



ILO EVALUATION

- **Evaluation Title:** Partnerships in Action to End Child Trafficking in Peru
- **ILO TC/SYMBOL:** PER/17/51/USA
- **Type of Evaluation :** Independent mid-term evaluation
- **P&B outcomes:** 6 and 7
- **SDGs:** SDG 5, 8 and 16
- **Country(ies) :** Peru
- **Date of the evaluation:** December 2020
- **Name of consultant(s):** Macroconsult S.A.
- **ILO Administrative Office:** Regional Evaluation Officer for Latin America and the Caribbean
- **ILO Technical Backstopping Office:** ILO Office for the Andean Countries
- **Duration of the project:** Enero 2018-Diciembre 2021
- **Donor: country and budget US\$** United States Department of State (USDOS) (USD 5.7 million)
- **Evaluation Manager:** Cybele Burga
- **ILO EVAL Officer:** Patricia Vidal
- **Key Words:** Trafficking, Children and Adolescents, Capacity Building, Prosecution, Protection, Prevention
- **Evaluation Budget** USD 49,718.12

This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office

ACKNOWLEDGEMENTS

Macroconsult is grateful to all the people from different institutions who participated in this evaluation process, providing information through the interviews, in every case, with very good availability. Specifically grateful to the Project team, to the United States Department of State (USDOS), to ILO Office for the Andean Countries in Lima, to ILO Evaluation Office (EVAL) in Geneva, to the Ministry of the Interior, to the Judiciary, to Office of Public Prosecutors, to the Ministry of Women and Vulnerable Populations, to the Ministry of Health, to the Ministry of Foreign Affairs; to the Peruvian National Police, to the Regional Governments of Cusco and Loreto, to the Alternative Human and Social Capital (CHS Alternativo), to the Legal Defense Institute (IDL), to Promsex and the external consultants of the Project. Moreover, the assessor is grateful to Cybele Burga, Regional Evaluation Officer and evaluation manager for the technical guidance and feedback provided throughout the evaluation process.

CONTENTS

| | |
|---|-----------|
| ACRONYMS | 5 |
| ABBREVIATIONS | 6 |
| LIST OF TABLES | 8 |
| LIST OF FIGURES | 8 |
| LIST OF CHARTS | 8 |
| EXECUTIVE SUMMARY | 9 |
| 1. INTRODUCTION | 16 |
| 2. PROJECT BACKGROUND | 17 |
| 2.1. DEFINITION | 17 |
| 2.2. DESCRIPTION OF THE PROJECT | 19 |
| 3. EVALUATION OBJECTIVES | 22 |
| 4. EVALUATION APPROACH | 22 |
| 4.1. EVALUATION CRITERIA..... | 22 |
| 4.2. EVALUATION QUESTIONS | 22 |
| 5. METHODOLOGY | 22 |
| 5.1. SECONDARY DATA REVIEW | 23 |
| 5.2. INFORMATION GATHERING..... | 23 |
| 5.3. MEASURING INDICATORS..... | 23 |
| 6. NORMS STANDARDS AND ETHICAL GUIDELINES FOR EVALUATION | 24 |
| 7. REFERENCE PROTOCOLS | 24 |
| 8. LIMITATIONS OF THE STUDY | 24 |
| 9. EVALUATION OUTCOMES | 25 |
| 9.1. RELEVANCE EVALUATION | 25 |
| 9.1.1. <i>Relevance and pertinence</i> | 25 |
| 9.1.2. <i>Relevance and pertinence of the Project in the context of Covid- 19</i> | 26 |
| 9.1.3. <i>Strategic adjustment with policies in Peru</i> | 27 |
| 9.1.4. <i>Strategic adjustments with other human trafficking programs in Peru</i> | 29 |
| 9.1.5. <i>Strategic adjustment with SDGs</i> | 31 |
| 9.1.6. <i>Strategic adjustment with ILO policies</i> | 32 |
| 9.1.7. <i>Strategic adjustments with ILO programs</i> | 33 |
| 9.2. EVALUATION OF DESIGN VALIDITY | 34 |
| 9.2.1. <i>Project theory of change</i> | 34 |
| 9.2.2. <i>LFM 2019 indicators</i> | 43 |
| 9.2.3. <i>Scope of intervention</i> | 45 |
| 9.2.4. <i>Intervention approaches</i> | 46 |
| 9.2.5. <i>Aligning with International Labor Standards</i> | 46 |
| 9.2.6. <i>Incorporation of Social Dialogue Mechanisms</i> | 46 |
| 9.2.7. <i>Participation of constituents and stakeholders in the formulation</i> | 47 |
| 9.3. MANAGEMENT EFFECTIVENESS EVALUATION | 47 |
| 9.3.1. <i>Management model</i> | 47 |
| 9.3.2. <i>Project organization</i> | 48 |
| 9.3.3. <i>Operational aspects of management</i> | 51 |

| | | |
|------------|--|------------|
| 9.3.4. | <i>The Project's response to Covid-19</i> | 53 |
| 9.3.5. | <i>Monitoring and evaluation system</i> | 54 |
| 9.3.6. | <i>Financial monitoring</i> | 55 |
| 9.4. | EVALUATION OF EFFECTIVENESS | 55 |
| 9.4.1. | <i>Evaluation of outputs</i> | 56 |
| 9.4.2. | <i>Evaluation of outcomes</i> | 64 |
| 9.4.3. | <i>Evaluation of components</i> | 69 |
| 9.4.4. | <i>Evaluation of purpose</i> | 71 |
| 9.4.5. | <i>Covid-19 impact on project effectiveness</i> | 71 |
| 9.5. | EFFICIENCY EVALUATION | 71 |
| 9.5.1. | <i>Project budget</i> | 71 |
| 9.5.2. | <i>Financial management</i> | 76 |
| 9.6. | SUSTAINABILITY OF THE PROJECT | 77 |
| 9.6.1. | <i>Conditions for sustainability</i> | 77 |
| 9.6.2. | <i>Actions taken by the project to ensure sustainability</i> | 78 |
| 9.6.3. | <i>Threats to sustainability</i> | 79 |
| 10. | CONCLUSIONS | 81 |
| 11. | RECOMMENDATIONS | 82 |
| 12. | LESSONS LEARNED | 86 |
| 13. | EMERGING GOOD PRACTICES | 86 |
| 14. | BIBLIOGRAPHY | 88 |
| 15. | ANEXOS | 89 |
| | ANNEX 1. TERMS OF REFERENCE | 90 |
| | ANNEX 2. INCEPTION REPORT | 91 |
| | ANNEX 3. EVALUATION CRITERIA | 92 |
| | ANNEX 4. EVALUATIVE QUESTIONS | 94 |
| | ANNEX 5. INFORMATION GATHERING REPORT | 106 |
| | ANNEX 6. REPORT OF THE INTERVIEWS CARRIED OUT | 107 |
| | ANNEX 7. CORRESPONDENCE OF THE PROJECT WITH THE FACTORS THAT EXPLAIN HUMAN TRAFFICKING IN PERU ACCORDING TO THE PNATP 2017-2021 | 110 |
| | ANNEX 8. IMPACT OF COVID-19 IN PERU | 111 |
| | ANNEX 9. CORRESPONDENCE OF THE PROJECT WITH THE NATIONAL POLICY | 114 |
| | ANNEX 10. STRATEGIC OBJECTIVES OF THE PNATP 2017-2021 | 117 |
| | ANNEX 11. CORRESPONDENCE OF THE PROJECT WITH THE PNATP 2017-2021 | 118 |
| | ANNEX 12. SMART ANALYSIS OF OUTPUT INDICATORS | 120 |
| | ANNEX 13. SMART ANALYSIS OF OUTCOME INDICATORS | 144 |
| | ANNEX 14. OUTCOME INDICATORS DESCRIPTION | 161 |
| | ANNEX 15. THE UN AND ILO RESPONSE TO COVID-19 | 171 |
| | ANNEX 16. OUTPUT INDICATORS PROGRESS DASHBOARD AS OF Q2 2020 ENTREGADO | 178 |
| | ANNEX 17. OUTCOME INDICATORS PROGRESS DASHBOARD AS OF Q2 2020* | 182 |
| | ANNEX 18. IMPACT OF COVID-19 ON THE PROJECT | 186 |
| | ANNEX 19. FINANCIAL EXECUTION OF THE PROJECT ACCORDING TO COMPONENTS AND OUTPUTS | 197 |
| | ANNEX 20. FINANCIAL EXECUTION OF THE PROJECT ACCORDING TO YEARS, COMPONENTS AND OUTPUTS | 198 |
| | ANNEX 21. ILO EMERGING LESSON LEARNED TEMPLATES | 199 |
| | ANNEX 22. ILO EMERGING GOOD PRACTICE TEMPLATES | 201 |

ACRONYMS

| | |
|-----------|--|
| DAC | Development Assistance Committee |
| RCC | Residential Care Center |
| ERCC | Specialized Residential Care Center |
| CEPESER | Peruvian Plant of Services |
| CPOs | ILO Country Programme Outcomes |
| DEMUNA | Municipal Ombudsmen for Children and Adolescents |
| VCA | Victim-centered approach |
| FAO | Food and Agriculture Organization |
| RBM | Results-Based Management |
| IPEDEHP | The Peruvian Institute for Education in Human Rights and Peace |
| MIMP | Ministry of Women and Vulnerable Populations |
| MININTER | Ministry of the Interior |
| MINJUSDH | Ministry of Justice and Human Rights |
| MPFN | The Office of Public Prosecutions |
| MINSA | Ministry of Health |
| OECD | Organization for Economic Co-operation and Development |
| SDGs | Sustainable Development Goals |
| ILO | International Labour Organization |
| WHO | World Health Organization |
| NGO | Nongovernmental organization |
| UNAIDS | Joint United Nations Programme on HIV/AIDS |
| PAHO | Pan American Health Organization |
| P&B | ILO Programme and Budget |
| WFP | World Food Programme |
| PNP | Peruvian National Police |
| UNDP | United Nations Development Programme |
| DWCPs | Decent Work Country Programmes |
| UN System | United Nations system |
| UCAVIT | Central Unit for Victim and Witness Protection and Assistance of the Office of Public Prosecutions |
| UNEG | United Nations Evaluation Group |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UNFPA | United Nations Population Fund |
| UNICEF | United Nations Children’s Fund |
| UNOPS | United Nations Office for Project Services |
| USAID | United States Agency for International Development |

ABBREVIATIONS

| | |
|---|---|
| 2030 Agenda | 2030 Agenda for Sustainable Development |
| Peru CPC Partnership | Partnerships in Action to End Child Trafficking in Peru |
| Beneficiaries | Public institutions receiving technical assistance from the Project |
| Multisectoral Commission | Permanent Multisectoral Commission against Trafficking in Persons and the Illicit Smuggling of Migrants |
| Declaración de Panamá | Panama Declaration for the ILO Centenary: For the Future of Work in the Americas |
| The Donor | United States Department of State (USDOS) |
| The Project | Partnerships in Action to End Child Trafficking in Peru |
| LFM 2018 | Logical Framework Matrix 2018 |
| LFM 2019 | Logical Framework Matrix 2019 |
| M&E | Monitoring and Evaluation System |
| Children and Adolescents | Children and Adolescents |
| J-TIP Office | United States Department of State Office to monitor and combat trafficking in persons (<i>Office to Monitor and Combat Trafficking in Persons</i>) |
| Plan Bicentenario | the Strategic National Development Plan “ Bicentennial Plan: Peru towards 2021” |
| PNA 2018-2019 | National Action Program 2018-2019 from ILO |
| PNA 2020-2021 | National Action Program 2020-2021 from ILO |
| PNATP 2011-2016 | National Action Plan against Trafficking in Persons 2011-2016 |
| PNTAP 2017-2021 | National Action Plan against Trafficking in Persons 2017-2021 |
| National Policy | National Policy against Trafficking in Persons and its Forms of Exploitation |
| 2019 Budget | Project 2019 Budget increase |
| Palermo Protocol | Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, a protocol to the United Nations Convention against Transnational Organized Crime |
| Protocolo Intersectorial de Trata de Personas | Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, a protocol to the United Nations Convention against Transnational Organized Crime |
| Amazon Project | Human Trafficking in the Peruvian Amazon Project |
| Bridge project | the BRIDGE Project: From Protocol to Practice, a Bridge to Global Action on Forced Labour (PER/15/50/USA) |
| Commitment Project | Commitment against forced labor Project |
| Prosecution Project | More effective prosecution of human exploitation and modern slavery in all its forms in Peru Project |

| | |
|-----------------------|---|
| Progress Reports | Quarterly reports to the Donor on the progress of the Project |
| Reta System | System for Registration and Statistics of the Crime of Human Trafficking and Related Crimes |
| Implementing Partners | IDL & CHS Alternativo |

LIST OF TABLES

| | |
|---|-----|
| Table 1. Output indicators progress as of the second quarter of 2020. | 63 |
| Table 2. Outcome indicators progress as of the second quarter of 2020. | 68 |
| Table 3: Initial Budget summary (USD)..... | 72 |
| Table 4: Summary of initial budget by year (USD) | 72 |
| Table 5: Summary of the expanded budget (USD) | 73 |
| Table 6: Summary of the expanded budget by year (USD) | 73 |
| Table 7. Impacto del COVID-19 en la entrega de productos específicos del proyecto | 190 |

LIST OF FIGURES

| | |
|--|----|
| Figure 1. Level of aims LFM 2019 | 19 |
| Figure 2. Project theory of change | 35 |
| Figure 3. Vertical logic of component 1..... | 37 |
| Figure 4. Vertical logic of component 2 | 40 |
| Figure 5. Vertical logic of component 3..... | 42 |
| Figure 6. Horizontal logic of the project | 43 |
| Figure 7. Organizational chart of the Project | 51 |
| Figure 8. Beneficiaries and responsables for the project by activity | 52 |

LIST OF CHARTS

| | |
|---|----|
| Chart 1: Initial and expanded budget according to major items (%) | 74 |
| Chart 2. 2019 Budget according to components (%)..... | 75 |
| Chart 3: 2019 Budget by components and outputs (millions of USD) | 76 |

EXECUTIVE SUMMARY

1. This document corresponds to the midterm evaluation of the Project called “Partnerships in Action to End Child Trafficking in Peru”. This project has been implemented by ILO since 2017 within the framework of the Child Protection Compact Partnership between the US and Peru. Due to a budget increase, the Project budget is USD 5.7 million given by the US Department of State (USDOS) and it has a duration of 51 months, until December 31st, 2021.
2. The Project aims to enhance the capacity of the Peruvian Government to eradicate trafficking in children and adolescents in Lima, Cusco, and Loreto, with some specific activities in Madre de Dios and Puno. To achieve this aim, the Project carries out twelve activities of technical assistance –following a victim-centered approach (VCA)– with the 3P paradigm: Prosecution of traffickers, Protection of victims, and Prevention of crime. The public institutions benefiting from the Project are the Permanent Multisectoral Commission against Trafficking in Persons and the Illicit Smuggling of Migrants, the Judiciary, the Ministry of Justice and Human Rights, the Ministry of the Interior, The Office of Public Prosecutions, the Ministry of Women and Vulnerable Populations, the Ministry of Health, the Metropolitan Municipality of Lima, the Regional Governments of Cusco and Loreto, and the Peruvian National Police. The Project is managed by a team of six people located in Lima who reports to the director of the ILO Office for the Andean Countries. The implementing partners are the Legal Defense Institute (IDL) and the Alternative Human and Social Capital (CHS Alternativo).
3. The midterm evaluation aim is to provide an independent evaluation of the intervention progress analyzing the relevance of the Project, the validity of the design, the effectiveness of management and activities, as well as the use of resources and the sustainability of outcomes, according to the ILO Policy Guidelines for Results-based Evaluation (2017). The evaluation covers the period from October 2017 to July 2020 and is guided by the evaluation questions laid down in the Terms of Reference. To conduct the evaluation, the Project design and management documents, given to the consulting team, were reviewed. That information already reviewed was complemented with the interviews carried out remotely with the donor's representatives, the ILO team, the implementing partners, the beneficiary public institutions, among other qualified informants (63 interviews). In addition, for the outcome indicators measure, joint work was done with the Project team to specify their syntax and collect the information needed for its calculation.
4. The purpose of this document is to serve as an input to enhance the impacts of the Project towards the end of the intervention. The internal clients of the midterm evaluation are the ILO Regional Office for Latin America and the Caribbean, the Project team, FUNDAMENTALS, GOVERNANCE, PARDEV, and the Evaluation Office. The external clients are the beneficiary public institutions and the implementing partners.
5. The main findings of the midterm evaluation are reported below:
 - **Finding 1:** The Project is relevant because it deals with a problem of national priority. Peru is a country of origin, transit, and destination for human trafficking, where half of the victims are underage. In this respect, The Peruvian Government has signed and confirmed the main international agreements committing themselves to eradicate human trafficking. Furthermore, it has formalized this commitment formulating and implementing national plans and policies and has even signed a partnership with the United States Government to strengthen its capacities to address this problem.
 - **Finding 2:** The Project is relevant because it addresses the causes of human trafficking in Peru. The diagnosis of the Project is based on the National Plan of Action against Trafficking in Persons 2017-2021. This concludes that trafficking happens not only due to the existence of structural risk factors

such as poverty or vulnerability but also, due to the limited capacity of the Peruvian State to prosecute traffickers, protect victims and prevent crime. The Project provides technical assistance to strengthen the capacities of the Peruvian State taking actions in eleven of the fifteen critical factors identified in the diagnosis of the national plan. Additionally, to validate the strategy and identify the specific needs of the public institutions involved, the Project performed a situational diagnosis at the beginning of the intervention, thus ensuring the relevance of the activities that are done.

