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iTrack

Evaluation

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Offside Project

Marking the field!










Mid-term Internal Review

FINAL REPORT

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Translated by Diana Kreimer

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Acronyms and abbreviations

ECLAC	Economic Commission for Latin America and the Caribbean (CEPAL in Spanish)
CMEP	Comprehensive Monitoring and Evaluation Plan
COPRETI	Provincial Commission for the Prevention and Elimination of Child Labor
ENTIA	National Study on Child Labor in Agriculture in Argentina
FAO	Food and Agriculture Organization of the United Nations
INTA	National Institute of Agricultural Technology
IPEC	Provincial Institute of Statistics and Census
MAGyP	Ministry of Agriculture, Livestock and Fisheries
MCBA	Buenos Aires Fruit and Vegetable Central Market
MECNUD	Strategic Development Cooperation Framework of United Nations with Argentine Republic 2016-2020
MIRTI	Identification Model of Child Labor Risk
MTESS	National Ministry of Labour, Employment and Social Security
UN	United Nations
NNyA	Children and Adolescents
SDG	Sustainable Development Goals
ILO	International Labor Organization
PNBPAS	National Program of Sustainable Agriculture Good Practices
POP	Operational Operative Plan
PRODOC	Project Document
PSA	Pre-Situational Analysis
RedBPA	Good Agriculture Practices Network
RENATRE	National Registry of Agricultural Workers and Employers
SENASA	National Food Safety and Quality Service
TdC	Theory of Change
TdR	Terms of Reference
TPR	Technical Progress Report
UATRE	Argentine Union of Rural and Agricultural Workers
UNEG	United Nations Evaluation Group
UNICEF	United Nations International Children's Emergency Fund
USDOL	U S Department of Labor



Executive Summary

1. OFFSIDE sets out to improve the capacity of actors in the agriculture and labor sectors to tackle agricultural child labor in Argentina, as part of the 2018-2022 National Plan for the Prevention and Elimination of Child Labor and Adolescent Work Protection. The project is implemented in close collaboration with national and provincial government bodies and workers' and employers' organizations. Funded by the United States Department of Labor (USDOL), the project is planned for 44 months (January 2019-August 2022) with a budget of \$2.5 million.
2. The project aims at strengthening actors' capacities, including broadening their knowledge of the challenges and opportunities in tackling child labor in agriculture, through four complementary strategies: (i) developing capacities to better integrate the prevention and elimination of child labor and adolescent work protection into policies, programs and services; (ii) developing and systematizing local interventions that can be replicated and applied nationally; (iii) raising awareness from a human rights and economic perspective and; (iv) producing evidence and knowledge on child labor and adolescent work in agriculture.
3. In March 2020 the Health Emergency was decreed in Argentina as a result of the outbreak of the COVID-19 pandemic. Although statistical analyses on the impact of the pandemic are not yet definitive, trends show possible negative effects in the prevalence of child labor and adolescent work, due to the worsening of social indicators and decreased family income (ILO Argentina, 2020b) (OIT Argentina, 2020b).
4. The central goal of the mid-term internal review was to evaluate the impact of the COVID-19 pandemic on the progress of the project goals. Its specific aims were: (i) assess the soundness of the original project strategy in the context of COVID-19; (ii) identify possible emerging needs or priorities among project partners as a result of the pandemic; (iii) identify possible impacts of the pandemic on project implementation; (iv) gather information that can be used for the multi-project evaluation to be carried out by USDOL in 2021. The main users of the review are: the OFFSIDE project team; the ILO; Constituents and partners; the USDOL; and the United Nations (UN) System in Argentina. The review findings will hopefully be used to plan and implement project activities up until completion.
5. The review covers the period from January 2019 to December 2020, and pays special attention to events that have occurred since the COVID-19 outbreak. It covers the whole geographic scope of the project and includes all expected outputs and outcomes.
6. The review has followed the results-based approach, unfolded into the Theory of Change that underlies the project's intervention model. The Evaluation Matrix was developed based on the evaluation questions proposed by the Terms of Reference for this exercise, and the project's Theory of Change.
7. The methodological approach applied was mainly qualitative, with quantitative data used to assess OFFSIDE's outputs reach. The review was based on desk-review and semi-structured interviews. To ensure reliable results, the analyses were carried out by triangulating data from multiple sources. The selection of interviewees was based on convenience sampling, with intentional selection criteria, to reflect the diversity of perceptions among the project stakeholders. Twenty-two people were consulted, mostly women, from eighteen institutions. These participated at three stages: (i) interviews; (ii) preliminary findings presentation to OFFSIDE's team; (iii) workshop with stakeholders to present the main findings.

Main findings

Relevance and Strategic Appropriateness

8. OFFSIDE strategies, actions and outputs are relevant and appropriate to constituents' priorities for the prevention and elimination of child labor and adolescent labor protection. The project's main strength is that it focuses on fostering intersectorality and coordination between the decent work agenda and the agricultural and livestock sector.
9. Even considering the changes and impacts caused by the COVID-19 pandemic, the project has ensured its relevance. On the one hand, it has managed to incorporate a COVID-19 effect mitigation lens on activities already planned. On the other hand, it has undertaken actions outside of the original design that sought to connect its specific focus on preventing and eliminating child labor with issues highlighted by the pandemic. These include deficits in decent labor and rural workers' health in the agri-food system, considered an essential service; the impact of school closures, mainly among the most vulnerable families and in rural areas; and the fight against poverty among smallholder farmers.
10. OFFSIDE's strategic relevance and appropriateness are closely tied to the fact that the project was designed and adapted in permanent consultation and dialogue with key stakeholders and constituents. The project is based on the Country Office's previous experiences and ILO's accumulated knowledge on the subject in the region
11. Lastly, there is sturdy evidence that the project has incorporated a gender perspective and tripartism as cross-cutting drivers that support project implementation and permeate its diverse activities.

Coherence and Validity of design

12. The underlying theory of change in the OFFSIDE project is comprehensive and based on a systematic analysis of the context that influences the prevention and elimination of child labor and protection of adolescent work in the Argentine agricultural and livestock sector. The Theory of Change and the planning stemming from it are explicit in terms of the intersectorality proposed among the labor and agriculture sectors and are flexible enough to allow necessary adaptations and ensure the reach of the set objectives. However, further clarifying the underlying causes of the vulnerability of children and adolescents working in agriculture and livestock, in rural and periurban areas, will strengthen the project's ties with other agendas, allowing it to explore more opportunities and broaden its scope.
13. The project's priority provinces show great impact potential. However, the provincial approach may have major limitations, as one specific chain often goes beyond the province limits and rural workers' labor trajectories often involve a considerable degree of mobility between provinces and crops. Furthermore, OFFSIDE is a three-year project to progress in innovative pilot projects for visible impact in the areas in question. However, the project's activity chain presupposes the availability of results from studies to support awareness-raising and innovative pilot projects, hence significant progress has not yet been made along these lines.
14. The project strategies, actions and outputs are considerably aligned with regulatory and institutional international frameworks that are relevant for the prevention and elimination of child labor and adolescent work protection in Argentina. The project consistently includes the priority cross-cutting drivers laid out by the ILO Strategic Plan for 2018-2021 on environmental

sustainability, gender equality, non-discrimination, international labor standards, tripartism and social dialogue. The new activities proposed by the project satisfactorily address the expected results and seek to mitigate the effects of the pandemic. The project redesign has succeeded in aligning relevant regulatory and institutional frameworks, as it has incorporated education and decent work activities for agricultural workers, while maintaining a focus on preventing and eliminating child labor and protecting adolescent work.

Project Effectiveness

15. The project's training and awareness-raising activities reached a considerable number of people (4,805). The review shows that these activities made an effective contribution to strengthening the agenda of decent work and child labor within agricultural institutions (particularly the Argentine Institute of Agricultural Technology (INTA, *Instituto Nacional de Tecnología Agropecuaria*).
16. The project has progressed significantly in developing training materials and initiatives, including: (i) the inclusion of a chapter on decent work in the official training of trainers course for agricultural good practices for fresh fruit and vegetable production; (ii) a training and capacity-building course of extension agents for the prevention of Child Labor and Adolescents Protected Work in Agriculture and Livestock course, in collaboration with the National Register of Agricultural Workers and Employers (RENATRE, *Registro Nacional de Trabajadores Rurales y Empleadores*), aimed at INTA technicians, the National Food Safety and Quality Service (SENASA, *Servicio Nacional de Sanidad y Calidad Agroalimentaria*) and the Ministry of Agriculture, Livestock and Fishing (MAGyP, *Ministerio de Agricultura, Ganadería y Pesca*); (iii) Training financial education trainers, whose final beneficiaries are smallholder farmers.
17. As part of its awareness-raising strategy, the project has significantly contributed to (i) the “*Hay Mañana*” (“There is a Tomorrow”) campaign at the Buenos Aires Fruit and Vegetable Central Market (*Mercado Central de Buenos Aires*, MCBA), aiming to strengthen decent work and the fundamental role of rural workers as food providers during the pandemic; (ii) efforts by the Mendoza Ministry of Government, Labor and Justice and the local Provincial Commission for the Prevention and Elimination of Child Labor (COPRETI) in 2019 to raise awareness among local government on the importance of intersectorality in fighting child labor; (iii) a greater institutional commitment from actors such as INTA and SENASA in the prevention and elimination of child labor and adolescent work protection. In this regard, INTA's new Strategic Training Plan for 2021-2023 includes the subject of decent work as a specific theme.
18. However, OFFSIDE faces greater challenges in raising awareness among employers. The project has launched various strategies to strengthen their participation, including liaising with the Agricultural Good Practices Network (*Red de Buenas Prácticas Agropecuarias*, RedBPA), in which the private sector participates. Within the scope of the network, OFFSIDE has facilitated a reflection process to define agroecology criteria, incorporating social aspects and decent work.
19. Regarding the evidence-gathering strategy, it is worth highlighting the inclusion of the study “Alternative models of connectivity and technology appropriation in vulnerable rural and urban education communities” as part of OFFSIDE efforts to mitigate the effects of the pandemic. However, it was not possible to evaluate the contribution of the studies as they are still ongoing and have not been published. The review identifies a sense of urgency among OFFSIDE's strategic partners in using the studies' findings to support awareness-raising activities and to mobilize actors to design meaningful intervention proposals to be rolled out in priority chains and territories.
20. In relation to the project's contribution to strengthening stakeholder capacities, the following technical assistance initiatives stand out (in progress): (i) COPRETI Buenos Aires monitoring system to address information gaps and increase the effectiveness in its planning and monitoring

efforts; (ii) Dynamic mapping of agricultural work in the province of Buenos Aires with the Ministry of Agricultural Development (*Ministerio de Desarrollo Agrario*, MDA), as an information source for decent work policies development and reinforcement; (iii) Manual for INTA officials on ILO Convention No. 169, so INTA projects consider indigenous and tribal peoples situation, rights and development priorities of; (iv) Diagnosis and socioeconomic characterization of labor relations at MCBA to inform future efforts to promote decent work.

21. OFFSIDE has not advanced significantly in the strategy of developing innovative solutions or updating governmental intervention models, a stream that implies close liaison with local actors. This strategy has been impacted significantly by the delay in studies and the impossibility of in-person work, as well as the reorganization of strategic partners at the provincial level in the post-elections context.
22. Two unexpected effects of the project were the establishment of a monitoring team within COPRETI Buenos Aires and the inclusion of decent work in the INTA Strategic Training Plan. Another potentially unexpected result is the contribution of OFFSIDE's studies' findings to inform the civil society participation in the Argentinian Monitoring Platform for the 2030 Agenda, particularly with regards to Sustainable Development Goal (SDG) 8, target 8.7. Such inputs complement the development of the National Volunteer Report that the National Council for the Coordination of Social Policies, dependent on the Argentine President's Office, presents to the United Nations High-Level Political Forum on Sustainable Development.

Effectiveness of management arrangements

23. OFFSIDE has effectively adapted to the pandemic and the post-electoral contexts, addressing emerging opportunities to work in mitigating the effects of the pandemic while maintaining its focus on strengthening the capacities of agricultural workers and employers.
24. Although some workstreams are remarkably delayed, the incorporation of new activities into project planning has been crucial to reach outputs and obtain results.
25. There is strong evidence of internal coordination within the ILO, and with other UN agencies, particularly the Food and Agriculture Organization of the United Nations (FAO) and the United Nations International Children's Emergency Fund (UNICEF). At the same time, a set of themes was identified to further enhance coordination.
26. Partners recognize and value the project's availability and capacity to support their priorities and demands, so that the initiatives have greater ownership and sustainability potential.
27. Obstacles related to the ILO's contractual modalities were identified, with potential impact to reach outcomes, as well as to partner relationship sustainability.
28. Furthermore, it was identified the need to step up project communication efforts to strengthen the attainment of results and relations with partners who stated that they still have a partial understanding of OFFSIDE's different workstreams, which hinders the possibility of conceiving connections between different streams and fostering further synergies.
29. One aspect OFFSIDE should consider relates to generating greater evidence of the project's contribution to expected outcomes, and the importance of having instruments and methodologies that can measure the impact of project training and awareness-raising activities.

Efficiency

30. The assignment, allocation and use of technical and financial resources were coherent with the results achieved so far. Besides, the project has timely mobilized resources to mitigate the effects of

COVID-19. The fact that OFFSIDE's planning is demand-driven indicates that the mobilization of resources is oriented towards the complementarity and sustainability of future outcomes.

31. However, the project shows a low level of budget execution (around 25% by late 2020), resulting from the devaluation of the Argentinian peso and activities being interrupted, delayed, or implemented remotely. Thus, there is a need to review the budget planning and tie it with a strategic review of the project.

Orientation towards Impact and Sustainability

32. The evidence gathered points towards the institutionalization of the technical support provided by the project and the constituents' potential ownership of the outcomes. OFFSIDE's groundwork to ensure institutional commitments from counterparts through memoranda of understanding also underlines the fact that the project is being driven to ensure outcomes sustainability. In this respect, OFFSIDE is negotiating with the Ministry of Agriculture, Livestock and Fishing, Buenos Aires Fruit and Vegetable Central Market and the province of Buenos Aires. As a result of OFFSIDE's groundwork, ILO Argentina and INTA have signed a framework agreement that establishes a commitment between the parties to advance in the promotion of decent work in Argentina's agricultural, livestock, agri-food and agri-industrial sectors.

Conclusions

33. The project has achieved considerable success in training stakeholders, both in relation to the number of individuals trained and to be trained (through courses that are being developed), and in terms of institutionalizing a decent work and child labor perspective in public bodies' training agendas.
34. OFFSIDE has also made significant progress in its strategy to strengthen actors' capacities, through impact and sustainability-oriented technical assistance initiatives provided to strategic partners, as they contribute with systems, evidence and tools, and partners show a clear interest and capacity to institutionalize them.
35. The project has succeeded partially in advancing its awareness-raising strategy. It has reached public officials and other actors connected to the MCBA but is still facing challenges in its awareness-raising strategies among employers, whose heterogeneity implies a more fragmented representation.
36. The fact that the availability of studies' findings is conditioning progress in awareness-raising, advocacy and innovations development streams can jeopardize the project's effectiveness. In fact, the strategies to develop innovations and update governmental intervention models are those most impacted by delays resulting from the COVID-19 pandemic, as well as the reorganization of strategic partners after the elections. The review identified solid demand for making alternatives viable for the implementation of actions in this regard.
37. The project's Theory of Change (ToC) is comprehensive and flexible enough to adapt to emerging contexts. However, the pandemic has exposed a number of underlying causes of vulnerabilities that influence child labor, which are not explicitly articulated in the project ToC. Therefore, a review of the ToC to enable OFFSIDE's specific focus reinforcement and, at the same time, clarify the relationships between the project's work streams and the underlying causes of vulnerability of children and adolescents in agriculture in rural and periurban areas could help strengthen interfaces between OFFSIDE and related agendas emerging from the COVID-19 crisis.

38. The ToC review may also help broaden coordination already underway with ILO internal areas, and with other UN agencies, seeking out new opportunities to coordinate actions that endorse scaling up OFFSIDE's reach. In particular, the review identified opportunities that would allow broadening the project focus towards correlated issues, such as the care economy; rural development and fair transition towards a green economy; and fighting hunger
39. The project management's availability to support stakeholders' priorities and demands is particularly valued so that initiatives have greater potential for appropriation and sustainability. This positive characteristic implies longer times in reaching agreements on possible shared actions. The future challenge for OFFSIDE lies in finding strategies that ensure its demand-driven approach and, at the same time, guarantee timely actions, much required during the project's next stages, dedicated to innovation proposals.
40. The review also identified a number of management aspects that merit the ILO's and OFFSIDE's attention to guarantee project promptness and effectiveness in what remains of its implementation: the obstacles related to external contracts (of consultants and teams); the need to step up project communication efforts to strengthen the attainment of results, and coordination with partners; and the generation of further evidence of OFFSIDE's contribution, mainly with regards to its awareness-raising and training strategies.
41. The assignment, allocation and use of project technical and financial resources were coherent with the results achieved so far. Besides, the project has mobilized resources promptly to mitigate the effects of COVID-19. We can conclude that the technical-financial relation, to date, has been appropriate.
42. However, the project shows a low level of budget execution, raising questions to be considered. These include: (i) the viability of implementing all the activities planned within the current project timeframe, considering the existing delays and the connected nature of the activities; (ii) the possibility of broadening OFFSIDE's scope given the increase in funds availability as a result of the Argentinian peso's devaluation; (iii) the need to expand the current team to absorb the potential increase in activities to be implemented and to strengthen areas that need greater attention at present, such as communication and liaison at decentralized level with local and provincial actors.

Lessons Learned

ILO presupposes the evaluation of lessons learned as a stage prior to the identification of emerging good practices that may be replicated in the future. Given the mid-term nature of the present review, the lessons learned are highlighted to identify good practices in future project evaluations.

- LA1** The project's adaptive management has great potential to contribute to the expected outcomes accomplishment
- LA2** Beneficiaries' engagement in the design of interventions has great potential for attaining greater levels of commitment, ownership and sustainability in the actions implemented.
- LA3** The participation of diverse partners in the design of awareness-raising campaigns contributes to the quality of the messages.

