officials in the use of the computer system * Deliver equipment for the application of the computer system in the regional offices that develop the agricultural supervision of the sector * Promote South-South exchanges to learn about electronic case management systems in other countries
Result 2	Effective social compliance systems are established and used.	
Output 2.1	A social compliance system and new tools for agriculture adopted and applied by the producers of specific sectors and supply chains.	<ul style="list-style-type: none"> * Design and application of a methodology based on self-assessment, and the identification of areas for improvement in the supply chain * Develop the capacity of civil society organizations on social compliance systems and labor and child issues * Create a bipartite committee made up of agricultural producers and unions to provide TA and advice to producers in the application of the compliance system

		<ul style="list-style-type: none"> * Mapping supply chain to identify areas of highest risk of violations and to identify areas for data collection * Review, customize and apply a self-assessment tool created by ILO. * Develop a code of conduct, with indicators and a monitoring plan, which will be applied in all selected sectors, taking into account good international practices and experiences in other industries. * Once the code of conduct is adopted, it will help create fair procedures to handle and correct violations of labor rights, develop a culture of verification, and create a data collection system and inform the entire supply chain * Pilots will be carried out in some companies in selected agricultural sectors
Output 2.2	Ability of private sector stakeholders to implement a strengthened compliance system	<ul style="list-style-type: none"> * Design a transparent monitoring system * Collect and analyze the best local and international practices on the development and implementation of social compliance systems in agriculture * Carry out informational and training activities with producer communities and members of the supply chain to inform about the social compliance system and disseminate results via the Interactive Transparency Portal (similar to Better Work) * Develop training program for agricultural producers and their supply chain on acceptable working conditions and prevention and reduction of CL * Implement an exchange program with companies in the region with successful social compliance
Result 3	Improved access to education, training and livelihood services for vulnerable children and families in agricultural areas	
Output 3.1	Strengthened capacities of the ML and the National Tripartite Steering Committee through training sessions	<ul style="list-style-type: none"> * Develop an updated National Strategy linked to the National Roadmap, adopted in 2009, as well as Target 8.7 of the 2030 Agenda * Update the list of hazardous child labor * Strengthen National and Local Committees on Child Labor * Review the effective application of the inter-institutional child labor protocols * Review and strengthen the registration and monitoring system for working children * Promote active participation of the country in the Regional Initiative Latin America and the Caribbean free of child labor through the focal point of the ML * Promote South-South Cooperation and exchange programs with other countries
Output 3.2	Prevention strategies and provision of essential direct care services (education, training and livelihoods) in prioritized municipalities, for working children and their families, especially girls and women	<ul style="list-style-type: none"> * Action-oriented research on CL in agriculture and supply chains * Transfer statistical methodology from the Predictive Model to the ML and INE * Provide TA to create vulnerability maps and analysis by province and municipality * Develop Observatory on CL Vulnerability with interactive dynamic maps * Prioritize Municipalities for prevention and direct care interventions * Analyze the situation and assess the needs of the selected participants in Municipalities in relation to access to education, social protection, health, and means of subsistence * Design and implement local policies, programs and services accordingly with key stakeholders * Provide assistance to participants (children and families) from selected municipalities
Output 3.3	Strengthened capacities of workers and employers for the	<ul style="list-style-type: none"> * Provide TA to the existing inter-union CL committee: update its work plan and promote the active participation of the focal point in the LAC Regional Initiative free of CL

	prevention and eradication of child labor	* Provide TA to employers' organizations in order to include CL in their program, in particular, affiliates associated with the agricultural sector; * Consolidate the Business Network against Child Labor * Training and implementation of South Cooperation Exchange Programs.
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Annex 1b. Objective, results, outputs and activities of the adjusted version of the Project design document (January 2020)

Project Name: “Strengthening the capacities of the Ministry of Labor to improve working conditions in agriculture in the Dominican Republic”

General Objective	Improved labor conditions in agriculture in the Dominican Republic.	
Result 1	Improvement of the strategic enforcement of labor laws, with emphasis on the agricultural sector by the Ministry of Labor.	
Intermediate Result 1.1	Improved systems, tools and instruments adopted by the Ministry of Labor.	
Output 1.1.1	New and updated protocols, manuals and action guidelines for inspectors in the agricultural sector and supply chains	A1.1.1.1 Update and develop new Protocols, Manuals, Inspection Action Guidelines in the Agricultural Sector
Output 1.1.2	A new electronic system of labor inspection case management, particularly in the agricultural sector, is running.	<p>A1.1.2.1 Design a new electronic follow-up system for labor inspection cases at national level.</p> <p>A1.1.2.2 Develop and put in operation the labor inspection case management electronic system in the Great Santo Domingo and the local labor representations in the provinces selected by the project.</p> <p>A1.1.2.3 Develop manuals and protocols on the use of the labor inspection case management electronic system at national level.</p> <p>A1.1.2.4 Train the officers responsible for the electronic system and the inspectors about its use.</p> <p>A1.1.2.5 Dissemination and deployment of the electronic system to the internal users, particularly the local labor representation targeted by the project.</p>
Output 1.1.3	Institutional Statistical System for the agricultural sector designed and in operation	<p>A1.1.3.1 Evaluate the current needs of a new Labor Statistics system in the ML and its characteristics.</p> <p>A1.1.3.2 Design the statistical system</p> <p>A1.1.3.3 Develop the statistical system.</p> <p>A1.1.3.4 Train officials responsible for the statistical system</p> <p>A1.1.3.5 Dissemination and deployment of the statistical system for the internal users</p>
Output 1.1.4	Campaign for the dissemination of Resolutions on a minimum salary in the agricultural sector designed and implemented	<p>A.1.1.4.1 Design a campaign for disseminating resolutions on minimum salary in the agricultural sector.</p> <p>A1.1.4.2 Design and print materials and/or audiovisuals to raise awareness among the labor actors.</p> <p>A1.1.4.3 Implement the campaign.</p>

Output 1.1.5	Improved/updated platform to manage cases of free judicial assistance	<p>A1.1.5.1 Evaluate the current service platform of free judicial assistance.</p> <p>A1.1.5.2 Update/develop the service platform of free judicial assistance.</p> <p>A1.1.5.3 Develop judicial assistance guidelines for workers and employers on how to access the service.</p> <p>A1.1.5.4 Develop and implement a specialized course addressed to attorneys of the judicial assistance department.</p>
Intermediate Result 1.2	Enhanced knowledge to enforce the legal framework with emphasis on the agricultural sector shown by the ML	
Output 1.2.1	A specialized training program for labor inspectors and officers from the ML implemented	<p>Activity 1.2.1.1 Design and development of a training program for inspectors and officers of the ML on the following issues:</p> <ul style="list-style-type: none"> -Acceptable working conditions (including work hours and salaries, bonus for overtime, free weekdays and holidays) -Labor regulations and specialized areas, including queries of feedback about experiences with workers and employers -Rights and fundamental principles at work with emphasis on the agricultural sector, including the abolition of child labor and forced labor; elimination of discrimination; freedom of association and collective bargaining -Safety and health at work in agriculture -Improvement of soft skills <p>A.1.2.1.2 Design and implement a training program for mediators and conciliators for labor conflict resolution, including those of the agricultural sector. The participants will be nominated by the ML and the workers' and employers' organizations.</p> <p>A.1.2.1.3 Exchange of experiences with Labor Inspectors from the United States of America and other countries of Latin America, the Caribbean and Europe.</p>
Output 1.2.2	Program for Strengthening the Labor Health and Safety Directorate of the ML implemented	<p>A1.2.2.1 Design a proposal for a National Policy of Prevention of Lesions and Professional Illnesses with emphasis on the agricultural sector.</p> <p>A1.2.2.2 Develop a proposal for regulations on chemical products in the agricultural sector.</p> <p>A1.2.2.3 Develop materials for raising the awareness of the mixed</p>

		<p>committees (of workers and employers) of companies on matters related with health and safety at work.</p> <p>A1.2.2.4 Train analysts of the DHST on research methodologies related with poisoning through the use of agro-chemical products.</p> <p>A1.2.2.5 Develop guidelines to create awareness on the new regulation for the use of chemical products in the agricultural sector, once approved.</p>
Output 1.2.3	Specialized program to strengthen the Directorate of Policies for the Prevention and Eradication of Child Labor of the ML implemented	<p>A.1.2.3.1 Evaluate the strengths and needs of the Child Labor Directorate</p> <p>A.1.2.3.2 Train the personnel of the Child Labor Directorate and the officers of the ML on matters of child labor and other labor matters (including labor policies and regulations, follow-up and monitoring and social accompaniment techniques)</p> <p>A.1.2.3.3 Update/develop manuals on processes and procedures of the Child Labor Directorate</p> <p>A.1.2.3.4 Develop an information module on child labor in the agricultural sector for the Child Labor Directorate.</p> <p>A.1.2.3.5 Update the list of hazardous jobs through a tripartite consultation.</p>
Intermediate Result 3	Enhanced implementation of the institutional initiatives related with acceptable labor and child labor conditions by the key actors.	
Output 1.3.1	Awareness campaigns on labor rights, including child labor and other related topics implemented.	<p>A.1.3.1.1 Design and implement campaigns on labor rights and prevention of child labor.</p> <p>A.1.3.1.2 Carry out awareness and orientation activities for employers, workers and associations of producers on labor regulations.</p> <p>A.1.3.1.3 Develop a set of graphic products related with child labor, including audiovisual and awareness materials at national and local level with the participation of the interested parties of the media (TV, press printed and digital, social media and advertising in public areas such as the metro and cableway, among others).</p>
Output 1.3.2	Strategic alliances that involve government institutions, employers' and workers' organizations, NGOs and other key actors, developed	<p>A.1.3.2.1 Promote the development of strategic alliances with several organizations to prevent child labor, such as government institutions (ML, Ministry of Agriculture (as part of the CDL), PROSOLI, Ministry of Education, CONANI, Ministry of Health, Ministry of Women, Agricultural Bank and other official financial institutions that attend to agricultural sector (for example, the Special fund for Agricultural Development [FEDA], the Reserve Bank and others); employers' organizations (the Dominican Agro-Industrial Board, coops in the agricultural sector (for example, demand on the loan contracts that there is no child labor), solidary banks, municipalities through FEDOMU and FEDODIM (Municipal League) and workers' organizations (CASC,</p>

		<p>CNUS, CNTD); non-profit organizations and international agencies, federations of neighbor boards and other relevant actors.</p> <p>A.1.3.2.2 Promote the conformation of employers/ producers/ associations against child labor.</p> <p>A.1.3.2.3 Strengthen the inter-trade-union committee in the prevention and eradication of child labor.</p> <p>A.1.3.2.4 Strengthen the capacity of the ML to improve the inter-institutional coordination for the prevention and eradication of child labor and the protection of the working adolescent, including the update and/or development of intra and inter-institutional coordination protocols.</p>
Output 1.3.3	The National Steering Committee, the Local Steering Committees and other actors trained to identify violations of the labor regulations, including child labor in the agricultural sector	<p>A.1.3.3.1 Design and implement a continuous training program addressed to social and labor partners in the CDN, CDL and CV (Surveillance cells) that are part of the child labor prevention system. The topics will include labor policies and regulations, social accompaniment and others.</p> <p>A.1.3.3.2 Design and implement a specialized course at national and local level.</p> <p>A.1.3.3.3 Carry out training activities addressed to workers, employers, associations and cooperatives.</p>
Result 1.4. 3	Innovative strategies to improve the labor opportunities, the labor conditions and the productivity, piloted.	
Output 1.4.1	Pilot program on promotion of employment and labor insertion addressed to vulnerable families in the agricultural sector, implemented.	<p>A.1.4.1.1 Provide counseling to the ML in the definition of a strategy of labor intermediation services for a pilot group of persons from vulnerable families.</p> <p>A.1.4.1.2 Transfer methodologies/tools of the ML and INFOTEP to improve their capacities of prospective analysis of the labor market and the job offer.</p> <p>A.1.4.1.3 Map the supply and demand of employment in 3 selected provinces.</p> <p>A.1.4.1.4 Improve the inter-institutional coordination to derive the working children and adolescents and their relatives to the existing social services.</p> <p>A.1.4.1.5 Develop training for the pilot program of employment, including technical training, employment search skills and vacancy management</p>
Output 1.4.2	Pilot program on the SCORE methodology for developing the capacities of local personnel and the strengthening of small and medium size businesses, implemented	<p>A.1.4.2.1 Transfer the SCORE methodology of the ILO and INFOTEP and implement the training modules 1 (Cooperation at the work place: a basis for business success); 3 (Productivity through cleaner production) and 5 (Safety and health at work: a platform for productivity).</p>

		<p>A.1.4.2.2 Facilitate specialized training in the SCORE methodology for the officials of the ML (Employment Directorate) by the INFOTEP personnel certified in SCORE.</p> <p>A.1.4.2.3 Develop a pilot program of the SCORE methodology in small and medium size businesses related with agriculture.</p> <p>A.1.4.2.4 Systematize and disseminate good practices, including in the agricultural sector, identified through the application of the SCORE methodology.</p>
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Annex 1c. Main challenges identified in the Report “Evaluation of the needs of the labor inspection of the Dominican Republic” to improve the enforcement of the labor legislation by the Ministry of Labor

- The ML has fewer than 200 labor inspectors throughout the country, insufficient to guarantee efficient identification of violations of workers' FLRs and to enforce the measures.
- The ML does not have a comprehensive training program for inspectors and, in general, ML officials on: (a) regulations, guidelines, protocols and technical criteria on working conditions and OSH, (b) interviewing skills, sampling and addressing CL cases and non-compliance with the FLRs, and (c) safety and hygiene and occupational risk prevention programs.
- The ML requires a more strategic planning of the inspections that will order their activity towards the priorities and objectives previously identified and specific to the labor policy at the national level.
- The ML concentrates its inspection activities in the formal sector and, on the other hand, has little presence in the informal sector, which is where most of the violations of the FLRs usually occur.
- Although the ML has specific protocols to inspect different sectors and detect situations of possible non-compliance with labor legislation, these are insufficient and outdated, which undermines the effectiveness of the inspection processes.
- The violation records and the action reports prepared by the inspectors present limitations regarding the structure and quality of the information included, which hinders the activity that the Public Ministry and the Judiciary must subsequently carry out.
- The information systems of the ML (mainly the Electronic Case Management System - SEMC, the Integrated System for the Control of Work Records - SICET, and the Institutional Statistical System) are obsolete, unfriendly, not automated, which makes it difficult to carry out a more efficient registration and control of actions in labor matters.
- Linked to the above, the information provided by the Labor Inspectorate about its activities is partial, not always timely and basically limited to the number of visits made and violation records issued, not reporting data on workers affected by the infractions of the employers, actual amounts collected, workers affiliated with Social Security, accidents investigated, health and safety issues corrected, etc.
- Weak coordination within the ML and with other relevant institutions for the application of labor laws, mainly in matters of OSH, social security, CL and with the justice and agricultural sectors.

Annex 2a. Question Guidelines.

Relevance

1. Is the intervention of the ILO relevant with respect to the needs and priorities of its constituents? What are the main weaknesses/limitations that the Ministry of Labor of the Dominican Republic has in order to enforce labor legislation and what are the main problems in the agriculture sector regarding the working conditions of its workers (including child labor) that justify the intervention of the Project?

2. To what extent does the Project complement the progress made by other ILO and UN projects / programs and other projects funded by the US government?

3. To what extent is the Project linked and contributes to the priorities of the ILO Program and Budget (2018-2019, 2020-2021) and related CPOs? To what extent has the Project been aligned with USDOL's priorities? To what extent has the Project been aligned to national development frameworks (National Development Strategy 2030, Institutional Strategic Plan 2017-2021 of the Ministry of Labor, UNDAF, and SDG of the 2030 Agenda)?

Validity of the design

4. Is the Project's theory of change comprehensive, whole and based on a systemic analysis? Does the Project address the main causes that prevent better working conditions in agriculture in the Dominican Republic? What are the main institutional weaknesses that it is expected to resolve with the Project associated with the capacities of inspection, prevention and greater efficiency of administrative procedures?

5. Is the Project logical and coherent in its conception, with clearly defined objectives and with results and products that complement each other? What criteria was used to select the intervention areas? Are the Project's performance indicators and their goals relevant and realistic? Have risks and mitigation measures been identified?

6. ¿ What has been the contribution of the constituents in the design of the Project? How was the Project design process developed, the adjustments that were made to it, the reasons for these adjustments, the actors that were involved and the roles they performed during the process?

Effectiveness

7. To what extent has the Project been achieving its main objectives and planned results at the time of the evaluation? To what extent have the ILO and the different organizations and actors involved in the implementation contributed to the achievement of the specific objectives of the Project? What has been the level of customer satisfaction with the main outputs?

8. What are the key internal or external factors (of a political, economic, institutional nature) that facilitate, limit and/or delay carrying out the outputs envisaged by the Project? What corrective actions have been taken? Have they met the risks and assumptions foreseen in the design?