- **Finding 3:** The Project continues to be relevant and pertinent in the context of Covid-19. One of the side-effects of the health crisis has been the increase in the crime of human trafficking and the difficulty in identifying and protecting the victims. In the current context, interventions aimed at strengthening the capacities of the Peruvian State to eradicate this crime are becoming more urgent and necessary, particularly those aimed at preventing the crime of trafficking.
- **Finding 4:** The Project is consistent with the national policies and the strategy of the Peruvian State to eradicate human trafficking. The intervention of the Project is aligned with State policies 14, 16, and 18 set out in the National Accord and strategic axes 1 and 3 of the Bicentennial Plan. Likewise, it is framed in six of the eight of the general guidelines and thirteen of the two hundred and sixty-six specific guidelines written in the National Policy against Trafficking in Persons. Also, it contributes to achieving thirteen of the eighteen immediate aims established by the National Plan of Action against Trafficking in Persons 2017-2021.
- **Finding 5:** The Project is also consistent with the Sustainable Development Goals (SDGs) of the 2030 Agenda and ILO policies. From the seventeen SDGs, the intervention of the Project contributes directly to the achievement of SDGs 5, 8, and 16. It also contributes to compliance with ILO Convention No. 182 on the worst forms of child labor, and ILO Convention No. 29 on forms of forced or compulsory labor. In programmatic terms, the Project contributes to outcome 8 of the ILO Program and Budget 2018-2019; and with outcomes 6 and 7 of the Program and Budget 2020-2021.
- **Finding 6:** The Project is not explicitly articulated with other interventions. However, potential coordination and learning with other projects that address the problem of human trafficking in Peru, from the public sector and non-governmental organizations have been identified, in particular, with CHS Alternativo that implements similar projects in Peru. In fact, the Project has already identified and explored the coordination spaces that exist with the project “Human Trafficking in the Peruvian Amazon” in charge of CHS Alternativo with the support of USAID. Moreover, potential coordination with the ILO Bridge project (PER/15/50/USA) is identified. Even though this Project addresses an autonomous crime (forced labor) and works with a different target audience (youth), the possibility of joining efforts to collect reliable data could be explored to research both crimes.
- **Finding 7:** The Project theory of change is adequate. The logic model of the Project was built based on the National Action Plan against Trafficking in Persons 2017-2021 and organizes the intervention into three components: persecution, protection, and prevention. It also includes activities related to improving institutional governance, even though these are not organized into a specific component. However, it has two limitations. The first one is the lack of explicit assumptions for each of the aim levels, which has consequences for the monitoring and evaluation system. The second one exhibits a certain disorder in the organization of some activities, outputs, and outcomes in the Project components, which –although it has no practical consequence in the implementation of the Project– conceptually breaks in the causal linkages of the logic for the intervention and it could make some outcomes invisible in the final evaluation.

- **Finding 8:** The main weakness of the Project design is related to the indicators in the logical framework matrix (LFM). First, the Project only has indicators for two of the five aim levels (activities, outputs, outcomes, components, and purpose), these are outputs and outcomes. The outputs indicators measure the physical production of the Project and the outcomes indicators measure the immediate effects of the intervention, but not the behavior change, therefore, it is not possible to evaluate the impact of the Project with only these two indicators. Second, a third of the outputs and outcomes indicators do not meet to be good indicators (as assessed by SMART criteria). Third, the means of verifying the outcome indicators are not specific and even mention the midterm and final evaluations as a data source. Fourth, no technical evidence has been found to support the establishment of goal values.
- **Finding 9:** Project management is effective, but it is oriented towards the production of outputs. It cannot be considered results-based management because decision-making is not guided by the degree of the progress of the outcomes or by components or purpose, which are not measured regularly; instead, it is guided by the physical production of the Project (outputs), so if they are measured regularly. Regardless of the above, project team members, implementing partners, and external consultants all have specific roles that are not juxtaposed with each other, and the communication channels are clear and fluid. Besides, the Project shows considerable flexibility to adapt to the specific needs of the beneficiary public institutions, creating a favorable environment for implementation. On the other hand, public institutions are satisfied with the fluidity of communication and the level of coordination with the Project team, as well as with the technical assistance received.
- **Finding 10:** According to the management model, the Project monitoring system monitors the output indicators, which are carried out quarterly and are guided by the donor's requirements. Financial monitoring is aligned with the Project operational monitoring as at the aim level (outputs) as in frequency (quarterly). However, the monitoring system has three weaknesses. First, it does not measure how the Project is contributing to the achievement of outcomes, components, or purpose. Also, the measurement of the outcome indicators is only left for the midterm and final evaluation, while the components and purpose are not done at any stage. Second, the LFM has a total of 86 indicators (48 outputs and 38 outcomes) without identifying which are the key indicators. Third, it does not monitor the assumptions of each aim level.
- **Finding 11:** The Project presents adequate and homogeneous progress in the production of outputs among its components. Analyzing the progress of the indicators of the logical framework matrix, at the midterm Project, three of the eighteen Project outputs have already been delivered (17%); eight outputs are in the process of being delivered (50%); five outputs are in the process of being delivered but with a risk of delay or non-compliance towards the end of the intervention, mainly due to the crisis caused by Covid-19 (22%); and two outputs still had no progress (11%). To assess the outcomes, the work of defining and measuring indicators was done in an ad-hoc way since no information was found at the beginning of the evaluation, autonomously generated by the Project. With this information partially reconstructed, it is inferred that the progress of the outcomes is still slow: ten of the twenty Project outcomes would present progress (50%) and seven, would not (30%). Furthermore, sufficient information was not available to assess the progress of the other three outcomes.
- **Finding 12:** The main Project contribution to strengthening the capacities of the State has been the development and institutionalization of guides, procedures, and tools for the fight against trafficking in children and adolescents in Peru. Another important contribution has been the incorporation of the victim-centered approach (VCA) for tackling the problem and the gender perspective for the care of LGTBI victims. Likewise, the care services of five Residential Care Centers (RCC) have been specialized; and the importance of mental health care for victims has been put on the agenda. However, it is still too early to identify concrete outcomes in terms of capacity building

the Project seeks to generate. On the other hand, the outputs with a certain risk of delay are the mental health protocol, the pilot reintegration programs, the institutional guides and training for the identification of trafficking victims, and the implementation of regional action plans.

- **Finding 13:** The budget implementation corresponds to the progress of the output indicators and the accomplishment of goals. In the second quarter of 2020, the Project had executed 53% of its global budget. Component 1 registered an execution of 57%; Component 2, a 50% execution; and component 3, 58%. As a result of the efficiency gains and the non-implemented budget in previous years, the Project has a fund equivalent to 14% of the global budget that could be used for contingency actions or for extending the execution period of the Project. The budget for the rest of the Project from July 2020 to December 2021 equals 20% of the global budget.
- **Finding 14:** The Project adjustments in the Covid-19 crisis can be organized on two aspects. On the one hand, the Project adapted to immobilization and mandatory social distancing measures ordered by the Peruvian government. In this regard, the Project had to migrate to remote work and redesign its training strategies to the virtual modality. On the other hand, there is the response of the project as a UN agency, assisting beneficiary public institutions within the framework of ILO policies for the protection of workers in the workplace. To carry out this, the Project delivered personal protection equipment to police and prosecutors; equipped the Residential Care Centers so that staff can access virtual training, and conducted mental health workshops for service providers and justice officers.
- **Finding 15:** The main impact of the health crisis on the implementation of the Project was the delay and postponement of some activities. There was a natural slowdown in the response of the beneficiary public institutions, particularly those involved in the front-line health care, such as the Ministry of Health, the Peruvian National Police, and regional governments. Besides, the Project had to adapt its intervention strategy to the virtual modality, which also generated certain delays.
- **Finding 16:** Three minimum conditions must occur for the Project outcomes to be sustained after its intervention has concluded: (1) the political commitment of the Peruvian State to eradicate human trafficking must be renewed; (2) there must be specific financial resources (multi-sectoral budget program); and (3) there must be an installed capacity in the public sector to keep strengthen the capacities of the rest of the state apparatus. Actions have been taken to ensure that these conditions are met even though the Project does not have a concrete exit strategy. The main Project progress is found in the establishment of the capacity installed in the public sector, due to the institutionalization of instruments, the training of officers in the use of these instruments, and the establishment of a network of operators in the public sector and the already trained civil society.

6. Based on the above findings, the following is concluded:

- **Conclusion 1:** At the level of relevance and pertinence, the Project meets both criteria in the Peruvian context. It is a Project consistent with national priorities and the Peruvian State's strategy to eradicate human trafficking. Furthermore, it is adequately aligned with the SDGs of the 2030 Agenda and the ILO corporate policies. There is potential coordination with other active projects in Peru executed by non-governmental organizations (particularly those in charge of CHS Alternativo since those projects share common aims and even common intervention scope) and by the public sector. Likewise, there is potential coordination with the ILO Bridge project, particularly, to increase efforts to coordinate the collection of reliable data and generate a data system on both autonomous crimes.
- **Conclusion 2:** At the design level, the theory of change underlying the intervention is adequate and was built according to the National Plan of Action against Trafficking in Persons 2017-2021, addressing the dimensions of prosecution, protection, prevention, and, although not explicitly

recognized, institutional governance. However, it presents improvement at the level of causal linkages, mainly due to the management of components and outputs. In practice, these inconsistencies do not have any concrete implications at the operational level, but they make these outcomes invisible and the understanding of how they are achieved for monitoring and evaluation exercises. On the other hand, the logic model of the Project does not identify specific assumptions associated with each of the aim levels. However, the main weaknesses of the Project design are the indicators that do not allow to measure the concrete contribution of the Project to the strengthening of the State's capacities.

- **Conclusion 3:** At the management level, the Project is organized for the execution of activities and the achievement of outputs, but it does not measure outcomes. The operational and financial monitoring and evaluation system are done on the outputs and not on the outcomes. This is due to the Donor's requirements (technical and financial progress reports at the output level) and, also due to the difficulty faced by the Project in measuring the usual outcomes indicators. Therefore, it is difficult to argue that the decisions made in the Project are based on the progress of the outcomes (immediate and higher-order). However, intervention strategies are very favorable for the achievement of the aims. For example, the team shows adaptability to the environment and the type of beneficiary (public sector) by matching the demand with the Project aims, facilitating the implementation of critical actions.
- **Conclusion 4:** Based on the outcomes measured ad-hoc for this evaluation exercise, adequate and almost homogeneous progress is identified among its components. In turn, the budget has evolved in hand with the actions undertaken. Only four outputs could present some delay to the end of the Project, mainly due to the crisis generated by Covid-19: the mental health protocol (output 2.3.1); the pilot reintegration programs (output 2.4.1); and institutional guides and training to identify victims of trafficking (output 2.5.1). The main outcomes of the Project to strengthening the capacities of the State to prosecute, protect and prevent the crime of trafficking come from the institutionalization of instruments. However, it is still too early to identify important outcomes of capacity building that these instruments, together with the training, should generate.
- **Conclusion 5:** At the level of sustainability, even though the Project does not have an explicit exit strategy, three conditions are identified that must be met to ensure the sustainability of the outcomes after the Project intervention has concluded: renewal of the government's political will, availability of financial resources, and establishment of an installed capacity base in the public sector. The Project has made important progress in the three of them, mainly through the institutionalization of guides, procedures, and tools for the prosecution, protection, and prevention of trafficking in children and adolescents, training officers in the use of these instruments, the institutionalization and transfer of their training programs, and the establishment of a network of operators in the public sector and the civil society that remains vigilant. It is expected that the next administration renews the political commitment to eradicate human trafficking in Peru, and also to create a budgetary program that allows allocating resources to achieve outcomes and coordinate the efforts of the three government levels.

7. The following is recommended:

- **Recommendation 1.** To review the vertical logic of the logical framework matrix so that the Project can make visible its contribution to the achievement of outcomes at the component and purpose levels for an external evaluation of the Project. Although the problems identified do not affect the operation or performance of activities, the disorder and omissions in the LFM would make it difficult to exactly visualize how these activities are connected to the capacity building that the Project pursues. Moreover, problems arise from the Project's need to organize activities according to the Donor's requirements; however, it is possible to build the Project's LFM, which intention is limited to internal monitoring and evaluation purposes.

- **Recommendation 2.** To implement an outcome tracking system (intermediate, component, and purpose) along with properly defined indicators according to SMART criteria to provide information on the progress of Project achievements in a timely manner. This tracking system may not meet the Donor's information needs and may need to be implemented as an alternative tracking system. Therefore, an initial system that is functional to the donor's needs will be oriented to meet the donor's data demands and a second system will be functional to meet the data demands of the Project management. The first system will allow monitoring to fulfill its role as a transparency instrument and the second will allow it to fulfill its role as a management instrument, facilitating the optimization of decision-making related to the outcomes-based management that the Project needs to implement. Our recommendation focuses on this second role since, to the extent that the project does not have defined order indicators (components and purpose) that present formulation problems in lower-order indicators (intermediate) and that are not measured regularly, it prevents the effective implementation of an outcome-based management model with the resulting consequences in terms of the average impact of the intervention. The frequency of measurement of these indicators could be biannual or annual. The absence of properly formulated indicators will have an impact on the Project's evaluation possibilities for a final evaluation. As it has been reported, this study has attempted to correct certain deficiencies related to the indicators to be able to conclude the mid-term evaluation.

- **Recommendation 3.** To take advantage of coordination spaces with projects with similar aims to avoid overlapping and evaluate synergies to optimize the outcomes in the territory. To this end, it is necessary to strengthen communication channels or promote participation in joint work meetings with defined agendas and leadership.

- **Recommendation 4.** To prioritize an explicit exit from the Project. In this regard, considering that the project will conclude at the end of 2021, it is appropriate to outline a strategy that considers the prioritization of activities on two fronts. First, one that reinforces the activities that have been most delayed within each component. Second, one that defines complementary activities that explicitly address the threats to the sustainability of the outcomes achieved and reinforce the strengths achieved on that front. The exit strategy should rescue all the efforts that the Project has been making to institutionalize training instruments and programs.

8. The lessons learned are the following:

- **Lesson Learned 1 - Remote implementation against Covid-19:** When the pandemic broke out in early 2020, the Project had to fundamentally revise its intervention methodology based primarily on face-to-face work to remote work. This revision implied not only the operational adaptation of the Project (i.e. the implementation of home working or greater use of technologies) but also a strategic adaptation under the principle that the assumptions of approaching beneficiaries under a remote scheme differ from a face-to-face scheme. Also, taking into account that the Project works with frontline institutions (e.g. MINSA and PNP), it was necessary to recognize the change of priorities of these institutions by rethinking activities and prioritizing joint actions so that the Project responds correctly to the needs of these institutions without generating greater rejection or distracting them from their responsibilities in the face of the emergency. Likewise, it was necessary to recognize that, to provide technical assistance, the first thing to do is to ensure continuity of service, so the Project collaborated with these institutions promptly by distributing biosafety equipment. The problems caused by Covid-19 did indeed result in a delay in the implementation of certain critical activities. However, how the Project has adapted is a lesson learned to the extent that going slower during the pandemic implied a better accompaniment for joint actions in the future.

9. The emerging good practices are the following:
- **Emerging good practice 1 - Flexibility and adaptability:** The Project has shown a good capacity to adapt to the Peruvian context. Especially in the flexibility to interact with different officers in different institutions with potentially very diverse interests. In addition, the complexity of the assistance and capacity-building proposal and the cultural barriers related to the issue of trafficking have resulted in the need to create an environment of trust in order to implement activities related to trafficking. According to the interviews conducted and the secondary data to which the consulting team has had access, part of the success is related to the previous knowledge of the Project staff in the public sector, previous relationship **strategies**, and timely responses to specific demands from the beneficiaries. Although this can be interpreted as deviations in the LFM (both in the form and in the number of activities carried out), it would be incorrect to define them as such. Instead, it is a methodology (not made explicit) of interaction with the public sector to gain acceptability in the intervention and result in an adequate climate of trust that allows the project to be implemented and eventually increase its average effect.
 - **Emerging good practice 2 - Adequate initial diagnosis and strategic adjustment:** One of the strengths of the Project has been the adequate initial diagnosis for the identification of the trafficking situation in Peru, the causal model on which it is based, and the associated challenges to implementing the Project in its original form. It has also been very accurate in the identification of capacity gaps at the public sector level in a precise and detailed manner, which has allowed for early adaptation of the intervention methodology and to deal with the particularities of the public sector. A facilitator of this Project has been that it has been linked to facilitating the implementation of the National Plan on Trafficking, which is not only part of an agreement between countries (the United States and Peru) but is associated with specific public policies in the Peruvian case. Although this characteristic results in unique conditions, it can be taken as a lesson learned the need for interventions to maintain a high degree of strategic fit with the public policies of the country to be intervened.
 - **Emerging good practice 3 – Building installed capacity:** Although the Project does not have an explicit exit strategy, there are elements of the intervention that are aimed at building installed capacity in the public sector to combat children and adolescents trafficking that are worth highlighting. The most important is the institutionalization of guidelines, procedures, and tools in the main sectors involved, which will provide continuity to the work carried out by the Project. The second is the training of human capital through the inclusion of modules in the schools of the Judiciary, MFPN, and PNP. Although this last strategy has not been constant but corresponds to a single activity, it is one of the best practices for the sustainability of the Project.