Recommendations

R1 Detail the effect of the pandemic on the project's Theory of Change

Aimed at	Priority	Budget	Period
OFFSIDE, in coordination with ILO and the management committee and in consultation with partners	HIGH	LOW	Immediate

R2 Design and implement an advocacy strategy

Aimed at	Priority	Budget	Period
Offside, in coordination with ILO and the management committee and in consultation with partners	HIGH	MEDIUM	Immediate

R3 Design and implement a communication strategy for the project

Aimed at	Priority	Budget	Period
Offside, in coordination with ILO and the management committee and in consultation with partners	HIGH	MEDIUM	Immediate

R4 Review project schedule and explore adjustments to team size

Aimed at	Priority	Budget	Period
OFFSIDE, in coordination with donor and PARDEV	HIGH	LOW	Immediate

R5 Complement the project's Evaluation and Monitoring Framework

Aimed at	Priority	Budget	Period
OFFSIDE, in coordination with donor and ILO Evaluation Office	MEDIUM	LOW	2021.

R6 Offer greater clarity to partners on contractual modalities

Aimed at	Priority	Budget	Period
OFFSIDE and ILO Argentina, in consultation with partners	LOW	LOW	2021.

1

The OFFSIDE Project: Marking the field!

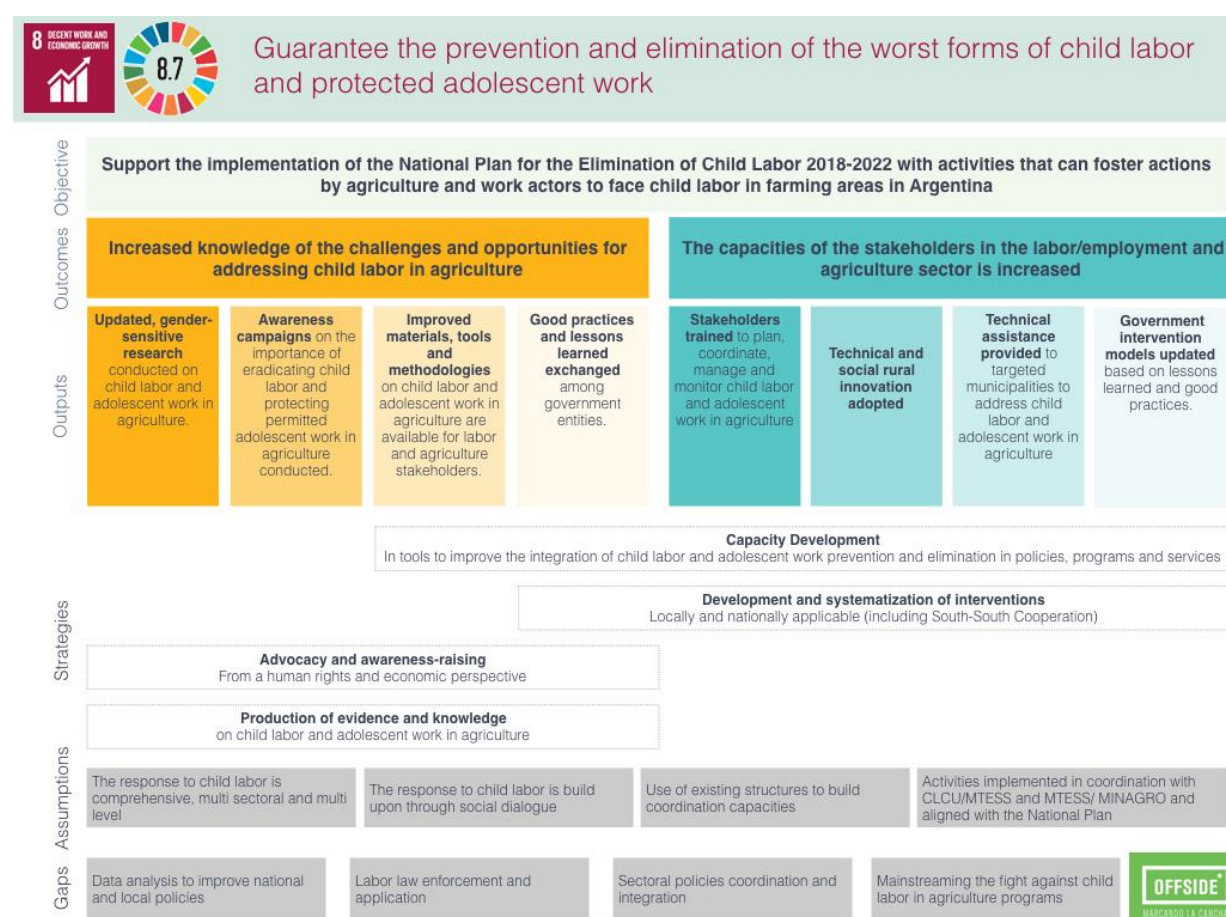
1. The OFFSIDE project focuses on improving the capacity of actors in the agriculture and labor sectors to tackle agricultural child labor in Argentina, within the framework of the 2018-2022 National Plan for the Prevention and Elimination of Child Labor and Adolescent Work Protection. The project is implemented in close collaboration with national and provincial government bodies¹ and in association with workers and employers organizations. The project is funded by the United States Department of Labor (USDOL), and is planned for 44 months, starting in January 2019 and ending in August 2022, with a budget of \$2.5 million. The project has its own team and works in coordination with relevant ILO departments at the national, regional, and global levels.
2. Despite advances in preventing and eliminating child labor in Argentina, major challenges remain in terms of its inclusion on the public agenda and in relation to the strengthening of legal and institutional frameworks. Child labor affects 10% of children aged 5-15 and 32% of adolescents aged 16 and 17 (OIT Argentina, 2019a). In rural areas, the incidence of child labor in children aged 5-15 is even higher: 19.8% (OIT Argentina, 2019a). Child labor is also present in periurban agricultural areas - where heterogeneous productive systems coexist around cities (Goites, 2020).
3. Child labor is directly tied to precarious, informal labor relations, even within the family. In rural areas, there is clear labor division among children, who often do tasks that are not necessarily related to agriculture or livestock, such as caring for people, housework or construction (OIT Argentina, 2018).
4. Other determining factors associated with social exclusion dynamics that disproportionately affect rural populations sum up to the challenges in preventing and eliminating child labor in the agricultural and livestock sector. For example, the difficulties in accessing social benefits or the deficiency of the education system in meeting local demands and keeping children in school. Data from the Survey of Activities of the 2016-17 Children and Adolescents Survey indicates that children in rural areas who work show higher school drop-out rates, frequent absenteeism, late arrival and grade repetition compared to children in rural areas who do not work, a difference of 4.5%, 5.2%, 5.8% and 8.6% respectively (INDEC, 2018).
5. Child labor is not traditionally considered a social problem and many still consider it to be acceptable and part of their customs. There is no widespread knowledge that minors under 16 are not legally allowed to work (OIT Argentina, 2018).
6. OFFSIDE's policies and stakeholders mapping and analysis identified four major gaps related to the capacities needed to prevent and eliminate child labor and protect adolescent work, as well as to reach the goals set by the National Plan above mentioned: (i) data analysis to improve national and local policies; (ii) compliance with and application of the labor law; (iii) coordination and integration of sectoral policies; (iv) incorporation of the fight against child labor into agricultural programs².
7. The project sets out to contribute to strengthening actors' capacities in labor/employer sectors, including broadening their knowledge of the challenges and opportunities in tackling agricultural

¹ During the project implementation period, there were national and provincial elections. ILO and the project have succeeded in maintaining meetings with the new officials engaged in the project at the national and provincial levels.

² Actors and policies mapping made by OFFSIDE is included in Annex 2.

child labor, through four complementary strategies: (i) developing capacities to better integrate the prevention and elimination of child labor and adolescent work protection into policies, programs and services; (ii) developing and systematizing local interventions that can be replicated and applied nationally; (iii) raising awareness from a human rights and economic perspective and; (iv) producing evidence and knowledge on child labor and adolescent work in agriculture. Figure 1 summarizes the theory of change underlying the project and was constructed based on a desk-review³. It is important to note that both results and outputs lines are characterized by complementary logics that reinforce each other.

Figure 1. OFFSIDE Theory of Change



Adapting to COVID-19

- In March 2020 a Health Emergency was decreed in Argentina and the Ministry of Education closed schools nationwide (OIT Argentina, 2020a), a situation that persisted throughout 2020. Although statistical analyses on the impact of the pandemic are not yet definitive, trends show possible negative effects in the prevalence of child labor and adolescent work, due to the worsening of social indicators and decreased family income (OIT Argentina, 2020b).
- Of particular concern to the project are the trends related to poverty rates, food insecurity and schooling. Children and adolescents are the most affected by poverty (INDEC, 2020). UNICEF

³ The project does not have a formal theory of change, but rather a logical framework and well-constructed narratives of the situation assessment, justifications and assumptions of the project

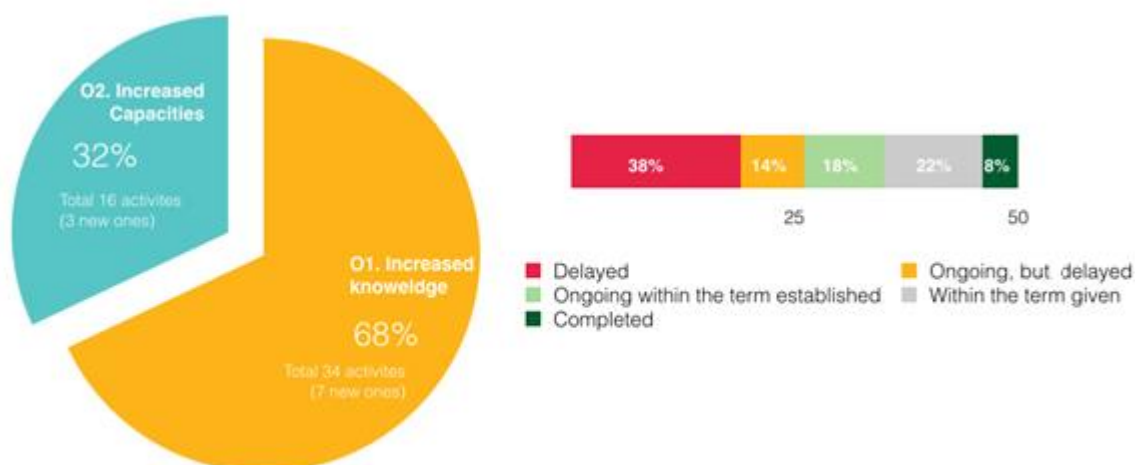
Argentina estimates that by the end of 2020, 62.9% of Argentine children were in a situation of poverty (UNICEF Argentina, 2020b).

10. Argentine Social Debt Observatory data indicate a 4% increase in the number of homes in the Metropolitan Area of Greater Buenos Aires with children in a state of food insecurity (26% in 2019 to 30% in 2020) and an almost 9% increase in the number of homes with children in a severe state of insecurity: from 6.5% in 2019 to 15.2% in 2020. (Tuñon & Sánchez, 2020).
11. In education, there are not yet any exact estimates, but data regarding access to computers, mobile devices and Internet indicate a major gap in terms of schooling⁴, mainly among the most vulnerable groups. Furthermore, the prolonged break in ties with schools summed with the decrease in family income may lead to an increase in drop-out rates (UNICEF Argentina, 2020a)
12. In project implementation, one first visible impact was the delay in some activities. However, the project also undertook actions to adapt to the COVID-19 context. On the one hand, OFFSIDE has incorporated actions toward mitigating the effects of the pandemic on planned activities. On the other hand, the project has undertaken actions not originally planned which aim at reinforcing its focus on the prevention and elimination of child labor and, at the same time, address problems related to the rural economy that strongly emerged as a result of the pandemic. These issues include deficits in decent work and rural workers' health within the Argentinian agri-food system (production, sourcing and supply) deemed as an essential service; the impact of school closures, mainly among the most vulnerable families and in rural areas; and the importance of fighting poverty among smallholder farmers.
13. Figure 2 shows the total number of activities planned by the project in December 2020, and the percentage implemented. Ten new activities have been incorporated into the project's planning, broadening the total number of activities from forty to fifty. Outcome 1 (O1) referring to "increased knowledge" concentrates the greater number of activities, thirty-four planned activities. Outcome 2 (O2) referring to "increased capacity" has a total of sixteen activities⁵.
14. The extent to which delays, adaptations and new activities have contributed or have the potential to contribute to the achievement of the expected results is part of the object of this review. Annex 3 details each outcome's activities, with indications of their implementation, and whether they have been incorporated or adapted in response to the pandemic.

4 For example, 18% of adolescents aged 13-17 do not have Internet at home and 37% have no electronic devices—computers, laptops or tablets—on which to do school work. This rises to 44% among those attending state schools.

5 Information is taken from the project activities monitoring dashboard.

Figure 2. Total number of activities and percentage implemented



2 The mid-term internal review

15. The main objective of the mid-term internal review was to assess the impact of the COVID-19 pandemic on the progress of project goals⁶. The specific objectives are:
 - a. Assess the validity of the project's original strategies in the context of COVID-19 and in a post-pandemic scenario to provide technical guidance if adapting the strategic lines becomes necessary.
 - b. Identify possible emerging needs and priorities among project's key partners as a result of the COVID-19 pandemic.
 - c. Recognize the possible impacts of the COVID-19 pandemic in project implementation.
 - d. Gather information to inform USDOL during its multi-project evaluation in 2021.
16. The review focuses, therefore, on institutional learning, through identifying lessons learned, good practices and recommendations that contribute to the effectiveness of the project response. It is expected that the review's findings will inform the planning and implementation of project activities and strategies to its formal conclusion, planned for August 2022. The review's main users and expected uses are represented in table 1⁷.

Table 1. Mid-term review's main users and uses

Users	Uses
OFFSIDE project team	Identify strengths, weaknesses and potential adjustments to guarantee the project's effectiveness in the coming months of implementation

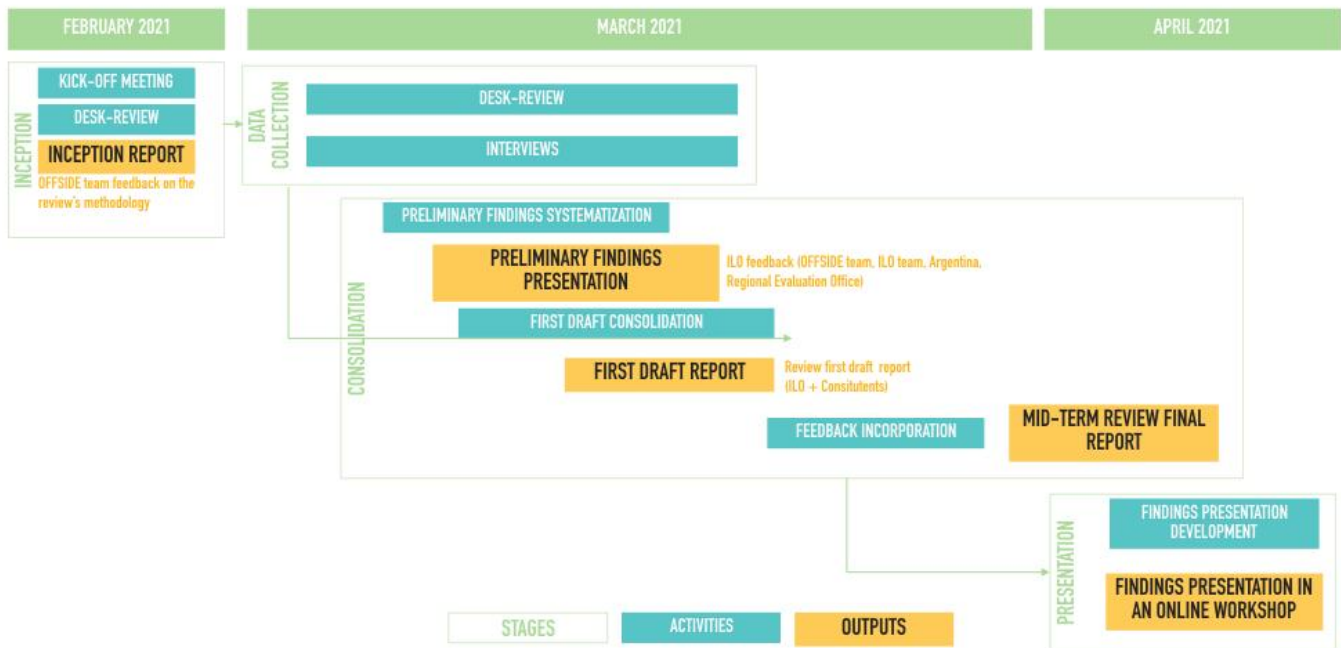
⁶ Terms of reference of the internal mid-term review of the OFFSIDE project: Setting Limits.

⁷ Defined in the terms of reference and complemented by initial interviews with the project team

Users	Uses
	Obtain feedback from project stakeholders and partners
ILO	Obtain feedback on how projects coordinate within the ILO, on development cooperation projects' performance and on the particular characteristics of the COVID-19 response implemented by the project
Constituents and partners	Get to know the findings of the mid-term review
USDOL	Use inputs from the review for the multi-project evaluation
UN system in Argentina	Obtain feedback on the ILO country office's contribution to UN common efforts, especially in the context of COVID-19 response and recovery

17. The internal review covers the period from January 2019 to December 2020 and pays special attention to events that have occurred since the COVID-19 outbreak (2020). The exercise covers the project's whole geographic scope, both nationally and in particular provinces, and includes all expected outputs and outcomes, with special attention to the synergies between its workstreams and the 2018-2022 National Action Plan on Child Labor. The review covers the strategy used by the project to adapt to the conditions imposed by the pandemic as well as its impact on the national context and main stakeholders. Figure 3 details the mid-term internal review process, indicating the stages, activities and outputs over time.