9. To what extent and how does the design integrate gender equality and non-discrimination, International Labor Standards and social dialogue mechanisms? How effective are the strategies and actions during the implementation of the Project on gender equality and non-discrimination, International Labor Standards and mechanisms for social dialogue?

10. To what extent has the Project adapted its approach to respond to the COVID-19 crisis and what have been the implications for prioritizing actions, target population and degree of achievement of the Project? Have the strengths and capacity of the Project been used appropriately and effectively in the adaptation?

Efficiency

11. What is the level of financial execution of the Project? Is it consistent with the level of progress in technical execution? Have the resources (financial, human, time, experience) been used strategically to guarantee the achievement of the results?

12. How effective was the support (political, technical, administrative) provided so far by the ILO (ILO Country Office for Central America, Panama, Haiti and the Dominican Republic, based in Costa Rica and technical departments in Geneva) to the Project? If there have been adaptations as a result of the COVID crisis, what level of support was received? Has the Project made a strategic and effective use of coordination and collaboration with other projects and sectors/ technical departments of ILO, the United Nations, USDOL and national institutions to promote the achievement of the expected results?

13. To what extent is the CMEP being implemented to measure progress in the fulfillment of outputs and results and to facilitate the decision-making process? What type of information does it generate and what use is it given? Are there limitations to its implementation? Is the knowledge generated from the Project documented and shared and has it allowed us to take advantage of the lessons learned?

14. What are, from the perspectives of constituents, donors and interest groups, the advantages and disadvantages of working with ILO compared to working with other international organizations?

Orientation towards impact and sustainability

15. What are the prospects for achieving the expected results in terms of strengthening the capacities of the different Directorates/areas of the ML (for the effective enforcement of labor legislation and to provide technical training and job placement services for the employability of the most vulnerable families and the promotion of a culture of cooperation in small and medium-sized enterprises)? What are the prospects for the materialization and consolidation of strategic alliances between the Ministry of Labor and other institutions involved in the prevention and eradication of child labor?

16. What are the prospects for expanding the scope of the pilot programs with families and companies and what would be the conditions for their replicability? What other activities/initiatives of the Project are likely sustainable and transferable for the Ministry of Labor and other key stakeholders before the end of the Project, also considering the context of COVID-19? Are the constituents and other national partners willing to continue with the results achieved? Is there an explicit commitment to do so? Do they have funding for it?

17. What implications may the change of administration in the Dominican Republic and, fundamentally, COVID-19, have on the priorities of the Ministry of Labor, employers' organizations and workers' organizations and other institutions involved in the execution of the Project regarding compliance with the legislation work and the improvement of workers' working conditions, specifically on the target population, labor aspect (occupational safety and health, salary, child labor), activity sector, geographical area, intervention strategy, among other aspects

Annex 2b. Interview Guidelines according to primary sources

Project Team

Relevance
1. Is the ILO intervention relevant with respect to the needs and priorities of its constituents? What are the main weaknesses/limitations that the Ministry of Labor of the Dominican Republic has to enforce labor legislation and what are the main problems in the agriculture sector regarding the working conditions of its workers (including child labor) that justify the intervention of the Project?
2. To what extent does the Project complement the progress made by other ILO and UN projects/programs and other projects financed by the US government?
Validity of the design
4. Is the Project's theory of change comprehensive, whole and based on a systemic analysis? Does the Project address the main causes that prevent better working conditions in agriculture in the Dominican Republic? What are the main institutional weaknesses that it is expected to resolve with the Project associated with the capacities of inspection, prevention and greater efficiency of administrative procedures?
5. Is the Project logical and coherent in its conception, with clearly defined objectives and with results and products that complement each other? What criteria was used to select the intervention areas? Are the Project's performance indicators and their goals relevant and realistic? Have risks and mitigation measures been identified?
6. ¿ What has been the contribution of the constituents in the design of the Project? How was the Project design process developed, the adjustments that were made to it, the reasons for these adjustments, the actors that were involved and the roles they performed during the process?
Effectiveness
7. To what extent has the Project been achieving its main objectives and planned results at the time of the evaluation? To what extent have the ILO and the different organizations and actors involved in the implementation contributed to the achievement of the specific objectives of the Project? What has been the level of customer satisfaction with the main outputs?
8. What are the key internal or external factors (of a political, economic, institutional nature) that facilitate, limit and/or delay carrying out the outputs envisaged by the Project? What corrective actions have been taken? Have they met the risks and assumptions foreseen in the design?
9. To what extent and how does the design integrate gender equality and non-discrimination, International Labor Standards and social dialogue mechanisms? How effective are the strategies and actions during the implementation of the Project on gender equality and non-discrimination, International Labor Standards and mechanisms for social dialogue?
10. To what extent has the Project adapted its approach to respond to the COVID-19 crisis and what have been the implications for prioritizing actions, target population and degree of achievement of the Project? Have the strengths and capacity of the Project been used appropriately and effectively in the adaptation?
Efficiency
12. How effective was the support (political, technical, administrative) provided so far by the ILO (ILO Country Office for Central America, Panama, Haiti and the Dominican Republic, based in Costa Rica and technical departments in Geneva) to the Project? If there have been adaptations as a result of the COVID crisis, what level of support was received? Has the Project made a strategic and effective use of coordination and collaboration with other projects and sectors/ technical departments of ILO, the United Nations, USDOL and national institutions to promote the achievement of the expected results?
13. To what extent is the CMEP being implemented to measure progress in the fulfillment of outputs and results and to facilitate the decision-making process? What type of information does it generate and what is it used for? Are there limitations to its implementation? Is the knowledge generated from the Project documented and shared and has it allowed us to take advantage of the lessons learned?

Orientation towards impact and sustainability

15. What are the prospects for achieving the expected results in terms of strengthening the capacities of the different Directorates/areas of the ML (for the effective enforcement of labor legislation and to provide technical training and job placement services for the employability of the most vulnerable families and the promotion of a culture of cooperation in small and medium-sized enterprises)? What are the prospects for the materialization and consolidation of strategic alliances between the Ministry of Labor and other institutions involved in the prevention and eradication of child labor?

16. What are the prospects for expanding the scope of the pilot programs with families and companies and what would be the conditions for their replicability? What other activities/initiatives of the Project are likely sustainable and transferable for the Ministry of Labor and other key stakeholders before the end of the Project, also considering the context of COVID-19? Are the constituents and other national partners willing to continue with the results achieved? Is there an explicit commitment to do so? Do they have funding for it?

17. What implications may the change of administration in the Dominican Republic and, fundamentally, COVID-19, have on the priorities of the Ministry of Labor, employers' organizations and workers' organizations and other institutions involved in the execution of the Project regarding compliance with the legislation work and the improvement of workers' working conditions, specifically on the target population, labor aspect (occupational safety and health, salary, child labor), activity sector, geographical area, intervention strategy, among other aspects

ILO Officers San José and Geneva

Relevance
1. Is the ILO intervention relevant with respect to the needs and priorities of its constituents? What are the main weaknesses/limitations that the Ministry of Labor of the Dominican Republic has to enforce labor legislation and what are the main problems in the agriculture sector regarding the working conditions of its workers (including child labor) that justify the intervention of the Project?
2. To what extent does the Project complement the progress made by other ILO and UN projects/programs and other projects financed by the US government?
Validity of the design
6. ¿ What has been the contribution of the constituents in the design of the Project? How was the Project design process developed, the adjustments that were made to it, the reasons for these adjustments, the actors that were involved and the roles they performed during the process?
Effectiveness
7. To what extent has the Project been achieving its main objectives and planned results at the time of the evaluation? To what extent have the ILO and the different organizations and actors involved in the implementation contributed to the achievement of the specific objectives of the Project? What has been the level of customer satisfaction with the main outputs?
10. To what extent has the Project adapted its approach to respond to the COVID-19 crisis and what have been the implications for prioritizing actions, target population and degree of achievement of the Project? Have the strengths and capacity of the Project been used appropriately and effectively in the adaptation?
Efficiency
12. How effective was the support (political, technical, administrative) provided so far by the ILO (ILO Country Office for Central America, Panama, Haiti and the Dominican Republic, based in Costa Rica and technical departments in Geneva) to the Project? If there have been adaptations as a result of the COVID crisis, what level of support was received? Has the Project made a strategic and effective use of coordination and collaboration with other projects and sectors/ technical departments of ILO, the United Nations, USDOL and national institutions to promote the achievement of the expected results?
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17. What implications may the change of administration in the Dominican Republic and, fundamentally, COVID-19, have on the priorities of the Ministry of Labor, employers' organizations and workers' organizations and other institutions involved in the execution of the Project regarding compliance with the legislation work and the improvement of workers' working conditions, specifically on the target population, labor aspect (occupational safety and health, salary, child labor), activity sector, geographical area, intervention strategy, among other aspects.

Representatives of the Ministry of Labor

Relevance
1. Is the ILO intervention relevant with respect to the needs and priorities of its constituents? What are the main weaknesses/limitations that the Ministry of Labor of the Dominican Republic has to enforce labor legislation and what are the main problems in the agriculture sector regarding the working conditions of its workers (including child labor) that justify the intervention of the Project?
2. To what extent does the Project complement the progress made by other ILO and UN projects/programs and other projects financed by the US government?
Validity of the design
4. Is the Project's theory of change comprehensive, whole and based on a systemic analysis? Does the Project address the main causes that prevent better working conditions in agriculture in the Dominican Republic? What are the main institutional weaknesses that it is expected to resolve with the Project associated with the capacities of inspection, prevention and greater efficiency of administrative procedures?
5. Is the Project logical and coherent in its conception, with clearly defined objectives and with results and products that complement each other? What criteria was used to select the intervention areas? Are the Project's performance indicators and their goals relevant and realistic? Have risks and mitigation measures been identified?
6. What has been the contribution of the constituents in the design of the Project? How was the Project design process developed, the adjustments that were made to it, the reasons for these adjustments, the actors that were involved and the roles they performed during the process?
Effectiveness
7. To what extent has the Project been achieving its main objectives and planned results at the time of the evaluation? To what extent have the ILO and the different organizations and actors involved in the implementation contributed to the achievement of the specific objectives of the Project? What has been the level of customer satisfaction with the main outputs?
8. What are the key internal or external factors (of a political, economic, institutional nature) that facilitate, limit and/or delay carrying out the outputs envisaged by the Project? What corrective actions have been taken? Have they met the risks and assumptions foreseen in the design?
9. To what extent and how does the design integrate gender equality and non-discrimination, International Labor Standards and social dialogue mechanisms? How effective are the strategies and actions during the implementation of the Project on gender equality and non-discrimination, International Labor Standards and mechanisms for social dialogue?
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14. What are, from the perspectives of constituents, donors and interest groups, the advantages and disadvantages of working with ILO compared to working with other international organizations
Orientation towards impact and sustainability
15. What are the prospects for achieving the expected results in terms of strengthening the capacities of the different Directorates/areas of the ML (for the effective enforcement of labor legislation and to provide technical training and job placement services for the employability of the most vulnerable families and the promotion of a culture of cooperation in small and medium-sized enterprises)? What are the prospects for the materialization and consolidation of strategic

alliances between the Ministry of Labor and other institutions involved in the prevention and eradication of child labor?

16. What are the prospects for expanding the scope of the pilot programs with families and companies and what would be the conditions for their replicability? What other activities/initiatives of the Project are likely sustainable and transferable for the Ministry of Labor and other key stakeholders before the end of the Project, also considering the context of COVID-19? Are the constituents and other national partners willing to continue with the results achieved? Is there an explicit commitment to do so? Do they have funding for it?

17. What implications may the change of administration in the Dominican Republic and, fundamentally, COVID-19, have on the priorities of the Ministry of Labor, employers' organizations and workers' organizations and other institutions involved in the execution of the Project regarding compliance with the legislation work and the improvement of workers' working conditions, specifically on the target population, labor aspect (occupational safety and health, salary, child labor), activity sector, geographical area, intervention strategy, among other aspects.

Representatives of employers' organizations

Relevance
1. Is the ILO intervention relevant with respect to the needs and priorities of its constituents? What are the main weaknesses/limitations that the Ministry of Labor of the Dominican Republic has to enforce labor legislation and what are the main problems in the agriculture sector regarding the working conditions of its workers (including child labor) that justify the intervention of the Project?
Validity of the design
4. Is the Project's theory of change comprehensive, whole and based on a systemic analysis? Does the Project address the main causes that prevent better working conditions in agriculture in the Dominican Republic? What are the main institutional weaknesses that it is expected to resolve with the Project associated with the capacities of inspection, prevention and greater efficiency of administrative procedures?
6. What has been the contribution of the constituents in the design of the Project? How was the Project design process developed, the adjustments that were made to it, the reasons for these adjustments, the actors that were involved and the roles they performed during the process?
Effectiveness
7. To what extent has the Project been achieving its main objectives and planned results at the time of the evaluation? To what extent have the ILO and the different organizations and actors involved in the implementation contributed to the achievement of the specific objectives of the Project? What has been the level of customer satisfaction with the main outputs?
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Orientation towards impact and sustainability
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17. What implications may the change of administration in the Dominican Republic and, fundamentally, COVID-19, have on the priorities of the Ministry of Labor, employers' organizations and workers' organizations and other institutions involved in the execution of the Project regarding compliance with the legislation work and the improvement of workers' working conditions, specifically on the target population, labor aspect (occupational safety and health, salary, child labor), activity sector, geographical area, intervention strategy, among other aspects.

Representatives of workers' organizations

Relevance
1. Is the ILO intervention relevant with respect to the needs and priorities of its constituents? What are the main weaknesses/limitations that the Ministry of Labor of the Dominican Republic has to enforce labor legislation and what are the main problems in the agriculture sector regarding the working conditions of its workers (including child labor) that justify the intervention of the Project?
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Representatives of public institutions

Relevance
1. Is the ILO intervention relevant with respect to the needs and priorities of its constituents? What are the main weaknesses/limitations that the Ministry of Labor of the Dominican Republic has to enforce labor legislation and what are the main problems in the agriculture sector regarding the working conditions of its workers (including child labor) that justify the intervention of the Project?
Effectiveness
7. To what extent has the Project been achieving its main objectives and planned results at the time of the evaluation? To what extent have the ILO and the different organizations and actors involved in the implementation contributed to the achievement of the specific objectives of the Project? What has been the level of customer satisfaction with the main outputs?
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14. What are, from the perspectives of constituents, donors and interest groups, the advantages and disadvantages of working with ILO compared to working with other international organizations
Orientation towards impact and sustainability
15. What are the prospects for achieving the expected results in terms of strengthening the capacities of the different Directorates/areas of the ML (for the effective enforcement of labor legislation and to provide technical training and job placement services for the employability of the most vulnerable families and the promotion of a culture of cooperation in small and medium-sized enterprises)? What are the prospects for the materialization and consolidation of strategic alliances between the Ministry of Labor and other institutions involved in the prevention and eradication of child labor?
17. What implications may the change of administration in the Dominican Republic and, fundamentally, COVID-19, have on the priorities of the Ministry of Labor, employers' organizations and workers' organizations and other institutions involved in the execution of the Project regarding compliance with the legislation work and the improvement of workers' working conditions, specifically on the target population, labor aspect (occupational safety and health, salary, child labor), activity sector, geographical area, intervention strategy, among other aspects.

SCORE Trainers, enterprises that received SCORE

Relevance
1. Is the ILO intervention relevant with respect to the needs and priorities of its constituents? What are the main weaknesses/limitations that the Ministry of Labor of the Dominican Republic has to enforce labor legislation and what are the main problems in the agriculture sector regarding the working conditions of its workers (including child labor) that justify the intervention of the Project?
Effectiveness
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14. What are, from the perspectives of constituents, donors and interest groups, the advantages and disadvantages of working with ILO compared to working with other international organizations
Orientation towards impact and sustainability
16. What are the prospects for expanding the scope of the pilot programs with families and companies and what would be the conditions for their replicability? What other activities/initiatives of the Project are likely sustainable and transferable for the Ministry of Labor and other key stakeholders before the end of the Project, also considering the context of COVID-19? Are the constituents and other national partners willing to continue with the results achieved? Is there an explicit commitment to do so? Do they have funding for it?