1. INTRODUCTION

10. According to the Ministry of Justice and Human Rights (**MINJUSDH**)¹, human trafficking constitutes a form of modern slavery, being one of the phenomena with the greatest negative impact on public health and human rights. Globally, according to the International Labor Organization (ILO)², this type of modern slavery would generate profits of approximately 150 billion dollars annually for the traffickers. In Peru, monetary benefits are higher when human trafficking is associated with organized crime. For this reason, on August 20, 2013, Law No. 30077 - Law against Organized Crime was published, which in its article 3, paragraph 3, includes Human Trafficking. Also, the same Law No. 30077 incorporated, in paragraph 21³, articles 153-B, 153-D, 153-F, 153-G, 153-H, 153-I, 153-J, 179, 180, 181, and 181-A of the Peruvian Penal Code⁴ to drastically punish human trafficking when it is associated with organized crime.
11. In particular, the greatest vulnerable populations are women, children, and adolescents, with a higher probability of being victims of trafficking. According to the ILO⁵, trafficking in children and adolescents implies taking them out of their protective environment, taking advantage of their vulnerabilities, to exploit them after. Thus, the impact of trafficking on children and adolescents is particularly negative, severely affecting their full development, in addition to its long-term effects. According to the Crime Observatory of the Office of Public Prosecutions, between 2009 and 2015 there were just over 3,000 cases in Peru, a country of origin, transit, and destination for victims of human trafficking, where, in addition, much of this crime is committed within the borders. Of this total, more than half would correspond to underage.
12. Since trafficking is a problem with long-term consequences and aligned with the Peruvian State aims regarding the Sustainable Development Goals (SDGs) (8.7), important efforts were made to eradicate this problem. However, the weakness in the protection services system would have reduced the expected impact of the measures taken. In that regard, the governments of the United States and Peru

¹ Trafficking in persons in Peru: Criminology of perpetrators and prison profiles. National Council on Criminal Policy (2017) https://www.MINJUSDH.gob.pe/wp-content/uploads/2018/03/0011_Trata-de-personas-Libro-Peru-01.pdf

² Profits and Poverty: The Economics of Forced Labour. ILO (2014) http://www.ilo.org/global/publications/ilo-bookstore/order-online/books/WCMS_243391/lang-en/index.htm

³ Numeral added by the Second Supplementary Provision Amendment to Act No. 30963 (Segunda Disposición Complementaria Modificatoria de la Ley N° 30963), published on June 18, 2019.

⁴ The articles refer to sexual exploitation, promotion or favoring of sexual exploitation, benefit of sexual exploitation, Management of sexual exploitation, Sexual exploitation of children and adolescents, Benefit of sexual exploitation of children and adolescents, Management of the sexual exploitation of children and adolescents, Favoring prostitution, Ruffianism, Procuring, Promotion and favoring of the sexual exploitation of children and adolescents.

⁵ Partnerships in Action to End Child Trafficking in Peru. ILO https://www.ilo.org/lima/programas-y-proyectos/WCMS_635222/lang-es/index.htm

signed the Child Protection Compact Partnership (Peru CPC partnership) to strengthen the institutional capacities of the State and civil society to eradicate trafficking in children and adolescents.

13. In this context, the Project "Partnerships in Action to End Child Trafficking in Peru " (hereinafter, **the Project**) is being developed to strengthen institutional capacities, contribute to the implementation of Public Policies and the National Plan against Trafficking in Persons, providing an innovative approach to effectively combat trafficking in children and adolescents, as well as providing specialized services to victims⁶. Developed by ILO, this Project had initially a duration of 39 months, from October 2017 to December 2020, with a budget of USD 4 million covering the regions of Lima, Cuzco, and Loreto. Due to the addendum of September 2019, this period was extended to December 2021 (51 months in total), covering also the regions of Madre de Dios and Puno (with certain specific activities), and redefining some outputs. Due to the addendum, the Project budget increased to USD 5.7 million.
14. Thus, taking into consideration the policies and procedures that the ILO establishes for projects and programs, it has requested Macroconsult a consultancy whose main aim is to carry out the independent mid-term evaluation of the Project "Partnerships in Action to End Child Trafficking in Peru".
15. This evaluation is done according to the requirements established in the ILO Evaluation Policy to fulfill the purpose of international internal learning and accountability, and towards the tripartite constituents. Moreover, it is part of the international development aid approaches based on quality standards for evaluation of DAC/OECD development programs. The evaluation is also under the norms and standards of the United Nations evaluation group. This report constitutes the third deliverable of the study corresponding to the Final report.

2. PROJECT BACKGROUND

2.1. Definition

16. Human trafficking is a modern form of slavery, a serious violation of human rights, life itself, liberty, dignity, and integrity. Trafficking in children and adolescents is even worse because it constitutes a violation of children rights established in the 1989 Convention on the Rights of the Child⁷, a violation of the rights to be protected against exploitation, sexual violence, sale, and trafficking of children, to stay with their family, to go to school, and to have time to play. The United Nations Office on Drugs and Crime (UNODC) estimates that 37% of human trafficking cases in the world correspond to children and adolescents (UNODC, 2018).
17. Despite the relevance of the problem, its dimensions are unknown. According to the Global Estimates of Modern Slavery, 40.3 million people were victims of some form of modern slavery worldwide in 2016. Furthermore, it is estimated that one in four of these victims was a child or adolescent (ILO et al. 2017). Modern slavery also includes forced labor, debt bondage, and forced marriage, as well as other types of slavery and practices similar to slavery, all in all, it allows us to notice how huge the problem is. In 2002, the ILO estimated that 1.2 million children and adolescents around the world were victims of child trafficking (ILO, 2002). This is the most updated report found in the review of the information used in this report.

⁶ Terms of reference (TOR) - Independent mid-term evaluation of child trafficking project in Peru

⁷ The Convention on the Rights of the Child was approved by Legislative Resolution No. 25278 and ratified on September 4th, 1990.

18. At this point, it is convenient to establish a definition of what is understood by trafficking in children and adolescents. The Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, a protocol to the United Nations Convention against Transnational Organized Crime (hereinafter, the **Palermo Protocol**) approved by the General Assembly in December 2000 in Palermo, Italy under resolution 54/129, and launched in December 2003, it constitutes the first legally binding universal instrument that contains all aspects of trafficking in persons including a consensual definition. To date, 178 countries have ratified this document, including Peru. According to the Palermo Protocol, human trafficking is “the recruitment, transport, transfer, hosting or reception of persons by resorting to threats or to the use of force or other forms of coercion, or using kidnapping, fraud, deception, abuse of power or of a vulnerable situation, or by the granting or receipt of payments or benefits aimed at obtaining the consent of a person with authority over other persons, for exploitation purposes. As a minimum, exploitation may originate in prostitution and other forms of sexual exploitation, including pornography, forced labor or services, slavery or similar practices, servitude or begging, criminal activities or the removal of body organs” (UN, 2000). In the same international instrument, it is established that “the recruitment, transport, transfer, hosting or reception of children and adolescents for exploitation purposes shall be considered as human trafficking, even when none of the stated means are used”. In this sense, trafficking in children and adolescents is the recruitment, transport, transfer, hosting, or reception of children and adolescents for exploitation. In this regard, two clarifications should be stated. First, children are understood to be any person under 18 years of age. Second, in the case of an underage person, these actions qualify as trafficking, even when none of the stated means are used.
19. In Peru, the crime of trafficking is regulated in article 153 of the Penal Code in the following terms: “[...] (1) Whoever, through violence, threats or other forms of coercion, deprives of liberty, fraud, deception, abuse of power or a situation of vulnerability, granting or receiving payments or any benefit, captures, transports, transfers, hosting, receives or retains another person, in the territory of the Republic or for their departure or entry into the country for exploitation, is punished with a custodial sentence of no less than 8 and no more than 15 years. (2) For subsection 1, the purposes of exploitation of human trafficking include, among others, the sale of children or adolescents, prostitution and any form of sexual exploitation, slavery or practices similar to slavery, any form of labor exploitation, begging, forced labor, servitude, the extraction or trafficking of somatic organs or tissues or human components, as well as any other analogous form of exploitation. (3) The recruitment, transport, transfer, hosting, or retention of children or adolescents for exploitation shall be considered human trafficking even when none of the means indicated in subsection 1 are used. (4) The consent given by the adult victim to any form of exploitation has no legal force when the agent has resorted to any of the means outlined in subsection 1. (5) The agent who promotes, favors, finances or facilitates the commission of the crime of trafficking of people is punished with the same penalty provided to the trafficker. " Likewise, article 153-A establishes that it constitutes an aggravated form of human trafficking when the victims are under 18 years of age. In this regard, it rules that the penalty shall be custodial sentence not less than twelve nor more than twenty years when "[...] the victim is between 14 and less than 18 years old [...]" and a sentence not less than 25 years when "[...] the victim is under 14 years of age [...]".
20. The current regulation is consistent with the provisions of the Palermo Protocol, however, the interpretation of some judges generated problems in its implementation, resulting in a low number of convictions⁸. For this reason, Plenary Agreement 06-2019 / CIJ-116- with the technical assistance and financing of the Project being evaluated- was issued to establish jurisprudential lines that differentiate trafficking from crimes of sexual exploitation in its various modalities, indicating the following:

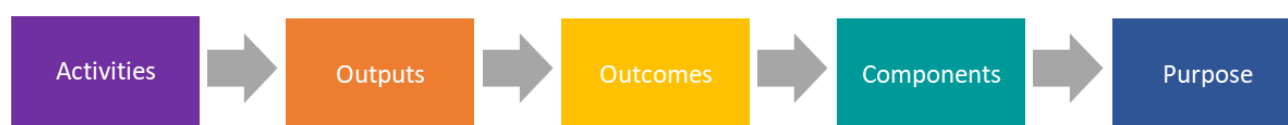
⁸ Between 2013 and 2017 there was an average of 39 convictions. According to the VII Alternative Report Balance of civil society on the situation of human trafficking in Peru 2018-2019, p.123.

- The diverse range of victims' profiles.
- It involves various progressive behaviors, which do not necessarily have to occur sequentially to be considered as trafficking.
- It is not necessary cross-border or regional transport of the victim since it is enough to verify the forced displacement of the victim, even if it is still in the same place of residence.
- The deprivation of freedom is not required, since the protected legal asset is dignity.
- It should not be confused with the smuggling of migrants, whose purpose is to prevent the violation of the migration order by persons who facilitate the irregular crossing of borders. To this extent, the smuggling of migrants does not pursue an exploitative aim.
- Movement of the activity area is not required.
- It is not always linked to a criminal gang or organization, it can also be linked to isolated behaviors and unstable circumstances.
- Even though acts of trafficking in persons happen normally before acts of exploitation, they can coexist independently. The criminal can retain and exploit the victim at the same time.

2.2. Description of the project

21. In June 2017, the Government of the United States of America and the Government of the Republic of Peru signed the Child Protection Compact Partnership⁹(hereinafter, **Peru CPC Partnership**), a four-year plan (2017-2021) developed between both countries to strengthen the capacities of the Peruvian State and civil society to effectively fight against all forms of trafficking in children and adolescents in Peru and enhance existing efforts to eradicate these crimes. Based on this partnership, the United States Government committed to investing USD 5 million in external cooperation to non-governmental and international organizations to support the implementation of the aims and activities of the Peru CPC Partnership. The Project is developed under this cooperation partnership and was awarded to ILO for its implementation.
22. Before presenting the aims of the Project, it should be mentioned that the formulation of the intervention differs from the standard methodology in the number of aim levels and the terminology used. The Project presents five levels of aims (not including the purpose of the Project) according to the following detail: overall aim, aims, outcomes, outputs, and activities; whereas conventional logical framework matrices present four levels of aims (including the purpose to which the Project contributes): end, purpose, components (also called outputs) and activities. Thus, the "overall aim" of the Project is what is usually known as purpose; the "aims" are what are usually called components and where the performance of an intervention is normally evaluated; the "outcomes" and the "outputs" are the additional aim levels that would become a kind of intermediate outcomes. The "activities" are the same as those referred to in the standard terminology. To facilitate the reading of this document, the standard terminology will be adopted as presented in **Figure 1**. In this way, the Project performs activities to produce a series of outputs. These outputs generate a series of outcomes; these outcomes generate components, and the latter allows to achieve the purpose of the Project.

Figure 1. Level of aims LFM 2019



Own Elaboration

⁹ Child Protection Compact Partnership between The Government of the United States of America and The Government of the Republic of Peru” signed on June 15th, 2017.

23. The purpose of the Project is to improve the capacity of the Peruvian Government to eradicate trafficking in children and adolescents according to the Peru CPC Partnership in the regions of Lima, Cusco, and Loreto (with some activities in Madre de Dios and Puno). In other words, ultimately, it is a capacity building project.
24. To achieve this purpose, the Project defines three components:
 - **Component 1:** Increase the capacity of the criminal justice system in Lima, Loreto, and Cusco to investigate, prosecute and punish traffickers but keeping a VCA.
 - **Component 2:** Improve inter-institutional coordination to effectively provide specialized comprehensive care, protection, and reintegration to children and adolescents victims of trafficking in Lima, Cusco, and Loreto (and some activities in Madre de Dios), with special attention to the gender perspective.
 - **Component 3:** Promote a strategic and coordinated approach to prevent trafficking in children and adolescents in Lima, Cusco, and Loreto, with special attention to the gender perspective.
25. In general terms, the Project provides technical assistance to public institutions to strengthen their capacities to prosecute traffickers (component 1), protect victims (component 2), and prevent crime (component 3). Likewise, although not explicitly recognized, it provides technical assistance to improve institutional governance (component 3). The technical assistance offered is usually on demand and according to the needs of public institutions. The following sections will give details about the activities done in each specific aim, as well as the outputs and outcomes that these activities hope to achieve. Furthermore, the activities done in this Project can be organized into twelve major activities.
26. To achieve component 1, the Project contemplates the development of three activities:
 - **Activity 1.1:** IDL analyzes completed cases of investigation and punishment of trafficking in children and adolescents with final decisions in Lima, Cusco, and Loreto, and provides international good practices.
 - **Activity 1.2:** In coordination with IDL, it develops a mentoring and training program for justice officers with their international counterparts to share judicial-procedural investigation techniques on how to achieve successful convictions in trafficking in children and adolescents.
 - **Activity 1.3:** Provide technical assistance to the Multisectoral Commission to create a data system for the National Action Plan against Trafficking in Persons 2017-2021 (hereinafter **PNATP 2017-2021** for its acronym in Spanish).
27. To achieve the component, the Project contemplates the development of six activities:
 - **Activity 2.1:** CHS Alternativo provides technical assistance to the State and other relevant public institutions to establish and improve policies and procedures that promote the use of a VCA through the protection and criminal justice process.
 - **Activity 2.2:** CHS Alternativo provides technical assistance to the Ministry of Women and Vulnerable Populations (MIMP) to improve and expand specialized services for children and adolescents victims of trafficking in Residential Care Center (RCC) and temporary living spaces of the State in Lima, Cusco, and Loreto (including the activities in Madre de Dios and Puno).

- **Activity 2.3:** Provides specialized technical assistance to the Ministry of Health (MINSa) to develop, implement and monitor a Mental Health Protocol for children and adolescents victims of trafficking.
- **Activity 2.4:** CHS Alternativo provides technical assistance for the implementation of the Intersectoral Protocol for the Prevention and Prosecution of the Crime and the Protection, Care and Reintegration of Victims of Trafficking in Persons (hereinafter, the **Inter-sectoral Protocol for Trafficking in Persons**), to protect, care and reintegrate children and adolescents victims of trafficking.
- **Activity 2.5:** Provides technical assistance to the MIMP, MINJUSDH, Assistance and Protection to Victims and Witnesses (**UDAVIT**) of The Office of Public Prosecutions, local officers, and other relevant institutions to improve the policies and procedures related to specialized care for children and adolescents victims of trafficking, especially the LGBTI community.
- **Activity 2.6:** CHS Alternativo, provides institutional training to health service providers, municipal inspectors, certifying agents, and frontline police officers for the identification and referral of children and adolescents victims of trafficking in Lima, Cusco, and Loreto.

28. Finally, to achieve component 3, the Project contemplates the development of three activities:

- **Activity 3.1:** CHS Alternativo provides technical assistance to the regional commissions of Lima, Cusco, and Loreto to adapt their regional plans to the new PNATP 2017-2021 and their specifications for trafficking in children and adolescents.
- **Activity 3.2:** IDL develops and implements a national and regional communication strategy for litigation using its media and focusing on emblematic cases of trafficking in children and adolescents.
- **Activity 3.3:** CHS Alternativo provides technical assistance to the Multisectoral Commission in the implementation of the PNATP 2017-2021 within the framework of Project aims and trafficking in children and adolescents.