Figure 3. Review process



3 Conceptual framework

18. The conceptual framework on which this review is based is the ILO Policy Guidelines for results-based evaluations (ILO, 2020a), operationalized through the **Theory of Change** underlying the project's intervention model. The Theory of Change makes it possible to analyze and validate the coherence between the goals and the means proposed; the progress attained in meeting goals and outcomes; and the gaps and challenges in the implementation of the project in order to promote the prevention and elimination of child labor and adolescent work protection in the agricultural and livestock sector. Lastly, the theory of change-based approach relies on conclusions about how the project contributes to observed outcomes, through a "logical investigation" that is complemented and can be used in combination with different evaluation designs, methods and data gathering techniques. In short, it is a way of structuring and undertaking evaluation analyses.
19. The **Evaluation Matrix** was developed drawing upon the evaluation questions listed in the Terms of reference, and based on the project's Theory of Change. The matrix is a tool that organizes the analysis process once it presents evaluation questions, indicators, sources, and information-gathering techniques. The matrix proposed for the mid-term review also brings judgment criteria to evaluate each indicator's findings. The matrix can be found in Annex 5.
20. The evaluation matrix (Annex 4) offers eight evaluation questions (Table 2), from which thirteen indicators are taken, all qualitative, with their respective judgment criteria. This set of elements oriented the interview guidelines used, according to the profile of identified actors. Different questions were asked to each specific interviewee profile, as presented in Annex 5. The interview guidelines include questions that seek to identify the explanatory factors, which complement the indicators analysis in the effort to answer the evaluation questions.

Table 2. Orienting criteria and questions in the review

Criteria	Questions
Strategic Relevance and Appropriateness	To what extent are the project strategies, actions and outputs relevant and appropriate in the context of COVID-19 and respond promptly and flexibly to the needs of constituents, partners and agriculture and labor key actors?
Coherence and Validity of the Design	To what extent is the project design logical, coherent and flexible to emerging needs and contexts?
	To what extent does the project design—and the project's response to COVID-19—take into account the cross-cutting drivers of ILO Strategic Plan for 2018-21?
Project Effectiveness	To what extent has the project progressed in attaining the expected results?
	Have any unexpected effects, whether positive or negative, resulted from the intervention?
Effectiveness of the management arrangement	To what extent have ILO's and OFFSIDE's coordination, technical and administrative aspects facilitated results attainment and the promotion of a suitable and timely response to the COVID-19 crisis?
Efficiency	To what extent have the financial and technical resources mobilized by the project been used efficiently and promptly to attain sustainable results and an integrated response to the COVID-19 crisis?

21. Tripartism and social dialogue guide the mid-term review in a cross-cutting manner. Nonetheless, they are highlighted under the criteria of "strategic relevance and appropriateness" and "coherence

and validity”. The cross-cutting drivers prioritized by ILO in its Strategic Plan for 2018-21—environmental sustainability, gender equality and non-discrimination, international labor standards, social dialogue and tripartism—were highlighted in question 3, which includes analyzing the incorporation and coherence of these drivers in the context of the project’s outcomes and interventions design.

4 Methodology

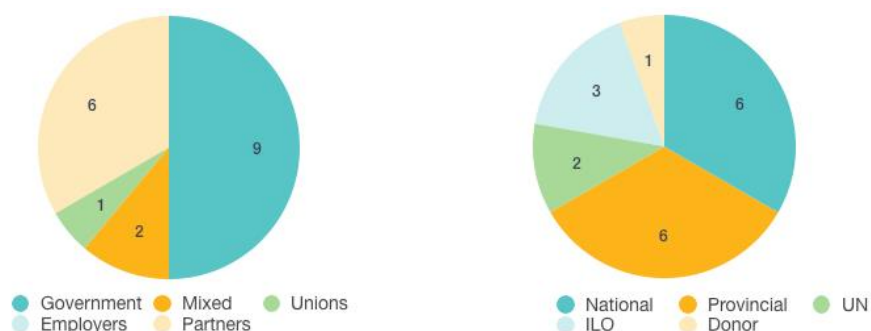
22. Considering the nature of the expected outcomes, this review is primarily based on a qualitative approach, using available quantitative data to assess the project’s outputs reach and support the analysis.
23. The review rests on two main data collection techniques: desk-review and individual and collective semi-structured interviews. Interview guidelines were designed considering the various actors’ profiles and the Evaluation Matrix indicators.
24. To ensure analysis objectivity, validity and reliability, all the evaluation questions were answered by triangulating data from multiple sources. The evaluation matrix details the sources consulted for each of the evaluation questions. Data triangulation and evidence robustness were verified by creating a data register, exclusively used by the responsible evaluator to gather evidence from interviews and desk-review.
25. The mid-term review was carried out in accordance with the United Nations System guidelines and standards developed by the United Nations Evaluation Group (UNEG), of which ILO is a part, and with the ILO Code of Conduct for Evaluators (ILO, 2020b). The mid-term review process and design take into consideration the ILO evaluation policy.
26. The review strictly applied confidentiality rules in relation to the information gathered in the interviews. The consultant guaranteed confidentiality and privacy, and made sure that the information source shall not be identifiable. At the beginning of the interview, the interviewees were informed that their answers will remain completely anonymous and confidential. Everyone involved in this review was properly informed about the objectives of the consultancy, the contracting party, the criteria applied and the use of the findings.
27. Participation of the interested parties in the review process was conceived in three moments. (i) interviews, in which the interested parties made contributions to the review; (ii) presentation of preliminary findings, when the project team contributed opinions on the validity of the findings and on the need to complement and fine-tune them; (iii) a findings workshop with stakeholders, ensuring transparency and feedback as well as informing future dialogues between all stakeholders.
28. The selection of informants was based on a convenience sample with intentional selection criteria to reflect the diversity of perceptions of OFFISDE stakeholders. The criteria applied were (i) diversity and representativeness of constituents; (ii) geographical diversity and representativeness both countrywide and of the provinces where the project is implemented; (iii) diversity and representativeness of profiles (technical and political)⁸; (iv) as many other partners as possible: UN

⁸ Individuals in appointed, elected or in high-ranking positions are considered political profiles (presidents, ministers, directors, secretaries). Individuals in coordination positions, project liaison points and officials are considered technical profiles.

agencies, donor, other ILO areas; (v) as many activities people have been engaged in. The review resorted to a remote data collection strategy.

29. To meet those criteria, the universe of people interviewed included 31 individuals from 22 different institutions/departments. In the end, 22 individuals and 18 institutions/departments have been interviewed. Figures 4 and 5 show the profile of institutions consulted. Annex 7 includes the list of interviewees: 41% are men and 59%, women.

Figure 4. Profile of institutions consulted Figure 5. Institutions Geographical Reach



30. The internal mid-term review main limitations were: remote interviews, in which dialogues were sometimes affected by a bad connection; the number of workstreams and partners, which made data collection and triangulation challenging within the review's timeframe; unavailability of informants from the employers' sector.

5 Main Findings

Relevance and Strategic Appropriateness

31. Project strategies, actions and outputs are relevant and respond to constituents' gaps and priorities for the prevention and elimination of child labor and adolescent labor protection, including impacts caused by the COVID-19.
32. The project's strategic appropriateness lays primarily in its proposal and efforts to foster intersectorality and to articulate actors and initiatives linked to the agricultural and livestock sector and to the labor rights and decent work sectors. The project appropriateness specifically responds to gaps relating to the awareness and consolidation of the decent work and fundamental rights at work agenda in the agricultural and livestock sector, thanks to its potential reach and incidence in the prevention and elimination of child labor and protected adolescent labor in agriculture.
33. This review has identified OFFSIDE approach relevant for the following strategic partners: (i) National Ministry of Labor, Employment and Social Security (MTESS) and the National Register of Agricultural Workers and Employers (RENATRE): to extend the reach of the decent work agenda for the agricultural and livestock sector; (ii) INTA: mainstream the fundamental rights at work agenda internally; Argentine Union of Rural and Agricultural Workers (UATRE): to enforce Law 26390 (on Child Labor Prohibition and Protected Adolescent Labor) by working in specific territories and chains. Lastly, the OFFSIDE Project is considered a critical opportunity to promote the ILO Country Office efforts toward the elimination of child labor. The project has the potential capacity to generate lessons learned and good practices that can inform the organization's efforts at the regional level.
34. As to the project strategies, evidence generation is pertinent given the existing deficit of data and research on work and employment in rural areas, and in the agricultural sector in particular. Specifically, the diagnoses of particular chains (garlic, tomato, wine producing and cotton chains reviews) are relevant to support the formulation of targeted policies that respond to local and crop specificities. The Santa Fe study on care centers models for rural working families' children, aimed at making recommendations on good practices and lessons learned, shows a potential impact capacity. However, the review could not collect more data and assessments about those studies, which are still ongoing.
35. The studies to support the pandemic mitigation efforts also stand out for their appropriateness and relevance. The study "Alternative connectivity and technologies adoption models in rural and urban vulnerable education communities", part of UNICEF Argentina *Generación Única* initiative, intends to support secondary school students' learning continuity during the lockdown, by identifying the most vulnerable areas in terms of connectivity and by suggesting alternative models. The study that intends to characterize the labor relations in the Buenos Aires Fruit and Vegetable Central Market (*Mercado Central de Buenos Aires, MCBA*), aims at ensuring decent work in the sector, considered as an essential service during the pandemic.
36. However, different informants have outlined nuances that somehow limit the relevance of the suggested studies: (i) agricultural labors are characterized by their seasonality, dispersion and intermittence, which would require a perspective on individual labor trajectories beyond the production chains and provincial borders; (ii) the relative incidence of child labor in associated

chains, vis-à-vis other ones, for instance, tobacco or *yerba mate*; (iii) given the absence of significant primary data, the National Study on Child Labor in Agriculture in Argentina (*Estudio Nacional sobre Trabajo Infantil en Argentina*, ENTIA) – based on secondary sources- is a great challenge, since it would require more ambitious efforts, including designing surveys and rural sector samplings.

37. The awareness-raising strategy directly correlates with the importance of fostering a rights perspective within the employers' sector linked to agriculture and cattle farming. Informants unanimously reported that the agricultural, livestock, agri-food and agri-industrial sectors are still very reluctant to embrace the decent work agenda. Still, there is solid evidence on those strategies appropriateness to support the government actors' efforts to advance the decent work agenda in those sectors and institutions. Lastly, driving more sustainable changes requires a combined awareness-raising and advocacy strategy that creates a political and technical environment more conducive to interventions geared towards change and rights promotion.
38. As to the capacity building and intervention development strategies, the review has identified that their appropriateness lays in their technical assistance nature, enabling a more concrete work with governmental implementers towards enforcing the current legal framework (Law 26390 and National Plan for the Elimination of Child Labor for 2018-2020).
39. The project relevance and appropriateness results from multiple factors. From the interviews emerged solid evidence that the initial project was designed in close consultation and dialogue with key actors and constituents. It was based on the ILO Country Office prior experiences with the constituents and the technical knowledge gained by ILO on the topic and region. The Technical Progress Reports (TPR) and the project data collection instruments⁹ confirmed the evidence gathered, showing a high degree of partners' engagement in the identification of common opportunities, activities design and redesign¹⁰. Besides, the Project Document (PRODOC) and the Pre-Situational Analysis (PSA) provide an extensive and comprehensive situational analysis.
40. Such characteristics have also supported the relevance of adapting the project to respond to the impact of the COVID-19 crisis. The project adaptation addresses the main challenges emerging from the pandemic and identified by the strategic partners: the impact of school closures on children and adolescents, as well as the need to guarantee decent work in agriculture, considered an essential activity. The project has guaranteed not only the relevance of activities planned in this context, but has also made efforts to open new lines of work, good articulation with new partners and has planned other activities to effectively respond to the emerging needs and impacts. In this setting, it is also important to acknowledge the impact of presidential and provincial elections held in 2019, leading to changes in the technical teams and political counterparts. The project adapting efforts show a significant potential to attain the expected outcomes, both in terms of mitigating the COVID-19 crisis effects as to adjusting the project to the post-election scenario.
41. Lastly, the Project Management Committee includes the constituents and main strategic partners at the national level. However, OFFSIDE has managed to create a broader network of partners, engaged at the national, regional and municipal level but those partners state they have no

9 Mainly: Data collection form 8: Meetings Tracking Forms

10 Evidence relating to the following activities: The validation of materials for the financial education course; the Training Module, PNBPAS; the Child Labor Monitoring System for COPRETI Buenos Aires; the awareness-raising campaign carried out with the Buenos Aires Fruit and Vegetable Central Market, MCBA; the training on the ILO Convention No.169; the Access to Water study; the creation of the Work Team on Agroecology within the RedBPA; the dynamic mapping of rural work in Buenos Aires for the MDA.

comprehensive understanding of the OFFSIDE different workstreams, which prevents them from making more coordinated and effective contributions to the attainment of the project outcomes.

Coherence and Validity of the Design

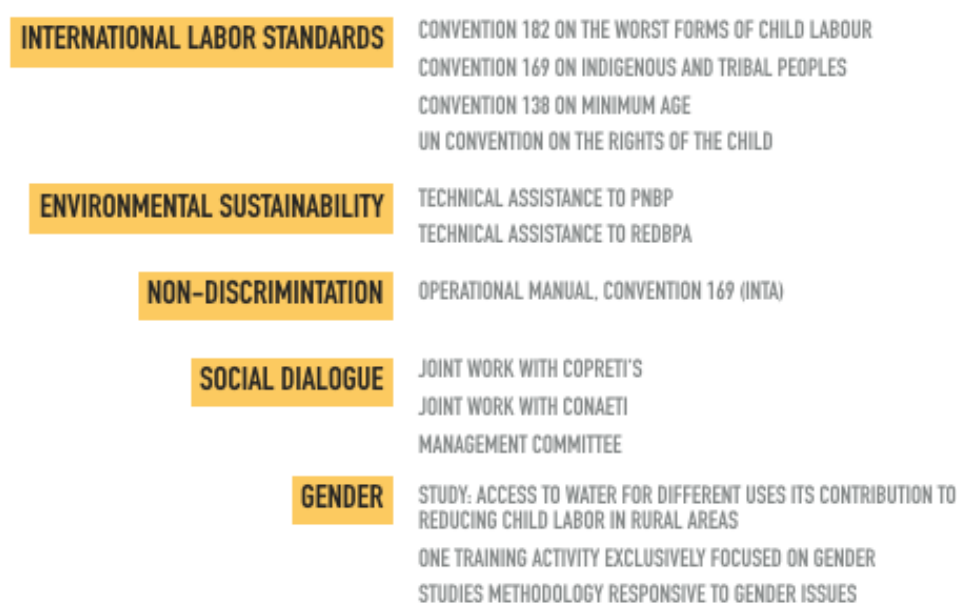
42. OFFSIDE's underlying theory of change is comprehensive and based on a systematic analysis of the context that influences the prevention and elimination of child labor and adolescent work protection in the Argentine agricultural and livestock sector.
43. OFFSIDE major strengths are: (i) its inter-sectoral approach —between work and agriculture actors— that responds to the impossibility of attaining outcomes in isolation; (ii) the articulation based on the actors' complementarity (training, information generation and sharing, inspection and prevention); (iii) its comprehensive approach of the thematic issues addressed by its activities: decent work, family agriculture, gender, non-discrimination and the most vulnerable populations; care and education, all of which interrelate in imbricated ways with the prevention and elimination of child labor and adolescent work protection efforts.
44. The COVID-19 pandemic has highlighted the relationship between education and child rural work. The project refers, although indirectly, to education relevance to prevent child labor and adolescent work protection through activities carried out with COPRETI's, has managed to satisfactorily articulate a mitigation response through supporting *Generation Única*.
45. The interviews have underscored the importance of addressing the underlying causes of social vulnerability of rural workers and families, as a structural condition for child and adolescent labor. It is important to mention the project efforts to promote financial education among rural workers (income, expenses, savings, loans as well as payment instruments or insurances). That said, access to social security is also crucial to address this population vulnerability.
46. OFFSIDE's assumption that inter-sectoral work is the basis to address child labor is clearly laid out by its Theory of Change, particularly in what refers to the relations between work and agriculture actors; and the ToC is flexible enough to accommodate actions linked to other sectors. On the one hand, being focused on the articulation between work and agriculture provides a well-defined framework for the project. On the other hand, explaining the causal relationships between child labor and education, security and social protection may be useful to help to strengthen the interfaces between the project actions and those broader agendas.
47. The project strategies, actions and outputs are closely aligned with relevant normative and institutional frameworks, both international and national, for the prevention and elimination of child labor and adolescent work protection in Argentina. Mention can be made to:
 - a. The National Plan for the Elimination of Child Labor for 2018-2020 has set targets and indicators to measure the progress made and is aligned with international agreements entered into by Argentina, such as the SDG 8.7 and the Regional Initiative Latin America and the Caribbean Free of Child Labor, as well as with current national regulations on the matter¹¹. OFFSIDE is considerably aligned with the Plan, as shown by its contribution to the Plan's: (i)

¹¹ Law 26061 on Children and Adolescents' Rights Comprehensive Protection; Law 26390 banning child labor and adolescent work protection; National Law 26206 on Education; Article 148 bis, National Penal Code (2013); Decree 1117/2016, in conformity with ILO Convention No. 182;

cross-cutting action lines, (ii) two out of the five action lines associated with prevention; (iii) the three action lines associated with rights restitution lines; (iv) 4 out of 6 objectives.¹²

- b. The 2013 Agrarian Work Regime (*Régimen de Trabajo Agrario*), which states the creation of kindergartens for children; and the 2016 First Childhood National Plan (*Plan Nacional de Primera Infancia*), which fosters access to kindergartens for children under 4 years of age.
 - c. The National Program of Sustainable Agriculture Good Practices for Fruit and Vegetable Products (*Programa Nacional de Buenas Prácticas Agrícolas Sustentables en Productos Frutihortícolas*, PNBPAS, 2018), which establishes the framework to the Mandatory Good Practices in the Argentine Food Code.
 - d. The Strategic Development Cooperation Framework of United Nations with Argentine Republic 2016-2020 (MECNUD), which includes reducing informal economy and all forms of discrimination, especially fostering gender equality and the elimination of child and forced labor.
48. The project consistently includes the priority cross-cutting drivers suggested in the ILO Strategic Plan for 2018-2021 on environmental sustainability, gender, non-discrimination, international labor laws, social dialogue and tripartism. Figure 6 details the evidence collected in relation to each project action line.