Representatives of the donors

Relevance
1. Is the intervention of the ILO relevant with respect to the needs and priorities of its constituents? What are the main weaknesses/limitations that the Ministry of Labor of the Dominican Republic has in order to enforce labor legislation and what are the main problems in the agriculture sector regarding the working conditions of its workers (including child labor) that justify the intervention of the Project?
2. To what extent does the Project complement the progress made by other ILO and UN projects / programs and other projects funded by the US government?
3. To what extent is the Project linked and contributes to the priorities of the ILO Program and Budget (2018-2019, 2020-2021) and related CPOs? To what extent has the Project been aligned with USDOL's priorities? To what extent has the Project been aligned to national development frameworks (National Development Strategy 2030, Institutional Strategic Plan 2017-2021 of the Ministry of Labor, UNDAF, and SDG of the 2030 Agenda)?
Validity of the design
6. What has been the contribution of the constituents in the design of the Project? How was the Project design process developed, the adjustments that were made to it, the reasons for these adjustments, the actors that were involved and the roles they performed during the process?
Effectiveness
7. To what extent has the Project been achieving its main objectives and planned results at the time of the evaluation? To what extent have the ILO and the different organizations and actors involved in the implementation contributed to the achievement of the specific objectives of the Project? What has been the level of customer satisfaction with the main outputs?
Efficiency
12. How effective was the support (political, technical, administrative) provided so far by the ILO (ILO Country Office for Central America, Panama, Haiti and the Dominican Republic, based in Costa Rica and technical departments in Geneva) to the Project? If there have been adaptations as a result of the COVID crisis, what level of support was received? Has the Project made a strategic and effective use of coordination and collaboration with other projects and sectors/ technical departments of ILO, the United Nations, USDOL and national institutions to promote the achievement of the expected results?
14. What are, from the perspectives of constituents, donors and interest groups, the advantages and disadvantages of working with ILO compared to working with other international organizations
Orientation towards impact and sustainability
15. What are the prospects for achieving the expected results in terms of strengthening the capacities of the different Directorates/areas of the ML (for the effective enforcement of labor legislation and to provide technical training and job placement services for the employability of the most vulnerable families and the promotion of a culture of cooperation in small and medium-sized enterprises)? What are the prospects for the materialization and consolidation of strategic alliances between the Ministry of Labor and other institutions involved in the prevention and eradication of child labor?

Annex 2c. Relation of the people interviewed

No.	Role	Institution
1	Director- Decent Work Team and ILO Country Office for Central America, Haiti, Panama and the Dominican Republic	ILO San José
2	Programming	ILO San José
3	Specialist in Business Development and Professional Training	ILO San José
4	Specialist Labor Legislation and Social Dialogue	ILO San José
5	Specialist ACTRAV	ILO San José
6	Specialist ACTEMP	ILO San José
7	Specialist on Child Labor	ILO San José
8	Senior Specialist Labor Management, Inspection, Occupational Safety and Health	ILO Geneva
9	Coordinator	Team Project
10	National Officer	Team Project
11	National Officer	Team Project
12	Monitoring and Evaluation Officer	Team Project
13	Financial and Administrative Assistant	Team Project
14	Vice-Minister	Ministry of Labor
15	Director of the Child Labor Directorate	Ministry of Labor
16	Public Relations Director	Ministry of Labor
17	Director of the General Directorate of Employment	Ministry of Labor
18	Director of the Labor Observatory	Ministry of Labor
19	Director of the Planning and Development Directorate	Ministry of Labor
20	Director of the General Labor Directorate	Ministry of Labor
21	Director of the Inspection Directorate	Ministry of Labor
22	Director of the Legal Aid Department	Ministry of Labor
23	Director of the Information Technology Department	Ministry of Labor
24	Director of the Salary Directorate	Ministry of Labor
25	Director of the General Directorate of Hygiene and Security	Ministry of Labor
26	Person in charge	LLR Duarte
27	Person in charge	LLR Santiago
28	Coordinator of Child Labor	LLR Santiago
29	Person in charge	LLR San Juan
30	Director of Inter-Institutional Ties	PROSOLI
31	Director of Training and Family Development Progresando PROSOLI	PROSOLI
32	Project Coordinator for Job Insertion	PROSOLI
33	Business Advisor Job Insertion	PROSOLI
34	Manager of Competitiveness Support	INFOTEP
35	Project Coordinator	INFOTEP

36	Productivity Development Department	INFOTEP
37	Trainer - Management Technical Competitiveness State Development for Productivity	INFOTEP
38	Training Advisor – Business Advisor Southern Regional Management	INFOTEP
39	President	COPARDOM
40	Executive Director	COPARDOM
41	Child Labor Secretariat	CNUS
42	Human Development Secretariat	CNUS
43	Responsible for the Child Labor Directorate	CASC
44	Childhood Affairs Secretariat	CNTD
45	Secretary	CNTD
46	Secretary for International Affairs	CNTD
47	Grant Officer’s Representative OCFT Contact	USDOL
48	International Relations Officer Monitoring and Evaluation Division Office of Child Labor, Forced Labor and Human Trafficking Bureau of International Labor Affairs	USDOL

Annex 2d. Documentation reviewed

Documentation linked to the Project design: Project design documents (initial, adjusted and final version) and the CMEP.

- Design document original version, December 2017.
- Project design document adjusted version, October 2018.
- Project design document, final version, January 2020.
- Frameworks of results, work plans, schedules, budget: original and adjusted version.
- Comprehensive Monitoring and Evaluation Plan, November 2019.
- Communications (letters) among involved parties during the design process of the Project.

Documentation linked to the implementation of the Project: TPR, reports and other documents that account for the activities that have been done and/or outputs that have been achieved.
223.

- Technical progress report of Project #1, April 2018.
- Technical progress report of Project #2, October 2018.
- Technical progress report of Project #3, March 2019.
- Technical progress report of Project #4, September 2019.
- Technical progress report of Project #5, March 2020.
- Advance Report of the Project June 2019 – July 2020.
- Matrix Contingency Plan reviewed, May 2020.
- Information provided by the Project team on the advance status of the activities at August 27 of 2020.

Intermediate Result 1.1.

- Inspection Manual for labor inspectors of the Ministry of Labor of the Dominican Republic (2020).
- Software Design Document for a New Electronic Case Management System (SEMC) for Labor Inspection of the Ministry of Labor of the Dominican Republic (2019).
- Technical Evaluation of the Integrated System for the Control of Work Files (SICET) of the Department of Judicial Assistance of the Ministry of Labor of the Dominican Republic (2020).

Intermediate Result 1.2

- Reports of training workshops.
- Diagnosis - Analysis of the strengths and needs of the Directorate of Policies for the Prevention and Eradication of Child Labor of the Ministry of Labor of the Dominican Republic (2019).
- Guidelines for the elaboration of inter and intra-institutional protocols for the Directorate of Policies for the Prevention and Eradication of Child Labor of the Ministry of Labor of the Dominican Republic (2019)

Intermediate Result 1.3

- Reports of training workshops.

Intermediate Result 1.4

- Report on the implementation of the SCORE methodology (2020), CTA.
- Reports of training workshops.

Documentation linked to the financial execution of the Project.

- Report of the financial execution at September 2020.

Documentation linked with the national and ILO planning tools.

- Agenda 2030 Dominican Republic.
- National Development Strategy 2030.
- Presidential Goals System 2016-2020.
- Institutional Strategic Plan of the Ministry of Labor 2017-2020.
- ILO Program and Budget 2020-2021.

Documentation linked with the main thematic areas in which the Project intervenes

- ILO (2018) "Evaluation of the needs of the labor inspection of the Dominican Republic". Developed in the framework of the Global BRIDGE Project.
- ONE (2019), Dominican Rep. in numbers 2018.
- ILO, ONE (2011). Dynamics of child labor in the Dominican Republic: National Multi-Purpose Household Survey (ENHOGAR 2009-2010). ILO, Geneva. At: https://www.unicef.org/republicadominicana/Dinamica_del_trabajo_infantil_FINAL_one_ILO2011.pdf.
- USDOL (2018) Findings on the Worst Forms of Child Labor, Child Labor and Forced Labor Reports <https://www.dol.gov/agencies/ilab/resources/reports/child-labor/dominican-republic>
- Ministry of Labor (2019) Institutional Memoire 2019.
- Ministry of Labor (2018) Institutional Memoire 2018.
- Ministry of Labor (2017) Institutional Memoire 2017.
- Monthly and quarterly Labor Statistics Reports. At <https://mt.gob.do/transparencia/index.php/estadisticas>.
- Ministry of the Economy, Planning and Development (2020) "Official Statistics Bulletin of monetary poverty", year 5, #7.

Web Sites

- Web site of the Ministry of Labor of the Dominican Republic <https://www.mt.gob.do/>.
- Web site of the National Statistics Office of the Dominican Republic <https://www.one.gob.do/>.
- Central page of the Central Bank of the Dominican Republic. <https://www.bancentral.gov.do/>.

224.

Annex 3a. Alignment between the intermediate results of the Project and the axes, strategic areas, objectives, action lines and/or indicators of the national planning tools.

National planning tools		Project FORMITRA
Planning Tool	Axis / strategic area / objective Action Line / Indicator	Intermediate Results
Agenda 2030 Dominican Republic	<p><u>SDG 8</u> “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”</p> <p><u>Target 8.7</u> “Take immediate and effective measures to eradicate forced labor, end contemporary forms of slavery and human trafficking, and ensure the prohibition and elimination of the worst forms of child labor, including the recruitment and use of child soldiers, and, by 2025, end child labor in all its forms”</p>	Intermediate Results 1.1, 1.2 and mainly 1.3 y 1.4
National Development Strategy 2030	<p><u>Axe 1</u> – “A social and democratic State of law, with institutions that act ethically, transparently and effectively at the service of a responsible and participatory society, which guarantees security and promotes equity, governability, peaceful coexistence and national and local development”</p> <p><u>General Objective 1.1</u> “Efficient, transparent and result-oriented public Administration” / <u>Specific Objective 1.1.1</u> “Structure an efficient public administration that acts with honesty, transparency and accountability and is oriented towards obtaining results for the benefit of society and national and local development”</p>	Intermediate Results 1.1 y 1.2
	<p><u>Axe 3</u> “A territorially and sector integrated, innovative, diversified, plural, quality-oriented and environmentally sustainable economy that creates and deconcentrates wealth, generates high and sustained growth with equity and decent employment, and that takes advantage of and enhances the opportunities of the local market and is competitively inserted in the global economy”</p> <p><u>General Objective 3.4</u> “Sufficient and decent jobs” / <u>Specific Objective 3.4.2</u> “Consolidate the System of Continuous Education and Training for Work, in order to accompany the productive apparatus in its process of scaling up value, facilitate insertion into the labor market and develop entrepreneurial skills”</p> <p><u>Action Line 3.4.2.5</u> “Develop training programs that encourage the insertion of women in non-traditional</p>	Intermediate Result 1.4

	<p>sectors, and take into account the balance of productive and reproductive work”</p> <p><u>Action Line 3.4.2.6</u> “Develop training programs for population groups that have not completed basic education and for the labor rehabilitation of workers displaced by permanent changes in competitive conditions”</p>	
Presidential Goals System 2016-2020	<p><u>Goal</u> “Strengthening of the Decent Work Management”</p> <p><u>Indicator</u> “Number of labor inspections carried out to ensure compliance with labor regulations”</p> <p><u>Indicator</u> “Workers and Employers benefited by the Legal Aid service”</p> <p><u>Indicator</u> “Mixed Committees set up to guarantee compliance with the occupational health and safety standard”</p>	Intermediate Results 1.1 y 1.2
	<p><u>Goal</u> “Eradicate child labor and its worst forms”</p> <p><u>Indicator</u> “Number of children and adolescents prevented and withdrawn from CL and its worst forms through labor inspection”</p>	Intermediate Results 1.2 y 1.3
Institutional Strategic Plan of the ML 2017-2020	<p><u>Strategic Area 1</u> “Promotion of Decent Work”</p> <p><u>Objective 1.3</u> “Facilitate employability through employment intermediation”</p> <p><u>Action Line 1.3.2</u> “Training for employment and self-employment according to the needs of the Labor Market”</p>	Intermediate Result 1.4
	<p><u>Strategic Area 3</u> “Regulation of labor relations”</p> <p><u>Objective 3.6</u> “Propitiate the effective exercise of labor and trade union rights”</p> <p><u>Action Line 3.6.1</u> “Promotion of a culture of compliance with labor standards in labor actors and Society”</p> <p><u>Action Line 3.6.1.1</u> “Quality legal assistance to workers and employers”.</p> <p><u>Action Line 3.6.1.8</u> “Expansion of the National Labor Inspection System”.</p> <p><u>Action Line 3.6.1.10</u> “Manage resources in a timely manner to offer a quality inspection service”</p> <p><u>Objective 3.7</u> “Promote the prevention of labor risks”</p>	Intermediate Results 1.1, 1.2 y 1.3

	<p><u>Action Line 3.7.2</u> “Strengthening of the General Directorate of Hygiene and Industrial Safety”</p> <p><u>Action Line 3.7.4</u> “Promotion of the updating of the Health and Safety regulations at Work”</p> <p><u>Action Line 3.7.5</u> “Strengthening of coordination with the labor inspection”</p> <p><u>Objective 3.8</u> “Prevention and progressive eradication of Child Labor and its worst forms”</p> <p><u>Action Line 3.8.3</u> “Strengthening inspection in areas with the highest incidence of Child Labor”</p> <p><u>Action Line 3.8.4</u> “Development of technical and logistical capacities of the Ministry of Labor to effectively carry out its responsibilities in the area of Child Labor”</p> <p><u>Action Line 3.8.6</u> “Improvement in the protocols for coordination and inter-institutional articulation between entities that are members of the National Steering Committee for the Fight against Child Labor and other institutions”</p>	
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Source: Agenda 2030 Dominican Republic, National Development Strategy 2030, Presidential Goals System 2016-2020 and Institutional Strategic Plan of the Ministry of Labor 2017-2020.

Annex 3b. Alignment between the intermediate results of the Project and the outputs of the ILO Program and Budget 2020-2021

ILO Program and Budget 2020-2021			Project FORMITRA
Global Result	Output	Purpose of the support that the ILO will provide to constituents	Intermediate Results
Global Result 1. Strong tripartite constituents and an influential and inclusive social dialogue	- Output 1.3. Increased institutional capacity of labor administration.	Improve legal, regulatory and institutional frameworks in labor administration and labor inspection matters and modernize the use of technology in labor inspection services to increase the efficiency of their processes	Intermediate Result 1.1
		Strengthen the capacities of the labor inspection services so that they participate in the planning of compliance with regulations based on an empirical basis and develop methods and techniques to prevent and address cases of labor law violations	Intermediate Results 1.1 y 1.2
		Reinforce the capacities of labor inspectors and other labor administration personnel to deal with new or persistent challenges in the labor world.	Intermediate Result 1.2
Global Result 7. Adequate and effective protection at work for all -	Output 7.1. Greater capacity of member states to ensure respect, promotion, and fulfillment of fundamental principles and rights at work	Strengthen institutions and partnerships to protect fundamental principles and rights of workers in major supply chains with a special focus on supply chains for clothing and cotton, mining and agriculture, including through analytics, policies and programs that take into account gender issues	Intermediate Results 1.1, 1.2 y 1.3

Source: ILO Programming and Budget 2020-2021.