29. Initially, the Project had a duration of 39 months (from October 2017 to December 2020) and a budget of USD 4 million. However, in September 2019, the execution period of the Project was extended to 51 months until December 2021, and the Project budget was also increased to USD 5.7 million. This budgetary increase allowed the incorporation of Madre de Dios and Puno to the scope of intervention of the Project for some activities; and it implied modifications in certain activities and outputs, bringing with it a new LFM. Thus, the Project has two LFM among its formulation documents and both will be mentioned in this document. The first matrix was formulated in 2018 (hereinafter, **LFM 2018**), and the second matrix in 2019 (hereinafter, **LFM 2019**). Specifically, five modifications were made to the LFM 2019 concerning the LFM 2018. First, activity 1.2 was incorporated into the areas of intervention in Madre de Dios and Puno. Second, one of the activities of specific aim 1 (there were four activities) was eliminated, which was related to providing legal representation in the criminal process of emblematic cases of child trafficking. Third, Madre de Dios and Puno were incorporated into the scope of intervention of activity 2.2, and an additional output was included in this activity linked to the development of a Care Model to specialize INABIF services for the care of trafficking victims. Fourth, the type of beneficiaries of activity 2.6 was defined as health service providers, municipal inspectors, and police. Finally, an additional output was added to activity 3.1 linked to the development and implementation of a repatriation protocol.

30. Within the framework of its activities, the Project provides technical assistance to the following public institutions: the Permanent Multisectoral Commission against Trafficking in Persons and the Illicit

Smuggling of Migrants (hereinafter, the **Multisectoral Commission**), the Judiciary, the Ministry of Justice and Human Rights (MINJUSDH), the Ministry of the Interior (**MININTER**), the Office of Public Prosecutors (**MPFN**), the Ministry of Women and Vulnerable Populations (**MIMP**), the Ministry of Health (**MINSA**), the Ministry of Foreign Affairs, the Municipality of Metropolitan Lima, the Regional Governments of Cusco and Loreto, and the Peruvian National Police (**PNP**). To do this, it subcontracts to two independent organizations (hereinafter, implementing partners) and a set of specialized consultants on demand. The implementing partners are the Legal Defense Institute (IDL) and Alternative Human and Social Capital (hereinafter, **CHS Alternativo**).

3. EVALUATION OBJECTIVES

31. The study aims to carry out the **independent mid-term evaluation** (second semester of 2020) of the Project “Partnerships in Action to End Child Trafficking in Peru” implemented by the ILO with funding from USDOS. The specific aims of the evaluation are the following: (1) to evaluate the relevance and coherence of the Project design according to the needs of the country and how the Project is perceived and valued by the target groups (especially if it is still valid in the current development circumstances in Peru); (2) identify the Project's contribution to the Sustainable Development Goals (**SDG**), the United Nations Development Assistance Framework (UNDAF) of the country, the ILO aims and the outcomes of the Country Program (PER144), in addition to the synergy with other projects and programs in the country; (3) analyze Project implementation strategies concerning their potential effectiveness in achieving Project outcomes and impacts; including unexpected outcomes and factors that affect Project implementation (both positive and negative); (4) review the institutional setup, capacity to Project implementation, coordination mechanisms, use and utility of management tools, including Project monitoring tools and workplans; (5) evaluate the efficiency of Project implementation; (6) review strategies for sustainability of outcomes and impact orientation, (7) identify lessons and potential good practices for stakeholders; and (8) provide strategic recommendations for different stakeholders to improve the implementation of Project activities and the achievement of Project aims.

4. EVALUATION APPROACH

32. The evaluation criteria and evaluation questions that guided the mid-term evaluation of the Project are presented below.

4.1. Evaluation criteria

33. Based on TOR requirements, and according to the criteria of the OECD Development Assistance Committee (DAC) for the evaluation of development assistance, the Project has been evaluated keeping the following criteria: the relevance, the validity of the design, the effectiveness of the management and the activities, as well as the use of resources and the sustainability of outcomes. The details of the evaluation criteria are presented in **Annex 3**. Moreover, the incorporation of gender and non-discrimination in the Project has been evaluated, as well as its response to the health crisis caused by Covid-19 and the impact of the pandemic in the Project.

4.2. Evaluation questions

34. The evaluation is done according to the evaluation questions indicated in the TOR of the study. The details of the evaluation questions are presented in **Annex 4**.

5. METHODOLOGY

35. The methodology used was divided into two strategies, the collection of secondary data about the Project design and management and the collection of primary data from interviews with qualified

informants. Besides, we work with the Project team for the measurement of the output indicators, to specify their syntax and collect the data necessary for their calculation. In particular, the evaluation has included specific questions regarding gender equality and non-discrimination (see Annex 4), as well as other key issues for the ILO in terms of social dialogue, tripartism, international labor standards, and just transition to environmental sustainability. The data and information collected have been analyzed and presented with gender disaggregation even when the project did not address these issues.

5.1. Secondary data review

36. The main source of data for the evaluation was secondary data taken from the Project design and management documents. Specifically, the review of the descriptions of the Project, the budget descriptions, the logical framework matrices, the evaluation plan, the baseline, the progress reports prepared for the Donor including their attachments, the ILO annual financial reports, among other relevant information that was provided to the consulting team. This information was contrasted and complemented with the interviews carried out.

5.2. Information gathering

37. The above data was complemented with primary data obtained from structured interviews with qualified informants such as donor representatives, ILO members, Project team, implementing partners, beneficiary public institutions, and external consultants. Due to the immobilization and social distancing measures as a result of the State of National Emergency, the interviews were conducted virtually. The information-gathering lasted five weeks, between September 25th and November 2nd, 2020, and a total of 63 people were interviewed. The report of the Information gathering is presented in **Annex 5**, which also contains the interview guides; and the list of interviewees is presented in **Annex 6**.

5.3. Measuring indicators

38. To evaluate the effectiveness of the Project at the mid-term of its intervention, information is required on the value of the LFM indicators at the evaluation cut-off date. The Project has 48 output indicators and 38 outcome indicators. The Project team measures the output indicators quarterly as part of its monitoring system and reports the measurement in the progress reports prepared for the Donor. Therefore, in the case of the output indicators, the consulting team only recovered the accumulated value of the indicators as of the second quarter of 2020 from the corresponding progress report.
39. On the contrary, the Project team does not measure the evolution of the outcome indicators as part of its monitoring system and, therefore, does not gather the data necessary for their calculation. However, it is important to mention that this is not an operational omission of the Project's monitoring system. According to the Project documents (see **Evaluation Plan**), the measurement of these indicators applies to the mid-term and final evaluation from the design of the monitoring and evaluation system (hereinafter, M&E), thus it is an omission of the M&E system design. According to the Project team, it is mentioned that this is because the outcomes indicators measure medium-term effects so it makes no sense to evaluate them more frequently. However, the TOR of the study did not use the collection of primary data for the calculation of the output indicators, therefore, in the beginning, the consulting team had not programmed the development of this activity as part of this study.
40. However, after reviewing the documentary information of the Project and identifying the absence of these indicators and the need to measure them, it was agreed with the ILO evaluation team and the Project team to make efforts to do it in this consultancy with the respective consequences in the

extension of the study term. First, the outcome indicators were reviewed. As a result, it was identified the need to improve the specification of the indicators and define the calculation syntax of each of them, so it was necessary to perform work sessions with the Project team (the analysis of the indicators will be seen later). After defining the indicators (November fortnight, 2020), the information necessary for their calculation was identified.

41. The Project team collected the data and made the corresponding requests to the implementing partners, external consultants, and public institutions involved. Given the current situation (health crisis) and the data request dates (year-end), the collection of data took longer than expected and were received only from the first fortnight of January 2021. The Sending data from the Project team to the consulting team was done progressively as the data was received. The cut-off date for receiving data was the fortnight of February 2021.
42. At the same time, as there were no outcome indicators measured autonomously by the Project's monitoring system, the data received was requested and reviewed to determine that it is adequate for measuring the indicators. This caused a long iteration process with the Project personnel to correct and adapt the data. In some cases, together with the Project team, the definition and calculation syntax of the indicators was adjusted again according to the data received. Since these indicators have been built based on the data obtained, they continue to present methodological limitations, especially in terms of their representativeness and strategic adjustment, so they only constitute a point of reference for the final evaluation. Under no circumstances, should it inhibit the reflection process on these indicators. As a result of this exercise, it was possible to measure 33 of the 38 outcome indicators (although 16 correspond to indicators that still do not show progress, that is, zero indicators).

6. NORMS STANDARDS AND ETHICAL GUIDELINES FOR EVALUATION

43. This evaluation is done according to the norms standards and ethical guidelines for evaluation of the United Nations system developed by the United Nations Evaluation Group (**UNEG**), which are consistent with the evaluation quality of the Development Assistance Committee (**DAC**) of the Organization for Economic Co-operation and Development (**OCDE**). Concerning ethical guidelines, it is important to mention that the interviews were conducted with the informed consent of the participants.

7. REFERENCE PROTOCOLS

44. This evaluation has been developed under the following protocols of the ILO Evaluation Office on the incorporation of the gender perspective, social dialogue, the normative context, and the participation of stakeholders in the evaluations of their projects, Guidance Note 3.1: Integrating gender equality in monitoring and evaluation (June 2020 v.3 (v.1 - 2013)); Guidance Note 3.2: Adapting evaluation methods to the ILO's normative and tripartite mandate (June 2020 (v.1)); and Guidance Note 4.5: Stakeholder engagement (June 2020, V.2 (V.1-2014)). Furthermore, this evaluation has been developed under the ILO protocol to collect evidence on the response of projects to the Covid-19 health crisis: Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through project and program evaluations.

8. LIMITATIONS OF THE STUDY

45. Before presenting the outcomes of the study, it is important to mention the main limitations of this evaluation:
 - **Related to the crisis caused by Covid-19:** The first limitation of the study is related to the current context caused by the Covid-19 pandemic and the State of National Emergency. This evaluation was done during the second quarter of 2020, so the information gathering strategy had to be adapted

to this reality. In a scenario without a pandemic, the interviews would have been conducted in person to ensure a better quality of responses and minimize non-response. However, due to the strict social immobilization measures ordered by the Peruvian Government and at the express request of the Project, it was only possible to interview selected informants remotely and collect previously digitized data. In addition, it is not possible to emphasize the effect that the pandemic has had on the responses of the informants (under greater stress, with other obligations to attend to related to the national emergency), especially knowing that some informants belong to the frontline of Covid-19 (many had face-to-face work, ill family members or friends or serious economic risks triggered by the context).

- **Related to the progress of the intervention:** The second limitation of the study is related to the difficulty in measuring the Project's progress. The Project's LFM lacks indicators at the higher aim levels (components and purpose) where the impact of an intervention is normally evaluated. Neither the Project formulation documents nor the baseline indicators were defined, so it was only possible to measure the Project's progress in terms of the output progress. For this reason, it has not been possible to assess the contribution of the Project to strengthening the capacities of the state apparatus to prosecute traffickers, protect victims and prevent crime as well as eradicate trafficking in children and adolescents in Peru. Difficulties were identified in measuring the outcome progress of the activities performed by the Project, due to the quality of the indicators and, the availability of data. To overcome this problem, an ad-hoc work of reconstruction and measurement of functional indicators to the evaluation was carried out. This evaluation should be taken as a reference for the necessary reflection process of defining indicators at this level and higher levels.

9. EVALUATION OUTCOMES

46. The outcomes of the mid-term evaluation of the Project are presented below. This chapter has six sections: First, the outcomes of the relevance evaluation; second, the outcomes of the design validity evaluation; third, the outcomes of the effectiveness of the management evaluation; fourth, the outcomes of the effectiveness evaluation; fifth, the outcomes of the effectiveness evaluation; and, sixth, the outcomes of the sustainability evaluation.

9.1. Relevance evaluation

47. This section aims to evaluate the Project's relevance and answer the evaluation questions described in **Annex 4** of this report.

9.1.1. Relevance and pertinence

48. **The relevance of the Project lies in its contribution to the eradication of trafficking in children and adolescents in Peru.** According to what is established by the Government, is a national priority aim. Human trafficking is one of the vilest crimes that affect humanity since it is a serious violation of human rights, life itself, liberty, dignity, and integrity. Trafficking in children and adolescents is even worse because it constitutes a violation of children's rights established in the Convention on the Rights of the Child. Due to the seriousness of this crime, almost all the countries in the world have signed and confirmed the main international agreements to eradicate human trafficking in persons. Peru has signed ILO Convention No. 182 on the worst forms of child labor in 1999 and the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, a protocol to the United Nations Convention against Transnational Organized Crime (hereinafter, the **Palermo Protocol**) in 2003. Furthermore, this commitment has been formalized with policies and plans such as the National Policy against Trafficking in Persons and National Plans of Action against Trafficking in Persons.
49. In June 2017, the Peruvian Government signed the Peru CPC Partnership with the United States Government –in which the Project is framed– to strengthen the capacities of the Peruvian State and

civil society to eradicate trafficking in children and adolescents in Peru. Under the Peru CPC Partnership, the United States Department of State Office to Monitor and Combat Trafficking in Persons (hereinafter, **J-TIP Office**) pledged to contribute USD 5 million in technical assistance, and the Peruvian Government committed to invest PEN 8 million and increase the staff of the institutions that make up the Multisectoral Commission to implement the aims and the activities of the Peru CPC Partnership. As mentioned by the representatives of the Donor and the ILO in the interviews, the signing of this partnership reaffirmed the importance of this problem and the commitment of the Peruvian Government to take concrete actions against trafficking in children and adolescents.

50. **The project is pertinent because it meets the causes of human trafficking in Peru.** It is important to mention that the Project was formulated based on the National Action Plan against Trafficking in Persons 2017-2021 (**PNATP 2017-2021**). In this regard, the diagnosis of the PNATP 2017-2021 identifies fifteen specific factors that explain the problem of human trafficking in Peru; the Project carries out actions in eleven of them following the detail presented in **Annex 7**. Consequently, if the PNATP 2017-2021 starts from a correct diagnosis, the correspondence degree of the Project's intervention with the national problem should be very high.
51. According to the PNATP 2017-2021, the diagnostic plan was developed with the support of an external consultancy during 2016. This plan was based on the review of secondary sources and workshops on situational analysis and evaluation of the National Plan of Action against Trafficking in Persons 2011-2016 (**PNATP 2011-2016**) with the participation of the Multisectoral Commission and civil society members. To identify the critical factors, experts about the trafficking problem were interviewed, and work sessions with the technical formulating team were done. The diagnosis made by the PNATP 2017-2021 seems to be one of the most complete and exhaustive for the design of the interventions on human trafficking. For the aims of the Project, this diagnosis turns out to be even more relevant since it identifies the areas where the Peruvian State requires greater assistance from the perspective of the Project's beneficiaries (that is, public institutions involved).
52. Besides, as part of the Project's baseline, a situational diagnosis was done on the capacities of State institutions to face the problem of trafficking in children and adolescents carrying out interviews with representatives of the institutions involved. This diagnosis helped to validate the Project's intervention strategy, as well as to identify the specific needs of each institution to refine the diagnosis of the PNATP 2017-2021. Given the above, the degree of intervention correspondence with the problem of human trafficking in Peru from the capacities of the State is quite high.

9.1.2. Relevance and pertinence of the Project in the context of Covid- 19

53. It is important to mention that the Project's intervention continues to be relevant and pertinent in the context of Covid-19 (see **Annex 8** on the impact of Covid-19 in Peru). No statistical information is available to measure the impact of Covid-19 on human trafficking, however, the United Nations Office on Drugs and Crime (**UNODC**) points out that there was an increase in trafficking as a collateral effect of the Covid-19 (UNDOC, 2020). The health and the economic crisis have increased economic and social inequalities, especially the structural risk factors for human trafficking. Besides, measures taken during the pandemic like forced quarantines, curfews, travel restrictions, limitations on economic activities, and public life could be contributing to making the crime more clandestine, to the development of new forms of capturing victims through the use of new technologies since it is being difficult to identify victims. Likewise, the context of the pandemic would make it even more difficult to identify, care for and protect victims of trafficking, as governments must adjust their priorities to address health and economic crises immediately. Given the above, interventions aimed at strengthening the capacities of the State in the dimensions of prosecution, protection, and prevention are more necessary than ever.