Figure 6. Inclusion of the crosscutting drivers suggested in the ILO Strategic Plan for 2018-2021



49. The Theory of Change and OFFSIDE planning are flexible enough to enable the necessary adaptations and guarantee the attainment of the set objectives. The new activities addressed by the project since its implementation satisfactorily meet the expected outcomes, as well as contribute to

¹² Respectively: (i) dissemination, training, education, information, evaluation, monitoring, institutional strengthening; (ii) use of child labor and unprotected adolescent work, social protection and care of children and adolescents; (iii) detection strategies, intervention protocols, rights restitution; (iv) OE1 Promote the child labor and unprotected adolescent work perspective, as a violation of childhood rights; OE2 strengthen the information wide-ranging system on child labor and adolescent work to support the design and implementation of public policies; OE3 strengthen COPRETI's; OE6 improve the child labor and unprotected adolescent work detecting strategies.

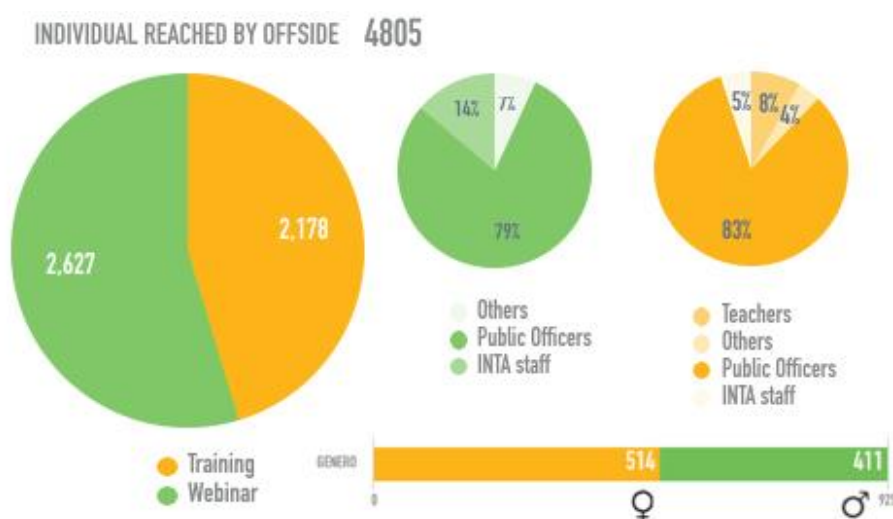
mitigating the COVID-19 pandemic impacts. The project redesign has made important progress by including activities linked to education and farmers' decent work, never losing focus on child labor and adolescent work prevention and elimination.

50. The project priority provinces show great impact potential since child labor numbers there are high. Besides, based on the interviews, those provincial COPRETI's have a history of promoting inter-sectoral work with impact potentiality. However, different stakeholders highlighted that the provincial approach may have major limitations, as one specific chain often goes beyond the province limits and rural workers' labor trajectories often involve a considerable degree of mobility between provinces and crops. Moreover, COPRETI's are regionally articulated to address these dynamics, which would enable working from a regional approach intended to strengthen their capacities. The project resources could also support a further reach in that sense.
51. The fact that OFFSIDE is a 3-year project is positively valued because it enables piloting innovations with visible impacts on the territories. However, OFFSIDE's planning assumes that awareness-raising and the piloting innovations streams depend on the availability of studies' findings. Thus, there has been no significant progress because of the studies schedule delays.

Project Effectiveness

52. As a contribution to "O1. Increased knowledge of the challenges and opportunities for addressing child labor in agriculture"¹³, the large number of people reached by training and awareness-raising activities is to be highlighted¹⁴, a total of 4,805 individuals (their profiles are broken down in Figure 6). Available information points to a greater reach among individuals that identify themselves with the feminine gender (55.5%). It is to be noted that the shifting to online events because of the pandemic has possibly enabled the project to reach more people, if compared with the in-person probable reach.

Figure 7. Awareness-raising and Training Activities Participants' Profiles



53. The inclusion of the topic in the INTA agenda is positively valued. The fact that INTA takes part in awareness-raising and training activities is considered a necessary innovation for addressing decent work and the prevention and elimination of child labor and adolescent work protection. It is worth

¹³ To simplify project outcomes presentation, the awareness-raising and training activities aimed at reinforcing the capacity-building of individuals are presented in O1, while the analysis of institutional capacity-building is in O2.

¹⁴ The project fostered 14 training activities, 2 promoted by INTA and 2 by COPRETI's.

noting that 9.5% of the total participants reached by Offside are INTA officials, 5% through trainings and 17% through awareness-raising activities. Perceptions gathered in the interviews point out the project effective contribution to strengthening the decent work agenda at INTA and to change decent work and child labor understanding in the Institute.

54. Other training initiatives promoted by OFFSIDE also stand out:

- a. Updating of the training materials of the “Official Training of Trainers Course in Good Agricultural Practices (GAP) for the Production of Fresh Fruits and Vegetables” coordinated by MAGyP, SENASA and INTA. The course is required to be certified as an implementer of Fruit and Vegetable GAP (MAGyP, n/d). The update has incorporated a chapter on Decent Work, with information about child labor and adolescent work in module #6 of the official course on “Recommendations on Good Agricultural Practices” (MAGyP, 2020).
- b. The “Training and Capacity-Building of Extension Agents for the Prevention of Child Labor and Protection of Adolescents Work in the Agricultural and Livestock Sector” being developed together with RENATRE and aimed at INTA, SENASA, and MAGyP technicians (OIT Argentina, n/d). The training is aimed at strengthening extension agents’ capacities to detect child labor, mainly in the provinces of Buenos Aires, Mendoza and Santa Fe.
- c. The “Training of Trainers in Financial Education”, whose indirect beneficiaries are smallholder farmers, has already received 45 applications, mostly from women, from various institutions and provinces, predominantly OFFSIDE’s strategic partners¹⁵ (FINANDES, 2021).

55. Apart from the specific training initiatives, the OFFSIDE Project strategic partners perceive a greater institutional commitment from relevant actors such as INTA and SENASA with the agenda on the prevention and elimination of child labor and the protection of adolescent work, fostering a co-responsibility narrative among actors linked to agriculture and cattle farming. In this regard, it is to be noted:

- a. The Framework Agreement signed between the ILO Country Office for Argentina and INTA on decent work in rural areas to promote full and productive employment, economic growth, poverty elimination, social cohesion, and sustainable development;
- b. That the new INTA Strategic Training Plan for 2021-2023 has a specific chapter on decent work (Decent Work Perspective for Agriculture and Cattle Farming), targeting all beneficiaries’ profiles of the plan, and related to INTA’s internal update and external coordination with other bodies (INTA, 2021).

56. As to the awareness-raising strategy, apart from the webinars, the project has fostered the *Hay Mañana* (There is a Tomorrow) campaign in the MCBA, organized jointly with MAGyP, INTA, SENASA, and FAO. The campaign addressed topics linked to occupational safety and health in the context of COVID-19. The goal of the campaign was to strengthen decent work in the pandemic, highlighting the relevance of occupational safety and health regulations, and the fundamental role of rural workers as food providers (OIT Argentina, 2020).¹⁶ The Buenos Aires Fruit and Vegetable Central Market is a central node for many workers and small producers, and reaches different levels of the production chains, particularly fruit and vegetable growers and marketers. The campaign responds to an MCBA preexisting demand and results from OFFSIDE groundwork with its partners to mitigate the economic and social impact of the COVID-19 crisis. Various actors engaged

¹⁵ including MAGYP, MTESS, INTA, COPRETI Buenos Aires, Santa Fe and Mendoza.

¹⁶ Communication priorities responded to five lines of work: (occupational safety and health; informal employment; food safety and handling; fundamental rights at work; child labor). The campaign references were the ILO’s principles and guidelines.

reaffirmed not only the relevance and quality of the initiative but also OFFSIDE groundwork which fostered partners' participation in the development of the campaign, a fact that contributed to the appropriateness and quality of its messages, including a specific focus on representing women workers in the campaign materials.

57. Still, under the awareness-raising stream, it is worth highlighting the project support, in 2019, to the Mendoza Ministry of Government, Labor and Justice and the local COPRETI to raise awareness among provincial and municipal agents on the relevance of intersectorality to fight against child labor. However, the pandemic resulted in the discontinuity of such coordination. At the same time, after the elections, the relevance of raising awareness among the newly elected public officers was identified.
58. OFFSIDE awareness-raising strategies face greater challenges among employers, whose heterogeneity implies a more fragmented representation, at the national and provincial levels. Besides, the sector's coordination with the ILO is quite recent and has started with the project. The project has launched various strategies to strengthen employers' participation, including (i) presenting the project before the four entities member of the Agricultural Institutions Liaison Committee (*Comisión de Enlace de Entidades Agropecuarias*)¹⁷; (ii) facilitating the participation of two representatives from Argentina Rural Society and Argentina Rural Confederation (SRA and CRA) in the Academy on Fundamental Principles and Rights at Work of the International Training Center of the ILO; (iii) liaising with the Agriculture Good Agriculture Practices Network (RedBPA), which gathers over 90 institutions linked to agriculture, including employers' associations.
59. The liaison with RedBPA has been particularly effective because the project has facilitated a series of meetings on agroecology among network members aiming at fostering reflections on sustainable good practices and decent work. The process served to trigger discussions and to identify different visions on the topic; the institutions that participated led internal processes to define their criteria on agroecology, taking into account social aspects.
60. Lastly, most of the studies planned are still ongoing; therefore, it was not possible to assess their contribution to the outcome on increased knowledge. A significant number of interviewees pointed out the urgency in using the studies' findings, even partial findings, to support awareness-raising activities meaningful intervention proposals to be rolled out in priority chains and territories. The relevance of studies' findings is also outlined to make progress in O2 "capacities of the stakeholders in the labor/employment and agriculture sector is increased", detailed below.
61. About the project's contribution to reinforcing actors' capacities, mention should be made to the technical assistance initiatives listed below, which are still in progress and aim at building capacities among the project strategic partners:
 - a. Developing COPRETI Buenos Aires monitoring system to tackle the deficit of efficient information exchanges, increase planning effectiveness, and monitor agricultural child labor in the province (ILO Argentina, n/d-a). The system addresses two out of the eight goals of the Operational Operative Plan and will allow the mapping of risk factors that impact on child labor. The aim is to design, implement, assess and monitor, in a collaborative manner, comprehensive strategies for the elimination of child labor from the inter-institutional and quadripartite space offered by COPRETI. The planning of this system coincided with COPRETI Buenos Aires internal planning and, given the dialogues

17 The Agriculture Inter-cooperative Confederation (Coninagro), the Argentina Rural Confederation (CRA, the Argentine Agrarian Federation (FAA), and the Argentina Rural Society (SRA).

with OFFSIDE on the monitoring system, COPRETI has decided to create an internal monitoring team, an indirect outcome of the project.

- b. Dynamic Mapping of Agricultural and Livestock Work in the province of Buenos Aires, together with the provincial Ministry of Agricultural Development (MDA), which should provide dynamic and updated information for the development and reinforcement of policies to promote decent work in the sector as well as to increase inspection in critical areas; (OIT Argentina, n/d-b). The mapping responds to an MDA need: having systematized data to plan actions within its competence that could not be addressed in the short term unless they have external support. The complementarity of MDA and COPRETI Buenos Aires mappings was discussed in the context of the project.
 - c. Manual for INTA officials and technicians on ILO Convention No. 169, for projects to consider the indigenous and tribal peoples' situation, rights and development priorities. (ILO Argentina, n/d-c). The project's support aims at making ILO Convention No. 169 more operational and aligned with INTA's competences. The manual responds to a gap identified by INTA relating to the importance of qualifying their projects on indigenous and tribal peoples.
 - d. Diagnosis and socio-economic characterization of labor relations at MCBA to promote decent work. The study intends to provide inputs about the most vulnerable groups and potential recommendations aimed at promoting decent work to inform the dialogue with qualified public entities. An identified area for future technical assistance would be the support to implementing recommendations, possibly anchored in the production chains from which the project is already gathering data.
62. The project has also contributed to CONAETI's capacity-building by facilitating the participation of two technicians from the Coordination Office of Policies Against Child Labor (MTESS) in the course "Management of programs and projects: preparation, follow-up and evaluation" delivered by the International Training Center of the ILO (ILO Argentina, 2019b).
63. Still under the scope of O2. OFFSIDE has planned an important workstream aimed at generating innovative solutions or updating governmental intervention models, a stream that implies close liaison with local actors. This strategy has been impacted significantly by the delay in studies and the impossibility of in-person work, as well as the reorganization of strategic partners at the provincial level in the post-election context.
- a. The implementation of the LABOR methodology in one of the provinces intends to foster actors' coordination in a specific chain and co-create innovations that can address the underlying causes of child labor. Currently, OFFSIDE and the ILO Regional Office are revising the pilot methodology so it can be rolled out within a tighter schedule. However, scaling up solutions and lessons learned to different territories, as originally planned, may be conditioned to an extension of OFFSIDE's timeframe.
 - b. The reinforcing of COPRETI's role, in line with the priorities set in the National Plan for the Elimination of Child Labor for 2018-2022, has been impacted by changes in the local administrations and by the COVID-19 context. In 2019 there had been advances in outlining priorities for joint work between OFFSIDE and both COPRETI Santa Fe and Mendoza (OIT Argentina, 2019b). However, those priorities have not unfolded into specific actions. After the elections and the COVID-19 outbreak, despite that the project continued dialoguing and providing information to the two provinces¹⁸, the review has identified a

¹⁸ Review of the meetings minutes held in 2020 and 2021 provided by OFFSIDE.

perceived lack of articulation with OFFSIDE. This perception has a potential impact on the expected outcomes in terms of reinforcing COPRETI's actions and impact at the field level.

64. However, the project is making progress in other workstreams that aim at prioritizing the impact on those provinces, such as the course on financial education, and the RENATRE training for INTA and SENASA technicians. The articulation with RedBPA also provides OFFSIDE a potential entry-point to the field-level, since local efforts were prioritized in the last network strategic plan.
65. OFFSIDE has incorporated relevant actions to mitigate the impact of the pandemic in its planning. Besides the campaign carried out with MCBA, OFFSIDE is developing a study on alternative connectivity models aimed at mapping the Argentine territory to identify the most vulnerable areas and schools in terms of connectivity and propose alternative models that may reinforce secondary students' linkages with their schools. Lack of connectivity in the context of COVID-19 is a factor that worsens vulnerability.
66. Among the project's unexpected effects already mentioned are the creation of a COPRETI Buenos Aires monitoring team and the inclusion of decent work in the INTA Training Plan. Another potentially unexpected result is the contribution of OFFSIDE's studies' findings to inform the civil society participation in the Argentinian Monitoring Platform for the 2030 Agenda, where UATRE is a full member. Such inputs complement the preparation of the National Volunteer Report that the National Council for the Coordination of Social Policies, dependent on the Argentine President's Office, presents to the United Nations High-Level Political Forum on Sustainable Development¹⁹.
67. There is sturdy evidence that the project has a gender-sensitive approach: (i) MCBA women workers prioritized in the communication materials of the *Hay Mañana*; (ii) a *webinar* that focused specifically on "Women, Work and Rurality: How to Revert Inequalities" was promoted; (iii) the terms of reference of the studies developed by the project include gender as a variable.
68. The project has effectively incorporated a gender perspective and tripartism as cross-cutting drivers that support the project implementation and permeate its diverse initiatives, at different levels, through (i) the project Management Committee, (ii) joint work with COPRETI; (iii) liaison with RedBPA; and (iv) the future implementation of the LABOR methodology.

Effectiveness of Management Arrangements

69. OFFSIDE has effectively adapted to the pandemic and the post-electoral contexts, addressing emerging opportunities to work in mitigating the effects of COVID-19 while maintaining its focus on strengthening the capacities of agricultural workers and employers. Examples already mentioned are: activities carried out together with the MCBA, the study with *Generación Única*, the financial education course, the dynamic mapping with MDA Buenos Aires. Besides, OFFSIDE has effectively adapted part of its ongoing activities to the context of the pandemic. The project has quickly adapted its training and awareness-raising activities to the online environment, as well as its studies' scope, which shall identify the COVID-19 emerging consequences and changes related to children and adolescent work.
70. The transparency, quality, and professionalism that permeate the technical assistance provided by OFFSIDE is highly valued by the project partners. In particular, the project availability to support its partners' priorities, so that the initiatives have a potentially greater ownership and sustainability.

¹⁹ In particular with evidence concerning the compliance with SDG 8, target 8.7.

This positive characteristic implies longer times in reaching agreements on possible shared actions. Moreover, sometimes it does not lead to concrete agreements; depending on partners' capacities to connect their strategic agendas to the possibilities provided by the project. In short, the fact that the project is demand-driven is highly valued and, at the same time, more clarity on what kind of support OFFSIDE can offer is needed.