Annex 3c. Comments and suggestions for improvement of the indicators of the general objective and the intermediate results of the Project

Objective / Result	Indicator	Collection Tool	Comments /suggestions for improvement
<p>GENERAL OBJECTIVE: Improved Working conditions in the agricultural sector of the Dominican Republic</p>	<p>Percentage of agricultural productive units (APU) that meet selected acceptable working conditions according to labor inspection reports in target provinces</p>	<p>Working Conditions database</p>	<p>Although it has been defined that the working conditions to be evaluated are minimum wage, OSH, IT and equality and non-discrimination, <u>it is suggested to specify when it is considered that in a UPA each of these conditions is met. Likewise, it is necessary to specify how the UPA will be selected in which the fulfillment of the conditions will be verified.</u></p>
<p>INTERMEDIATE RESULT 1.1 Improved systems, tools and instruments adopted by ML</p>	<p>Percentage of labor inspection case reports submitted by inspectors for supervisors' review that meet ML's established quality criteria</p>	<p>Checklist on quality of reports</p>	<p>The criteria used to determine that a quality report adequately combines questions of form (structure, coherence and clarity in the wording) and substance (the report reveals the comprehensive approach to the problems, the use of different primary sources and means of verification).</p>
<p>INTERMEDIATE RESULT 1.2. Improved knowledge to enforce the legal framework with emphasis on the agricultural sector shown by the Ministry of Labor</p>	<p>Percentage of inspectors and other ML officers that improve their knowledge on the enforcement of labor regulations with an emphasis on the agricultural sector</p>	<p>Program Pre and Post-tests</p>	<p>It is mentioned that to consider that an official "has improved his/her knowledge", he/she must obtain a minimum score of 85/100 in the subsequent test. However, <u>it should be compared with the score obtained in the previous test, which should be mandatory</u></p>
<p>INTERMEDIATE RESULT 1.3 Improved implementation of institutional initiatives related to Acceptable Conditions of work and Child Labor by relevant actors</p>	<p>Percentage of entities forming are part of the CDN and CDL (local government in target provinces) that incorporate as an activity line within their institutional plans and/or common agenda the Prevention and</p>	<p>Reports on review of annual operation plans (institutions) and inter-institutional agendas</p>	<p><u>It is suggested that in order to consider that an entity incorporates CL prevention and eradication as a line of activity, this activity has an explicit goal, budget and / or the person responsible for its execution.</u></p>

	Eradication of Child Labor		
INTERMEDIATE RESULT 1.4 Innovative strategies for improving work opportunities, work conditions and productivity, piloted	Percentage of people trained with project support who are inserted into the labor market after completing the job training and intermediation services	Telephone surveys	Aspects such as the time spent at work are being considered (they are still employed 6 months after the end of the project support) and the type of work they do. <u>It is suggested to add a question on salary received and another on OSH conditions.</u>
	Percentage of enterprises with improved productivity after the implementation of the SCORE Methodology	SCORE standard data collection sheets used by training consultants Report on results of the implementation of the methodology by enterprise	It is mentioned that the improvement in productivity can mean, "increasing the number of parts produced per day" or "reducing the speed or the time it takes for manufacturing to produce a given product." <u>It is suggested to add a third option that is "increase the number of pieces produced per worker".</u>
	Percentage of enterprises with improved working conditions after the implementation of the SCORE Methodology		It is mentioned that the improvement of working conditions refers to "the number of workers who benefit from the improvements made in the facilities in areas such as toilets, changing rooms, lunch areas. <u>It is suggested to add other options such as "reduction of number of accidents", "reduction of absenteeism", "reduction of labor turnover" and "workers income".</u>

Annex 3d. Execution status of the Project activities, at August 27 of 2020

Activity	Current execution status
INTERMEDIATE RESULT 1.1	
Output 1.1.1	
Activity 1.1.1.1 Draft or update protocols, manuals and action guidelines for labor inspectors with emphasis on the agricultural sector	IN PROCESS
Output 1.1.2	
Activity 1.1.2.1 Design a new national-level electronic Labor Inspection Case Tracking System	CONCLUDED
Activity 1.1.2.2 Develop and start-up the electronic Labor Inspection Case Tracking System in Gran Santo Domingo and the Local Labor Representations in the provinces targeted by the project	DELAYED
Activity 1.1.2.3 Development of manuals and protocols on the use of the national-level electronic Labor Inspection Case Tracking System	DELAYED
Activity 1.1.2.4 Train officials responsible for the electronic system and inspectors on its use	ABOUT TO START
Activity 1.1.2.5 Dissemination and deployment of the electronic system to internal and external users, particularly the local labor representations targeted by the project	ABOUT TO START
Output 1.1.3	
Activity 1.1.3. Carry out an assessment of the current needs for a new Labor Statistics system within the ML and its particularities	DELAYED
Activity 1.1.3.2 Design statistical system.	DELAYED
Activity 1.1.3.3 Statistical system development.	DELAYED
Activity 1.1.3.4 Training of officials responsible for the statistical system	ABOUT TO START
Activity 1.1.3.5 Dissemination and deployment of the statistical system to the internal and external users	ABOUT TO START
Output 1.1.4	
Activity 1.1.4.1 Design a campaign to disseminate resolutions on minimum wage in the agricultural sector	DELAYED
Activity 1.1.4.2 Design and print materials and/or audio-visuals for raising awareness among labor actors	DELAYED
Activity 1.1.4.3 Implement the campaign	ABOUT TO START
Output 1.1.5	
Activity 1.1.5.1 Evaluate the current free-of-charge legal aid services platform	CONCLUDED

Activity 1.1.5.2 Update/develop the free-of-charge legal aid services platform	DELAYED
Activity 1.1.5.3 Develop legal aid guidelines for workers and employers on how to access the service.	DELAYED
Activity 1.1.5.4 Develop and implement specialized course aimed at lawyers of the legal service department.	ABOUT TO START
INTERMEDIATE RESULT 1.2	
Output 1.2.1	
Activity 1.2.1.1 Design and develop a Training program for inspectors and ML officials o	IN PROCESS
Activity 1.2.1.2 Design and implement a training program for mediators and conciliators for settling labor disputes, including those in the agricultural sector. Participants to be nominated by the ML, workers', and employers' organizations.	DELAYED
Activity 1.2.1.3 Exchange of experiences with Labor Inspectorates from the United States of America and other Latin American, Caribbean and European countries	IN PROCESS
Output 1.2.2	
Activity 1.2.2.1 Design a proposal of a National Policy on Prevention of Occupational Injuries and Diseases with emphasis on the agricultural sector.	IN PROCESS
Activity 1.2.2.2 Design a proposal of a National Policy on Prevention of Occupational Injuries and Diseases with emphasis on the agricultural sector.	DELAYED
Activity 1.2.2.3 Develop materials for raising awareness in the mixed committees (of workers and employers) of businesses on topics related with health and safety at work.	DELAYED
Activity 1.2.2.4 Train DHST Analysts in research methodologies related to poisoning by use of agrochemical products	DELAYED
Activity 1.2.2.5 Develop guidelines or instructions to implement regulations on use of chemical products in the agricultural sector once approved.	ABOUT TO START
Output 1.2.3	
Activity 1.2.3.1 Assess the strengths and needs of the Child Labor Directorate	CONCLUDED
Activity 1.2.3.2 Train Child Labor Directorate staff and officials of the ML on child labor and other labor issues (including labor policies and regulations, tracking and monitoring, and social accompaniment techniques	IN PROCESS
Activity 1.2.3.3 Update/develop manuals on processes and procedures of the Child Labor Directorate	DELAYED
Activity 1.2.3.4 Develop an information module on child labor in the agricultural sector for the DPETI.	DELAYED
Activity 1.2.3.5 Update the list of hazardous work through a tripartite consultation.	DELAYED

INTERMEDIATE RESULT 1.3	
Output 1.3.1	
Activity 1.3.1.1 Design and implement campaigns on labor rights and prevention of child labor.	IN PROCESS
Activity 1.3.1.2 Conduct awareness-raising activities and guidance for employers, workers and producers' associations on labor regulations	ABOUT TO START
Activity 1.3.1.3 Develop a set of graphic products related to child labor including audio-visuals and awareness-raising materials at national and local level with participation from media stakeholders (TV, printed and digital press, social media and advertising in public zones, such as metro and cableway, among others).	IN PROCESS
Output 1.3.2	
Activity 1.3.2.1 Promote the development of strategic alliances with diverse organizations to prevent child labor, such as government institutions (ML, Ministry of Agriculture (as part of CDL), PROSOLI, Ministry of Education, CONANI, Ministry of Health, Ministry of Women, Agricultural Bank and other official financing institutions catering to the agricultural sector (e.g. the Special Fund for Agricultural Development [FEDA], the Reserve Bank and others); employers' organizations (the Dominican Agro-industrial Board, cooperatives in the agricultural sector (e.g. require in loan contracts that there is no child labor), solidary banks, Municipalities through FEDOMU and FEDODIM (Municipal League) and workers' organizations (CASC, CNUS, CNTD); non-profit organizations and international agencies, Federations of Urban Committees and other as relevant	DELAYED
Activity 1.3.2.2 Promote the setup of a network of employers/producers/associations against child labor	DELAYED
Activity 1.3.2.3 Strengthen the inter-union committee on child labor prevention and eradication	IN PROCESS
Activity 1.3.2.4 Strengthen the ML's ability to improve inter-institutional coordination on the prevention and eradication of child labor and the protection of adolescent workers, including the update and/or development of intra and inter-institutional coordination protocols.	DELAYED
Output 1.3.3	
Activity 1.3.3.1 Design and implement an ongoing training program aimed at social and labor partners in the CDN, CDL and CV (Cells of Vigilance) which are part of the child labor prevention system. Topics will include labor policy and norms, social accompaniment and others.	DELAYED
Activity 1.3.3.2 Design and implement a specialized course at national and local level	ABOUT TO START
Activity 1.3.3.3 Carry out training activities aimed at workers, employers, associations and cooperatives.	DELAYED
INTERMEDIATE RESULT 1.4	
Output 1.4.1	

Activity 1.4.1.1 Provide advice to the ML on the delivery of employment intermediation services for a pilot group of persons from vulnerable families	IN PROCESS
Activity 1.4.1.2 Transfer methodologies/ tools to the ML and INFOTEP to improve their capacities for prospective analysis of the labor market and job supply	IN PROCESS
Activity 1.4.1.3 Map the supply and demand of employment in 3 selected provinces.	DELAYED
Activity 1.4.1.4 Improve inter-institutional coordination to refer children and adolescent workers and their family members to existing social services	DELAYED
Activity 1.4.1.5 Develop training for employment pilot program, including technical training, job search skills, and vacancy management	ABOUT TO START
Output 1.4.2	
Activity 1.4.2.1 Transfer ILO's SCORE methodology to INFOTEP and implement training modules 1 (Workplace cooperation: A foundation for business success), 3 (Productivity through cleaner production) and 5 (Safety and health at work: A platform for productivity).	IN PROCESS
Activity 1.4.2.2 Facilitate specialized training in the SCORE methodology to officers of the ML (Directorate of Employment) by SCORE-certified INFOTEP staff.	ABOUT TO START
Activity 1.4.2.3 Develop a pilot program of the SCORE methodology in agricultural-related small and medium enterprises	IN PROCESS
Activity 1.4.2.4 Systematize and disseminate good practices, including in the agricultural sector, identified through the application of the SCORE methodology.	IN PROCESS

Source: Information provided by the Project team at August 27 of 2020.

1/ An activity is delayed when, according to the work plan developed at the beginning of the Project, should have at least initiated by August of 2020.

Annex 3e. Context in which the Intermediate Result 1.1 of the Project takes place

Labor Inspection

The first two products of this result are aimed at strengthening labor inspection. According to the Institutional Memoires of the ML 2016-2019, in the last four years an average of 75,000 annual inspection visits have been carried out⁶⁷; and according to reports of monthly and quarterly labor statistics of the ML⁶⁸, in the period 2016-2018 approximately 10% of these visits take place in the agricultural sector.

The inspection system in the Dominican Republic has powers in the areas of work, OSH and social security, although according to the Labor Inspection Needs Assessment Report carried out by ILO in 2018, most of its performance is carried out in the latter area, verifying the affiliation of workers and the payment of social security contributions. In this regard, Law 13-20 issued at the beginning of 2020 transfers this responsibility to the TSS and grants said institution the power to collect compulsory charges and to initiate criminal actions against employers who do not affiliate their workers. In this way, we return to the initial situation (Law 87-01 of 2001), which was modified with Law 177-09 of 2009 that established that the ML, through the Labor Inspection, was responsible for verifying the contribution dynamics and access to the right to Social Security for workers.

The Institutional Statistics System

Although in the Dominican Republic, the ML does not have the main responsibility for the generation of labor statistics (but rather the CB, mainly through the Continuous National Survey of the Workforce), it has different administrative records in various areas (inspection, CL, mediation and arbitration, minimum wage, labor intermediation, SPE), based on which they prepare monthly, quarterly and annual reports or bulletins and publish them on their website.

However, according to the interviewees of the ML, these administrative records are completed manually and there is no interface between the different existing systems (SEMC, SICET, SIRLA and others), which, among other factors, prevents them from generating statistics in a standardized, automated way, which are comparable over time and which can be disaggregated according to the profile of the beneficiaries.

The Dissemination Plan of resolutions on minimum wages

In the Dominican Republic, there are more than ten types of salary rates, depending on the size and sector of the companies. In the agricultural sector, there are three categories: (a) workers in the sugar industry, (b) field workers, and (c) agricultural machinery workers. Updates of minimum wages are made through the CNS every two years, the last being in the second half of 2018, which set the monthly minimum wage for sugar workers at 7,633.42 pesos; for agricultural machinery operators in 11,109 pesos per month; and for field workers at 198.24 pesos for an 8-hour shift.

According to one of the interviewees of the ML, wages in the agricultural sector vary notably between workers, according to category, nationality and geographical area, with provinces that, on average, pay more than the minimum wage to their workers, while others pay just the minimum and third parties pay below that amount. In this context, the Project seeks to disseminate that there is a floor salary below which no employer can pay its workers.

Free-of-charge legal aid services

The ML, through the DAJ, offers free legal assistance to workers and employers whose economic situation does not allow them to exercise their rights as plaintiffs in the labor courts. According to the ML's monthly and quarterly labor statistics reports⁶⁹, during the 2016-2019 period an average

⁶⁷ These visits can be "special" when they have their origin in a claim and where the actions of the inspector is limited to the matter object of the claim; and "regular" when the visit is ex officio to a work center and where the general working conditions that the Labor Inspection supervises are reviewed.

⁶⁸ <https://mt.gob.do/transparencia/index.php/estadisticas>

⁶⁹ <https://mt.gob.do/transparencia/index.php/estadisticas>

of almost 2,370 people a year received assistance and guidance from lawyers before administrative or judicial instances, and of these, approximately 10% came from the agricultural sector.

The Project seeks to modernize/improve its SICET for the registration and follow-up of labor files that are processed in the courts and thus improve the quality of the services they provide. The people interviewed from the ML said that the System is old, it does not allow generating reports automatically and it does not connect with other databases of the ML. Likewise, it is necessary to include in the system, information on the positive effects generated by the services they provide to workers, in terms of debt collection, for example.

Annex 3f. Training activities carried out in Intermediate Result 1.2 of the Project

Training activities addressed to the inspectors

Training Activity	Month and year	Number of participants	Topics covered
Inspection techniques on OSH matters	July 2019	Total: 45 Men: 21 Women: 24	- ILO standards, principles and guidelines on OSH management in companies -Actions and contents of an OSH management system in companies -Advice for the implementation of an OSH management system in companies
Development of an inspection strategic plan	July 2019	Total: 20 Men: 11 Women: 9	
Investigation techniques and soft skills	October 2019	Total: 62 Men: 33 Women: 29	-Procedures and techniques to carry out the investigation of facts by the inspectors -Best international practices -Techniques and practices to modernize the inspection system.
Fundamental labor principles and rights	March 2020	Total: 68 Men: 35 Women: 33	-Inspection techniques to deal with cases related to violations of fundamental principles and rights: freedom of association and collective bargaining, elimination of forced or compulsory labor, abolition of CL, and elimination of discrimination in relation to employment and occupation.

Training Activities addressed to officers from institutions that are part of the CDN for the Fight against Child Labor

Training Activity	Month and year	Number of participants	Topics covered
Training of multipliers in prevention and eradication of child labor and its worst forms	February 2020	Total: 45 Men: 13 Women: 32	-Legal and institutional framework for the System for the Prevention and Eradication of Child Labor - Public Policies for the Prevention and/or Eradication of Child Labor -Use of audiovisual media in the communication of the CL situation

Annex 3g. Context in which Intermediate Result 1.3 of the Project is developed and specific aspects of the campaign "Throw your dart against child labor" and the strengthening of the Inter-Union Committee to Combat Child Labor

In recent years, the Government of the Dominican Republic has carried out a series of actions that seek to contribute to the prevention and eradication of CL, such as the implementation of the Extended School Day (JEE), through which children remain in schools from 8 in the morning to 4 in the afternoon, the creation of new children centers, the removal of street children and victims of the worst forms of CL and their entry into residential programs of CONANI, and social policies of conditional transfers for children and adolescents attending school. USDOL (2018)⁷⁰ maintains that moderate progress is observed in the Dominican Republic in its efforts to eliminate the worst forms of CL and that one of the most notable aspects is that the government increased the budget of the Inspection Directorate of US \$ 3.3 million in 2017 to US \$ 4.8 million.

However, limitations persist, such as the fact that some rural areas do not have childcare services and JEE has not been implemented there. USDOL (2018)⁷¹ also mentions limited human and financial resources for CL law enforcement and insufficient assistance for child victims of harmful agricultural work and commercial sexual exploitation as limitations. In any case, it is not possible to quantify the progress or not in terms of CL reduction since, as mentioned in previous sections, the country lacks updated official statistics from censuses or surveys.

The campaign "Throw your dart against child labor"

In August of 2020, the informative and raising-awareness campaign "Throw your dart against child labor" was official launched on the virtual zoom platform.

The campaign seeks to spread the message that children should learn, play and study instead of work and is mainly oriented to three target audiences: (a) employers, (b) parents and (c) society in general. To the former, to promote labor regulations and rights, including prevention and eradication of CL; to the second ones, because sometimes parents consent or encourage their children to work in order to contribute to the household economy or because they think that this way they are teaching them to be more responsible; and civil society so that if they know of CL cases, they can report them through the corresponding channels.

Strengthening of the Inter-Union Committee of Combat against Child Labor

In relation to the strengthening of the Inter-Union Committee for the prevention and eradication of child labor, two workshops have been held with representatives of the trade union associations that are part of it, the first of them with the participation of the ACTRAV specialist from the ILO Country Office for the Center America, Panama, Haiti and the Dominican Republic, based in Costa Rica.