9.1.3. Strategic adjustment with policies in Peru

54. About the strategic adjustment of the Project with the Peruvian State policies, first, the degree of correspondence that exists with the policy frameworks guiding the development of the country will be evaluated. These policies are the National Accord and the Strategic National Development Plan called Bicentennial Plan: Peru towards 2021 (hereinafter, **Bicentennial Plan**) as well as the policies and plans related to human trafficking, like National Policy against Trafficking in Persons and its Forms of Exploitation (hereinafter, **National Policy**) and the PNATP 2017-2021.
55. The National Accord is the set of State policies drawn up and approved based on dialogue and consensus to set a course for the sustainable development of the country and affirm its democratic governance. The National Accord was signed in July 2002, a space for dialogue and institutionalized agreement done periodically through a National Accord Forum. It also involves the participation of the three levels of Government, political parties represented in parliament, and representative organizations of civil society nationwide. The Forum aims to reach agreements on State policies that allow linking the short and medium-term needs with the strategies and shared vision of the country in the long term so that this Consensus turns into public policies, specific goals, and monitoring indicators.
56. The **National Accord** consists of thirty-five State policies organized around four main aims: (1) strengthen democracy and the rule of law; (2) equitable development and social justice; (3) promoting the competitiveness of the country; and (4) affirmation of an efficient, transparent and decentralized State. **Of the thirty-five National Accord State policies, the Project focuses on three of them:** (1) access to full, dignified, and productive employment (State policy 14); (2) the strengthening of the family, protection, and promotion of children, adolescents, and youth (State policy 16); and (3) full enforcement of the constitution and human rights and access to justice and judicial independence (State policy 28).
57. State policy 14 (access to full, dignified, and productive employment) of the second aim (social justice and equity) seeks to promoting and encouraging decentralized job creation, according to the national, regional, and local development plans. Also, improving the quality of employment, providing adequate wages and working conditions. Concerning the policies that support the Project's intervention, the Peruvian State is committed to eradicate child labor and protect children and adolescents from any form of work that could endanger their education, physical, mental, spiritual, moral, or social health or development.
58. State policy 16 (strengthening of the family, protection, and promotion of children, adolescents, and youth) of the second aim recognizes the family as an essential space of people integral development, based on respect for the integrity and fundamental rights of all its members. Consequently, the State policy prevents, punishes, and eradicates all types of violence within the family, guaranteeing well-being, integral development, and dignified life for children and adolescents. Furthermore, concerning the policies that support the Project's interventions, the Peruvian State undertakes to : (1) prevent all forms of family violence and abuse as well as exploitation against children and adolescents, contributing to their eradication; (2) strengthen the children and adolescent care system, the advocacy networks of children and adolescent in municipalities and schools, and improve integrated services for reporting, specialized care, and punishment of violence, as well as the exploitation of children and adolescents; (3), prevent gang and youth violence and promote reintegration programs for juvenile offenders; and (4) institutionalize multisectoral policies to reduce family and youth violence.
59. Finally, State policy 28 (full enforcement of the constitution and human rights and access to justice and judicial independence) of the fourth aim guarantees universal access to justice, the promotion of justice of the peace and the autonomy, independence, and budget of the Judiciary. Also, it seeks to adopt measures that guarantee the enforcement of the fundamental rights established both in the Constitution of Peru and in international treaties. Regarding the policies that support the intervention

of the Project, the Peruvian State undertakes to (1) adopt legal and administrative measures to guarantee the enforcement and dissemination of the Constitution, strengthen the unrestricted respect for human rights and ensure the punishment of those who violate those rights; (2) establish mechanisms to monitor the proper functioning of the justice administration, respect for human rights and to eradicate judicial corruption in coordination with civil society; and (3) promote the transparent nomination of judicial authorities, as well as their upgrading and continuing training.

60. The **Bicentennial Plan** approved according to Supreme Decree No. 054-2011-PCM in 2011, establishes the policy guidelines, priorities, aims, goals, and a set of strategic actions for the good and sustained development of the country for 2021 (National Center of Strategic Planning CEPLAN, 2011). The criteria used in the Bicentennial Plan are based on the Universal Declaration of Human Rights, on the development known as freedom, the United Nations Millennium Declaration and Policies, and on the National Accord State policies. The Bicentennial Plan establishes **six strategic targets**: (1) fundamental rights and human dignity; (2) opportunities and access to services; (3) state and governance; (4) economy, competitiveness, and employment; (5) regional development and infrastructure; and (6) natural resources and environment. Of the six Bicentennial Plan strategic targets, **the Project's intervention is framed in strategic 1 and 3.**
61. Strategic target 1 is aimed at ensuring the full enforcement of fundamental rights and human dignity, according to the provisions given by the Constitution and the international treaties on human rights signed by the Peruvian State. Under this strategic target, the policy guidelines concerning human rights aligned with the Project's intervention constitutes to (1) guarantee unrestricted respect for fundamental constitutional rights; (2) establish legal instruments to make the defense of the fundamental rights mentioned in the Constitution more active, and (3) eradicate the labor exploitation of children and adolescents.
62. Strategic target 3 is aimed at ensuring that the democratic and decentralized State functions efficiently at the service of development and citizenship, ensures defense and national security, promotes a foreign policy of sovereignty, peace, continental integration, and defense of democracy and social development. Under this strategic target, the policy guidelines to which the Project intervention is related are those concerning the development of awareness programs for the civilian population on security and national defense. Also, it is about the involvement of citizenship in the Security and National Defense System through programs aimed at combating and anticipating internal and external threats such as narco-terrorism, organized crime, human trafficking, and environmental degradation.
63. Regarding the Peruvian State's strategy to eradicate human trafficking, the **National Policy**, approved in 2015 by Supreme Decree No. 001-2015-JUS, constitutes the main normative instrument of the criminal policy against human trafficking. The National Policy guides and organizes State intervention on three central targets: prevention of the phenomenon of trafficking, prosecution of crime, and protection of victims, using the same 3P paradigm of the J-TIP Office.

Based on the three previous axes, the National Policy defines eight general policy guidelines: (1) "intervention and focused implementation of the National policy against trafficking in persons, prioritizing prevention, persecution or protection strategies according to the problem and promoting cooperation between government bodies at the central and local level "; (2) "control and reduction of situations of vulnerability associated with human trafficking, through effective attention to the economic and social factors"; (3) "reduction of social and cultural tolerance of practices associated with human trafficking and its forms of exploitation"; and (4) "control and oversight of the processes that facilitate the capture, transfer, transport, hosting, reception and retention of human trafficking and its forms of exploitation"; (5) "timely intervention in areas of exploitation, with the participation of the competent authorities to disarticulate organizations or persons linked to trafficking in persons,

avoiding at all times re-victimization and any impact on the victims" ; (6) "strengthening the criminal justice system that allows timely and efficient investigation and punishment of the crime of trafficking in persons and its forms of exploitation, guaranteeing the rights of the victims at all times"; (7) "strengthening the comprehensive care and protection of national and foreign victims of human trafficking and its forms of exploitation"; and (8) "effective recovery and reintegration of the victim of human trafficking and its forms of exploitation." **The Project's intervention is framed in 6 of the 8 general guidelines (guidelines 1, 2, 3, 5, 6, and 7) and in 13 of the 26 specific guidelines.** The detail about the correspondence of the Project with the National Policy is presented in **Annex 9**.

64. The **PNTAP 2017-2021**, approved in June 2017 by Supreme Decree No. 017-2017-IN after the term of the PNATP 2011-2016, specifies the responsibilities of the State institutions involved to promote and implement prevention, prosecution, assistance, protection, and reintegration measures for victims of trafficking based on the National Policy. The Project was designed based on the PNATP 2017-2021, so this document is of particular importance for this evaluation.
65. The vision of the PNATP 2017-2021 is that "Peru towards 2021 guarantees a safe environment for the population at risk from human trafficking and total protection for its victims, with respect for their human dignity and the restitution of their rights". Describes four strategic aims to organize the actions of each participant, such as (1) institutional governance; (2) prevention and awareness; (3) care, protection, and reintegration; as well as (4) inspection and prosecution. The Project contributes to the achievement of the four strategic aims. Each of these strategic aims identifies immediate aims, which were defined on the critical factors mentioned in the previous section. **Of the 18 immediate aims established by the PNATP 2017-2021, the Project contributes to achieving 13 of them** (see **Annex 10**). The detail of the Project's correspondence with the immediate aims of the PNATP 2017-2021 is presented in **Annex 11**.

9.1.4. Strategic adjustments with other human trafficking programs in Peru

66. Currently, in Peru, a set of projects against human trafficking are being implemented both by non-governmental organizations (**NGOs**) and by the State at the three levels of government (national, regional, and local). However, since the Project is done under the Peru CPC Partnership, the articulation of the Project with other non-ILO projects might not be as feasible to carry out. Even so, some coordination could occur at a certain level. About the work done by NGOs, four projects have been identified (1) "Human Trafficking in the Peruvian Amazon" (hereinafter, **Amazon Project**) performed by CHS Alternativo with the support of the United States Agency for the International Development (USAID); (2) "Commitment against forced labor" (hereinafter, **Commitment Project**) performed by CHS Alternativo and funding by the United States Department of Labor and support by the Ministry of Labour and Employment Promotion (MTPE in Spanish); (3) "More effective prosecution of human exploitation and modern slavery in all its forms in Peru" (hereinafter, **Prosecution Project**) performed by CHS Alternativo and funded by the **Commonwealth of Nations** of the British Government and the Ministry of Foreign Affairs; (4) "Concerted Local Protection Environments against Violence and Trafficking in Women, Children and Adolescents" by the Peruvian Institute of Education in Human Rights and Peace (**IPEDHEP** in Spanish), the Peruvian Plant of Services (**CEPESER** in Spanish) and the Ombudsman's Office , with the support of the European Union.
67. Of the four projects mentioned, the first three share the same scope of influence, activities, and implementing partner (CHS Alternativo). The Amazon Project is implemented in Lima, Cusco, Loreto, and Madre de Dios, to help to reduce the number of human trafficking cases and offer technical assistance and training for the public institutions involved in the fight against human trafficking. It also promotes public awareness to prevent human trafficking and provides direct assistance to victims. The Commitment Project is implemented in Lima, Cusco, and Loreto to strengthen the capacities of the operators involved in labor inspection and criminal prosecution, so that the State effectively detects and records situations of forced labor and human trafficking for labor exploitation, following indicators

given by the ILO. Finally, the Prosecution Project is implemented at a central level, to contribute to the improvement of the criminal prosecution of crimes on human exploitation and modern slavery in all its forms by judges, prosecutors, police, and public defenders. All in all, the project strengthens the capacities of justice officers and generates normative or training proposals for these latter. The Project has already identified and explored the coordination spaces that exist with the first of these three projects (Amazon project). According to the progress reports and what was mentioned by the Project team, coordination meetings have been held with the Amazon project team to identify common activities and avoid duplications. Likewise, joint activities have been carried out, including training for CARE personnel and macro-regional meetings.

68. Regarding the actions done by the central government, It is important to mention that the only sectors that have a budget to fight against trafficking in persons are the MININTER, the MTPE, and the MIMP, with a budget during the fiscal year 2019 of PEN 4.2 million, PEN 1.2 million, and PEN 0.6 million, respectively (CHS Alternativo, 2019). However, only one project implemented by the MTPE, with the support of The Office of Public Prosecutions and the assistance of the ILO, has been identified in Cusco and Puno, called "Project for Labour Reintegration of Victims of Forced Labor and Human Trafficking exploited Laborarily and Sexually" (Proyecto Reinserción Laboral de las Víctimas de Trabajo Forzoso y de Trata de Personas Explotadas Laboral y Sexualmente). This project is implemented in Cusco and Puno and has a total budget of PEN 1.1 million. The general aim is to contribute to the process of social and economic reintegration of trafficking victims in those regions. To do this, it focuses on three components according to the profile and needs of the victims. These components are the development of soft skills; training for formal labor insertion; and training for formal entrepreneurship. This way, the project incorporates actions of emotional support and psychological assistance for the victims, as well as the development of their interpersonal and work skills. This project would be perfectly coordinated with activity 2.4 of the Project, since both centered on the reintegration of victims.
69. Regarding the actions done by regional governments, a single public investment project has been identified, the project of the Regional Government of Ayacucho called "Facilities of Prevention Services and Control of Trafficking in Persons in 11 Provinces of the Ayacucho Region." (Instalación de los Servicios de Prevención y Control de Trata de Personas en 11 Provincias de la Región Ayacucho) This project has been implemented in the eleven provinces of the Ayacucho Department by the Regional Government since August 2015 with a time horizon until December 2024 with an updated budget of PEN 1.9 million¹⁰. The Project aims to provide prevention and assistance services regarding human trafficking to the population between 5 and 25 years of age. Although the scope of intervention is different from that of the Project, there could be important lessons.
70. Finally, regarding the actions done by local governments, only three public investment projects have been identified (1) "Improvement of Services for the Prevention, Surveillance, and Attention for the Crime of Trafficking in Children and Adolescents in DEMUNA Puerto Maldonado, Tambopata District" performed by the Provincial Municipality of Tambopata (Madre de Dios); (2) "Improvement of Prevention Services for Trafficking in Persons for Children and Adolescents of Iquitos" performed by the Provincial Municipality of Maynas (Loreto); and (3) "Creation of Protection Services against the Recruitment and Trafficking in Persons, Ccatca district" performed by the District Municipality of Ccatca (Cusco). All these projects are within the scope of the Project's intervention.
71. The project of the Provincial Municipality of Tambopata has been implemented in the Tambopata district (Tambopata Province, Madre de Dios Region) since June 2018 with a time horizon until June 2021. The project has an updated budget of PEN 0.7 million¹¹. The project aims to make the Municipal Ombudsman for Children and Adolescents (hereinafter, DEMUNA) provides adequate care and prevention services in trafficking in persons' cases. To this end, it establishes two specific aims: (i)

¹⁰ Obtained from: Invierte.PE – Sistema de Seguimiento de Inversiones.

¹¹ Obtained from: Invierte.PE – Sistema de Seguimiento de Inversiones.

provide sufficient physical resources to perform activities in cases of trafficking in children and adolescents; and (ii) achieve a wide presence and participation of DEMUNA in civil society in the problem of child trafficking. The main activities include carrying out a specialized training program and training of DEMUNA personnel; a communication program for the promotion of rights and prevention of human trafficking; a training program for teachers in the province; and an awareness program for high school students, school advocates and school municipalities in the province.

72. The project of the Provincial Municipality of Maynas has been implemented in the district of Iquitos (Province of Maynas, Loreto Region) since July 2020 with a time horizon until November 2022. The project has an updated budget of PEN 0.6 million. It aims to reduce the risk of the school and young adult population in Iquitos becoming victims of human trafficking due to lack of opportunity for personal and work development. Four specific aims are defined: (i) generate adequate infrastructure for the integral service of the DEMUNA; (ii) promote standards to protect the vulnerable population against violence and trafficking in persons; (iii) generate the appropriate promotion and inter-institutional coordination to promote the defense of children and adolescents by the community, and (iv) create the Iquitos district school of leadership and entrepreneurship. To achieve these aims, the project proposes the necessary equipment to monitoring trafficking cases in the DEMUNA and the training of its officers. Moreover, create vocational guidance and rights promotion fairs; and strengthen the study plan for the education for work course, as well as workshops to strengthen justice officers and agents involved in trafficking.
73. Finally, the Ccatca District Municipality project has been implemented in the Ccatca district (Quispicanchi Province, Cusco Region) since June 2017 with a time horizon until June 2022. The project has an updated budget of PEN 0.4 million¹². It aims to provide protection services to the population between 10 and 25 years of age in the Ccatca district against the recruitment and trafficking of persons. To this end, it establishes four specific objectives: (i) train teachers and tutors from high school to fight against human trafficking; (ii) generate efficient capacities in families to prevent recruitment; (iii) contribute to the articulation of public and private institutions; and (iv) generate means of integration and recovery. To achieve these aims, the project's main activities are training teachers and tutors to access pertinent information; the development of prevention workshops for families in the community; the creation of a roundtable between public and private institutions; and technical assistance for victims of trafficking.

9.1.5. Strategic adjustment with SDGs

74. The SDGs establish an action plan by the United Nations to give continuity to the development agenda after the Millennium Development Goals. In September 2015, the 193 Member States of the United Nations approved the new 2030 Agenda for Sustainable Development (hereinafter, the **2030 Agenda**) as a roadmap to guide the work of the countries in the next fifteen years. The 2030 Agenda establishes seventeen SDGs and one hundred sixty-nine specific goals to eradicate poverty, protect the planet, and ensure prosperity and peace for people around the world. Although the SDGs are not legally binding, countries are expected to guide their efforts to achieve the established goals.
75. The Project's actions are aligned with the SDGs of the 2030 Agenda. **Of the seventeen SDGs, the Project's intervention contributes directly to the achievement of goals 5, 8, and 16.** Goal 5 seeks to achieve equality between genders and empower all women and girls. In particular, the Project is aligned with the specific goal 5.2 "to eliminate all forms of violence against all women and girls in the public and private sector, including trafficking, sexual and other types of exploitation". Goal 8 seeks to promote sustained and inclusive economic growth, productive employment, and decent work. In particular, the Project is aligned with goal 8.7 "adopt immediate and effective measures to eradicate

¹² Obtained from: Invierte.PE – Sistema de Seguimiento de Inversiones.

forced labor, contemporary forms of slavery and human trafficking, and ensure the prohibition and eradication of forms of labor, child labor, including the recruitment and use of child soldiers and, by 2025, end child labor in all its forms". Finally, Goal 16 seeks to promote peaceful and inclusive societies for sustainable development, facilitate access to justice, and build effective and inclusive institutions at all levels. In particular, goal 16.2 seeks "to end mistreatment, exploitation, trafficking and all forms of violence, as well as torture against children. Likewise, goal 16.a seeks to strengthen the relevant national institutions, with international cooperation to create the capacity to prevent violence and combat terrorism and crime at all levels, particularly in developing countries."