71. The review has identified a sense of urgency among OFFSIDE's strategic partners in moving forward on more implementation-oriented actions that can trigger debates and bring changes in specific policies, programs or territories. This workstream, in accordance with the project planning, depends on the findings of ongoing studies. However, the possibility to advance with the existing inputs (partial results and already articulated networks) was identified, and it can lead to test more iterative approaches that may enable initial consensus.
72. The obstacles resulting from the ILO contractual modalities have repeatedly been mentioned, having a potential impact on the attainment of the outcomes and the project's relationship with partners. Among the obstacles mentioned are: (i) little flexibility in consulting agreements or specific contracts, in replacing outputs that could not be developed due to the pandemic; (ii) the difficulty to make the partners' in-kind contributions visible, as it could be done by incorporating their logos or providing greater autonomy in disseminating studies partial findings; (iii) the impossibility to sign agreements with subnational stakeholders²⁰; (iv) the fact that the project's implementation is unfolded through several ToRs hinders the partners' ability to manage outputs. Furthermore, hired consultants usually report to the OFFSIDE team but not necessarily to the partners involved.
73. In relation to this last point, considering the project scale and its concomitant initiatives—which trend is to increase in the near future—the current capacity of the OFFSIDE team may be exceeded by the number of outsourced teams to manage. Furthermore, the review identified the need to step up project communication efforts to strengthen the attainment of results and improve the management and coordination with partners who stated that they still have a fragmented vision of OFFSIDE's different workstreams, hindering the possibility of conceiving the existing connections between different streams and potential synergies.
74. One aspect to consider is the importance of having instruments and methodologies that can measure the project's impact on the actors' awareness and knowledge and generate further evidence of the project's contribution to the expected outcomes. Evidence shows that relevant efforts are being made to train various actors. Thus, applying evaluation instruments may provide pertinent data on the changes brought about by the project on the individual capacities of the trainees, as well as on future improvement areas.²¹
75. There is sound evidence related to ILO internal coordination. OFFSIDE regularly engages with ILO departments, so they can provide technical assistance and review the project's terms of reference and studies. OFFSIDE initiatives also foster coordination with other ILO-led projects, such as the MAP16 or the Identification Model of Child Labor Risk (MIRTI - OIT/CEPAL). At the same time, the review has identified several lines that could benefit from enhanced coordination; there is room to further specify joint actions that would enable scaling up Country Office's projects on topics relating to the economy of care and a fair transition towards a green economy.

20 Information to be verified with ILO. The review has identified a possible verbal agreement between an ILO representative with a project strategic partner whose project cannot be addressed.

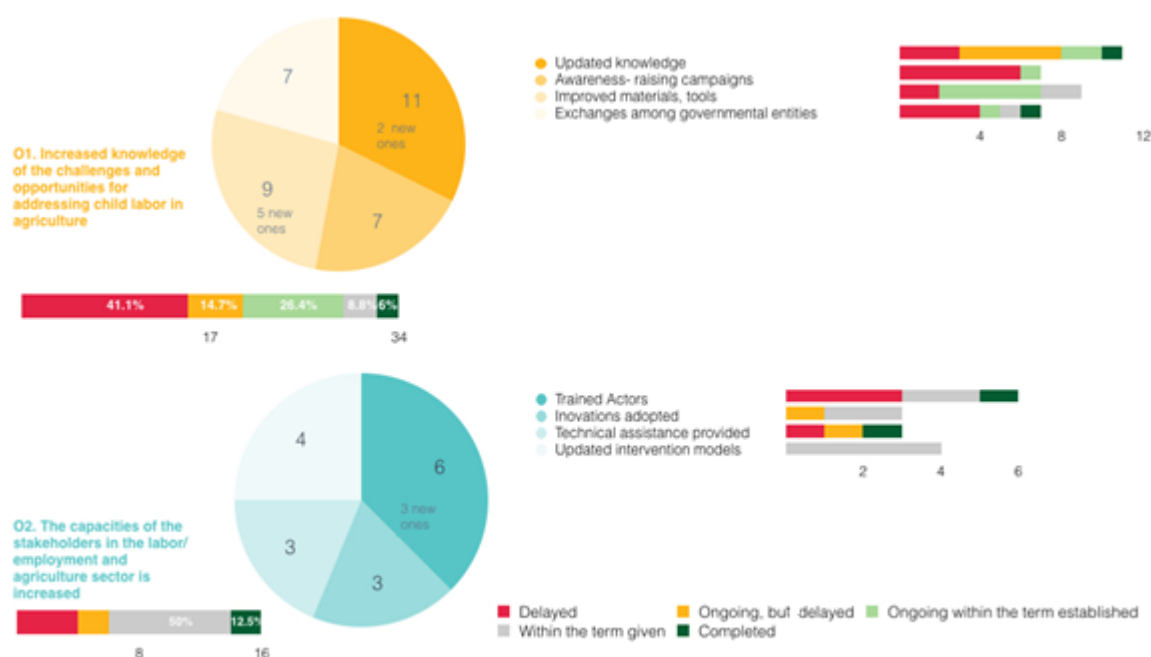
21 The project Comprehensive Monitoring and Evaluation Plan (CMEP) proposes evaluation instruments to the "Put an End to Child Labor" course. However, the review has not identified relevant evidence related to the implementation of the course.

76. The project has also coordinated effectively with other UN agencies, in particular with FAO and UNICEF. The study on connectivity alternative models that will be carried out by OFFSIDE, UNICEF, FAO, and INTA, has the explicit purpose of mitigating the pandemic impacts, and it was developed within the *Generación Única* response to COVID-19. FAO has also been involved in the campaign developed with the MCBA, and invited as a panel member in OFFSIDE events. This coordination is highly valued by all the parties involved and satisfactorily responds to the MECNUD guidelines on the One-UN approach. There is room to further reinforce such collaboration. For instance, programmatic coordination for the study on alternative models could be enhanced (integrating different INTA databases). Or, as in terms of broadening OFFSIDE's scope, the *Plan Argentina contra el Hambre* (Argentina's Plan against Hunger) fostered by the Ministry of Social Development provides a space where the decent work, rural and territorial development agendas meet; since food production is assumed as a main sector of the economy.

Efficiency

77. Figure 8 shows the total number of activities planned by the project up to December 2020, as well as the detailed percentage actually implemented of each of the two outcomes expected. It is clear that some outputs are greatly delayed, for instance, the awareness-raising campaigns and the exchanges among governmental entities. On the other hand, the analysis on project effectiveness highlights how crucial it has been to include new activities to advance some outputs, such as the "improved materials and tools" and the "trained actors".

Figure 8. Activities per expected results and percentage actually implemented

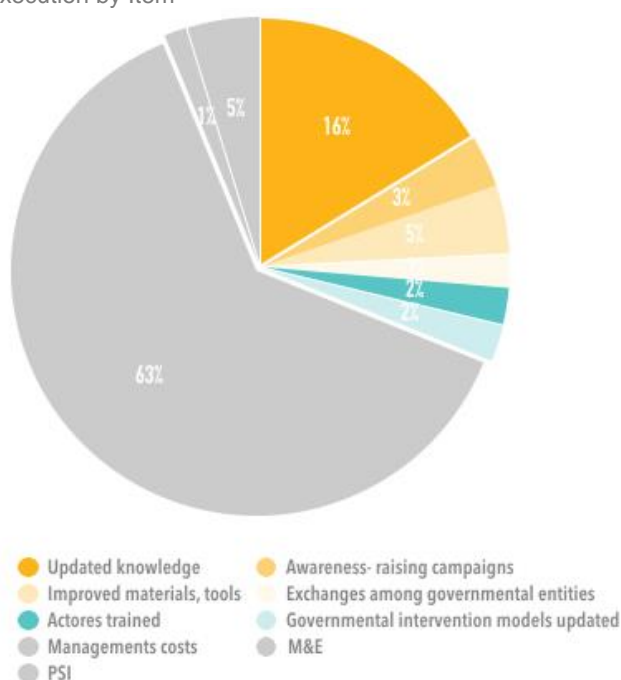


78. As to O1, the majority of awareness-raising activities were planned to present studies' findings, whose schedules have been considerably impacted by the pandemic. Nevertheless, the project has been able to move forward with a campaign in response to the pandemic (*Hay Mañana*, MCBA). The "exchanges among governmental entities" is an output badly impacted by the delays: 50% of the activities are delayed and there are no new activities planned for this output.
79. As to O2, the 'actors trained' output was also very negatively impacted by delays. However, new activities have significantly helped to achieve this output. As to "innovations adopted", the planned activities include an in-person component that is being re-planned to address the needs and challenges posed by mobility restrictions. The "intervention models updated" output responds to a later phase of studies dissemination, awareness-raising campaigns and provision of technical assistance. Finally, the review identified that some technical assistance efforts made by the project, and which are highly valued by project partners, are not reflected in the project's monitoring system.
80. Figure 9 shows the project budget execution, considering its contribution to the outputs expected. By late 2020, the project had executed approximately 25% of its budget. To analyze these numbers, one should consider some factors that have had an impact on the execution of funds allocated to the project:
- Some activities initially planned to be held in-person were shifted to online, requiring less funds;
 - The Argentine peso was devaluated more than 300% from the initial budgeting in 2018 up to late 2020²²;
 - In the beginning, the project had foreseen hiring an external team to support technical assistance activities that would require a more continuous follow-up with municipalities and

²² Information provided by OFFSIDE.

provinces. Such contract represented 10% of the budget and was not agreed among the project strategic partners. Thus, the OFFSIDE core team ended up taking those activities over.

Figure 9. 2019-2020 Budget Execution by Item



81. The graphic shows that most of the budget execution (63%) was allocated to direct management costs of the team responsible for coordinating with partners and providing technical assistance to them; managing the terms of reference and contracts with external teams; and to the institutional communication and representation of the project. Resources allocated to O1 represent 26% of the total budget, and those allocated to O2, 4%.
82. Based on the outcomes discussed above, in terms of actors' awareness-raising and training, the project has shown remarkable effectiveness in the use of resources. The same analysis cannot be applied to the resources allocated to the studies —part of the updated knowledge output— since findings are not yet available; neither to the other activities intended for the capacity-building of agriculture and labor actors because these actions are still ongoing or yet to start.
83. The project has promptly mobilized technical and financial resources to give an integrated response to the COVID-19 crisis, as shown by the activities linked to *Generación Única* and the MCBA. The fact that OFFSIDE's planning is demand-driven indicates that the mobilization of resources is oriented towards the complementarity and sustainability of future outcomes.
84. On the basis of the foregoing and considering this is a mid-term review, we can conclude that the technical-financial relation, to date, has been appropriate. However, the low level of budget execution and delays caused by the pandemic, entail a major budgetary and strategic replanning.

Orientation towards Impact and Sustainability

85. The evidence gathered points towards the institutionalization of the support provided by the project and the constituents' potential ownership of the outcomes. This is clearly seen in: (i) the inclusion of decent work in the INTA Training Strategic Plan and in the PNBPAS training module, (ii) the COPRETI Buenos Aires child labor monitoring system (and in the creation of the COPRETI monitoring team); (iii) the training and the manual on ILO Convention No. 169 together with INTA, (iv) the dynamic mapping of rural work in with Buenos Aires – MDA.
86. OFFSIDE's groundwork to ensure institutional commitments from counterparts through memoranda of understanding also underlines the fact that the project is being driven to ensure outcomes sustainability. In this respect, OFFSIDE is negotiating with the Ministry of Agriculture, Livestock and Fishing, Buenos Aires Fruit and Vegetable Central Market and the province of Buenos Aires. As a result of OFFSIDE's groundwork, ILO Argentina and INTA have signed a framework agreement that establishes a commitment between the parties to advance in the promotion of decent work in Argentina's agricultural, livestock, agri-food and agri-industrial sectors (OIT. INTA, n/d).
87. As to the training being developed with RENATRE, it is still unclear how OFFSIDE will foster its institutionalization and sustainability. However, efforts to guarantee institutional commitment through memoranda may support future strategies to make this training mandatory and permanent in INTA and SENASA's agendas.
88. It is important to pay attention to the relevance of advancing with strategies to measure training results, not only in relation with the individual capacities of the trainees but also by proposing instruments that institutions can use to measure the impact of increased capacities on the prevention of child labor and protection of adolescent work. Possible instruments may be the increased number of cases notifications, or cases referral to other competent instances for the protection of children and adolescents' rights.
89. As to mitigation of the pandemic effects, the coordination with UNICEF and the *Generación Única* platform to propose connectivity alternative models intends to guarantee learning continuity for 340,000 adolescents living in rural areas whose link with secondary schooling has become a major challenge given the lockdown (UNICEF Argentina). Adapting the terms of reference and methodologies of the studies fostered by the project can provide sturdy evidence on the pandemic impact on child labor and contribute to the planning of partners' mitigation responses. ^[1]_{SEP}
90. The review has identified some possibilities among interviewees to deepen exchanges and broaden synergies that may potentially increase OFFSIDE's impact. As to actions in collaboration with the MCBA, there is room to scale up actions to other local markets, based on learnings emerging from the project. Provincial markets are currently under the coordination of the Ministry of Agricultural Development. As to work with specific chains and territories, which studies are pending completion, potential strategies to generate innovations and impacts have been identified, for instance: strengthen coordination among actors linked to particular chains (such as the National Wine Institute - *Instituto Nacional de Vitivinicultura*); foster the uptake of the existing 'instruments for sectoral co-responsibility agreement' to contribute to registration and social security access; provide technical assistance to identify possible financial sustainability sources to new government intervention models for the prevention and elimination of child labor and adolescent work protection.
91. Lastly, looking into the future, the review has identified that the project learnings will be important to report the ILO work in the region. OFFSIDE's methodologies on research,

intersectoral coordination, technical assistance, and communication, if comprehensively systematized, can foster the scale of learnings in Argentina and other countries in the region through South-South Cooperation and the Regional Initiative Latin America and the Caribbean Free of Child Labor.

6 Conclusions

92. OFFSIDE encourages strategies and aims at relevant outcomes that respond to the constituents' priorities, even considering the changes and impacts caused by the COVID-19 pandemic. OFFSIDE strategies are closely aligned with regulatory and institutional frameworks at the international and national level that are relevant for the prevention and elimination of child labor and adolescent work protection in Argentina. There is sound evidence of OFFSIDE's efforts to integrate a gender perspective and tripartism as cross-cutting drivers that permeate its diverse activities to support the implementation.
93. The strategic appropriateness of the project lays primarily in its proposal and efforts to foster intersectorality and to coordinate actors and initiatives linked to the agricultural sector and the labor rights and decent work sectors.
94. The project's continuous adaptation efforts to changes caused by the COVID-19 pandemic and the 2019 presidential and provincial elections have guaranteed not only the relevance of ongoing activities but also enabled new lines of work, liaison with new partners and design of new activities to effectively respond to emerging needs and impacts.
95. The project strategic relevance and appropriateness are closely tied to the fact that it was designed and adapted in permanent consultation and dialogue with key actors and constituents. The project is based on the Country Office's previous experiences and on ILO's accumulated knowledge on the subject in the region.
96. The project's Theory of Change is comprehensive and flexible enough to adapt to emerging contexts. However, the pandemic has exposed a number of underlying causes of rural workers and families' vulnerabilities that have an impact on child labor and protected adolescent work, beyond the agriculture and the work sector. The project focus towards specific chains and provinces shows great impact potential since child labor numbers in those provinces are high. Nevertheless, the provincial approach may have limitations, as specific chains often go beyond the province limits and individual labor trajectories surpass chains and provinces. Therefore, a review of the ToC that allows reinforcing OFFSIDE's specific focus and, at the same time, clarifying the relationships between the project's work streams and the underlying causes of vulnerability of children and adolescents in agricultural work in rural and periurban areas could help strengthen interfaces between OFFSIDE and related agendas emerging from the COVID-19 crisis.
97. The project has progressed significantly in awareness-raising activities, primarily among public officials, and the various actors linked to the MCBA. There has also been considerable success in training stakeholders, both in relation to the number of individuals trained and to be trained (through courses that are being developed), and in terms of institutionalizing a decent work and child labor perspective in public bodies' training agendas. The OFFSIDE Project has achieved a greater institutional commitment from relevant actors such as INTA and SENASA with the agenda on the prevention and elimination of child labor and the protection of adolescent work, fostering a co-responsibility narrative among actors linked to agriculture and cattle farming

98. OFFSIDE awareness-raising strategies face big challenges among employers, whose heterogeneity implies a more fragmented representation. The project has launched various strategies to strengthen employers' participation in the project. The most effective has been liaising with RedBPA, through supporting a reflection process to define agroecology criteria, incorporating social aspects and decent work.
99. OFFSIDE has also made significant progress in its strategy to strengthen actors' capacities, through impact and sustainability-oriented technical assistance initiatives provided to strategic partners, as they contribute with systems, evidence and tools, and partners show a clear interest and capacity to institutionalize them.
100. As to the evidence-generating strategy, most of the studies are still ongoing; therefore, it is not possible to evaluate their contribution to the outcome relating to increased knowledge. The fact that the availability of studies' findings is conditioning progress in awareness-raising, advocacy and innovations development streams can jeopardize the project's effectiveness
101. In fact, the strategies to develop innovations and update governmental intervention models are those most impacted by delays resulting from the COVID-19 pandemic, as well as the reorganization of strategic partners after the elections. The review identified solid demand for making alternatives viable for the implementation of actions in this regard.
102. OFFSIDE has effectively adapted to the pandemic and the post-electoral contexts, addressing emerging opportunities to work in mitigating the effects of the pandemic while maintaining its focus on strengthening the capacities of agricultural workers and employers. The project's availability to support actors' priorities and demands is particularly valued, so that initiatives have greater potential for ownership and sustainability.
103. This positive characteristic implies longer times in reaching agreements on possible shared actions. The future challenge for OFFSIDE lies in finding strategies that ensure its demand-driven approach and, at the same time, guarantee timely actions, much required during the project next stages, dedicated to innovation proposals.
104. The review also identified a number of management aspects that merit the ILO's and OFFSIDE's attention to guarantee project timeliness and effectiveness in what remains of its implementation: the obstacles identified in the ILO's external contracts modalities; the need to step up project communication efforts to strengthen the attainment of results and relations with partners; as well as to generate further evidence of OFFSIDE's contribution, mainly with regards to its awareness-raising and training strategies.
105. The coordination already underway with ILO internal areas and with UN agencies present opportunities to specify actions that may allow OFFSIDE's scaling up. Opportunities identified would broaden the project focus towards correlated issues, such as the care economy; rural development; a fair transition towards a green economy; and fighting hunger. As previously mentioned, the intersections and causal relationships between the education, security and social protection agendas and OFFSIDE main focus should be carefully reflected upon.
106. The assignment, allocation and use of project technical and financial resources were coherent with the results achieved so far. Besides, the project has timely mobilized resources to mitigate the effects of COVID-19. We can conclude that the technical-financial relation, to date, has been appropriate. However, the project shows a low level of budget execution, raising questions to be considered. These include: (i) the viability of implementing all the activities planned within the current project timeframe, considering the existing delays and the connected nature of the activities; (ii) the possibility of broadening OFFSIDE's scope given the increase in funds availability as a result of the Argentinian peso's devaluation; (iii) the need to expand the current team to absorb

the potential increase in activities to be implemented and to strengthen areas that need greater attention at present, such as communication and liaison at decentralized level with local and provincial actors.