Although the second workshop (December 2019) culminated with a proposal of prioritizing ideas and actions for the strengthening of the Committee and for the prevention and eradication of CL the trade union associations did not receive feedback on the proposal and it has not been approved either.

Some of the ideas and/or actions to prioritize were: (a) carry out a tripartite awareness campaign against CL, prioritizing the use of social networks and taking advantage of the TV and radio programs that the trade union associations have; (b) training peasant organizations, union leaders, and union attorneys to be active actors in the prevention and eradication of CL; (c) others more related to public policies, programs or adjustments to regulations; For example, creating programs with the ML that facilitate the employability of parents, adapting INFOTEP programs so

⁷⁰ Ibid

⁷¹ Ibid.

that young people from 16 years of age can access; include CL as a prevention and protection mechanism in collective agreements; change the minimum age to 16 years (currently it is 14).

Strengthening Activities of the Inter-Union Committee for the prevention and eradication of child labor

Workshop with the union associations	Month and year	Number of participants	Topics covered
Planning workshop of the Union Associations	February 2019	*Total: 41 (from the 3 union associations) *Men: 23 Women: 18	-How to include CL prevention and eradication actions in union agendas
National Workshop "The union table, the fundamental rights and child labor"	December 2019	*Total: 31 (from the 3 union associations) *Men: 12 *Women: 19	--Labour inspection and child labor -Contribution of unions to the prevention and eradication of CL for the fulfillment of Target 8.7 of the SDGs -Strategy and plan to strengthen the Inter-Union Committee for the Prevention and Eradication of CL -Prioritization of actions to be carried out for the period 2020-2021

Annex 3h. Training activities carried out in the Intermediate Result 1.4 of the Project and specific aspects of the pilot program of job insertion for vulnerable families

Training activities on job prospecting and on modern trends in the integrated provision of Public Employment Services.

Training Activity	Month and year	Number of participants	Topics covered
Recent trends in the public employment systems: challenges and opportunities of the National Employment Service (SPE)	August 2019	Total: 40 Men: 11 Women: 29	-International vision on the latest trends in SPE, experiences and good practices in LAC -Particular approach to the provision of SPE for populations in vulnerable situations
Job Prospecting	October 2019	Total: 32 Men: 11 Women: 21	-Tools for prospective analysis of the labor market used by ILO to project the growth of economic sectors -Use as a basis to align the training offer with the skills required by the companies in the territories.
Integrated provision of the SPE	December 2019	Total: 104 Men: 28 Women: 76	-Challenges of the DGE as provider of integrated SPE -Proposals for improvement in the guidance and job placement services offered by the ML, in person and virtually, especially to job seekers, who are in vulnerable conditions.

Pilot program of job insertion addressed to vulnerable families of the agricultural sector

The Project also seeks to map the supply and demand for employment and training in the 3 provinces where the pilot program will be carried out (Santiago, Duarte and San Juan).

To do this, it is planned to first carry out, in each province, a study to characterize the productive sector and employment in four relevant value chains and their growth potential in the next three years, and to identify investment plans of the public and private sector, in the short and medium term, the training offer of INFOTEP and other technical training centers, and cooperation projects in execution or to be started related to the field of employment and technical professional training. Then, a 5-year Prospective Employment Analysis will be carried out in each of the provinces, to identify the occupations and skills most in demand.

Since COVID-19, the ILO and the ML have discussed the possibility of focusing the studies on assessing the local and sectoral impact of COVID-19 on employment and identifying sectors with rapid growth potential. The evaluation considers that these are issues that will still be addressed when carrying out the characterization studies of the productive sector, and suggests that they begin as soon as possible⁷², taking into account that after these studies, a prospective analysis of employment should be carried out and only after this, training for employment can be provided to the vulnerable population, with less than a year remaining until the end of the Project. In this

⁷² Considering also that part of the methodology for carrying out the study of the characterization of the productive sector and of employment is the review of secondary sources, which can be performed at the office, without the need of travelling to the provinces.

circumstance, it is also considered very important that, as one of the interviewees of the ML mentioned, the studies that are carried out are not academic exercises but concrete diagnoses, which serve to guide actions.

Regarding the beneficiary population of the training of the pilot program in the provinces of Santiago, Duarte and San Juan, it is still pending to confirm that the selection criteria established in the CMEP will be maintained. That is, they must be members of families who meet any of the following CL vulnerability or risk criteria: (a) at least one child between 5 and 15 years old, (b) income below the minimum wage, especially in those female-headed households, (c) at least one parent is unemployed or has no regular cash income; (d) at least one disabled member; (e) the family lives in a rented place for the last three months. The sources of information that the Project will use to verify that the families meet the established criteria must also be identified. If administrative records of the State will be used, such as the Unique System of Beneficiaries of PROSOLI, it is important to initiate coordination with said institution.

The most similar experience to the one that the Project intends to carry out is the “Progresando Unidos” (“Moving forward together”) initiative, financed by the World Bank, which PROSOLI has been carrying out since 2016 in 14 provinces of the country (including Santiago and San Juan) to train young people from families living in poverty for employment. In Progresando Unidos (in the third call of which, approximately 12,400 young people benefited and this year they have launched the fourth call). They carried out socioeconomic and labor market studies and, based on their results, in the provinces of Santo Domingo and Santiago, they provide training for dependent employment, while in the remaining twelve, including San Juan, they promote entrepreneurship or business plans. In the first case, the training is provided through the INFOTEP COS. It lasts up to 300 hours and includes paid internships for at least 40 days, and the beneficiaries are also trained in job search (how to prepare their CV, soft skills, how to appear for an interview). In the second case, mentors are trained, who carry out in PROSOLI's own training centers, accompaniment to those who want to start a business.

In line with one of the lessons learned indicated in the preceding paragraph, the coordinated work between the ML, INFOTEP, and ILO *a priori* should result in greater effectiveness and impact of the intervention. In this regard, one of the people interviewed from ILO Costa Rica mentioned that, for example, training could be considered “by stages”, the first one in charge of the ML in basic subjects of mathematics and reading comprehension and a second one in charge of the INFOTEP with technical training. Another alternative could be for INFOTEP to train young people in technical skills and the ML to do the same in crosscutting skills. Another example of coordinated work occurs in the case of training aimed at self-employment: The same source revealed that the Master Trainer network that the ILO (5 in total) has in the country could be used in the Start and Improve Your Business methodology (IMESUN). Likewise, in the current context of COVID-19, IMESUN is already developing virtual training and as INFOTEP has facilities throughout the country, with sufficient bandwidth, an inter-institutional agreement could be established through which the vulnerable population that does not have connectivity can receive their classes in these facilities.

According to the interviews conducted with representatives of the Santiago, Duarte and San Juan LLRs, these LLRs are aware of the pilot program that the Project is intended to carry out but in a very general way and they have not participated in the discussions on specific aspects of the program. The evaluation considers that the Project could make better use of the knowledge and experience of the LLRLs as an important source of consultation for the people who will be in charge of mapping the supply and demand for training and employment.

The following table shows the main ideas offered by the interviewees of these LLRLs regarding the occupations most in demand in the province, the training offer and the institutional allies that could be incorporated in the implementation of the pilot program.

Opinions of the LLRs of Santiago, Duarte and San Juan on occupations that could have greater demand, the training offer and other possible allied institutions for the implementation of the pilot program.

Province	Occupations that could have greater demand	Training offer	Other possible allied institutions
Santiago	Repair of PC and cell phones, pastries, cooking and crafts for women, so that they can work small family businesses, self-employment	INFOTEP Universities NGOs	PROSOLI OTE of the LLR, to facilitate contact as businesses
Duarte	In the rice processors, people with basic knowledge of rice cultivation, basic post-harvest handling techniques may be required. Also millers, electricians, production managers, industrial refrigeration, warehouse managers, computer technicians, digitizers, people who handle equipment	INFOTEP Universities	PROSOLI, for the identification of the beneficiaries OTE of the LLR, to facilitate contact with businesses as a source of information for the mapping and as a place for those who wish to receive training to do their practices or work.
San Juan	Handling of machinery for sowing, agricultural area, technicians with agricultural knowledge	INFOTEP Universities Institutes	PROSOLI Employers, associations of equipment owners, OTE of the LLR, has a Job List

Annex 3i. Budget and amount executed or committed at September of 2020, according to outputs, personnel, operational and monitoring and supervision costs (in absolute and relative values)

Outputs	Budget (in US\$)	%	Executed or committed at SEPT 2020	% execution
01.01-(01.01.) - . Protocols, manuals and action guides in support of the work of labor inspectors with emphasis in the agricultural sector updated/developed.	90,000	1.8%	46,620	51.8%
01.03-(01.02) - New Electronic Labor Inspection Case Tracking System, particularly in the agricultural sector, is operational	365,500	7.3%	20,256	5.5%
01.04-(01.03) - Institutional Statistical System designed and running.	123,831	2.5%	0	0.0%
01.05-(01.04) - Campaign for the dissemination of Resolutions on minimum wage in the agricultural sector designed and implemented	32,000	0.6%	0	0.0%
01.06-(01.05) - Platform for managing free-of-charge Legal Aid cases improved/updated	94,300	1.9%	0	0.0%
01.02-(02.01) - Specialized training program for labor inspectors and ML officers implemented	240,000	4.8%	71,597	29.8%
01.07-(02.02) - of Labor Health and Safety (DHST in Spanish) of the ML implemented	77,000	1.5%	0	0.0%
03.01-(02.03) - Specialized program to strengthen the Directorate of Policy for Prevention and Eradication of Child Labor of the ML implemented	105,500	2.1%	16,768	15.9%
03.04-(03.01) - Awareness-raising campaigns on labor rights, including child labor and other related topics, implemented	130,000	2.6%	0	0.0%
03.02-(03.02) - Strategic Alliances involving government institutions, employers and workers' organizations,	172,369	3.4%	12,496	7.2%

NGOs, and other key stakeholders developed.				
03.03-(03.03) - National Steering Committee (CDN), Local Steering Committees (CDL) and other stakeholders trained to identify violations to labor regulations including child labor in the agricultural sector	112,000	2.2%	20,765	18.5%
02.02-(04.01) - Pilot program on promotion of employment and job insertion aimed at vulnerable families in the agricultural sector, implemented.	218,700	4.4%	16,359	7.5%
02.01-(04.02) - .2. Pilot program on the SCORE methodology for capacity building of local staff and strengthening small and medium enterprises, implemented.	125,000	2.5%	50,911	40.7%
04.01-(05.01) – Personnel Costs	1,761,721	35.2%	1,056,084	59.9%
04.02-(05.02) – Operational Costs	371,856	7.4%	133,086	35.8%
04.03-(05.03) – Monitoring and evaluation	400,000	8.0%	79,426	19.9%
05.01-(06.01) – Preparatory Activities	5,002	0.1%	4,993	99.8%
99.01-PSC	575,221	11.5%	146,140	25.4%
	5,000,000	100.0%	1,675,500	33.5%

Source: ILO Report on financial execution of the Project at September of 2020.

Annex 4a. Lessons Learned

LL Element	Text
<p>Brief description of lessons learned</p>	<p>1. It is important that the ILO, donors and constituents maintain a fluid communication from the moment ILO is selected to implement a project; For this it is necessary for ILO to inform donors and constituents about the main characteristics of the programming, design and implementation of the projects it executes.</p> <p>-There are differences between an ILO project document (PRODOC) and a concept note, in terms of structure, content and preparation process. Regarding the latter, the PRODOC must take into account the needs of the constituents, for which they are consulted (in the case of employers 'and workers' organizations, this is done through ACTEMP and ACTRAV respectively).</p> <p>- Once the PRODOC is approved and before starting the implementation of a project, the ILO carries out actions to inform, socialize, sensitize and engage the constituents so that they have an active participation in it. Although this may lengthen the project start date, it is an indispensable condition because it represents the implementation of tripartism, which in turn is the essence of the ILO and because a priori it should favor the effectiveness, efficiency and sustainability of the intervention. .</p> <p>- The direct beneficiaries of ILO projects are generally the Ministries of Labor, employers' organizations and/or workers' organizations, who are usually also the partners of ILO intervention. Meanwhile, the final beneficiaries can be vulnerable groups of the population, families, workers, companies, among others.</p> <p>- There are ILO projects in which the execution modality includes the transfer of resources so that the partners can directly implement some of the planned activities. When this does not occur, as is the case with the project that is the subject of this evaluation, execution is the responsibility of the ILO, in collaboration and permanent consultation with the intervention partners.</p>
<p>Context and any related preconditions</p>	<p>The process of discussion and adjustment to the design of the Project "Strengthening the capacities of the Ministry of Labor to improve working conditions in Dominican agriculture" lasted more than a year (from the beginning of 2018 to April 2019).</p> <p>The main differences between the final version of the Project design and the initial version are that the relative importance of CL was reduced and the result related to the design and implementation of a labor self-compliance system in the agricultural sector was eliminated completely. In this way, it is more evident that the emphasis of the Project is on improving the enforcement of labor laws by the ML to help improve working conditions in the agricultural sector, which includes the reduction of CL but also the improvement in wages, Occupational Health and Safety (OSH), among others.</p>
<p>Targeted users / Beneficiaries</p>	<p>ILO, Government, Employers' organizations, workers' organizations, donors.</p>
<p>Challenges /negative lessons - Causal factors</p>	<p>According to the official letters sent by COPARDOM and the trade union associations to ILO during the second semester of 2018 and to the interviews held during this evaluation, COPARDOM maintains that it would have been desirable for them to participate from the beginning of the process (January 2018), while the union associations consider that their participation was basically to be informed of the content of the Project.</p>

	Both the ML and COPARDOM and the trade union associations agreed on the importance of strengthening the ML for the effective enforcement of labor legislation. On the other hand, as a consensus of all the parties was not reached regarding the inclusion of the second result of social compliance and the determination of who would be in charge of its execution, it was decided not to include this result in the final design.
ILO Administrative Issues	This lesson learned is linked to the process of designing a project, specifically to discussion and adjustment, which in turn requires personnel and logistical resources to convene and carry out discussion meetings.

LL Element	Text
Brief description of lesson learned	2. The main lessons learned from the SCORE implementation pilot program are: (a) the commitment and involvement of Senior Management of the companies that implement SCORE is essential because it is the one that has the resources to achieve the desired results, (b) the importance of generating a culture of standardization and continuous improvement in employees, and (c) the importance of involving all areas of the company in the preparation and implementation of improvement plans.
Context and any related preconditions	<p>With the Project, the SCORE methodology has been implemented in 28 companies: 20 received Module 1 (Cooperation in the workplace) and 8 received Module 5 (Safety and health at work).</p> <p>The implementation was in charge of 15 business advisers from INFOTEP, who were trained by the Antioquia Science and Technology Center (CTA) and received methodological assistance from said Center during their work in the companies. These have been one of the few advances of the Project in terms of meeting the goals of product indicators.</p>
Targeted users / Beneficiaries	ILO, ML, INFOTEP, businesses
Challenges /negative lessons - Causal factors	According to the CTA Report, companies have improved some internal aspects in their processes: among those who carried out Module 1, the greater organization in the jobs, the reduction in operating times, the greater use of previously misused areas, and the implementation of indicators to have more control of the processes. While among those who implemented Module 5, greater safety in the work areas, decrease in workplace accidents, establishment of a Joint Health and Safety Committee
ILO Administrative Issues	This lesson learned is linked to the process of implementing the SCORE methodology in companies, which in turn requires an investment from the Project to finance the cost of having business advisors in charge of accompanying companies in the implementation of SCORE.

LL Element	Text
Brief description of lesson learned	3. In a pandemic context, the Project's decision to virtualize certain activities is adequate and efficient. However, it should be taken into account that not all public institutions have available virtual infrastructure (PC, electricity, internet access, speed of connection) and/or "virtual culture" (basic knowledge about ICT, willingness to learn), which may limit the coverage of training actions aimed, for example, at CDL members. The same difficulties may be encountered by the vulnerable population that will benefit from the pilot training program for job placement.

Context and any related preconditions	In the context of the COVID-19 pandemic, the Project's training activities were temporarily suspended. Others have continued to be carried out with a certain "normality", for example the descriptive technical manuals and reports; and a third have also been carried out but adjusting the methodology a bit, for example the campaign "Throw your dart against child labor" was launched virtually. It is also intended to adjust the methodology in certain activities that are pending, such as in the implementation of Module 3 of SCORE 3, which will be done virtually, and the same would happen with training for the employability of vulnerable families
Targeted users / Beneficiaries	ILO, ML
Challenges /negative lessons - Causal factors	
ILO Administrative Issues	This lesson learned is linked to the process of implementing a project, specifically its adaptation or response to an emergency context such as the COVID-19 pandemic. In turn, it requires personnel to propose strategies or measures so that this response is the most effective and efficient.