9.1.6. Strategic adjustment with ILO policies

76. The ILO Program and Budget (hereinafter **P&B**), which is approved every two years at the International Labor Conference, establishes the strategic aims and outcomes that the ILO expects to achieve in all Member States in each biennium. Since the Project's intervention period is 2018-2021, it is framed in two P&B, the 2018-2019 P&B and the 2020-2021 P&B¹³.
77. The 2018-2019 P&B sets out ten policy outcomes, (1) better and more job opportunities for inclusive growth as well as better job prospects for youth; (2) ratification and implementation of international labor standards; (3) establishment and extension of social protection floors; (4) promotion of sustainable companies; (5) decent work in the rural economy; (6) formalization of the informal economy; (7) promoting safety and compliance with the standards at work, including in global supply chains; (8) protection of workers against unacceptable forms of work; (9) fairness and effectiveness in mobility and international labor migration; and (10) the strongest and representative employers and workers' organizations. In the 2018-2019 P&B, the Project is framed in outcome 8.

¹³ In addition to the overall strategy, the ILO develops regional strategies that establish priorities and action lines that guide the work of the ILO and its constituents for the next four years. The current strategy for the Americas, signed at the 19th American Regional Meeting of the ILO in October 2018, is presented in the "The Panama Declaration for the ILO Centenary: For the Future of Work in the Americas" (hereinafter, Panama Declaration). The P&B is implemented in the Member States through the Decent Work Country Programs (hereinafter, DWCPs). DWCPs are the ILO programming instruments for each country. It constitutes the framework that identifies the priorities of the ILO's constituents at the national level and specifies the assistance plans of the International Labor Office (hereinafter, the Office) for the achievement of outcomes under these priorities. Based on the DWCPs, Country Programme Outcomes (CPOs) are defined. The CPOs link the outcomes of the DWCPs with the corporate outcomes of the ILO described in the P&B. However, only three countries in the region have an approved DWCPs, and Peru is not one of them. Due to this, since 2018, national action programs have been drawn up to guide the ILO actions in Peru during each biennium. The Project's intervention is framed in two of these NAPs, the National Action Program 2018-2019 (hereinafter, PNA 2018-2019) and the National Action Program 2020-2021 (hereinafter, PNA 2020-2021). The NAPs have been prepared based on their corresponding P&B and the Panama Declaration. The NAP 2018-2019 establishes four priorities, (1) promoting public policies and productive development programs (PDPs); (2) transitioning from the informal to the formal economy; (3) promote the tripartism and the International Labor Standards for the prevention and protection against unacceptable forms of work, and (4) fighting against inequalities in employment and strengthen social protection. Moreover, the PNA 2020-2021 establishes the following priorities, (1) promote public policies and training systems to generate full, productive, and formal employment; (2) create an environment conducive to sustainable, responsible, and productive companies; (3) strengthen persons in the world of work to promote a decent work agenda, especially preventing and protecting against unacceptable forms of work; and (4) promote sustainable environmental policies for and environmental sustainability reduce vulnerabilities and inequalities by the extension of social protection and care for the migrant population. Based on the above priorities, a set of CPOs was defined for each biennium. These CPOs are linked to the P&B outcomes for each biennium. In both biennia, the Project corresponding to CPO PER144, "The articulation, and coordination between the Government and social actors will have been strengthened for the implementation of prevention and protection policies as well as programs against unacceptable forms of work (UFW)." However, since the outcomes established in the P&B 2018-2019 and the P&B 2019-2020 are different, the CPOs are linked to different outcomes in each biennium.

78. The 2020-2021 P&B establishes eight policy outcomes, (1) strong tripartite constituents and influential and inclusive social dialogue; (2) International labor standards and authoritative and effective supervision; (3) Economic, social and environmental transitions for full, productive, and freely chosen employment and decent work for all; (4): Sustainable enterprises as generators of employment and promoters of innovation and decent work; (5): Skills and lifelong learning to facilitate access to transitions in the labor market; (6) Gender equality and equal opportunities and treatment for all in the world of work; (7) Adequate and effective protection at work for all; and (8) Comprehensive and sustainable social protection for all. In the P&B 2020-2021, the Project is framed in outcomes 7 and 6.
79. **In the CPO 2020-2021¹⁴, the PER144 is part of outcome 8 of the P&B 2018-2019.** Outcome 8 seeks to protect workers against unacceptable forms of work. In particular, the Project's intervention contributes to Output 8.2, Number of Member States in which the constituents have strengthened their institutional capacity to protect workers, especially the most disadvantaged ones or who are in vulnerable situations, against unacceptable forms of work. Specifically, it is linked to three outputs¹⁵: Output 8.2.2, National or sectoral organizations adopt measures to coordinate and follow up on efforts to protect workers against unacceptable forms of work, including those that are affected by environmental degradation or natural disasters. Output 8.2.3, "Competent national authorities adopt measures to apply policies and regulations that protect the most vulnerable workers." Output 8.2.4, competent national institutions collect and disseminate sex-disaggregated statistical data.
80. **In the CPO 2020-2021¹⁶, the PER144 is framed in outcomes 7 and 6 of the P&B 2020-2021.** Outcome 7 seeks to achieve adequate and effective protection for everyone at work. Within this outcome, the Project's intervention is related to output 7.1, the Member States have a greater capacity to ensure respect, promotion, and compliance with the fundamental principles and rights at work. Specifically, the Project contributes to the progress of two indicators, indicator 7.1.1 and indicator 7.1.3. Indicator 7.1.1 measures the number of Member States that have integrated programs on fundamental principles and rights at work. Indicator 7.1.3 measures the number of Member States that have recently adopted or updated strategies and action plans that aim to combat child labor in all its forms.
81. Outcome 6 seeks to achieve gender equality, equal opportunities, and equal treatment for all in the world of work. Within this outcome, the Project's intervention is related to output 6.4, which consists of the ILO constituents having a greater capacity to reinforce laws, policies, and measures to ensure equal opportunities and equal treatment in the workplace for people with disabilities and others in vulnerable situations. Specifically, the Project contributes to the progress of indicator 6.4.1, which measures the number of Member States that have adopted measures to ensure equal opportunities and equal treatment for persons with disabilities and at least one of the following groups, indigenous or tribal peoples, ethnic minorities, people suffering from HIV, or LGTBI people.

9.1.7. Strategic adjustments with ILO programs

82. The principal aim of the ILO in the Andean countries, including Peru, is to strengthen the articulation and coordination between the State and social actors for the implementation of prevention and protection policies and programs against unacceptable forms of work (CPO 2020- 2021). It implies promoting three thematic areas in which the Project is framed, decent work, eradicating child labor, and forced labor. At this point, some definitions should be specified. The ILO understands decent work as the opportunity to have a productive job with a fair income, freedom, equity¹⁷, and in safe conditions; child labor, defined as work that deprives children of their childhood, their potential, and

¹⁴ Based on: Overview del CPO 20-21 – PER144.

¹⁵ Based on: Decent Work Results Dashboard.

¹⁶ Based on: Overview del CPO 20-21 – PER144.

¹⁷ Obtained from: ILO - <http://www.oit.org/global/topics/decent-work/lang--es/index.htm>

their dignity, is harmful to physical and mental development and interferes with their schooling¹⁸; and forced labor defined as all work or service which is exacted from any person under the threat of a penalty and for which the person has not offered himself or herself voluntarily¹⁹. Consequently, trafficking in children and adolescents is the antithesis of decent work, one of the worst forms of child labor and a form of forced labor.

83. As of the date of this report, twelve active ILO projects have been identified in Peru, of which only coordination spaces have been identified with the BRIDGE Project: From Protocol to Practice, a Bridge to Global Action on Forced Labor (PER/15/50/USA) (hereinafter, **Bridge project**). The Bridge project is implemented in the Dominican Republic, Nigeria, Malaysia, Mauritania, Uzbekistan, Nepal, and Peru. In Peru, the project has been implemented since October 2016 in Lima, Tumbes, and Ucayali, and has a time horizon until January 2022. The Project aims to improve and strengthen national public policies on the traditional forms of forced labor. To do this, it establishes four specific aims, (1) increase awareness, sensitivity, and ratification of the 2014 Protocol relating to the Forced Labor Convention; (2) improve national policies, action plans, and legislation on forced labor; (3) increase efforts to collect reliable data and conduct research on the matter; and (4) increase awareness and access to livelihood programs for victims of forced labor. It is important to mention that, in the interviews, the Bridge project coordinator pointed out that there are few spaces for articulation between both projects. First, the Bridge project is not part of the CPO 2020-2021 PER 144 and, programmatically, it does not contribute to achieving the same outcomes. Second, they focus on autonomous crimes (child trafficking vs. forced labor) and work with different target audiences (children and adolescents vs. youth). Third, they work in different regions. However, it cannot be ruled out that there are potential spaces for coordination and learning. According to Project team, at the closing date of this report, this possibility has been explored. For instance, between July and December 2020, the Project team has worked together with the Bridge project team to issue technical comments to the Justice and Human Rights Commission of the Congress of the Republic to observe a Law project with negative consequences for the human trafficking and forced labor. On the other hand, the possibility of joining efforts with the Bridge project could also be explored to coordinate the collection of reliable data and generate a harmonized information system that allows carried out investigations on both crimes. According to what was indicated by the Project team, some actions have been carried out in this direction. For instance, the incorporation of a module on trafficking in children and adolescents has been coordinated in a survey that the Bridge project is carrying out under the direction of FUNDAMENTALS.

9.2. Evaluation of design validity

84. This section aims to evaluate the design validity of the Project and answer the evaluation questions mentioned in **Annex 4** of this report.

9.2.1. Project theory of change

85. This section aims to analyze the Project Theory of Change based on the review of the LFM 2019. The purpose of the Project is to improve the capacity of the Peruvian Government to eradicate trafficking in children and adolescents in Lima, Cusco, and Loreto, within the framework of the Peru CPC Partnership. Even though the logic model of the Project does not define an aim per se (understood as the higher-level problem that the Project seeks to contribute), it can be inferred that the purpose of the Project is to eradicate the trafficking of children and adolescents in Peru. To achieve this purpose, the intervention is divided into three components. Within the framework of the three Ps paradigm adopted in line with the Palermo Protocol, component 1 deals with the prosecution of crime,

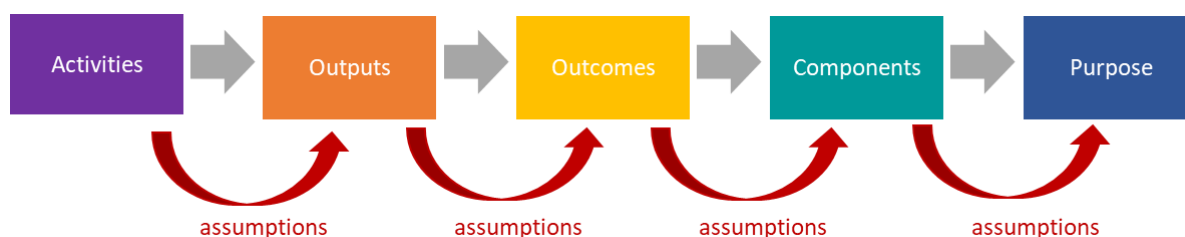
¹⁸ Obtained from: International Programme on the Elimination of Child Labour - <https://www.ilo.org/ipec/facts/lang-es/index.htm>

¹⁹ Obtained from: Forced Labour Convention, 1939 (No. 29).

increasing the capacity of the criminal justice system in Lima, Cusco, and Loreto to investigate, prosecute and punish traffickers by using a VCA. Component 2 deals with the protection of victims, improving inter-institutional coordination to effectively provide specialized full care, protection, and reintegration of children and adolescents victims of trafficking in Lima, Cusco, and Loreto (and some activities in Madre de Dios), with special attention to the gender perspective. Finally, component 3 deals with crime prevention, promoting a strategic and coordinated approach to prevent trafficking in children and adolescents in Lima, Cusco, and Loreto, also with special attention to the gender perspective. Moreover, although it is not explicitly recognized, component 3 also promotes the strengthening of institutional governance.

86. The vertical logic of the LFM summarizes the causal linkages that an intervention should generate (Project Theory of Change). If the Project has been well designed, and if the assumptions of each aim level are met, the Project activities should produce the outputs defined in the LFM, the outputs should generate the intermediate outcomes, the intermediate outcomes should generate the components, and the Project components should allow achieving the purpose of the Project (see **Figure 2**). According to the Project assumptions, each aim and level aim identified in the LFM is necessary to reach the next level; and the assumptions are those that guarantee the sufficient condition.

Figure 2. Project theory of change



Own Elaboration.

87. The Project was designed based on the PNATP 2017-2021, therefore, to understand the intervention logic of the Project it is necessary to understand the one in the PNATP 2017-2021. The PNATP 2017-2021 strategy is based on a conceptual model that identifies three direct causes that explain the existence and persistence of trafficking, (1) the State institutional weakness; (2) toleration and power relations; and (3) structural risk factors such as poverty or vulnerability. Under this conceptual model, the weak institutional framework of the State exists since there is weak institutional management for the implementation of public policies against trafficking in persons. Also, there is inadequate management of services for the care, protection, and reintegration of victims, and ineffective measures for the control and prosecution of crime. Moreover, toleration and power relations are explained because preventive actions against human trafficking are insufficient. The structural factors that explain poverty are immediate reasons for human trafficking, which are not addressed in greater depth. The PNATP 2017-2021 organizes its strategy in four areas, institutional governance, prosecution of crime, protection of victims, and prevention of human trafficking (paradigm of the three Ps). The identification of the critical factors that explain the trafficking problem in Peru and the corresponding actions done by the Project to confront them are defined based on these four dimensions.
88. Even though the intervention is quite aligned with the PNATP 2017-2021, the main difference between the two is that, programmatically, the PNATP 2017-2021 identifies four dimensions (prosecution, protection, prevention, and institutional governance) while the Project only formally recognizes three dimensions (prosecution, protection, and prevention), which are associated with each of the Project components. Thus, the Project declares that the twelve activities it performs are organized as follows,

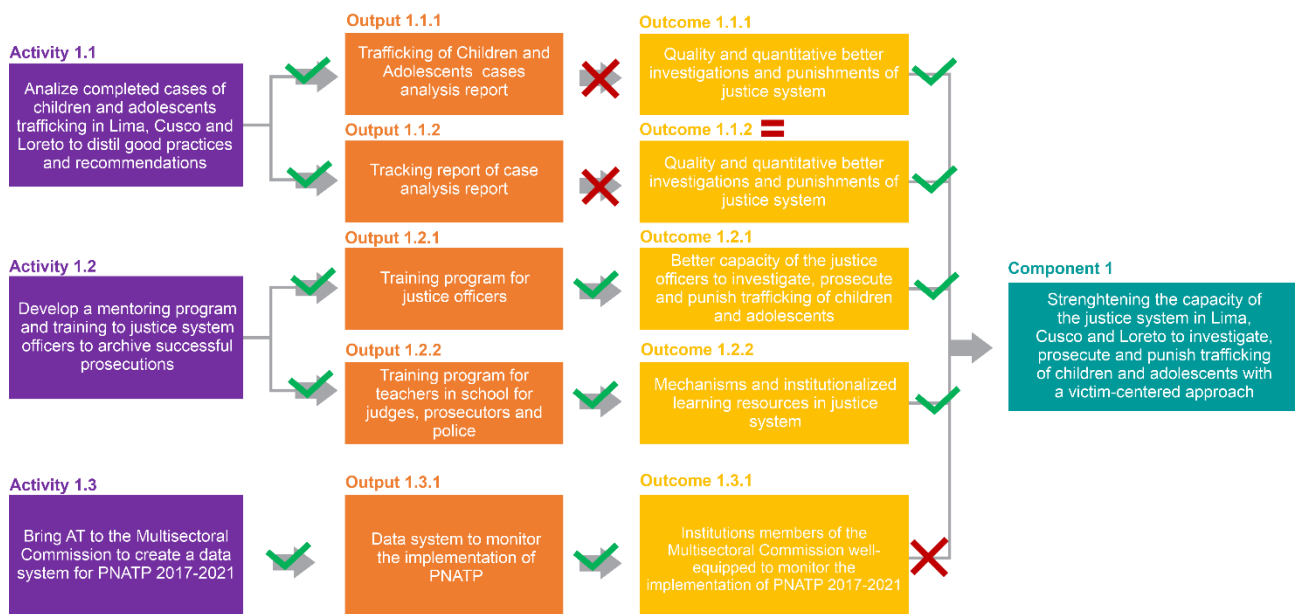
three activities are related to the prosecution of traffickers, six activities are related to the protection of victims and three activities are related to crime prevention. However, when reviewing what these activities consist of, it is found that some activities correspond to strengthen institutional governance. Therefore, although this fourth dimension is not formally recognized, it is a dimension that is present in the intervention. Naturally, this recategorization of activities in their respective dimensions modifies the organization of the intervention, as will be explained later. According to the Project team, the structure of the logical framework follows the Donor's requirements.