Lessons Learned

107. ILO presupposes the assessment of lessons learned as a stage prior to the identification of emerging good practices that may be replicated in the future. Given the mid-term nature of the present review, lessons learned are highlighted to support the identification of good practices in future project evaluations.

LL1 The project's adaptive management has great potential to contribute to the expected outcomes accomplishment

Context and pre-conditions: The COVID-19 pandemic has highlighted various issues that influence child labor, and the 2019 elections have brought changes in the project counterparts. The project has adapted its planning to opportunities identified with its partners, never losing focus on the outcomes expected. OFFSIDE has been able to adapt to the COVID-19 pandemic effects and the renewed stakeholders' context after the elections.

Users and beneficiaries: Constituents, partners, general public.

Challenges: The new activities need to be reflected in the Theory of Change and the M&E instruments, to support communication and project accountability.

Conditions for success: Team proactivity to identify opportunities together with the partners; work method based on regular and transparent dialogue;

ILO administrative aspects: Team technical capacity to identify opportunities, foster dialogue, and adapt activities based on partners' demands in accordance with the goals of the project. Flexibility in the program planning and project budgeting process to include new activities based on the context and goals of the project.

LL2 Beneficiaries engagement in the design of interventions has great potential for attaining greater levels of commitment, ownership and sustainability in the actions implemented.

Context and pre-conditions: Team availability to integrate partners during formulation processes.

Users and beneficiaries: Constituents and project partners

Challenges: The processes become more complex and slower, compared to those carried out by the ILO team alone. The processes require the team's constant availability to find intersections between the goals of the project, partners' demand, and the ILO's technical assistance possibilities, as well as to manage actors' expectations.

Conditions for success: Behave with respect and establish horizontal collaborations; work method based on regular and transparent dialogue; project team availability.

ILO administrative aspects: Team technical capacity to identify opportunities, foster dialogue and adapt activities based on partners' demands and in accordance with the goals of the project. Flexibility in the program planning and project budgeting process, which allows the inclusion of new activities based on the context and goals of the project.

LL3 The participation of diverse partners in the design of awareness-raising campaigns contributes to the quality of the messages.

Context and pre-conditions: The project has fostered contributions by strategic partners to the *Hay Mañana* campaign.

Users and beneficiaries: Constituents, partners, general public.

Challenges: not identified.

Conditions for success: Work method based on regular and transparent dialogue; project team availability; coordination with strategic partners.

ILO administrative aspects: Team technical capacity to encourage dialogue spaces relating to concrete actions; financial resources to hire a campaign consultancy.

7 Recommendations

R1 Detail the effect of the pandemic on the project's Theory of Change

Aimed at	Priority	Budget	Period
OFFSIDE, in coordination with ILO and the management committee, and in consultation with partners	HIGH	LOW	Immediate

Complement the logical framework that establishes the project foundations through a visual and narrative piece that incorporates the impacts caused by the pandemic on child labor and adolescent work and explore the underlying causes of working children and adolescents' vulnerability, drawing upon the relations already identified and addressed by the project —education and decent work— as well as new intersections — labor trajectories, green economy, rural development, economy of care, social protection. The Theory of Change will allow OFFSIDE to accommodate the new activities, as well as their priority and contribution to the outcomes expected. Furthermore, the ToC will enable reassessing activities initially planned that had not progressed and better framing of the activities and outputs that contribute to more than one outcome.

R2 Design and implement an advocacy strategy

Aimed at	Priority	Budget	Period
OFFSIDE, in coordination with ILO and the management committee and in consultation with partners	HIGH	MEDIUM	Immediate

Based on the reviewed Theory of Change and studies' partial findings, the strategy should aim at identifying spaces, actors, networks, methodologies, and strategies to approach the main decision-making bodies where to influence decision-makers on matters related to each work stream, either ongoing or planned. The advocacy strategy may include particularities of each ongoing activity as well as more general aspects. Given the adaptive nature of the project, the strategy would be more effective if regularly updated. It can prioritize more appropriate, urgent initiatives or those that can provide quick wins.

R3 Design and implement a communication strategy for the project

Aimed at	Priority	Budget	Period
OFFSIDE, in coordination with ILO and the management committee and in consultation with partners	HIGH	MEDIUM	Immediate

Based on the advocacy strategy, detail the project communication strategy, taking into account the need to inform and to establish more structured and regular consultations with the partners engaged in the different workstreams. Given the adaptive nature of the project, the strategy would be more effective if regularly updated. It can prioritize more appropriate or urgent initiatives.

R4 Review project schedule and explore adjustments to team size

Aimed at	Priority	Budget	Period
OFFSIDE, in coordination with donor and PARDEV	HIGH	LOW	Immediate

Review the viability of implementing the planned activities and the attainment of the outcomes expected within the period initially set, considering the project delays and the possibility of agreeing

on a no-cost extension with USDOL. Explore the possibility of enlarging the project core team, considering the workstreams to manage during the project's future stages.

R5 Complement the project's Evaluation and Monitoring Framework

Aimed at	Priority	Budget	Period
OFFSIDE, in coordination with donor and ILO Evaluation Office	MEDIUM	LOW	2021.

Based on the Theory of Change, complement the project Evaluation and Monitoring Framework, paying special attention to the possibility of exploring in-depth the impact of the training and education activities fostered by the project. Considering that the project will not have a direct influence in most of the trainings, explore the possibility of a pilot in one of the initiatives, providing simple tools so that the responsible institutions may monitor the training impacts under their competencies.

R6 Offer greater clarity to partners on contractual modalities

Aimed at	Priority	Budget	Period
OFFSIDE and ILO Argentina, in consultation with partners	LOW	LOW	2021.

Review with partners and internally within ILO the bottlenecks linked to the available contractual modalities for the development of specific outputs, aiming at more expedite contracts, suited to partners management capacities and more straightforward regarding ILO's possibilities and conditions.



ANNEXES

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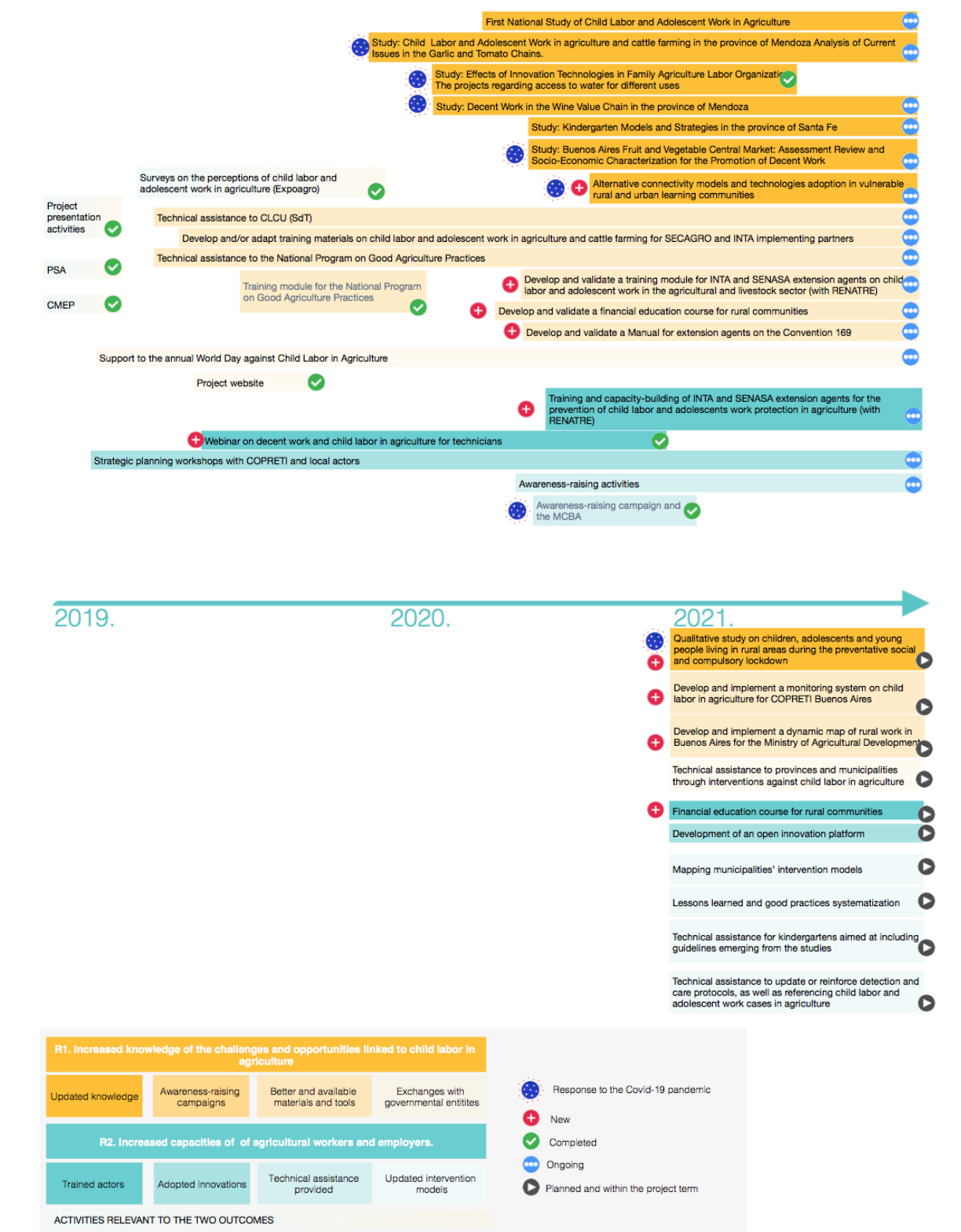
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	International Labour Organization Evaluation Office. Implications of COVID-19 on evaluations in the ILO. Practical tips on adapting to the situation. 24 April 2020 (v.3)

Relevant actors mapping²³

GOVERNMENT	<p>Ministry of Labor, Employment and Social Security (MTESS), federal authority that develops, administers and monitors policies for the improvement of work conditions, training, labor inclusion and health coverage. In the provinces, the counterparts are equally responsible for applying regulations, including labor inspections. The provincial counterparts are also responsible for inspecting and applying labor laws. National and provincial ministers are members of the Federal Labor Council (<i>Consejo Federal del Trabajo</i>) that coordinates government and social actors' actions in the different jurisdictions and competences.</p> <p>The MTESS includes the Coordination Office of Policies for the Elimination and Protection of Child Labor and Adolescent Labor; the Coordination Office for the Prevention and Protection of Child Labor and Adolescents Work (COODITIA) that, jointly with the CFT and provincial work offices, carry out inspections to detect irregular child labor and adolescent work in urban and rural areas, and trains inspectors on the subject. The Child and Adolescent Labor Observatory (OTIA) is responsible for diagnostic reports on child labor that help define policies and programs, as well as to follow-up and redirect actions.</p> <p>The National Commission for the Elimination of Child Labor (CONAETI) coordinates, assesses and monitors the efforts for the prevention and elimination of child labor. It is a four-party structure with the participation of the national government, the workers, employers and the civil society. ILO and UNICEF also take part as technical advisors. The twenty-four Provincial Commissions for the Prevention and Elimination of Child Labor (COPRETI) coordinate the activities implemented in each jurisdiction. Each COPRETI is responsible for developing and implementing a Provincial Operative Plan and liaising with the CONAETI and the municipal administrations, who are responsible for the health services, education and monitoring of child labor.</p>
	<p>The Ministry of Agriculture, Livestock and Fisheries (MAGyP) is responsible for the design and execution of production, commercialization and food safety plans in agriculture, cattle farming and fisheries. MAGyP and INTA support innovation and technology transfer to the agricultural, livestock, agri-food and agri-industrial sectors. The National Food Safety and Quality Service (SENASA) is a food health service that reports to the National Government. It is responsible for monitoring and certifying food products and sub products. The Agricultural and Livestock Federal Council (CFA) is the institutional space where ministers meet.</p>
EMPLOYERS	<p>The Industrial Union of Argentina (UIA) is the most active organization on the project focus. The Companies Network Against Child Labor (<i>Red de Empresas contra el Trabajo Infantil</i>) is a public-private dialogue space that designs and implements actions for the prevention and elimination of child labor, articulating with national public policies.</p>
UNIONS	<p>The most active unions are: the General Confederation of Labor of the Argentine Republic (CGTRA), the Argentine Confederation of Workers (CTA-T), the Argentina Autonomous Confederation of Workers (CTA-A), the Argentine Union of Rural and Agricultural Workers (UATRE), and the National Register of Agricultural Workers and Employers (RENATRE).</p>
UN	<p>Also relevant are UNICEF and FAO.</p>
ILO	<p>The project coordinates with specialists at all levels. Regionally, with the Regional Initiative Latin America and the Caribbean Free of Child Labor and the LABOR initiative. Globally, with the Principles Service and Fundamental Rights at Work (FUNDAMENTALS), the International Program for the Elimination of Child Labor (IPEC+), PARDEV, SECTOR and LABADMIN OSH, ACTEMP and ACTRAV.</p>

Activities details²⁴

²³ ILO Argentina (2018) PRODOC Offside – 10 December 2018.



24 Data from the project activities monitoring dashboard and partially completed with TPR's information.

Review matrix

Criteria	Question	Indicators ²⁵	Judgment criteria	Sources
Strategic Relevance and Appropriateness	To what extent are the project strategies, actions and outputs relevant and pertinent in the context of COVID-19 and respond promptly and flexibly to the needs of constituents, partners and key actors in agriculture and labor?	Relevance of strategies, actions and outputs—in the project original design and in its redesign—with relation to the stakeholders' needs and priorities.	Constituents, partners and key actors in the agricultural and work sectors perceive that the project satisfactorily respond to their needs and priorities, even with the changes and impacts caused by the COVID-19 pandemic.	Document review: PRODOC, progress reports and budget reviews.
		Participation of constituents and other key actors from the agricultural and work sectors in the design and redesign of project activities.	The ILO has identified the constituents and key actors of the agricultural and work sectors before developing the project. The sectors above mentioned were consulted and involved in the design, redesign and implementation of the different activities.	Consultations with informants: government representatives, workers, employers, mixed commissions, partners, donor, ILO
Coherence and Validity	To what extent is the project design logical, coherent and flexible as to emerging demands and contexts?	Assertiveness level in the definition of goals, outcomes, assumptions, targets and deadlines.	The Theory of Change used in the OFFSIDE Project and the resulting planning is comprehensive, integrates external factors, is realistic about deadlines and is based on a systemic analysis. The project Theory of Change and planning are flexible enough to enable the necessary adaptations and guarantee the attainment of the objectives set.	Document review: PRODOC, CMEP, and PSA progress reports and budget reviews.
		Alignment level with international and domestic regulatory and institutional frameworks	The project strategies, actions and outputs are closely aligned with regulatory and institutional international and national frameworks, which is relevant for the prevention and elimination of child labor and adolescent work protection in Argentina. The project redesign has been able to maintain and make progress in relation with the frameworks above mentioned.	Document review: PRODOC, CMEP, and PSA progress reports and budget reviews. Project outputs Regulatory and Institutional Frameworks Consultations with informants: government representatives, workers, employers, mixed commissions, partners, donor, ILO

²⁵ The analysis of the degree indicators and the actors' perceptions is based on the agreement levels among the interviewees in relation with the judgment criteria (high, medium, low). The analysis should (i) be in a context, considering the participation level of the interviewees in the project; (ii) be triangulated, with document sources and other actors' perspectives; (iii) identify the explanatory factors that complete the analysis.

	To what extent does the project design—and the project’s response to COVID-19—take into account the cross-cutting themes proposed in the ILO Strategic Plan for 2018-2021?	Inclusion and coherence of the dimensions relating to environment sustainability, gender, non-discrimination, international labor regulations, social and three-party dialogue framed by the interventions outcomes and design	The planning documents and the project report clearly show how the cross-cutting drivers are or were addressed by the interventions. The materials produced to support the interventions corroborate the information of the internal documents.	Document review: PRODOC, CMEP, and PSA progress reports and budget reviews. Project outputs Consultations with informants: ILO
Project Effectiveness	To what extent has the project progressed in attaining the expected results?	Actors’ perceptions on the project contribution to the increased knowledge of challenges and opportunities to address child labor in agriculture.	<p>Constituents, partners and key actors in the agricultural and work sectors offer specific examples about how the project outputs have contributed to increase different actors’ understanding of:</p> <ul style="list-style-type: none"> - Child labor determining factors, and risks associated to adolescent work in agriculture; - The existing challenges to eliminate and prevent child labor and adolescent work in agriculture; - The economic and social impacts of child labor in agriculture. 	Consultations with informants: government representatives, workers, employers, mixed commissions, partners, donor, ILO Document review: Progress reports, activities progress matrix, data reporting forms, project dashboard, donor’s feedback on the progress reports.
		Actors’ perceptions on the project contribution to the capacity-building of strategic partners in the work and agricultural sector to address child labor in agriculture.	<p>Constituents, partners and key actors in the agricultural and work sectors offer specific examples about how the project outputs have contributed to build the capacities of various actors:</p> <ul style="list-style-type: none"> - To foster increased coordination and integration of sectoral policies - To include the fight against child labor in agricultural programs; - To guarantee labor law enforcement and application - with evidence and analysis to improve the design and the implementation of policies, programs and interventions at national and local levels 	
	Have any unexpected effects, whether positive or negative, resulted from the project intervention?	Actors’ perceptions on the unexpected effects resulting from the project intervention.	Constituents, partners and key actors in the agricultural and work sectors offer specific examples about how the project outputs have resulted in either positive or negative unexpected effects with the potential to impact on the prevention and elimination of child labor and the protection of allowed adolescent work in agriculture.	