Annex 4b. Good practices

GP Element	Text
Brief summary of the good practice	1. The Project has taken advantage of and supplemented the progress made by other ILO projects/programs such as the Global BRIDGE Project and the Project "Improving working conditions in the banana sector", both in terms of strengthening inspections (results 1.1 and 1.2 of the Project) and the improvement of productivity in companies applying the SCORE methodology (result 1.4 of the Project).
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>Regarding the strengthening of inspections, the Project is taking into account (in certain outputs and activities incorporated in the first two intermediate results) some of the recommendations of the Global BRIDGE Project to strengthen the capacities of the ML in labor inspection and improve compliance with labor legislation.</p> <p>With regard to the improvement in the productivity of the companies, the Project has incorporated as an output, the implementation of the SCORE methodology in companies in the agro-industrial, services and manufacturing sectors. Thus, it continues what has been done with the Project "Improvement of working conditions in the banana sector", in which SCORE was implemented. It also continues with other interventions, financed with the regular budget of the ILO Country Office for Central America, Panama, Haiti and the Dominican Republic, based in Costa Rica, through which the aforementioned methodology was implemented in other sectors such as rum production, metalworking and metallurgical industries, graphic industries and the like.</p>
Establish a clear cause-effect relationship	<p>The Project has taken into account the needs of the ML to improve the strategic application of labor legislation, which were identified in the Report "Needs Assessment of the Dominican Republic Labor Inspection", drafted within the framework of the Global BRIDGE Project.</p> <p>INFOTEP begins its experience with SCORE with an ILO project in the banana sector "Improving working conditions in the banana sector", during the period 2014-2018, where Modules 1 and 4 are developed. Then, in 2018, with a regular budget from San José and with UNDP, the same was done with Module 2 in other sectors (metallurgy, services, rum, and arts). These Modules 1, 2 and/or 4 have been applied to approximately 25 companies.</p>
Indicate measurable impact and targeted beneficiaries	<p>In the intermediate result 1.1 and 1.2 of the Project, the diagnosis of the BRIDGE Project has guided the intervention to strengthen the individual capacities of the DI inspectors and institutions.</p> <p>In the intermediate result 1.4 of the Project, the experience of previous interventions with SCORE in the country, which were also in charge of INFOTEP and the same trainers, has been used.</p>
Potential for replication and by whom	This good practice can be replicated in all projects working in thematic areas in which ILO has previously worked in the same country. In this way, continuity can be given to ILO interventions.

GP Element	Text
Brief summary of the good practice	2. The Project objective and intermediate results indicators reflect what the Project seeks to achieve, what it seeks to contribute to, and the output indicators reflect the main strategies to be used to strengthen capacities and improve/modernize the systems, tools and instruments. The tools provided to collect information on the value of the indicators are appropriate and it is considered appropriate that the responsibility for collecting the information is shared between the ILO Project team and the officials of the different Directorates/Departments of the ML, and that of verifying the information falls exclusively on the Project Monitoring and Evaluation Officer
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>At the product level, two types of indicators predominate in the Project, in both cases consistent with the Project's main strategies to strengthen capacities and improve / modernize systems, tools and instruments. The outputs of intermediate results 1.2, 1.3 and 1.4 refer mainly to the number of people trained (labor inspectors, DGHS officials, representatives of entities that make up the CDN; as well as members of vulnerable families and advisers in methodology SCORE), while those of intermediate result 1.1 refer mainly to the elaboration of reports based on the improved / optimized systems (SEMC, institutional statistical system, SICET). The evaluation considers it positive that these last indicators place emphasis not so much on the existence of these improved systems but on the use that they are given.</p> <p>In the CMEP, the level of disaggregation, the value of the goal, the frequency of information collection and the personnel responsible for collecting and verifying the information has also been defined for each result indicator and product.</p>
Establish a clear cause-effect relationship	The establishment of adequate indicators at the level of products and results as well as tools for collecting information regarding their values, frequency of information collection and identification of the personnel responsible for collecting and verifying the information is a necessary condition to be able to measure, at the end of a project, the results and effects of the intervention.
Indicate measurable impact and targeted beneficiaries	The scope of the CMEP is at the level of indicators of outputs and results and, as was shown in a previous section, there are very few that to date show any level of progress; therefore, the implementation of the CMEP is just beginning and it is still premature to confirm whether the entities responsible for collecting and verifying the information on compliance with the indicators are fully fulfilling their roles.
Potential for replication and by whom	This good practice can be replicated in all projects because in all cases it is necessary to design indicators of outputs and results as well as tools that allow collecting information on the value of the indicators.

GP Element	Text
Brief summary of the good practice	3. From the design of the Project, strategies were contemplated that, a priori, favor the sustainability of the Project, such as the permanent implementation, as part of the regular functions of the ML, of training programs on labor regulations for inspectors and on CL aimed at officials of the ML, and also the permanent implementation, in charge of the ML and/or INFOTEP, of programs for employability of vulnerable families and SCORE in companies
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>Within the framework of the Project, two training programs are currently being developed: one on labor regulations aimed at labor inspectors and the other on CL aimed at ML officials and other socio-labor actors. Although these Programs include several of the topics on which the ILO has already trained in the framework of the Global BRIDGE Project such as DFT and research techniques and soft skills, others related to general labor regulations and especially OSH are being incorporated into starting from the COVID-19 situation</p> <p>Regarding the pilot program for the employability of vulnerable families, based on the results of the supply and demand mapping, it will be defined whether the training should be aimed at dependent employment and/or self-employment, in which occupations and which institutions provide the training.</p>
Establish a clear cause-effect relationship	<p>Regarding the second result, it is sought that the Training Programs on labor regulations for labor inspectors and on CL aimed at officials of the ML and other socio-labor actors remain as a permanent tool of the ML, who will be able to carry them out as part of their regular training, that is, its implementation is not subject to the useful life of the Project</p> <p>Regarding the fourth result, it is expected that the pilot program for the employability of vulnerable families will allow the identification of lessons learned and good practices on prospective analysis, identification of gaps between labor demand and training offer, mechanisms to promote employability of the vulnerable population, redesign of training offerings in the area, inter-institutional coordination; and, based on this, be able to build strategies (and, in the medium/long term, policies) to promote employment aimed at vulnerable families at risk of CL, which have a greater geographic and sectoral scope.</p> <p>Another element of the fourth favorable result for the sustainability of the intervention is that from the design it included the participation of INFOTEP, an institution with human and financial resources, a territorial presence throughout the country and a wide network of private training providers. In addition, with the Project, the same 5 INFOTEP advisers who were trained in Module 5 and who in previous ILO projects in the implementation of the SCORE methodology had been trained in Modules 1, 4 and 2. Having completed all the modules, they can be certified as <i>Master Trainer</i> of the SCORE methodology</p>
Indicate measurable impact and targeted beneficiaries	Taking into account that most of the activities still need to be started or completed and, therefore, to specify the different products that the Project contemplates, it is very premature to estimate if the results will be achieved at the end of the Project and if they will be sustainable.
Potential for replication and by whom	This good practice can be replicated in all projects, mainly those that contemplate results or products related to capacity building and the implementation of pilot programs.

GP Element	Text
Brief summary of the good practice	4. The information and awareness campaign "Throw your dart against child labor" combines various means to spread its messages: (a) radio spots, (b) social networks (<i>Facebook, twitter, Instagram</i> of the ML and other institutions), (c) banners, posters, office supplies kit and other merchandising items, (d) peripheral in agricultural areas, (e) participation of influencers, (f) face-to-face visits to companies in the agricultural sector, especially informal ones, and (g) visits to schools.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>The information and raising-awareness campaign "Throw your dart against child labor" was officially launched in August of 2020, on the virtual platform zoom.</p> <p>The campaign seeks to spread the message that children should learn, play and study instead of work and is mainly oriented to three target audiences: (a) employers, (b) parents and (c) society in general. To the former, to promote labor regulations and rights, including prevention and eradication of IT; to the second ones, because sometimes parents consent or encourage their children to work in order to contribute to the household economy or because they think that this way they are teaching them to be more responsible; and civil society so that if they know of CL cases, they can report them through the corresponding channels</p>
Establish a clear cause-effect relationship	<p>This combination of media is the most innovative aspect of this campaign, compared to others in which the dissemination was basically done with workshops, events in strategic areas of the cities, distribution of printed material and traditional media.</p> <p>It is expected that this campaign will contribute to making the CL problem more visible and favoring the materialization of the other outputs and activities contemplated in this third intermediate result.</p>
Indicate measurable impact and targeted beneficiaries	This first campaign is expected to last until December 2020. The ML, through the Public Relations Directorate, has contemplated monitoring the physical and digital media that publish information about the campaign, how many times the ML officials appear in media, accountants on social networks, how many institutions support the activities carried out within the framework of the campaign.
Potential for replication and by whom	This good practice can be replicated in all projects that include results or products linked to information or awareness campaigns to promote the rights of a certain vulnerable population.

Annex 5. Terms of reference of the evaluation



Terms of Reference

Midterm Independent Evaluation

Project to improve working conditions in agriculture- Dominican Republic

Project Title	<i>“Strengthening the Capacities of the Ministry of Labour to Improve Working Conditions in Agriculture in the Dominican Republic”</i>
Project code:	DOM /17/01/USA
P&P result	Result 7: Adequate and effective protection at work for all
SDG	SDG 8 – Decent Work and Economic Growth
Administrative Unit	CO - San Jose
Donor	US Department of Labor
Budget	USD 5,000,000
Beginning period of activity implementation	May 2019 - August 2020 (Formal start date according to the Agreement: December 2017)
ILO Technical Units	FUNDAMENTALS
Evaluation type	Midterm Independent
Duration of the project	December 2017 - August 2021
Evaluation Date	July – September 2020
Evaluation Director	Cybele Burga, Regional Evaluation Officer for Latin America and the Caribbean

I. Context and description of the project

Project Background

1. The Dominican Republic has been a member of the ILO since September 29, 1924 and to date it has ratified 40 of its conventions, including Convention No. 81 on labor inspection, Convention No. 150 on labor administration, Convention No. 138 as the minimum age for admission to employment and Convention No. 182 on the worst forms of child labor, among others. Of the 40 ratified conventions, 35 are in force.
2. The Dominican Republic also has a Labor Code, included in Law 16-92 of May 29, 1992, which regulates the compliance and verification of labor regulations. Likewise, the Dominican Social Security system, created by Law 87-01, promulgated on May 9, 2001, promoted a significant change in the dynamics of contributions and access to the right to Social Security for workers, which was verified by the Ministry of Labor through its Labor Inspection body, in accordance with Law 177-09 of June 22, 2009, until its modification by Law 13-20 February 2020, transferring this responsibility to the Treasury of the Social Security (TSS).
3. The Ministry of Labor is the administrative authority responsible for ensuring compliance with the legal and regulatory provisions that regulate labor relations between employers and workers, as well as the correct application of ILO conventions and other instruments ratified by the country, such as the United Nations Guiding Principles on Business and Human Rights. These duties are performed by the Labor Inspection System, which operates in a decentralized manner through 40 Local Labor Representations (RLT) located throughout the country. The Ministry of Labor implements specific protocols to carry out inspections in different sectors, as well as to detect child labor, occupational hazards and situations of possible non-compliance with labor legislation, such as discrimination on various grounds (gender, nationality, ethnic origin, place of residence, age, socioeconomic status, language), among others. However, these protocols must be updated for inspection processes to be more effective.
4. Regarding the prevention and application of labor standards, the Ministry of Labor, the institution responsible for regulating labor relations through the labor inspection system, intervenes in the verification of fundamental aspects of working conditions, such as : payment of wages, compliance with occupational health and safety standards, and minimum age for access to employment, among others.
5. ILO has provided assistance to the country through technical cooperation projects, with special attention to institutional strengthening of the Ministry of Labor and other relevant entities, the production and dissemination of information and knowledge, awareness-raising and training, as well as association and inter-institutional collaboration on issues related to labor rights and the implementation of international and national regulations in the labor field.
6. The Ministry of Labor implements specific protocols to carry out inspections in different

sectors, as well as to detect child labor, occupational hazards and situations of possible non-compliance with labor legislation, such as discrimination on various grounds (gender, nationality, ethnic origin, place of residence , age, socioeconomic status, language), among others. However, the Ministry of Labor currently faces important challenges of a technical and operational nature, which limit its range of coverage, so strengthening its institutional capacity, specifically that of the inspection system, is essential. Weaknesses and needs were identified regarding the update of action protocols, the dissemination of labor regulations, and continuous training to contribute to the promotion of decent work. It would also be necessary to improve the competencies and conditions to develop occupational risk prevention programs and institutional systems such as electronic management of inspection cases, statistics, planning and labor information.

7. The purpose of the Project object of this evaluation is to equip labor inspection personnel in particular, and the personnel of the Ministry of Labor in general, with tools and methodologies to better address the challenges of labor inspection with respect to labor standards, jurisprudence and technical criteria on occupational and occupational health and safety, inspection planning techniques and practices, interview skills, sampling and treatment of cases of child labor and violations of fundamental rights. at work, as well as in other support systems and mechanisms that exert direct influence on the work environment.
8. In this way, ILO will support efforts to strengthen the capacities of the Ministry of Labor, with special emphasis on Labor Inspection, the Directorate of Public Policies for the Prevention and Eradication of Child Labor, the Directorate of Occupational Health and Safety, the Employment Directorate, the Department of Judicial Assistance, as well as the Statistical System and other service platforms, to sustainably improve the application of labor legislation. In addition, it will also promote the strengthening of other actors in the labor scene in the creation of synergies and alliances.

Project design process

9. In December 2017, initiative No. is approved 106475-DOM / 17/01 / USA, entitled "Support efforts to combat child labor and improve working conditions in agriculture in the Dominican Republic" with a budget of Five Million Dollars (USD5,000,000), financed by the United States Department of Labor USDOL), to be executed by ILO.
10. Following approval, ILO held various meetings with the representatives of tripartism (government, employers and workers) to agree on the terms of implementation and define activities. Discussion points such as the name of the project, geographic area and associated crops that would be addressed, were elements of divergence on which a tripartite consensus could not be reached.
11. Among the first demands on the part of the employer sector are the request for a substantive modification to the project document, requiring a new definition of the context and the inclusion of indicators, in order to have more details about what the project would imply. Subsequently, the employers also requested the appointment of a

tripartite committee to monitor the project and eliminating from the project all kinds of studies and information surveys that could show the existence of non-compliance with the labor regulatory framework in the country. Seeking to accelerate the start of implementation with the consensus of all sectors, ILO, with the collaboration of the Ministry of Labor, made an initial proposal of indicators that never reached the discussion table.

12. In addition, the employers laid out the condition that the Socio-Labor Self-Compliance System be implemented by them directly, not by ILO like the rest of the project. These elements gave rise to a new project proposal that proposed increasing the number of provinces to 9 and eliminating sugarcane cultivation as a subject of technical assistance, replacing some provinces and integrating other crops; however, no consensus could be reached either.
13. The demands of the Ministry of Labor revolved around they being responsible, through the Labor Market Observatory, for carrying out studies and information gathering, while the workers expressed their support for the project design throughout the process, without any additional specific requirements.
14. This tripartite process of discussions, proposals and modifications to the project took 18 months and 5 different proposals for adjustments to the design submitted to the donor for approval and went on until, finally, in April 2019, the USDOL requested the Ministry of Labor to submit a final response by April 30 on their understanding of the course of the project and the destination of the technical assistance.
15. The Ministry of Labor responded with a letter in which it ratified its interest and commitment to the project, proposing a single Result, "The Ministry of Labor improves the strategic application of labor laws" and its outputs, integrating some elements of the original component 3 and completely eliminating component 2 and the studies and information surveys in the field. Faced with this new scenario, ILO prepared a new Project Document Package (PDP), which was submitted to USDOL for approval and with this, USDOL authorized the start of project activities on the ground in May 2019.
16. In April 2020, the CMEP was approved and at the request of USDOL, a revision of the project document (PRODOC) was made in order to align its content with the CMEP. This PRODOC has been approved in June 2020.
17. This new proposal has been called "Strengthening the capacities of the Ministry of Labor to improve working conditions in Dominican agriculture", and seeks to support the development of various processes of the Ministry of Labor that will result in the improvement of its efficiency and capacity to respond to current challenges in labor matters, and to promote an improvement in working conditions in the agricultural sector of the Dominican Republic. It maintains the original budget and implementation period and the details are given below.

Project Description

18. The Project "Strengthening the capacities of the Ministry of Labor to improve working

conditions in agriculture in the Dominican Republic", hereinafter "FORMITRA", is an initiative designed by ILO with inputs from the Ministry of Labor of the Dominican Republic and financial support from the International Labor Affairs Office (ILAB) of the United States Department of Labor (USDOL), with the following particularities:

19. Duration. The project has a duration of 44 months with an execution period from December 2017 to August 2021.

20. Overall project goal Improve working conditions in the agricultural sector in the Dominican Republic.

21. Result: Improvement of the strategic application of labor laws with emphasis on the agricultural sector by the Ministry of Labor.

a. **Intermediate result 1.1.** Systems, tools and instruments improved and adopted by the Ministry of Labor

Output 1.1.1. Protocols, manuals and action guides in support of the work of labor inspectors with an emphasis on the agricultural sector updated / developed.