89. The Project performs actions within the framework of eleven of the fifteen fundamental causes identified in the PNATP 2017-2021 that would explain human trafficking in Peru, providing technical assistance to the State so that they can address the causes of trafficking. However, it does not take concrete actions within the framework of the following critical factors, (1) insufficient bilateral and multilateral agreements against trafficking in persons; (2) the weak focus on public safety on the crime of trafficking in persons; (3) ignorance of the rights related to human trafficking; and (4) poverty as a structural risk factor. Therefore, these factors should be part of the Project's assumptions.
90. The identification of the assumptions, which are those external factors that could put the achievement of a Project's aims at risk, is a fundamental part of any project design and should be explicitly identified in the LFM for each of the different levels of aims. The assumptions are important for project planning (because they allow the identification of risks that could be avoided by incorporating additional outputs) and for its execution (because they allow anticipating the materialization of these risks and creating an adequate contingency plan).
91. In this sense, **one of the main space for improvement of the Project design relate to the definition of explicit assumptions**. No reference to the assumptions on which the Project relies has been found either in the LFM or in the rest of the documents, including the baseline. The main problem with not having explicitly identified assumptions is that it is not possible to monitor them or take actions to reduce the potential risks, and that would lead to not achieving the Project's aims. However, at least five implicit assumptions have been identified throughout the Project's logic model. First, that the State's strategy for the eradication of child trafficking is properly designed and includes activities to address each of its causes. Second, that there are adequate mechanisms to coordinate with other programs and projects promoted by the State or by international institutions committed to the Project's aim. Third, the typical assumptions of an intervention whose main user is the State, which includes that there is a political and budgetary priority to perform activities; in other words, which the activities performed by the Project are a priority in each of the involved sectors and levels of the government. Fourth, that there are mechanisms to deal with high labor turnover. Fifth, the influence of trafficking determinants not explicitly included as part of the intervention components. In particular, we refer to those linked to the conditions of victims' vulnerability.
92. Considering the different levels of aims of the Project's LFM and assuming some implicit assumptions, the vertical logic of the LFM 2019 will be analyzed from the activities to the higher-level aims. The analysis will focus on the fundamental issues and not on the form of the Project's logic model. However, the consulting team agrees with the observations of the Project's baseline study form and considers that the narrative summary of the different levels of aims could be simpler and more functional. In addition, it is important to mention that this exercise corresponds to a fully conceptual analysis based on those reported in the LFM, it is not an evaluation of processes or results.
93. **Vertical logic of component 1 (see Figure 3):** In the framework of component 1, the activities generate three linkages. First, if the Project analyzes the finalized cases of trafficking in children and adolescents with final decisions in Lima, Cusco, and Loreto and provides international good practices (activity 1.1), two outputs will be produced: an analysis cases report of trafficking in children and adolescents; (output 1.1.1) and a monitoring report to measure the progress of the first report (output 1.1.2). Then, if both reports are produced, the investigations and sanctions of the justice system will be improved

both quantitatively and qualitatively (outcomes 1.1.1 and 1.1.2). Regarding activity 1.1, two observations emerge. On the one hand, this activity produces two outputs that, according to the LFM 2019, produce the same outcome. The intermediate outcomes 1.1.1 and 1.1.2 are the same, so they should not be considered as different outcomes. On the other hand, the transition from outputs 1.1.1 and 1.1.2 to the intermediate outcome is not immediate. The production of reports does not automatically improve the quality of investigations or sanctions in the justice system, but only provides input. The Project implicitly assumes that the justice system will appropriate the outcomes of those reports and incorporate them into Law enforcement.

94. If the Project develops a training program for justice officers with their international counterparts to share judicial-procedural investigation techniques on how to achieve successful convictions in cases of trafficking in children and adolescents (activity 1.2), two outputs will be produced. On the one hand, there will be a training program for justice officers in Lima, Cusco, and Loreto (output 1.2.1), which will increase the capacity of justice officers to detect, investigate, prosecute and convict crime of trafficking in children and adolescents (outcome 1.2.1). On the other hand, a training program for teachers on trafficking in children and adolescents will be produced in the schools of the Judiciary, the Office of Public Prosecutions, and the PNP (output 1.2.2), which will institutionalize the mechanisms and learning resources in the justice education system to increase knowledge and skills and address cases of trafficking in children and adolescents (outcome 1.2.2).
95. If the Project provides technical assistance to the Multisectoral Commission to create a data system for monitoring the PNATP 2017-2021 (activity 1.3), a data system will be produced to monitor the implementation of the PNATP 2017-2021 (output 1.3.1), which will allow the member institutions of the Multisectoral Commission to be well-prepared to collect, analyze, produce and report relevant information on the implementation of the PNATP 2017-2021 (outcome 1.3.1).
96. In addition to the previous outcomes, according to the logic model for interventions, the capacity of the criminal justice system will be strengthened in Lima, Cusco, and Loreto to investigate, prosecute and punish traffickers, keeping a VCA (component 1) if the investigations and sanctions of the justice system are improved both quantitatively and qualitatively (outcome 1.1.1 and 1.1.2). Also if the mechanisms and learning resources are institutionalized in the justice system to increase knowledge and skills and address cases of trafficking in children and adolescents (outcome 1.2.2); and if the member institutions of the Multisectoral Commission are equipped to collect, analyze, produce and report relevant information on the implementation of the PNATP 2017-2021 (output 1.1.3).
97. Regarding this last linkage, no relationship is identified between outcome 1.1.3 and component 1. Outcome 1.1.3 is related to the monitoring of the PNATP 2017-2021, which does not directly strengthen the capacity of the criminal justice system for the prosecution and punishment of the crime and, therefore, operationally, it will not have any direct impact on the achievement of component 1. In this sense, **activity 1.3 corresponds more to the action of institutional governance** and not to criminal prosecution. However, according to what the Project team said in the interviews, activity 1.3 and its outputs and outcomes are located in component 1 requested by the Donor and there is almost no change to modify it. In brief, Component 1 of the Project is made up of two activities and six outputs aimed at strengthening the capacities of the State to prosecute crime, also made up of one activity and one output to strengthen institutional governance. The direct consequence of the latter is that since institutional governance activities do not contribute directly to strengthening prosecution capacities, the effect is diluted and will be invisible in a Project evaluation. However, it does not compromise the development of the intervention.

Figure 3. Vertical logic of component 1



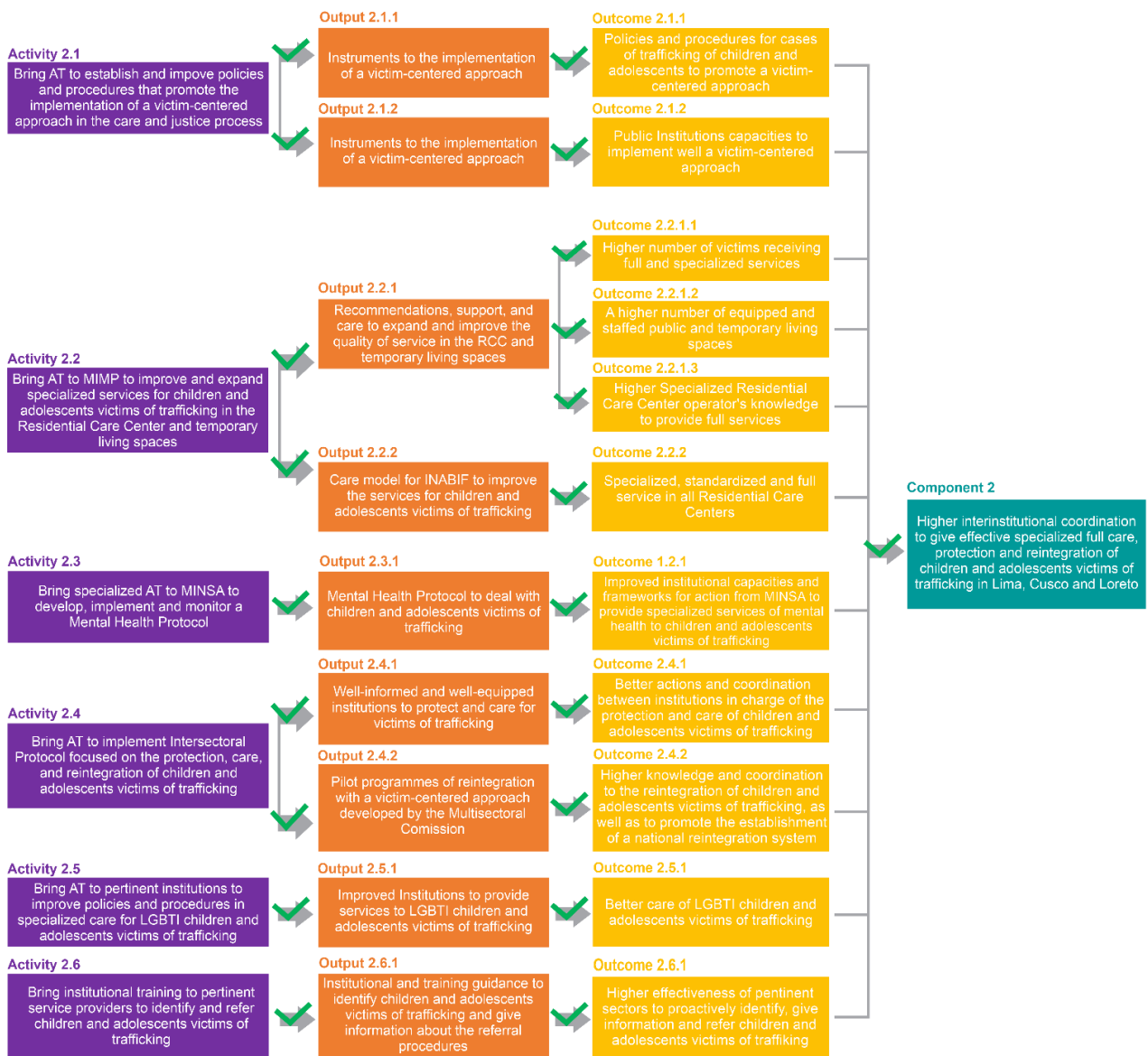
Own elaboration.

98. **Vertical logic of component 2** (see **Figure 4**): Within the framework of component 2, six activities are performed which generate different linkages. First, if the Project provides technical assistance to the State and other relevant public institutions to establish and improve policies and procedures that promote the implementation of the VCA through the protection and criminal justice process (activity 2.1), two outputs will be produced. On the one hand, proposals for policies, procedures, checklists, recommendations, and changes related to knowledge, attitudes, and relevant practices will be produced for the implementation of the VCA in cases of trafficking in children and adolescents presented, discussed, and coordinated with the relevant public institutions (output 2.1.1), which will generate policies and procedures for cases of trafficking in children and adolescents that promote VCA with particular attention to the gender perspective (outcome 2.1.1). On the other hand, there will be a training program for victims' defenders (MIMP, MINJUSDH, and UDAVIT), police officers, prosecutors, and judges on the implementation of the VCA (output 2.1.2), which will strengthen the capacity of public institutions to apply this approach in cases of trafficking in children and adolescents (outcome 2.1.2).
99. Second, if the Project provides technical assistance to the MIMP to improve and expand specialized services for children and adolescents who are victims of trafficking in the ERCCs and temporary living spaces of the State in Lima, Cusco, and Loreto (including the performance of some activities in Madre de Dios and/or Puno) (activity 2.2), two outputs will be produced. On the one hand, there will be recommendations, support, and assistance to expand and improve the quality of services for children and adolescents who are victims of trafficking in ERCCs and temporary living spaces (output 2.2.1), which will increase the number of victims who receive full and specialized services (outcome 2.2.1.1), will increase the number of audiences and temporary living spaces equipped and staffed to provide full and specialized services (outcome 2.2.1.2) and will increase the knowledge of ERCCs operators for the provision of full and specialized services (outcome 2.2.1.3). On the other hand, an Model of Attention will be done by INABIF to give specialized services for children and adolescents who are victims of trafficking (output 2.2.2), with which full and specialized services will be standardized in all ERCCs (outcome 2.2.2). It is important to mention that the outcomes of output 2.2.1 are not at the same level. Outcome 2.2.1.1 is a consequence of the intermediate outcome 2.2.1.2 and 2.2.1.3, so it could be the only outcome of the output 2.2.1. Regardless of the above, outcome 2.2.1.2 also includes outcome 2.2.1.3 since it refers to personnel.

100. Third, within the framework of trafficking of children and adolescents, if the Project provides specialized technical assistance to MINSAs to develop, implement and monitor a Mental Health Protocol (activity 2.3), and in that way, a Mental Health Protocol will be produced (output 2.3.1). Due to this, MINSAs' institutional capacities and frameworks for action will be strengthened to indeed provide specialized mental health services for victims of this problem (outcome 2.3.1).
101. Fourth, if the Project provides technical assistance for the implementation of the Trafficking in Persons Protocol focused on the areas of protection, care, and reintegration of children and adolescents victims of trafficking (activity 2.4), two outputs will be produced. On the one hand, well-informed and equipped institutions will be created to care for and protect victims of trafficking from a gender perspective (output 2.4.1), which in turn will improve actions and coordination between the institutions responsible for the care and protection of children and adolescents victims of trafficking from a gender perspective (outcome 2.4.1). On the other hand, the member institutions of the Working Group of Attention and Protection of the Multisectoral Commission in Lima, Cusco, and Loreto will develop and implement pilot reintegration programs with a VCA (output 2.4.2), which will improve knowledge and coordination to reintegrate children and adolescents victims of trafficking and to guide efforts towards the creation of a national reintegration system (outcome 2.4.2).
102. Fifth, within the framework of trafficking of children and adolescents, if the Project provides technical assistance to the MIMP, MINJUSDH, UDAVIT of the Office of Public Prosecutions, local officers, and other relevant institutions to improve the policies and procedures related to the specialized care of victims, especially for the LGBTI community (activity 2.5), the capacity of these institutions to provide specialized services to victims of this problem will be strengthened and, in that way, the service will be improved, especially for the LGBTI community (output 2.5.1). As activity 2.5 and output 2.5.1 are stated, intermediate outcome 2.5.1 would not only improve the care of children and adolescents who are victims of trafficking in the LGBTI community but in general.
103. Sixth, if the Project provides institutional training to health service providers, municipal inspectors, certified agents, and front-line police personnel to identify and refer children and adolescents who are victims of trafficking in Lima, Cusco, and Loreto (activity 2.6), institutional and training guides will be produced to promote awareness on how to identify these victims of trafficking and provide information about the referral process (output 2.6.1). This will lead to an increase in the effectiveness of the relevant sectors to identify, report information, and refer proactively to children and adolescents victims of trafficking (outcome 2.6.1).
104. Adding previous outcomes, according to the logic model for intervention, if relevant policies and procedures are generated for cases of trafficking in children and adolescents with a victim-centered approach and special attention to the gender perspective (outcome 2.1.1), it will lead to an increase in the capacity of institutions to apply the victim-centered approach (outcome 2.1.2). The number of victims who receive full and specialized services will also increase (outcome 2.2.1.1), as well as the number of public and temporary living spaces equipped and staffed with full and specialized services (outcome 2.2.1.2). Moreover, the knowledge of Residential Care Center operators is higher to provide full and specialized services (outcome 2.2.1.3). The full and specialized services are standardized in all RCCs (outcome 2.2.2). The institutional capacities and action frameworks of MINSAs are strengthened to provide specialized mental health services to children and adolescents who are victims of trafficking (outcome 2.3.1). The coordination between the actions of responsible institutions for the care and protection of young victims of trafficking is improved, with special attention to the gender perspective (outcome 2.4.1). Knowledge and coordination are improved to reintegrate the victims and guide efforts towards the creation of a national reintegration system (outcome 2.4.2). The care for LGBTI children and adolescents victims of trafficking is improved (output 2.5.1). Finally, the effectiveness of the relevant sectors is increased to identify, report information and proactively refer children and adolescents victims of trafficking (outcome 2.6.1). Furthermore, inter-institutional coordination will be improved to effectively provide full and specialized care, protection, and reintegration to children and

adolescents victims of trafficking in Lima, Cusco, and Loreto (and some activities in Madre de Dios), always with special attention to the gender perspective (component 2).

Figure 4. Vertical logit of component 2



Own elaboration.

105. **Vertical logic of component 3** (see **Figure 5**): In the framework of component 3, the Project performs three activities that generate different linkages. First, if the Project provides technical assistance to the regional commissions of Lima, Cusco, and Loreto to adapt their PRATP to the new PNATP 2017-2021 (activity 3.1), the regional governments will implement their PRATP (output 3.1.1), which will strengthen the action and coordination capacity of the regional commissions to locally implement their regional plans against trafficking in persons with special attention to the gender perspective (outcome 3.1.1). Second, if the Project develops and implements a national and regional communication strategy for litigation using its communication media and focusing on emblematic cases of trafficking in children and adolescents (activity 3.2), a communication strategy will be produced (output 3.2.1), which will increase the knowledge about trafficking in children and adolescents among the IDL audience (decision-makers, justice officers, academics, traditional media) (outcome 3.2.1). Third, if the Project provides technical assistance to the Multisectoral Commission in the implementation of the PNATP 2017-2021 within the framework of the Project's aims and the trafficking of children and adolescents (activity 3.3), two outputs will be produced. On the one hand, the actions of the PNATP 2017-2021 (output 3.3.1) will be implemented, which will strengthen the capacity of the Multisectoral Commission to take actions against trafficking in children and adolescents based on the PNATP 2017-2021 (outcome 3.3.1). On the other hand, the Repatriation Protocol (output 3.3.2) will be designed

and implemented, which will improve policies for the repatriation of children and adolescents' victims of trafficking (output 3.3.2).