Management Effectiveness	To what extent have the ILO and project team's coordination and technical management facilitated the attainment of outcomes and the promotion of a suitable and timely response to the COVID-19 crisis?	Level of efficiency, flexibility and integration of the planning, M&E and reporting mechanisms used.	The project has efficient and integrated planning, M&E and reporting mechanisms that have favored a timely response to the COVID-19 crisis. The project planning, M&E and reporting mechanisms have adapted to the scenario resulting from the COVID-19 crisis.	Consultations with informants: ILO and donor Document review: Progress reports, activities progress matrix, data reporting forms, project dashboard, activities evaluation forms, meetings minutes and agreements, planning documents
		Level of efficacy and fitness of the ILO and the project's decision making and coordination mechanisms	The project decision making and coordination mechanisms have favored a timely and appropriate response to the COVID-19 crisis. Different areas of the ILO (Country Office, Regional Office and Headquarters) have fostered integrated and strategic technical assistance, as well as dialogue about the national policies to provide an adequate response to the COVID-19 crisis	Consultations with informants: government representatives, workers, employers, mixed commissions, partners, donor, ILO Document review: Progress reports, activities progress matrix, data reporting forms, project dashboard, activities evaluation forms, meetings minutes and agreements, planning documents
Efficient Use of Resources	To what extent have the financial and technical resources mobilized by the project been used efficiently and promptly to attain sustainable outcomes and an integrated response to the COVID-19 crisis?	Technical and financial adaptation of the project	The allocation and execution of the project technical and financial resources were consistent with the outcomes attained The project has promptly mobilized resources to mitigate the effects of COVID-19 The allocation and execution of technical and financial resources are aimed at other interventions complementarity and outcomes sustainability.	Consultations with informants: ILO Budget allocation and execution analysis.

Orientation towards Impact and Sustainability	To what extent has the work carried out by the project enabled its constituents to build and strengthen their individual and institutional capacities for the prevention and elimination of child labor and protected adolescent work in agriculture, including in terms of the mitigation of the pandemic effects?	Adoption, by relevant actors involved in the project, of planning, implementation and monitoring instruments that address child labor and adolescent work in agriculture	<p>There is sturdy evidence on the project's contribution to the development, updating or adoption by relevant actors of:</p> <ul style="list-style-type: none"> - Programs and plans to address child labor and adolescent work in agriculture; - Training materials to address child labor and adolescent work in agriculture; - Regulations on child labor and adolescent work in agriculture; - Protocols to address child labor and adolescent work in agriculture; - Government, mixed or non-governmental structures to address child labor and adolescent work in agriculture; - Budget allocation to address child labor and adolescent work in agriculture. 	<p>Consultations with informants: government representatives, workers, employers, mixed commissions, partners, donor, ILO</p> <p>Document review and analysis of document contents referred by the actors</p>
		Actors' perceptions on the project contribution to the individual and institutional capacity-building for the prevention and elimination of child labor in agriculture that help mitigate the impacts of the pandemic	<p>Constituents, partners and key actors in the agricultural and work sectors offer specific examples about the project's contributions:</p> <p>Solid evidence on the impact of the pandemic on child labor that contribute to the actors' planning of mitigation responses</p> <p>quality technical assistance to the pandemic mitigation efforts that add to those for the prevention and elimination of child labor</p>	<p>Consultations with informants: government representatives, workers, employers, mixed commissions, partners, donor, ILO</p> <p>Document review: project outputs</p>

Interviews guideline

Name:
Position:
Date:
Duration:

Introduction

Presentation of the Internal Review: client, goals, uses, stages

Considerations on confidentiality and privacy

Questions and considerations on the review process

Criteria	Questions	Gov	Mixed	Empl	Labor	ILO	Partners	Don
Strategic Relevance and Appropriateness	<p>What has been your participation in or relating to the project so far? (Explore memory from the initial consultations to the activities implementation, as well as contacts with the project since the beginning of the pandemic)</p> <p>Remark: the remaining questions will be adapted to the interviewee's participation and knowledge of the project.</p> <p>To what extent does the project respond to the main challenges of child labor in Argentina?</p> <p>How important is the project in relation with your organization priorities?</p> <p>What have been the challenges posed by the pandemic to address the prevention and elimination of child labor?</p> <p>How does the project address these challenges?</p>	x	x	x	x	x	x	x
Consistency and Validity	<p>To what extent has the project complemented and coordinated with other national /international projects and programs?</p> <p>Have the institutional capacities regarding child labor in agriculture been considered in the project design? How?</p> <p>How has the pandemic affected the implementation of these projects and programs? How has the project adapted to this scenario?</p>	x	x	x	x	x	x	x
	How has the project adapted and supported the national and regional priorities and the strategic lines of work set in the ILO strategic programming?					x		
Project Effectiveness	<p>Has the project contributed to improve the understanding of the challenges and opportunities linked to child labor in agriculture? If Yes, how? examples?</p> <p>If Yes or No: Why?</p> <p>Explore with the interviewee his/her better understanding on:</p> <ul style="list-style-type: none"> - Child labor determining factors, and risks associated to adolescent work in agriculture; - The existing challenges to eliminate and prevent child labor and adolescent work protection in agriculture; - the economic and social impacts of child labor in agriculture. 	x	x	x	x	x	x	
	<p>Has the project contributed to the capacity-building of strategic partners in the work and agricultural sector to address child labor in agriculture? If Yes, how? examples?</p> <p>If yes or no: Why?</p> <p>Explore with the interviewee the improved capacity of strategic actors</p> <ul style="list-style-type: none"> - To foster increased coordination and integration of sectoral policies - To include the fight against child labor in agricultural programs; - To guarantee labor law enforcement and application - with evidence and analysis to improve the design and the implementation of policies, programs and interventions at 	x	x	x	x	x	x	

Criteria	Questions	Gov	Mixed	Empl	Labor	ILO	Partners	Don
	national and local levels							
	What other effects or outcomes has the project generated?	x	x	x	x	x	x	
	What have been the main project successes and how can the project be improved to continue progressing?							
Management Effectiveness	To what extent have the project planning and M&E mechanisms been appropriate and useful to monitor the project progress?					x		x
	Has the established monitoring system enabled the project follow-up and has it been adjusted to improve the outcomes? Examples? Why?							
	How efficient is the communication, coordination and synergy between the project team and the national executing partners? What are the primary strengths and what can be improved?	x	x	x	x	x	x	
	Has the project been able to react promptly to properly respond to the COVID-19 crisis?							
	Explore with the interviewee: - perception on the value added of social dialogue and tripartism - perception on the value added of strategic alliances attained in the context of the project							
	How efficient was the ILO internal coordination to respond to the COVID-19 crisis? What are the primary strengths and what can be improved?					x		
Efficient Use of Resources	Have resources been used efficiently? Had it been possible to attain the same outcomes with less resources? Why and give examples.					x		
	Have the resources (economic, human, time-related, expert knowledge, etc.) been strategically and timely assigned to mitigate the effects of COVID-19? Why and give examples.	x	x	x	x	x	x	x

Criteria	Questions	Gov	Mixed	Empl	Labor	ILO	Partners	Don
Orientation towards Impact and Sustainability	Has the project contributed to the development, updating or adoption of any program, regulation or protocol?	x	x	x	x	x	x	
	Has the project contributed to update or produce any training material that will continue to be used?							
	Has the project influenced any change in the budget allocation to address child labor and adolescent work in agriculture?							
	What have been the main project successes and how can the project be improved to continue progressing? (If the answer is Yes, ask for supporting documentation)							
	Has the project contributed to the building of actors' capacities to mitigate the effects of the pandemic? If Yes, how? examples? If Yes or No: Why?	x	x	x	x	x	x	
	Explore with the interviewee the contributions in connection with: - Solid evidence on the impact of the pandemic on child labor that contribute to the actors' planning of mitigation responses quality technical assistance to the pandemic mitigation efforts that add to those for the prevention and elimination of child labor							

List of interviewees

Space	Institution/Department	Person	Position
National	Buenos Aires Board of Grain / Agriculture Good Practices Network	Juan Brihet	Liaison point - Coordinator of the Good Agricultural Practices Network
National	INTA	Florencia Lance	Project liaison point
National	INTA	Diego Ramilo	Research Center for Family Agriculture, Director
National	MTESS, Coordination Office for the Prevention of Child Labor and Protected Adolescent Labor	Sergio Díaz	Technical official
National	MTESS- OTIA	Aizpuru Anahí	Technical official
National	RENATRE	Sol Henchoz	Project liaison point
National	RENATRE	Pablo Teti	Project focal point
National	SENASA	Lucía González Espinosa	Project focal point
National	UATRE	Paola Pradé	Project focal point
National	UATRE	Darío Lacuadra	Project focal point
Provincial	COPRETI Buenos Aires	Juan Brasesco	Liaison point - Coordinator
Provincial	COPRETI Santa Fe - Santa Fe Decent Employment Promotion Office (MTESS)	Fernanda Medina	Liaison point - Coordinator
Provincial	COPRETI/Mendoza Work and Employment Undersecretary	Ángeles Angulo	Focal point - Coordinator
Provincial	Buenos Aires Fruit and Vegetable Central Market	Sofía De la Villa	Project focal point
Provincial	MINAGRO Buenos Aires	Juan Manuel Villulla	Project liaison point
Provincial	Mendoza Ministry of Government, Work and Justice	Carlos Segura	Undersecretary of Work and Employment
Donor	USDOL	Kathryn Chinnock	Liaison point
UN	FAO	Elizabeth Kleiman	Project liaison point
UN	UNICEF	María Teresa Lugo	Project liaison point
ILO	IPEC National Coordinator	María Olave	Liaison point Regional Initiative Latin America and the Caribbean Free of Child Labor
ILO	Argentina Country Office	Alejandra Pángaro	Program Senior Officer
ILO	Regional Office - SECTOR	Efrain Quicaña	Technical counterpart

* Interviews were conducted online

Lessons Learned

ILO Lesson Learned Template

Project Title: OFFSIDE Project Marking the field!

TC/ SYMBOL: ARG/18/01/USA

Name of Evaluator: Melissa Pomeroy

Date: March 23, 2021.

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

Brief description of lesson learned (link to specific action or task)	The project adaptive management has great potential to contribute to outcomes attainment
Context and any related preconditions	The COVID-19 pandemic has highlighted various issues that influence child labor, and the 2019 elections have brought changes in the project counterparts. The project has adapted its planning to opportunities identified with its partners never losing focus on the outcomes expected. OFFSIDE has been able to adapt to the COVID-19 pandemic effects and to reorganize its partners after the elections.
Targeted users / Beneficiaries	Constituents, partners, general public
Challenges /negative lessons - Causal factors	The new activities need to be reflected in the Theory of Change and the M&E instruments, to support communication and project accountability.
Success / Positive Issues - Causal factors	Team proactivity to identify opportunities together with the partners; work method based on regular and transparent dialogue;
ILO Administrative Issues (staff, resources, design, implementation)	Team technical capacity to identify opportunities, foster dialogue, and adapt activities based on partners' demands in accordance with the goals of the project. Flexibility in the program planning and project budgeting process to include new activities based on the context and goals of the project

ILO Lesson Learned Template

Project Title: OFFSIDE Project. Marking the field!

TC/ SYMBOL: ARG/18/01/USA

Name of Evaluator: Melissa Pomeroy

Date: Tuesday, March 23, 2021.

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

Brief description of lesson learned (link to specific action or task)	Integrating beneficiaries in the design of the interventions has great potential for attaining greater levels of commitment, appropriation, and sustainability of the actions developed
Context and any related preconditions	Team availability to integrate partners in the intervention formulation processes.
Targeted users / Beneficiaries	Constituents and project partners
Challenges /negative lessons - Causal factors	The processes become more complex and slower, compared to those carried out by the ILO team alone. The processes require the constant availability of the team to find intersections between the goals of the project, the partners' demand, and the ILO's technical assistance possibilities, to manage actors' expectations.
Success / Positive Issues - Causal factors	Behave with respect and establish horizontal collaborations; work method based on regular and transparent dialogue; project team availability.
ILO Administrative Issues (staff, resources, design, implementation)	Team technical capacity to identify opportunities, foster dialogue and adapt activities based on partners' demands in accordance with the goals of the project. Flexibility in the program planning and project budgeting process to include new activities based on the context and goals of the project.

ILO Lesson Learned Template

Project Title: Offside Project. Marking the field!

TC/ SYMBOL: ARG/18/01/USA

Name of Evaluator: Melissa Pomeroy

Date: Tuesday, March 23, 2021.

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

Brief description of lesson learned (link to specific action or task)	The participation of diverse partners in the design of awareness-raising campaigns contributes to the quality of the message content.
Context and any related preconditions	The project has fostered that the <i>Hay Mañana</i> campaign be built from the contributions made by strategic partners linked to the Buenos Aires Fruit and Vegetable Central Market.
Targeted users / Beneficiaries	Constituents, partners, general public
Challenges /negative lessons - Causal factors	unidentified
Success / Positive Issues - Causal factors	Work method based on regular and transparent dialogue; project team availability; articulation with strategic partners.
ILO Administrative Issues (staff, resources, design, implementation)	Team technical capacity to encourage dialogue spaces relating to specific actions; financial resources to hire a campaign consultant.

Terms of Reference

Revisión Interna de Medio Término: Proyecto Offside ¡Marcando la Cancha! para la Prevención y Erradicación del Trabajo Infantil en el Sector Agropecuario en Argentina

Antecedentes y justificación

1. En las últimas dos décadas, Argentina ha hecho progresos significativos para erradicar el trabajo infantil y proteger el trabajo adolescente. Estos temas se han incluido en la agenda pública, se han fortalecido los marcos jurídicos e institucionales y se han mejorado las políticas gubernamentales y las de otros actores clave. Sin embargo, sigue habiendo problemas importantes: el trabajo infantil afecta al 9,4% de los niños y niñas de 5 a 15 años y al 21,9% de los adolescentes de 16 a 17 años.
2. Trabajar para poner fin al trabajo infantil en la agricultura en la Argentina es fundamental para erradicar esta problemática a nivel general, pero existen importantes lagunas y obstáculos para alcanzar este objetivo: 1) La coordinación entre los sectores laboral y agrícola es deficiente, y no hay sistemas o estrategias, directrices, metodologías o indicadores comúnmente acordados para recopilar, analizar y utilizar los datos y la información que permita orientar las decisiones y la formulación de políticas. 2) El sector se caracteriza por una deficiente aplicación de las leyes laborales, por deficiencias en el marco regulatorio, por la insuficiencia de recursos y por las deficiencias del sistema de inspección laboral. 3) Las políticas de prevención del trabajo infantil aplicadas por los gobiernos nacionales, provinciales y locales suelen estar descoordinadas, las funciones y responsabilidades institucionales se caracterizan por tener poca claridad, la colaboración institucional es débil, y los servicios directos para los niños niñas y sus familias -en particular los prestados por los gobiernos municipales- suelen ser de calidad dispar. 4) En general, los programas agrícolas no han logrado integrar la problemática del trabajo infantil, esto como resultado de un respaldo político débil y de la falta de conocimientos o habilidades específicas sobre cómo integrar eficazmente estas cuestiones en los programas o políticas sociales. 5) Aunque existen iniciativas destacables y con gran potencial demostrativo, actualmente operan en una escala muy pequeña o carecen de evidencia para validar sus modelos de intervención.
3. El proyecto "[Offside: Marcando la cancha!](#)" de la Organización Internacional del Trabajo se centra en mejorar la capacidad de los actores del mundo del trabajo y la agricultura para abordar el trabajo infantil en las zonas agrícolas de la Argentina, en el marco del Plan de Acción Nacional para la Erradicación del Trabajo Infantil 2018-2022. Los esfuerzos del proyecto se enfocan en tres provincias: Buenos Aires, Mendoza y Santa Fe. Además, el proyecto se centra en tres cultivos específicos: tomate, ajo y algodón.
4. Los objetivos del Proyecto son:
 - a. **Objetivo 1:** Aumentar la comprensión general de los desafíos y oportunidades para abordar el trabajo infantil en la agricultura. Las actividades incluyen el desarrollo productos de investigación específicos, actividades de concienciación entre los principales actores y el desarrollo de herramientas y metodologías para abordar el trabajo infantil en la agricultura.

- b. **Objetivo 2:** Aumentar la capacidad de actores estratégicos en el trabajo y la agricultura para abordar el trabajo infantil en el sector. Este objetivo implica el desarrollo de capacitaciones y el diseño e implementación de modelos de intervención destinados a abordar el trabajo infantil en la agricultura.
5. El proyecto se ejecuta en estrecha colaboración con entidades del gobierno nacional y provincial y con la asociación de organizaciones de trabajadores y empleadores. El proyecto está financiado por el Departamento de Trabajo de los Estados Unidos (USDOL) y tiene una duración de 44 meses –comenzando en enero de 2019- con un presupuesto de 2.500.000 dólares.

Contexto de la revisión interna de medio término

Este proyecto será evaluado a través de dos instancias externas. Ambos ejercicios serán gestionados por el Departamento de Trabajo de Estados Unidos (USDOL), donante del proyecto. La evaluación de medio término del proyecto será una evaluación multiproyecto y se llevará a cabo en 2021. Debido al contexto de COVID-19 y a la necesidad de tener una mejor visión general acerca del desempeño del proyecto en este escenario, Offside solicitó al donante llevar a cabo un ejercicio interno de mitad de período este año. El proyecto considera que ésta será una instancia útil para obtener retroalimentación de las partes interesadas y socios del proyecto, a la vez que identificar potenciales vacíos y oportunidades de mejora para los próximos meses de ejecución que quedan por delante.

Alineación del proyecto con el DWCP, P&B, CPO y SDG

En referencia al Programa y Presupuesto 2020-2021 (OIT), el presente el proyecto aporta al Resultado 7, Producto 7.1.3 cuyo indicador es “Número de Estados Miembros que disponen de estrategias y planes de acción adoptados recientemente o actualizados que tiene por objeto combatir el trabajo infantil en todas sus formas”.

El proyecto también se vincula con los puntos II.A.xiii y II.A.xiv de la “Declaración del centenario de la OIT para el futuro del trabajo”, orientados a erradicar el trabajo forzoso y el trabajo infantil, promover el trabajo decente para todos, prestando la debida atención a las zonas rurales.