Output 1.1.2 A new electronic labor inspection case management system, particularly in the agricultural sector, is operating

Output 1.1.3 Institutional Statistical System designed and in operation.

Output 1.1.4 Campaign for the dissemination of Resolutions on minimum wage in the agricultural sector designed and implemented

Output 1.1.5. Improved / Updated Free Legal Aid Case Management Platform

b. **Intermediate result 1.2.** Enhanced knowledge to enforce the legal framework with an emphasis on the agricultural sector shown by the Ministry of Labor, enhanced

Output 1.2.1 A specialized training program for labor inspectors and ML officers implemented.

Output 1.2.2 Program to strengthen the Directorate of Occupational Health and Safety (DHST) of the ML implemented

Output 1.2.3 Specialized program to strengthen the Directorate of Policies for the Prevention and Eradication of Child Labor of the ML implemented

c. **Intermediate Result 1.3** Implementation of institutional initiatives related to Acceptable Conditions of Work and Child Labor by key actors, improved.

Output 1.2.1 A specialized training program for labor inspectors and ML officers implemented.

Output 1.2.2 Program to strengthen the Directorate of Occupational Health and Safety (DHST) of the ML implemented

Output 1.2.3 Specialized program to strengthen the Directorate of Policies for the Prevention and Eradication of Child Labor of the ML implemented

d. **Intermediate results 1.4.** Piloted innovative strategies to improve job opportunities, working conditions and productivity

Output 1.4.1. Implementation of a pilot program on promotion of employment and labor insertion aimed at vulnerable families in the agricultural sector.

Output 1.4.2 Pilot program on the SCORE methodology for the development of capacities of local personnel and the strengthening of small and medium enterprises, implemented.

22. Main stakeholders: The main entity involved is the Ministry of Labor at its central office and local representations in selected provinces. It also provides for the participation of other public institutions and socio-labor actors, such as: workers' organizations (CASC, CNTD and CNUS) and employers' organizations such as COPARDOM will participate in specific activities. The project will also be linked with other public institutions, specifically those that participate or work with issues related to child labor such as: the Progress in Solidarity Program (PROSOLI), the Ministry of Agriculture (MA), the National Council for Children (CONANI), the National Institute for Technical Professional Training (INFOTEP), the National Statistics Office (ONE), among others.

Alignment of the Project with the Country Decent Work Programs (DWCP), Program & Budget, Country Program Outcomes (CPOs) & Sustainable Development Goals (ODS)

23. Linkage with the ILO P&P and the SDGs: Due to the design definition date, the project is linked with the ILO P&P for the period 2020-2021, understanding that the country, with the support of ILO, will strengthen through the project the labor administration and inspection system, and the national and local strategy for the prevention and eradication of child labor, ensuring compliance with labor rights, in line with International Labor Standards and national legislation, specifically in the items listed below:

- Global Result 1. Strong tripartite constituents and influential and inclusive social dialogue
 - Output 1.3. Increased institutional capacity of labor administration
- Global Result 7. Adequate and effective protection at work for all
 - Output 7.1. Greater capacity of member states to ensure respect, promotion, and fulfillment of fundamental principles and rights at work

24. In addition, the project is also aligned with national planning tools such as the Dominican Republic 2030 Agenda, particularly in SDG 8 on "Decent work and economic growth"; the National Development Strategy 2030, in axis 1 of institutional strengthening and axis 3 of productive development; and the System of Presidential Objectives 2016-2020, as well as the strategic priorities established in the 2017-2020 Institutional Strategic Plan of the Ministry of Labor.

Project management arrangements

25. The project implementing team, in close coordination with the Ministry of Labor and other actors, defines and coordinates the implementation of activities observing the policies and requirements of ILO and USDOL and ensures that the optimal structures and conditions are available for the technical assistance to materialize effectively. The CMEP

document specifies that the project will observe that the management is carried out with a results-based approach and with the participation of the beneficiaries in the analysis processes to manage institutional learning.

II. Purpose, scope and clients of the evaluation

26. Background of the evaluation. The ILO considers evaluation an integral part of the implementation of technical cooperation activities. Evaluation exercises are carried out on all projects in accordance with the ILO evaluation policy, that is, taking into account the nature of the project, the specific requirements agreed with the partner at the time of project design, as well as during the implementation of the project, according to the previously established procedures.
27. Evaluation for ILO aims at accountability, learning and planning and knowledge creation. It should be carried out in the context of criteria and approaches for international development cooperation established by:
 - The Evaluation Quality Standards of the Organization for Economic Cooperation and Development (Development Assistance Committee - DAC / OECD);
 - The Code of Conduct for Evaluation in the United Nations System of the United Nations Evaluation Group (UNEG);
28. The recommendations arising from the evaluation must be strongly linked to the conclusions of the evaluation and must provide clear guidance to stakeholders on how they can be addressed. The evaluation will focus on systematically analyzing what worked, what did not, and why, making use of the strongest evidence available.
29. The evaluation will integrate equality between men and women and non-discrimination, social dialogue and international labor standards in a transversal way in all its results and processes. It should be addressed in accordance with [EVAL Guidance Note No. 4](#)⁷³ for gender issues and [Guidance Note No.7](#)⁷⁴ to ensure stakeholder participation.
30. The general purpose of the independent mid-term evaluation of the FORMITRA Project is to assess progress towards results, identify the main difficulties/limitations, lessons learned, possible good practices and practical recommendations that are expected to be integrated into the planning and implementation processes and of future activities. The action plan resulting from the implementation of the recommendations will be drawn up jointly between ILO and the cooperation partners.
31. **Scope.** The independent mid-term evaluation covers all aspects of the project, including the project environment, the project organization, the relevance of the project, and the efficiency of resource utilization and effectiveness from inception to the evaluation date.

⁷³Available at: https://www.ilo.org/wcmsp5/groups/public/@ed_mas/@eval/documents/publication/wcms_165986.pdf

⁷⁴Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165982.pdf

The evaluation will include all the activities developed under the period under study (75January2018-August 2020). Consider that, although the project formally began in May 2018, the execution of activities began 12 months later, in May 2019.

- 32. Clients.** The main clients of the evaluation are the national stakeholders in the country, the partner donor (USDOL) and the ILO (Regional Office and ETD of San José), Evaluation Office (EVAL), Service of Fundamental Principles and Rights at Work (FUNDAMENTALS-HQ), Partnering for Development (PARDEV-HQ).

Internal:

- Regional ILO Office for Latin America and the Caribbean
- Country Office- San José
- Project Team
- FUNDAMENTALS
- GOVERNANCE
- PARDEV
- EVAL

External

- Ministry of Labor of the Dominican Republic
- INFOTEP
- Ministry of Agriculture
- Ministry of Economy, Planning and Development
- PROSOLI
- ANSI
- CNUS
- CASC
- National Council for Children and Adolescents (CONANI)

III. Evaluation methodology

- 33.** The methodology of the proposed independent final evaluation exercise is presented below. Although the evaluator may propose changes in the methodology, such changes must be discussed and approved by the Director of Evaluation, as long as the investigation and analysis suggest that changes should be made, the indicated range of questions is addressed, the purpose is maintained and the expected results are produced with the required quality. In the event that the proposed changes imply major modifications, the Evaluation Committee will be consulted. As mentioned above, the basic conceptual framework on which this evaluation will be developed is that of the [*ILO Policy Guidelines for Results-Based Evaluation: principles, rationality, planning and management*](#). In addition, the evaluation will be carried out in accordance with standard ILO policies and procedures. ILO adheres to the evaluation regulations and standards of the United Nations system. The evaluation should adopt an approach that recognizes the role of gender in economic

⁷⁵The project was awarded in December 2017 to start in January 2018.

and social development. It will also include an evaluation question matrix with evaluation questions, qualitative and quantitative indicators, and data collection techniques designed to be gender sensitive and maximize participation. The gender analysis should be reflected throughout the findings, conclusions and recommendations.

34. In the Dominican Republic, as of today, there are severe restrictions (night curfew, closure of non-essential activities, closure of schools and cancellation of public events)⁷⁶. Due to this situation, the interviews must be carried out 100% remotely, but the application of innovative techniques for the collection of individual and group information through digital technology is required (See [Implications of COVID-19 on evaluations in the ILO](#)). Whenever possible, techniques such as grouping interviews should be considered to reduce the burden on the stakeholders to be interviewed.
35. Using online methods requires good connectivity, tools, and above all a strong database with contact details for constituents and stakeholders. The latter may not always be available, while the former may be problematic in certain countries or regions, such as the one that will be the subject of this assessment.
36. **Evaluation approach.** Whether for an evaluation scenario with 100% remote interviews or for a hybrid that combines face-to-face interviews while maintaining social distancing and remote interviews with institutional actors, the Evaluation Office suggests adopting a two-stage approach. Brief interviews with the priority stakeholders identified initially and then follow up with the individuals identified in the first stage as capable of providing more detailed information. These people could be included in the initial list but also emerge as “key players” during those first round interviews (for ex., users of project results beyond the project). This gradual approach to interviews and data collection allows different methods to be used at different stages as the restrictions of the COVID-19 emergency are adjusted.
37. **Document review** The assessment exercise will be conducted through a desk review of appropriate materials, including, but not limited to:
 - Documents and data of the CMEP,
 - Baseline reports, final or pre-situational analysis⁷⁷,
 - Project document and reviews,
 - Budget and project reviews,
 - Cooperation agreement and project modifications,
 - Technical progress reports and annexes (finished outputs),
 - Project results frameworks and follow-up plans,
 - Work plans,
 - Management procedures and guidelines,
 - Research or other reports carried out (KAP studies, etc.), and
 - Project files (including school records) as appropriate.

⁷⁶ECLAC (2020). Observatory COVID-2019 Latin America and the Caribbean: actions by country. Available at: <https://www.cepal.org/es/temas/covid-19>

⁷⁷This consultancy is about to start. Progress will be taken into consideration in the evaluation process.

- 38.** Relevant materials from secondary sources ideally provided by the project team or the Regional Office will also be consulted and analyzed.

At the beginning of the document analysis phase, the evaluator will hold a virtual interview with the Principal Technical Advisor and her entire team.

Once the document analysis phase is completed, the evaluator is expected to prepare a document that indicates the methodological approach of the evaluation exercise, the limitations that may be faced due to the lack of information or due to the context of the pandemic, for discussion and approval by the Director of Evaluation and subsequent referral to the project team for feedback.

At the beginning of the document analysis phase, the evaluator will hold a Skype session with the Evaluation Director, so that the evaluator has an adequate understanding of the scope, changes and key results of the project as well as the areas of interest of the project team regarding the evaluation products.

- 39. Information gathering.** Although it would be optimal to conduct direct interviews and focus groups with certain actors while maintaining social distancing, in this case it will not be possible to make field visits due to the restrictions imposed by the COVID-19 emergency. Instead, virtual consultations will be carried out with a broad set of actors and with comprehensive techniques for collecting virtual information that allow learning in depth and detail the scope and challenges faced by the project.

- 40. Final results return workshop (virtual).** A virtual workshop/meeting will be held to present the results in which key executors and stakeholders will participate to collect recommendations and test the main conclusions and recommendations of the evaluation. Suggested date: September-beginning of October 2020.

The evaluator will be responsible for the methodological organization of the workshop in coordination with the Director of Evaluation. The identification of the workshop participants and the logistics will be the responsibility of the project team in the Dominican Republic, in consultation with the evaluator and the Director of Evaluation. As a result of this presentation of results, an action plan will be outlined to implement the evaluation recommendations.

- 41. Map or complete list of actors.** A central element for the success of a mainly remote evaluation and in a crisis context is the stakeholder map. This list (or ideally map) will indicate the role and degree of influence of each stakeholder in the project to facilitate the prioritization of interviews and the effort to try to connect with those stakeholders⁷⁸. This should also include stakeholders who would be seen as users of the project results (broader contribution and sustainability) and who can provide context for the project. A first suggested list of interviews will be attached to these Terms of Reference at the signing of the contract. The final list will be closed after the evaluation begins.

- 42. Support from the Project M&E officer.** In case the interviews are carried out 100%

⁷⁸Product made available during the beginning of the evaluation.

remotely due to the conditions of the context, and taking into consideration that the preparation and follow-up of the virtual interviews can take considerable time, the Director of Evaluation and the evaluation team must have the support of a project focal point dedicated to this task. The M&E officer will provide the required support in this regard.

IV. Evaluation Criteria and Questions

43. Due to the current COVID-19 pandemic, countries have implemented different measures to restrict the mobility of people, both within their countries and outside of them. In this context, EVAL has designed a guide to move from a scenario of regular evaluations with field missions to evaluations with different degrees of remote work with greater dependence on online methods (interviews, surveys, virtual discussions, among others).
44. To address the questions suggested for this evaluation, the type of stakeholders that would be in the best position to provide information on the specific evaluation questions should be more clearly identified (see section III).
45. **Evaluation criteria.** In line with the results-based approach applied by ILO, the evaluation will focus on identifying and analyzing the results through key questions related to the evaluation criteria and the achievement of project results/objectives using, as a central point but not only, the indicators in the logical framework of the project. The evaluation will analyze the Project in relation to its own objectives, logical framework, achievements and weaknesses and will identify the results through key criteria, taking into account:

Relevance and strategic fit: *The extent to which the project strategy and actions are aligned with the priorities of: ILO, USDOL, constituents, United Nations Development Assistance Frameworks (UNDAF), national development frameworks , subregional, national and local priorities and needs and the 2030 Agenda.*

1. To what extent are the project strategy and actions consistent and relevant to the Government's objectives on child labor in agriculture? ? Were the project strategies relevant to the specific needs of the ML and other key stakeholders in addressing CL issues in agriculture? "Were the actions and activities identified based on national demands and do they integrate the gender and non-discrimination approach? (*address the question also from the Covid-19 context*)

2. To what extent did the Project complement and create synergies with other ILO and UN Projects / programs and other projects financed by the US government?

3. To what extent is the Project linked and contributes to the priorities of the ILO Program and Budget (18-19, 20-21) and related CPOs? To what extent does the project contribute to national development strategies, the UNDAF, the SDGs, USDOL priorities and other joint development assistance frameworks?

The validity of the design: *the robustness and realism of the theory of change; the adequacy of the total budget allocations and for the achievement of products and results; the institutional structure and management agreements of the governance systems proposed by the trilateral South-South cooperation; strategies and mechanisms for joint technical implementation and capacity building; complementarity and generation of synergies*

4. Is the project's theory of change comprehensive, integrates external factors, and is based on a systems analysis? Does the project address and respond to the main causes of weaknesses in compliance with working conditions, particularly in agriculture in the Dominican Republic? What are the main institutional weaknesses that the Project is expected to resolve, associated with inspection, prevention and greater efficiency of administrative procedures?

5. Is the project logical and coherent in its conception, with clearly defined objectives for what you want to measure? Are the Project performance indicators relevant and realistic goals? Have risks and mitigation measures been identified?

6. To what extent and how does the design integrate gender equality and non-discrimination, environmental sustainability, International Labor Standards, Social Dialogue mechanisms, the prescriptions of the International Conventions ratified by the Dominican Republic and the recommendations of the Committee of Experts on the Application of Conventions?

7. To what extent has the project adapted its approach to respond to the Covid-19 crisis and what have been the implications for prioritizing actions, target population, and degree of project achievement? Has the project's strengths and capacity been used appropriately and effectively in adaptation?

8. What has been the contribution of the constituents in the design of the Project?

Effectiveness: *the extent to which the project can be attributed its contribution to the development objective and specific objectives and, more specifically, if the declared results have been produced satisfactorily, for whom are the proposed strategies working better and for whom less. It will be assessed whether synergies have been created with national initiatives and with other international technical cooperation projects (results differentiated by country).*

9. To what extent has the project achieved its main objectives and planned results at the time of the evaluation and to what extent is the project likely to achieve them upon completion? Specifically,

- a) To what extent has capacity development been achieved in the Directorates or Units of the ML?
- b) How effective were the strategies and actions on gender equality and non-discrimination, environmental sustainability, International Labor Standards and mechanisms for social dialogue?
- c) To what extent have ILO and the different organizations and actors involved contributed to the achievement of the specific objectives of the project and what has been the level of satisfaction with the main products?

10. What were the key internal or external factors that limited or facilitated the achievement of project results?

11. To what extent and how has the project adapted in response to the COVID-19 crisis?

Efficiency: *the productivity of the project implementation process as a measure to evaluate to what extent the results obtained are the result of an efficient use of financial, material and human resources. To what extent the capacities and management arrangements implemented by ILO and the constituents contribute to the achievement of the expected results.*

12. Have the resources (financial, human, time, experience) been used strategically to guarantee the achievement of the results?

13. How effective was the support (technical and political) provided so far by ILO (regional administrative and financial units, FUNDAMENTALS in Geneva) to the Project? Has the project made strategic and effective use of coordination and collaboration with other projects and technical sectors/departments of ILO, the United Nations, USDOL and national institutions? In case of adaptations resulting from the COVID-19 crisis, what level of support was received?

14. To what extent have monitoring mechanisms been used to measure progress in the fulfillment of products and results and to facilitate the decision-making process? Has the knowledge generated been documented and shared and has it made it possible to provide innovative and feasible solutions and take advantage of lessons learned?

15. What have been, from the perspectives of constituents, donors and stakeholders, the advantages and disadvantages of working with ILO compared to working with other international organizations?

Orientation towards impact and sustainability: *The level of achievement of the immediate objectives and the first evidence of contribution towards final objectives will be analyzed using verifiable sources of information. The sustainability analysis will assess the extent to which adequate capacity-building of the social partners has been carried out to ensure that there are mechanisms to sustain activities and whether existing results are likely to be maintained beyond the end of the project. draft; to what extent the knowledge developed throughout the project (research papers, progress reports, manuals and other tools) can still be used after the project is finished to inform the policies and skills of professionals, attitudes, etc.).*

16. What project activities/initiatives are likely to be sustainable and transferable to the ML and other key stakeholders before the project ends, further considering the COVID-19 context? What factors contributed to this sustainability? Are the constituents and other national partners willing to continue with the results achieved? Do they have funding for it?

17. Given that the project will span two government administrations, how has the project worked to mitigate the disruption due to a change in administration? How has it worked to facilitate sustainability of achievements during that time?

V. Main products: Beginning Report, Progress Report and Final Evaluation Report

46. The evaluation will result in a concise evaluation report detailing the overall and specific performance of the project as evaluated in terms of relevance and strategic fit of the intervention; validity of the intervention design; progress and effectiveness of the intervention; efficient use of resources; effectiveness of management arrangements; orientation to the impact and sustainability of the intervention; as defined in the ILO Guidelines for the Preparation of Independent Evaluations of ILO Programs and Projects. ([ILO Policy Guidelines for Results-Based Evaluation](#))

47. The **evaluator** must comply with the following deliveries:

- ▶ **Product 1 (Inception Report).** The Inception Report, of no more than 15 pages, will be proposed by the consultant based on what was agreed with the Director of Evaluation (ILO) and submitted for review and approval. This Report should include a description of the methodology to be used, sources and procedures that will be used for data collection, key activities, interview questionnaires, list of key stakeholders, research questions, compliance indicators, and the evaluation schedule. . This report will be used as the starting point of the agreement and understanding between the evaluator and the contractor (see Checklist 3: [Writing the Inception Report](#)).

In this first product, given the circumstances imposed by the emergency of COVID-19, it is possible that the evaluator, after making the documentary review, suggest adjustments to the methodology suggested in these TOR, including a review of the matrix evaluation and indicators.

Each question should clearly reflect whether the online/virtual methodologies are justified for each question and whether they can provide sufficient data. For each evaluation question it is necessary to reflect on the sources of information and methodology available to answer them. In case the conditions are not given, either due to the context or the absence of information sources, it may be justified not to address a particular question. This must be approved by the Director of Evaluation.

- ▶ **Products 2 and 3 (Progress report - product 2 and final evaluation report - product 3).** The evaluation report must be presented to the Evaluation Director. The report must follow the specific ILO presentation formats and must not be more than 50 pages long, excluding annexes. The annexes of the report will include: the questions and indicators used for the research, the final questionnaires used in the fieldwork, the results of the survey, a summary of each meeting, a list of the people interviewed and a list of the documents reviewed. . The report must be established in line with the ILO "quality checklists 4 and 5" for the evaluation reports that will be downloaded from the link in Annex 2.

This Final Report must include:

(1) Cover with the key data of the assignment and the Study;

- (2) Table of contents and lists (annexes and tables or graphs)
- (3) List of acronyms or abbreviations
- (4) Executive summary (no more than 5 pages)
 - Background and context
 - 4.1.1. Summary of the purpose of the assignment, logic and structure
 - 4.1.2. Current status of the assignment
 - 4.1.3. Purpose, scope and clients of the study
 - 4.1.4. Evaluation methodology
 - 4.2. Main findings and conclusions
 - 4.3. Recommendations, lessons learned and good practices
- (5) Body of the report
 - 5.1. Assignment background
 - 5.2. Background of the final independent evaluation
 - 5.3. Methodology and evaluation questions
 - 5.4. Main findings ordered according to the five criteria of the analytical framework
- (6) Conclusions
 - 6.1 . Conclusions
 - 6.2. Lessons learned (according to [EVAL template](#))
 - 6.3. Good practices (according to [EVAL template](#))
 - 6.4. Recommendations
- (7) Annexes (list of interviews, summary of meetings, stakeholder meetings, other relevant information)

See **Checklist 5: [Preparation of the Assessment Report](#)**.

The report should follow the EVAL format template, including a title page (see **Checklist 7: [Presentation on the evaluation cover](#)**). The quality of the Report will be graded based on EVAL's quality standards (see **Checklist 6: [Assessment of the quality of evaluation reports](#)**).

Executive Summary for high circulation broadcasting . The executive summary should follow the EVAL guide format, synthesize the most important results of the evaluation by evaluation criteria, lessons learned, good practices and recommendations and should not be longer than 5 pages (see **Checklist 8: [Preparation of the Executive Summary](#)**)

- ▶ **Product 4a. Power point with main results.** Presentation that summarizes the most substantive aspects of the Independent Final Evaluation Report, background, methodology used, main findings, conclusions, lessons learned, good practices and recommendations. The objective of this product is to have information on the main results to circulate them massively with the actors involved.

Gender equality issues should be explicitly addressed through the evaluation activities carried out by the consultants, as well as in the final reports and events that take place within the framework of the evaluation process.

All drafts and final products, including supporting documents, analytical reports, and raw data must be provided in an electronic version compatible with Microsoft Word for Windows software. The information (data) produced in the framework of this evaluation, as well as the copyright on the Evaluation Report, are the exclusive property of ILO. The use of the data for publication and other presentation can only

be done with the agreement of ILO. The main stakeholders can make appropriate use of the evaluation report in accordance with the original purpose and with proper recognition.

- ▶ **Output 5. Infographic:** Short file of no more than 2 pages that includes a brief description of the project, evaluation methodological proposal and scope, main results, lessons learned, good practices, evaluation recommendations and brief testimonials from stakeholders.

48. The evaluation will take place between July and September 2020. The final report will be available around mid-September 2020. The evaluation will be financed 100% with project funds.

49. All the products of this evaluation must be delivered in Spanish. The final version of the evaluation report must also be delivered in English.

VI. Proposed work plan for evaluation

50. 51. This evaluation exercise foresees a level of effort of 45 effective days of work, which will be developed between July and mid-September 2020 at the most.

	Target Date	Main activities
Phase 1: Preparatory activities for the evaluation	June 2020	Preparation of the ToR of the evaluation Identification of the actors that will participate in the evaluation process Preparation of the logistics of the evaluation
Phase 2: Evaluation process	Desktop Review: July 2020	Meeting with the evaluation team and exchange of all the documents to be reviewed in the evaluation framework (Annex I). Preparation of the agenda for the interviews Sending of the Beginning Report: July 2020
	Information Collection August 2020	Field work (or virtual interviews) by the evaluator <i>The final decision on the strategy to be used for the collection of information will depend strongly on the context conditions and will be decided in coordination with the Director of Evaluation/Project Team and the evaluator.</i>
	Systematization of the information. September 2020	Preparation and submission of the Final Draft Report to the ILO Evaluation Director and USDOL: September 2020 Review of the Final Draft Report. Consolidation of comments to the Report and forward to the Evaluation Team: third week of September 2020.

		Preparation and submission of the Final Report to the ILO Director of Evaluation: September 2020.
Phase 3: Dissemination of final results	October 2020	Workshop to present the final results of the evaluation carried out in coordination with the project team, USDOL and the Evaluation Director.

VII. The Payments

51. The resources required for this study are:

Evaluator's fees⁷⁹, which will be paid as follows: 20% against delivery and approval of the Inception Report (Product 1), which includes the final work plan and the study methodology to be used; 40% against the delivery and approval of the progress report (Product 2); 40% against delivery and approval of the final version of the Final Report (Product 3) and the Power point of final results (Product 4) and Product 5.

VIII. Management and logistics of the evaluation

52. The evaluation team will report to the evaluation director, Ms Cybele Burga Solís, ILO Regional Evaluation Officer (burga@ilo.org). The project office in the Dominican Republic will provide logistical and administrative support through Ms. Brenda Lora (lora@ilo.org), Monitoring and Evaluation Officer.

53. In the month of July 2020 there are presidential elections in the Dominican Republic and the next administration will begin in August 2020, which must be considered by both the contracting party and the evaluation team so that the field work is carried out during the current period governmental.

IX. Evaluator profile

54. IV. Management arrangements

The independent mid-term evaluation must be carried out in accordance with these terms of reference. In this framework, **the evaluator must:**

- Review the terms of reference and provide feedback, as necessary;
- Review the Project documentation (*desk review*);

⁷⁹In case field visits are made, the Dominican Republic Project Office and the ILO San José Office will be responsible for the lump sum payment for travel expenses and the purchase of air tickets by the most direct and economical route from the city of origin of the evaluator (a) to the destination cities.

Final version_adjusted with comments 25/06/2020

- Review the research questions and refine their formulation, as necessary, in collaboration with the ILO Director of Evaluation for this exercise, and develop the interview protocols;
- Develop and implement a methodology (i.e. document review and interview implementation, triangulating information) to answer the research questions;
- Design and conduct questionnaire/surveys for virtual interviews;
- Carry out virtual research planning meeting before the beginning of the evaluation with the Director of Evaluation and the Project ATP;
- Submit an inception report and a progress report;
- Prepare a preliminary version of the final report and present it to the Director of Evaluation. This will be subject to comments and suggestions from the actors involved in the projects; Y
- Prepare a Final Report that reflects the observations or contributions that are received both in the validation workshop or in writing.

The Director of Evaluation will be responsible for:

- Preparing and finalizing the terms of reference for the evaluation exercise and liaise with the project ATP and the ILO Evaluation Office, as necessary;
- Reviewing research questions with development partners and the evaluator, as necessary;
- Ensuring the preparation of the interview agenda (in coordination with the Project MTA);
- Ensuring that all the information generated by the projects is available and organized and is delivered to the evaluator;
- Ensuring that the reports are made in accordance with the Terms of Reference; and that the preliminary version of the final report is discussed with the beneficiaries, development partners and stakeholders of the projects;
- Circulating the preliminary and final version of the Final Report to the beneficiaries, development partners and stakeholders of the projects;
- Consolidating the comments to the preliminary version of the final report made by all interested parties and send them to the evaluator for their consideration;
- Serving as liaison with the MTA team of the Project.

Interested candidates must meet the following requirements:

- A minimum experience of 7 years conducting evaluations.
- Specific experience in education, employment and/or child labor issues. Knowledge in the agriculture sector or agricultural issues is considered advantageous.
- Familiarity with the ILO mandate, its tripartite nature and international evaluation standards

- The evaluator must have excellent writing skills, analytical and communication skills.
- The evaluator must be a native speaker of the Spanish language and have a good oral and written knowledge of the English language.
- Certificate of completion [of the ILO introductory evaluation program](#). While not mandatory, individuals conducting evaluation consultancies with the ILO are invited to complete it and include the completion certification in expressions of interest for ILO evaluations.

X. Ethical considerations

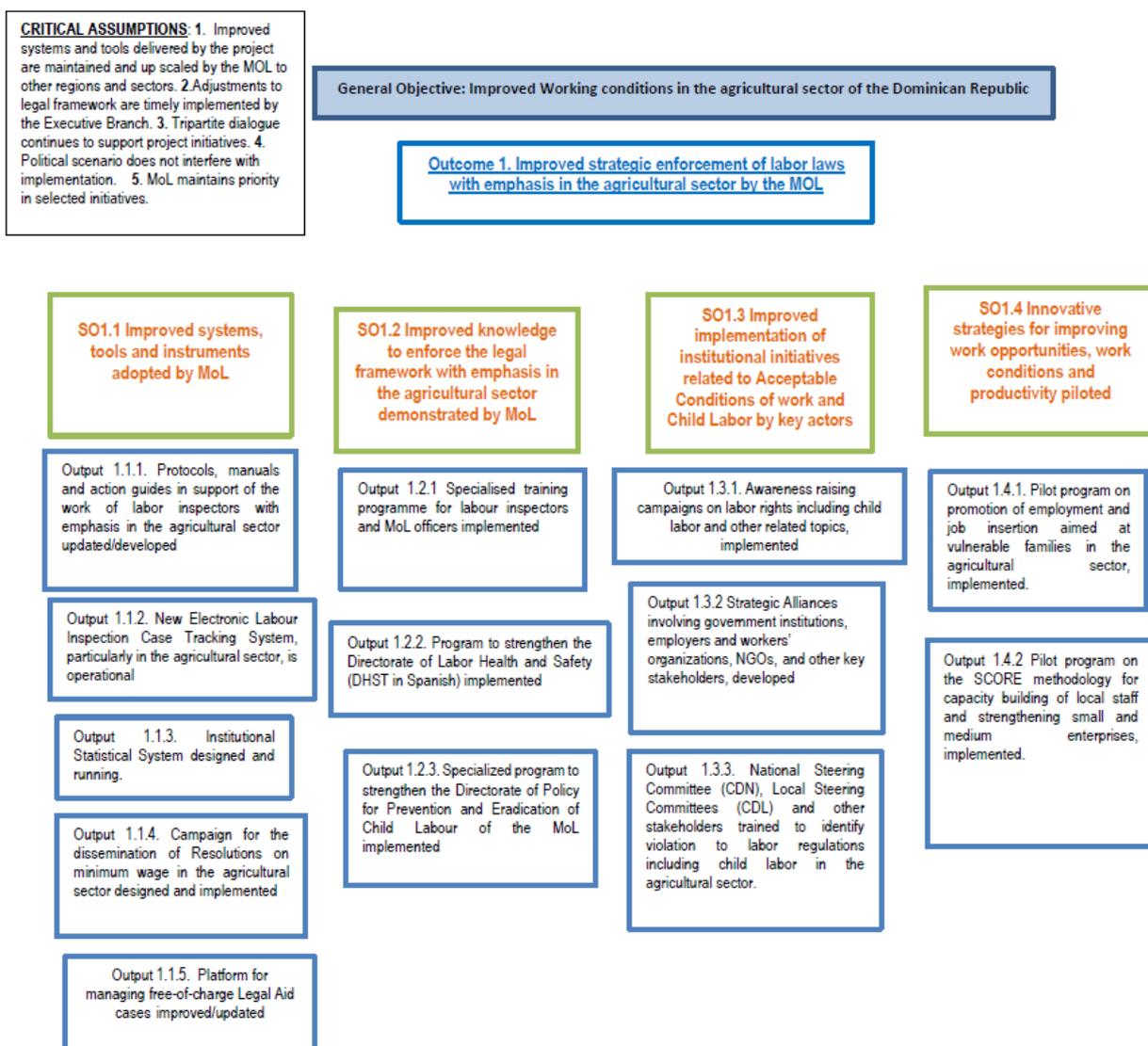
55. The evaluator will maintain the maximum confidentiality related to sensitive information and comments that arise during individual and group interviews. Sufficient space should be provided to ask any questions they may have, and they should receive answers to their satisfaction before the interview begins.
56. This evaluation complies with the evaluation norms and standards of the UN and will ensure that the ethical guarantees regarding the independence of the evaluation are taken into consideration. Please see the UNEG ethical guidelines: <http://www.unevaluation.org/ethicalguidelines>.

To ensure compliance with the ILO/UN standards that guarantee the independence of the evaluation, the contractor will not be eligible for a technical job in the Project during the next 12 months and will not be able to be the evaluator of the final evaluation of the Project.

ANNEXES

I. Theory of Change of the Project

A. Full Results Framework - Diagram 1: FORMITRA Project Results Framework



II. Complete List of Actors / Responsibility /Level of Influence⁸⁰

⁸⁰ Will be shared with the consultant selected.

Guidelines and templates of the ILO Evaluation Policy of mandatory consultation

ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed.

http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

Code of conduct form (To be signed by the evaluators)

http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

Checklist No. 3: Writing the inception report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

Checklist 5: preparing the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

Checklist 6: rating the quality of evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

Template for lessons learnt and Emerging Good Practices

http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm

http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

Guidance note 7: Stakeholders participation in the ILO evaluation

https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm

Guidance note 4: Integrating gender equality in the monitoring and evaluation of projects

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

Template for evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

Template for evaluation summary

<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

UNEG Ethical Guidelines for Evaluation

<http://www.unevaluation.org/document/download/548>