Respecto de la Agenda de Objetivos de Desarrollo Sostenible 2030, le proyecto contribuye al Objetivo 8 “Trabajo Decente y crecimiento económico”, particularmente a su meta 8.7 “Adoptar medidas inmediatas y eficaces para erradicar el trabajo forzoso, poner fin a las formas contemporáneas de esclavitud y la trata de personas y asegurar la prohibición y eliminación de las peores formas de trabajo infantil, incluidos el reclutamiento y la utilización de niños soldados, y, de aquí a 2025, poner fin al trabajo infantil en todas sus formas”.

Finalmente, este proyecto se enlaza al Outcome 7: “Adequate and effective protection at work for all”, Output 7.1, del Programa y Presupuesto, dentro del CPO ARG155 “Capacidad institucional mejorada de los mandantes tripartitos para la aplicación de políticas y normativas dirigidas a la prevención y erradicación del trabajo infantil y del trabajo forzoso”.

Objetivo General de la revisión interna

El principal objetivo de este ejercicio es llevar a cabo un examen interno de medio término para evaluar el impacto de la pandemia de COVID-19 en el progreso de los objetivos del proyecto.

Objetivos específicos

- a) Examinar la validez de la estrategia original del proyecto en el contexto del COVID-19 y en un escenario post pandemia de manera que permita proporcionar orientación técnica en caso de ser necesario un ajuste o adaptación de las líneas estratégicas en este nuevo contexto.
- b) Identificar posibles necesidades o prioridades emergentes entre los socios del proyecto como resultado de la emergencia del COVID-19.
- c) Reconocer los posibles impactos de la pandemia de COVID-19 en la ejecución del proyecto.
- d) Recopilar información que sirva de insumo para la evaluación multiproyecto que será llevada a cabo por USDOL en 2021.

Metodología / Actividades

La revisión interna de medio término cumplirá con las normas y estándares de evaluación y seguirá las salvaguardias éticas correspondientes, todo ello según lo especificado en los procedimientos de evaluación de la OIT¹. La Organización Internacional del Trabajo adhiere a las normas y estándares de evaluación del Grupo de Evaluación de las Naciones Unidas (UNEG), así como a las normas de calidad de evaluación del Comité de Asistencia para el Desarrollo (CAD) de la OCDE.

La revisión interna abarcará el período comprendido entre el 1º de enero de 2019 y agosto de 2020, y prestará especial atención a los acontecimientos ocurridos desde la aparición de la pandemia COVID-19. El ejercicio comprenderá a todos los productos y resultados previstos en el marco del proyecto, prestando especial atención a las sinergias entre los componentes y el Plan de Acción Nacional sobre el Trabajo Infantil 2018-2022. El examen permitirá analizar la estrategia del proyecto y sugerir ajustes, especialmente a la luz del impacto del COVID-19 en el país y en los actores involucrados.

Alcance geográfico

La revisión interna cubrirá todo el espectro geográfico del proyecto. Sin embargo, debido a la situación del contexto y a la importancia que este ejercicio tiene para la continuidad de las actividades del Proyecto, la evaluación utilizará una estrategia de recolección netamente remota o a distancia.

Preguntas de evaluación

Las siguientes preguntas de investigación enmarcarán el ejercicio de revisión, de acuerdo a los criterios de relevancia y pertinencia estratégica, coherencia y validez, efectividad, eficiencia, eficacia de los mecanismos de gestión y orientación del impacto y sostenibilidad.

¹ Para más información sobre las directrices y políticas de evaluación de la OIT, chequear este [enlace](#).

Relevancia y Pertinencia Estratégica

1. ¿En qué medida las estrategias/acciones del proyecto siguen siendo relevantes en el contexto pandemia? ¿En qué medida se han modificado las estrategias/acciones/productos -existentes y nuevos- para aumentar su pertinencia en el contexto de COVID-19?
2. ¿En qué medida ha proporcionado el proyecto una respuesta oportuna a las necesidades de los mandantes y los socios del proyecto en el contexto del COVID-19 y los ha involucrado en la respuesta?

Coherencia y Validez

3. ¿Es la teoría de cambio del Proyecto OFFSIDE comprensiva, integra factores externos, es realista en sus plazos y se basa en un análisis sistémico y en sinergias con otros proyectos?, ¿Se ha adecuado a las condiciones y compromisos adquiridos por las partes interesadas?
4. ¿Las intervenciones tienen en cuenta en su diseño y marco de resultados temas transversales tales como los estándares internacionales, el diálogo social y el tripartismo, la igualdad de género y la no discriminación, las cuestiones de sostenibilidad ambiental, en particular las que son más pertinentes para la respuesta al COVID-19?

Efectividad del Proyecto

5. ¿En qué medida ha avanzado el proyecto en el logro de los resultados previstos, tales como *el aumento de la comprensión general de los desafíos y oportunidades para abordar el trabajo infantil en la agricultura infantil en la agricultura y la mejora de la capacidad de actores estratégicos en el trabajo y la agricultura para abordar el trabajo infantil en el sector*? ¿Se han generado hasta el momento resultados no esperados, positivos o negativos?

(Nota: Considerar aquí los efectos de la pandemia y las percepciones de la calidad de los principales resultados).

6. ¿En qué medida la oficina de la OIT en el país, la Oficina Regional, el Equipo de Apoyo Técnico sobre Trabajo Decente (ETD) y los departamentos de la Sede implicados han propiciado una asistencia técnica integrada y estratégica, así como también un proceso de diálogo de las políticas a nivel nacional para una respuesta adecuada a la crisis del COVID-19?

Eficiencia en el uso de los Recursos

7. ¿En qué medida el proyecto ha movilizó recursos (tanto financieros, como en cuanto a conocimiento especializado) para mitigar los efectos del COVID-19 de manera integrada? ¿El apalancamiento de recursos ha prestado atención a la sostenibilidad de los resultados? ¿Ha propiciado el proyecto en sus intervenciones la construcción de alianzas otros actores (ya sea con los mandantes, con instituciones nacionales y otros organismos de las Naciones Unidas y de la cooperación al desarrollo) para apoyar a los Estados Miembros a proteger los derechos y la seguridad de los trabajadores a la vez que daba una respuesta al COVID-19?

Eficacia de los Mecanismos de Gestión

8. ¿Cuenta el proyecto con un sistema de M&E y reporte para medir e informar sobre los avances en la realización de los productos y la consecución de los resultados? *(Nota: considerar la valoración del uso de la información de seguimiento a la hora de la toma de decisiones y el nivel de adaptación del sistema de monitoreo a las nuevas necesidades de información acontecidas como consecuencia de la pandemia).*
9. ¿En qué medida ha sido eficaz y oportuna la OIT para proporcionar una respuesta y orientación adaptadas durante las fases iniciales de la pandemia? ¿Qué factores contextuales y relacionados con la cultura organizacional han favorecido la capacidad de respuesta de la OIT a la crisis de COVID-19? ¿Qué factores se presentan como inhibidores para este propósito?

Orientación del Impacto y Sostenibilidad

10. ¿En qué medida la intervención de la OIT ha contribuido a garantizar que los trabajadores, los empleadores y los gobiernos sigan enfocados en el trabajo decente, particularmente en las cuestiones relacionadas con trabajo infantil, y al mismo tiempo abordar las consecuencias socioeconómicas de la pandemia?
11. ¿Ha contribuido la OIT a fortalecer las capacidades individuales e institucionales para prevenir y erradicar el trabajo infantil en la agricultura que contribuyan a mitigar los efectos de la pandemia? ¿Cuáles son los cambios significativos que se observan actualmente a nivel país?

Metodología

El ejercicio de revisión se valdrá de diversas técnicas para la recopilación de información:

- I. Análisis de documentos del proyecto, de la documentación de actividades realizadas, así como de piezas de comunicación, productos de investigación y publicaciones:
 - Documento inicial de Proyecto (PRODOC)
 - Modelo lógico y línea de base del proyecto
 - Documento CMEP del Proyecto.
 - Informes de progreso elaborados para el donante.
 - Registros administrativos provenientes del ejercicio de M&E del proyecto; indicadores, instrumentos de recolecciones, entre otros.
 - Publicaciones y otros productos pertinentes generados durante el proyecto
 - Documentos de comunicación: campañas, estrategias, encuestas, entre otros productos.
 - Información relevante sobre la problemática del trabajo infantil en el país: leyes, políticas, planes, protocolos, guías, normas técnicas, bases de datos, estadísticas, registros administrativos.

- II. Entrevistas a informantes clave, ya sea con el equipo del proyecto, los mandantes tripartitos, los socios del proyecto y, potencialmente, otros interesados y actores identificados. Se estima un total aproximado de entre 15 y 20 entrevistas.

Gobernanza del proceso

Este proceso se trata de un ejercicio de revisión interna, en el que a OIT designará a un *Evaluation Manager* y a una persona externa para realizar la consultoría.

La persona encargada de la consultoría será una especialista en evaluación altamente cualificada, con amplia experiencia en evaluaciones de políticas y programas y también en la temática de interés del proyecto, con un enfoque de derechos humanos. El consultor/a, en estrecha comunicación con el *Evaluation Manager*, acordará la distribución del trabajo, el calendario de implementación y las partes interesadas a consultar.

Evaluation Manager (EM)

El EM será un funcionario de la OIT y será responsable de llevar a cabo las siguientes tareas específicas:

- Redactar y finalizar los términos de referencia de la revisión, con las aportaciones de los principales actores involucrados;
 - Elaborar tanto la convocatoria como la invitación para la expresión de interés y seleccionar al consultor independiente en coordinación con EVAL;
 - Llevar adelante los arreglos iniciales con el consultor y negociar las condiciones y acuerdos del ejercicio de revisión;
 - Informar al consultor sobre las políticas y procedimientos de evaluación de la OIT en coordinación con EVAL;
 - Asegurar que el consultor tenga acceso a toda la información necesaria para llevar adelante la revisión;
- Examinar el primer borrador de Inception Report y del informe final.
- Distribuir el primer borrador del informe de revisión interna para que los principales actores interesados formulen observaciones; Consolidar las observaciones recibidas y enviarlas al consultor; Asegurar que la versión final del informe tenga en cuenta las observaciones de los interesados (o una debida justificación en caso de que alguna no se hubiese abordado) y cumpla los requisitos de la OIT.
- Coordinar con el consultor la sesión para la presentación de los resultados finales.

Consultor externo:

El consultor/a es responsable de:

- Llevar a cabo el proceso de revisión interna.
- Coordinar con el EM, el equipo del proyecto y las partes interesadas los aspectos necesarios para llevar a cabo el proceso de revisión.

- Examinar todos los documentos pertinentes y llevar a cabo sesiones virtuales con los principales interesados.
- Elaborar el informe inicial (incluyendo los aspectos metodológicos), así como la versión borrador y definitiva del informe final en los plazos previstos, de conformidad con la OIT y los estándares internacionales vigentes.
- Realizar una sesión virtual para presentar las conclusiones preliminares y completar las lagunas de información, una vez concluida la fase de recopilación de datos
- Participar en reuniones informativas con los actores clave sobre los objetivos del ejercicio de revisión, así como en talleres de difusión de los principales hallazgos y recomendaciones.

Actividades del Equipo del Proyecto.

El equipo del Proyecto proporcionará un mapa completo de los actores que podrán ser contactados por el consultor. Además, el equipo del proyecto prestará apoyo al consultor y facilitará la coordinación y el seguimiento, de modo que la gran mayoría de las entrevistas virtuales se completen efectivamente. El equipo de proyecto también se asegurará de que toda la documentación pertinente esté actualizada y sea fácilmente accesible (en forma electrónica en un espacio como Google Drive) por el evaluador desde el primer día del contrato (fase de análisis de datos).

Plan de Trabajo

El ejercicio de revisión interna se desarrollará entre los meses de Enero y Marzo 2021.

A continuación, se comparte un esquema de trabajo tentativo:

Fase	Cronograma estimado	Actividades
Fase I Actividades preliminares para la revisión.	Actividades preparatorias Enero 2021	-Reunión preparatoria del proyecto y el EM con el consultor/a seleccionado. -Inception Report
Fase II Ejercicio de Revisión	Recolección de datos Enero/ Febrero 2021	Entrevistas remotas con los actores principales. <i>Debido a la situación del contexto y a la importancia crítica que tienen los resultados para la continuidad de las actividades de la OIT, en la revisión se utilizará una estrategia de recolección de datos 100% remota..</i>
	Sistematización de la información Febrero/Marzo 2021.	• Análisis de la información y de los datos recopilados. • Preparación del Informe Final:

		<ol style="list-style-type: none"> 1) Presentación de hallazgos preliminares al equipo del Proyecto 2) Envío del informe preliminar al Evaluation Manager. 3) Revisión de la versión preliminar del informe por parte del EM. 4) Circulación del informe preliminar entre actores clave. 5) Consolidación de aportes recibidos. 6) Presentación del Informe Final al Evaluation Manager. 7) Revisión del Informe Final para su aprobación por parte de EVAL.
Fase III Diseminación de los resultados	Abril 2021	Taller de presentación de los resultados de la evaluación final realizado en coordinación con el equipo del proyecto.

Resultados o Productos Esperados

Producto 1. Inception Report (20 páginas máximo) elaborado luego del análisis de la información proporcionada por el proyecto y de las conversaciones iniciales. El informe deberá describir el marco conceptual mediante el cual se abordará el ejercicio de revisión. También deberá incluir el plan de trabajo, los entregables y la metodología de recopilación de datos. El informe inicial deberá incluir también el listado completo de las personas a entrevistar, así como el criterio de selección de las mismas como también la guía de pautas para las entrevistas.

Fecha de entrega: 10 de febrero de 2021.

Producto 2. Hallazgos preliminares para ser compartidos con el personal del Proyecto (al final de la fase de trabajo de campo). El Gerente organizará una reunión para discutir los hallazgos preliminares una vez que se haya completado la recolección de datos. En la presentación se hará un breve repaso de los resultados clave de cada pregunta de examen. El Gerente organizará técnicamente el taller con el proyecto y el consultor externo.

Fecha de entrega: 03 de marzo de 2021.

Producto 3. Primera versión del informe de revisión. El informe no deberá tener más de 30 páginas, excluyendo los anexos que y será perfeccionado mediante el análisis del Evaluation Manager. Una vez aprobado por el Evaluation Manager, será compartido con todos los actores pertinentes y se solicitarán comentarios dentro de un plazo específico.

Fecha de entrega: 12 de marzo de 2021.

Producto 4. Versión final del informe incorporando las observaciones recibidas de la OIT y de los actores clave. El informe no debe tener más de 40 páginas, excluyendo los anexos y el resumen ejecutivo. El documento deberá contener tanto las lecciones aprendidas como las oportunidades de mejora identificadas. La calidad del informe final se evaluará con arreglo a las checklists 5 y 6 de la oficina de Evaluación de la OIT².

La versión final del Informe de Revisión Interna está sujeta a la aprobación final de EVAL (después de la aprobación inicial del Evaluation Manager y de la Oficina Regional).

Fecha de entrega: 05 de abril de 2021.

Producto 5. Presentación en Power Point con los resultados finales de la revisión, incluyendo los principales hallazgos y oportunidades de mejora identificadas. El Power Point debe incluir tablas, gráficos y cuadros para transmitir de forma amable todo el trabajo realizado durante el proceso de evaluación.

Fecha de entrega: 05 de abril de 2021

Producto 6. Taller virtual para la presentación de los resultados finales del proceso de evaluación con los actores clave. Se espera que después de la aprobación del Informe Final, el Evaluation Manager coordine con el consultor y el equipo del proyecto una sesión para la difusión de los resultados con los principales interesados.

Fecha (estimada): A confirmar con el Evaluation Manager y el equipo del Proyecto.

Consideraciones éticas y de confidencialidad

El ejercicio de revisión observará la más estricta confidencialidad en relación con la información sensible y la retroalimentación obtenida durante las entrevistas. Los entrevistados deberán tener la seguridad de que sus respuestas serán totalmente anónimas y confidenciales al comienzo de la entrevista. Se les debe proporcionar espacio suficiente para formular cualquier pregunta que puedan tener y se les debe dar respuestas correspondientes antes de comenzar la entrevista.

² Para consultar herramientas de evaluación, checklists y templates requeridos por la OIT, seguir este [enlace](#).

Forma de Pago y Fecha de entrega de Productos / Informes ⁽¹⁾⁽²⁾⁽³⁾

Presupuesto Total: USD \$14.000 – (Catorce mil dólares estadounidenses)

- USD \$4200 - 30% de los honorarios contra la aprobación por parte de la OIT de los Productos 1, 2 y 3. **Fecha límite de entrega: 12 de marzo de 2021.**
- USD \$9800 - 70% de los honorarios contra la aprobación por parte de la OIT del Producto 4, 5 y 6. **Fecha límite de entrega: 19 de abril de 2021.**

Los pagos se realizarán contra la provisión del servicio/ producto a satisfacción por parte de OIT y la presentación de **facturas** a la *Organización Internacional del Trabajo, Av. Córdoba 950 - Piso 13, (C1054AAV) Capital Federal, CUIT 30-68300209-3.*

Nota 1: La fecha de entrega ⁽¹⁾ se refiere a la fecha máxima de recepción en OIT de los productos / informes asociados al contrato. A contar de la fecha de entrega, el especialista a cargo (responsable técnico) tendrá un plazo de quince (15) días hábiles para dar por aprobado el producto o someterlo a corrección. El pago se tramitará en un plazo máximo de siete (7) días hábiles contados desde la fecha de aprobación del producto.

Nota 2: El informe debe presentarse en formato word. La información estadística en forma de cuadros y gráficos debe estar insertada en el texto del documento y acompañada de archivos en formato excel. En el caso de cuadros, se utilizará un archivo para cada cuadro, en el cual se consignará el título completo, los datos estadísticos y la fuente de datos. En el caso de gráficos, el archivo excel, uno por cada gráfico, debe contener el gráfico, el título, la fuente y los datos del gráfico. En caso de tener que producir un documento de trabajo deberá seguir los lineamientos del documento: Guía para autores.

Nota 3 - VIAJES: Si en el marco de esta consultoría está previsto que usted viaje al interior o exterior del país, previamente deberá completar los cursos de seguridad de Naciones Unidas, la Unidad de Recursos Humanos le suministrará los instructivos del caso, que deberán ser solicitados con la suficiente antelación.