106. Adding previous outcomes, if the capacity for action and coordination of the regional commissions to locally implement their regional plans against trafficking in persons with special attention to the gender perspective is strengthened (outcome 3.1.1), the knowledge about trafficking of children and adolescents increases among the IDL audience (decision-makers, justice officers, scholars, traditional media) (outcome 3.2.1), the capacity of the Multisectoral Commission to take actions against trafficking in children and adolescents is strengthened based on the PNATP 2017-2021 (outcome 3.3.1), and policies for the repatriation of children and adolescents victims of trafficking are improved (outcome 3.3.2). Then, a strategic and coordinated approach will be promoted to prevent trafficking in children and adolescents in Lima, Cusco, and Loreto, with special attention to the gender perspective (component 3).
107. In the case of component 3, four observations emerge. First, outcome 3.3.2 related to repatriation policies is not linked to the prevention of trafficking in children and adolescents, since prevention involves actions before the crime, not like repatriation. In this sense, **outcome 3.3.2 will not have any impact on generating component 3, but on component 2, since it deals with the protection of victims.** It should be noted that this is a result that is incorporated after Project extension and that, according to the Project team, its location in this component responds to the Donor's requirements, who requested not to create more activities. Second, even though outcomes 3.1.1, 3.2.1, and 3.3.1 are necessary for component 3, they do not cover all the factors that determine trafficking in children and adolescents from the supply side. Specifically, the vertical logic of component 3 does not consider actions to reduce the vulnerability of children and adolescents –in terms of its structural causes, not disinformation– being the latter one of the main factors that explain human trafficking. In case this outcome is outside the scope of the Project, it must be recognized as an assumption. The Project assumes that other interventions deal with this factor, which would incorporate the sufficient condition. Third, and as in the case of activity 1.3, activity 3.1 (technical assistance to regional commissions) and its consequent linkages in terms of outputs and outcomes have more to do with an institutional governance component than with crime prevention. However, as already mentioned, according to the Project team, the location of Activity 3.1 in Component 3 responds fundamentally to the Donor's requirements.

Figure 5. Vertical logic of component 3



Own elaboration.

108. As is clear from the above, the disorganization of some activities, outputs, and outcomes in components that are not conceptually related breaks with the causal linkages of the intervention. If the LFM 2019 were reorganized correctly, the Project would have thirteen activities distributed as follows: two activities in the prosecution dimension (activities 1.1 and 1.2); seven activities in the protection dimension (activities 2.1, 2.2, 2.3, 2.4, 2.5, 2.6 and the activity that emerges from outcome 3.3.2 related to the repatriation protocols); a single activity in the prevention dimension (activity 3.2); and three activities in the institutional governance dimension (activities 1.3, 3.1 and 3.3). The reorganization of the LFM 2019 generates a certain imbalance between components in favor of the protection dimension (seven activities) and against of the prevention dimension (there are no longer three activities to contribute to crime prevention, but only one).
109. If the capacity of the criminal justice system in Lima, Cusco, and Loreto regions to investigate, prosecute and punish traffickers is strengthened by using a victim-centered approach (component 1), Inter-institutional coordination is improved to effectively provide full and specialized care, protection, and reintegration to children and adolescents victims of trafficking in the regions already mentioned (with some activities carried out in Madre de Dios) with special attention to the gender perspective (component 2). Also, it leads to a promotion of a strategic and coordinated approach to prevent the trafficking of children and adolescents in Lima, Cusco, and Loreto, with special attention to the gender perspective (component 3). Furthermore, the capacity of the Peruvian Government to eradicate the trafficking of children and adolescents in Lima, Cusco, and Loreto, within the framework of the CPC Partnership between the United States and Peru (purpose) is improved. Finally, the Project will contribute to eradicating trafficking in children and adolescents in Peru (aim). Conceptually, these last levels of aims should generate the desired outcomes.

9.2.2. LFM 2019 indicators

110. The second most important aspect in an intervention design is the definition of indicators that allow measuring the progress of the Project in achieving its aims. Measuring progress is important for two reasons. First, because it allows an early warning system to be set up during the Project's implementation to make timely decisions about its management. Second, because it allows evaluating the effectiveness of the intervention in achieving its aims and contributes to the generation of evidence. The design and management tool used by the Project is the LFM, so the consistency of the horizontal logic of the LFM 2019 will be reviewed to evaluate the quality of its indicators. The horizontal logic refers to the columns of the matrix and implies that the different matrix's levels of aims have indicators that allow measuring the progress of the Project (including baseline values and goals); also, that the means of verification are necessary and sufficient to calculate the indicators (see **Figure 6**). Furthermore, for the LFM to be a functional instrument to the M&E of a Project, the selected indicators must be good indicators.
111. The data sources used for the analysis are the LFM 2019, and the Evaluation Plan prepared by the Project as part of its M&E activities. In the first tool, the LFM 2019, the indicators are defined, and the baseline values and the goals associated with each indicator are established. In the second tool, the Evaluation Plan, there is information on the means of verification, the frequency of data collection, and those responsible for doing so. However, it is important to mention that the Evaluation Plan was prepared based on the LFM 2018, and has not been updated for the LFM 2019, therefore, the information about the indicators incorporated as part of the budget increase is not available. Likewise, it is important to mention that none of the indicators have tabs where the calculation syntax of each indicator is detailed, so before their analysis, it was necessary to do work sessions with the Project team to know the intention of each indicator and calculation methodology.

Figure 6. Horizontal logic of the project

| Narrative Summary of Aims | Indicators | Goals | Means of Verification | Assumptions |
|---------------------------|------------|-------|-----------------------|-------------|
| Purpose | | | | |
| Components | | | | |
| Outcomes | | | | |
| Outputs | | | | |
| Activities | | | | |

Own elaboration.

112. These are our comments on the coherence of the horizontal logic. First, only outputs and outcomes have indicators. Neither the purpose nor the components of the Project present indicators neither in the LFM 2019 nor in the Evaluation Plan. The latter has direct consequences on the M&E of the Project because it implies that the progress of the intervention is not monitored -even less is it possible to evaluate- at the higher aim levels, which is where the outcomes and impacts of a project are normally measured. These consequences will be evident when evaluating the effectiveness of the management and the effectiveness of the Project.
113. Second, **most of the indicators have defined means of verification** (not the new ones of the LFM 2019 because the Evaluation Plan has not been updated); **however, the outcome indicators are not specific**. At first, to measure the indicators, the means of verification should specifically indicate where the data will be obtained, which implies identifying the source of specific information or foreseeing the data collection for its measurement (Ortegon et al, 2005). To calculate the indicator, the output indicators specifically identify the means of verification from which the data is obtained; but the outcome indicators identify the reports of the implementing partners, the midterm, and final evaluation as means of verification, which in no case are the source of relevant information for their calculation.
114. Third, **all indicators have baseline values**. In the case of the output indicators, the values correspond to zero because the indicators measure the physical production of the intervention. In the case of the outcome indicators, most of them correspond to zero or are not defined because they will be determined when the indicator is measured (for example, the case of input tests). The rest of the outcome indicator values were defined in the baseline.
115. Fourth, **even though all the indicators have goals for the end of the intervention, some of them were achieved very quickly or are not realistic**. Goals play a key role in an evaluation exercise for two reasons. On the one hand, they are the benchmark where the progress of each aim of level is evaluated. On the other hand, they determine that the causal linkages of the intervention are generated. For instance, if the goals of an output indicator are properly defined, it is certain that, if these are achieved, and the assumptions defined are met, the outcomes associated with the output will be produced. Normally the goals of an intervention are defined on international standards, similar previous experiences, or budgetary restrictions; however, no evidence has been found of the process of defining the Project's goals. Some goals draw attention, such as the outcome indicator 2.2.1.2 (percentage increase in the score of the evaluations of ERCC operators) established at 80%. To the

extent that this indicator is built on the average input and output scores of the operator evaluations, which are normally in a range of 0 to 20, it will be difficult to reach a goal of 80%. According to the Project technical team, goals were established on standards of similar experiences, considering budgetary restrictions.

116. Fifth, regarding the quality of the indicators, **a third of them do not comply with being a good indicator**. The criterion used to evaluate the quality of the LFM 2019 indicators was SMART indicators (UNDP, 2009). SMART indicators have five characteristics, (1) they are specific, they are unambiguous and easy to understand; (2) they are measurable, regardless of whether they are quantitative or qualitative indicators; (3) they are achievable, they have reasonable goals that can be achieved with available resources (both financial and technical); (4) they are relevant, they measure the progress of the aim level that is being measured, and (5) they are temporary (time-bound), the goals of the indicators are associated with a term. Of these five criteria, the indicators should be, at least, relevant, specific, and measurable. For this analysis, an indicator is considered to be good when it meets all of the SMART criteria; it is acceptable when it is at least relevant, specific and measurable; it is not functional when it does not meet these last three criteria.
117. Regarding the output indicators, the LFM 2019 has a total of 20 outputs associated with 48 indicators. After evaluating the output indicators under the SMART criteria, it is found that 31 are good indicators (65%), 2 are acceptable (4%) and 15 of them are not functional for the M&E of the Project (31%). In general terms, the main problems with the output indicators are that they are not relevant for their intended purposes or that they require greater methodological specifications for their measurement. However, the fact that a third of the indicators do not meet the quality criteria does not mean that, in practice, they cannot be measured. As will be seen later, the Project team measures the output indicators quarterly.
118. Regarding the outcome indicators, the LFM 2019 has a total of 17 outcomes associated with 38 indicators. As a result of the evaluation of the indicators under the SMART criteria, it is found that 19 of them are good indicators (50%), 2 are only acceptable (12%), and 17 of them are not functional for the M&E of the Project (45 %). As in the case of the output indicators, the main problem with the outcome indicators is that they are not relevant or are not very specific. Likewise, some indicators are very difficult to measure and, therefore, not very functional for the M&E of the Project. For instance, this is the case of indicator 2.1.2.2, which measures the application of the VCA in police reports and judicial files and involves reviewing these documents. In addition, outcome indicators have also been identified that correspond to outcome indicators. For instance, the outcome indicator 1.2.2.1 measures the number of courses incorporated into the curriculum Judiciary schools, the Office of Public Prosecutions, and the PNP; which corresponds to an indicator of physical output and not of outcome. However, as in the case of the output indicators, the fact that the indicators do not meet the quality criteria mentioned does not mean that, in practice, they cannot all be measured.

9.2.3. Scope of intervention

119. **The regions that make up the Project's scope of intervention were stipulated in the CPC Partnership between the United States and Peru.** This alliance indicates that the Government of Peru and the United States "have agreed that the development and implementation of improved strategies to combat trafficking in children and adolescents in Peru should be implemented mainly in three jurisdictions: Metropolitan Lima, Loreto, and Cusco." Likewise, it is mentioned that "certain activities may be performed in other regions such as Madre de Dios and Puno, among others, with the mutual consent of both governments and if the place is suitable for the specific activity." Although the reason for which Lima, Cusco, Loreto, Madre de Dios, and Puno were selected is not explicitly mentioned. The latter turns out to be the regions with the highest number of trafficking in persons cases in Peru, so

the criteria for selecting them should be guided by the incidence of the crime. This was confirmed by the Donor's representatives in the interviews.

9.2.4. Intervention approaches

120. The Project's intervention addresses the problem of trafficking of children and adolescents from human rights approach. Furthermore, since the intervention has been formulated based on the PNATP 2017-2021, it indirectly incorporates the approaches under which the national plan has been designed. In addition to the human rights approach, the latter incorporates the gender perspective, interculturality, childhood, and adolescence, disability, life cycle, intersectionality, territoriality, and public safety (MININTER, 2016).
121. However, the **Project explicitly incorporates two approaches in the activities it performs, the VCA and the gender perspective.** The victim-centered approach (hereinafter, **VCA**) is a “systemic approach aimed at addressing the needs and concerns of the victims, applying procedures that prioritize their interests and guarantee the sensitive delivery of full services in a nonjudgmental manner. Even though its purpose is to avoid re-victimization in the criminal process, the VCA has been extended to all aspects that cause an impact on the people affected by trafficking. In other words, it is the set of actions that allow caring for the victims, preventing them from feeling mistreated, discriminated and re-victimized ”(CHS Alternativo, 2018). This approach is transversal to all the technical assistance activities performed by the Project, but it is explicitly promoted through activity 2.1, in which technical assistance is provided to public institutions involved in the fight against trafficking of children and adolescents to establish policies and procedures that promote VCA.
122. In the same way, the gender perspective is a transversal approach explicitly recognized in all the activities performed by the Project since the profile of the victim of trafficking in Peru (ultimately, the final beneficiary of the Project) is, usually, an adolescent woman. The incorporation of the gender perspective allows us to recognize that trafficking has its origins in structural gender inequalities and positions women as subjects of rights. To the extent that the gender perspective is not reduced to the unequal power relations that exist in a binary male-female conception, nor is it a direct consequence of the biological sex of an individual (Giddens 2005: 153²⁰), it also protects the right to people not to suffer from discrimination because of their gender identity or sexual orientation, it also extends to the LGBTI community. The Project explicitly incorporates the latter through activity 2.5, which provides technical assistance to public institutions involved in the care of victims to improve their policies and procedures to care for the LGBTI community. In this way, **the incorporation of the gender and non-discrimination perspective promoted by the ILO is identified.**
123. On the other hand, **no evidence has been found on the explicit incorporation of the ILO disability approach in the intervention.**

9.2.5. Aligning with International Labor Standards

124. To the extent that trafficking in children and adolescents is one of the worst forms of child labor, the Project contributes directly to compliance with **ILO Convention Number 182**, which seeks to eradicate the worst forms of child labor (signed in 1999 and ratified by Peru in January 2002). It also contributes to compliance with **ILO Convention Number 29**, which prohibits all forms of forced or compulsory labor (signed in 1930 and ratified by Peru in 1960).

9.2.6. Incorporation of Social Dialogue Mechanisms

²⁰ <http://revintsociologia.revistas.csic.es/index.php/revintsociologia/article/download/780/992>

125. In terms of the ILO, social dialogue includes all types of negotiation, consultation, or exchange of information between representatives of the Government, workers, and employers, on issues of common interest related to economic and social policies. In this regard, **no evidence has been found on the incorporation of these mechanisms in the definition of the aims, outcomes, or activities of the Project.** According to the Project team, this is because the objectives, outcomes, and activities of the Project were established before the tender to obtain the Project funds, so there was not much space for social dialogue.

9.2.7. Participation of constituents and stakeholders in the formulation

126. Even though the participation of stakeholders in the design of the Project has been identified, **no evidence has been found on the participation of tripartite constituents during this stage.** According to the Project team, this is because the tripartite constituents are not key actors for the Peruvian Government or the Donor in the definition of the Peru CPC Partnership, the National Plan or the Project.

9.3. Management effectiveness evaluation

127. This section aims to evaluate the effectiveness of the Project's management, answering the evaluation questions mentioned in **Annex 4** of this report.

9.3.1. Management model

128. According to the documents for the formulation of the intervention, the project management model –as in the projects managed by the ILO– is results-based management (hereinafter, **RBM**). The ILO defines RBM as a management approach that directs processes, resources, outputs, and services to achieve measurable outcomes” (ILO, 2011). Following the document “Results-based management in the United Nations development system” of the United Nations (2017), the RBM is based on five principles with the following implications in management:

- **Principle 1 - "If you do not know where you are going, any path will get you there":** First, you must be clear about the outcomes and the higher goal levels that are expected to be achieved with the intervention; so that all Project management is oriented to generate the means through which those purposes will be achieved, that is, to promote change.
- **Principle 2 - "Change is produced by a cause-effect relationship and not by a sequential order of activities":** Second, it is necessary to fully understand how causal linkages are produced to generate the expected change; and what is the chain of outcomes of the intervention.
- **Principle 3 - "All-cause and effect hypotheses have margins of error, subject to the influence of external factors to an intervention":** Third, all risk factors that could compromise the outcomes of the Project must be identified so that these can be monitored and managed.

Principle 4 - "If you cannot measure it, you cannot manage it": Fourth, there must be indicators that allow the performance of the Project to be measured.

Principle 5 - "The assumptions based on deductions from best practices and the transfer of knowledge do not always produce the expected effects": Fifth, the implementation of the Project must be monitored and evaluated to guarantee the progress in the achievement of the outcomes; the validity of the outcomes chain and causal hypotheses; and the Project's contribution to higher target levels.

129. So far, the analysis carried out shows a relevant and pertinent Project with a well-defined theory of change. However, a set of opportunities for improvement is identified at the level of the horizontal logic of the LFM, specifically, in terms of the outcome indicators and higher-order aim levels such as components and purpose, which inevitably condition the management, monitoring, and evaluation of the Project. Even though formulation documents of the intervention indicate that the Project follows an RBM approach, in practice, Project management focuses on the progress of activities, and decisions are taken based on the performance of the output indicators. It is important to mention that the main difference between the most traditional management approaches and the RBM approach is that the latter involves monitoring higher-order outcomes and aims, and not just activities and outputs.
130. Regarding the internal organization of the Project, initially, the team consisted of three people: a Project Coordinator, an M&E officer, and an Administrative and Financial Assistant. Subsequently, after a budget increase in 2019, three additional people were incorporated: a Technical Officer, an Associate Technician, and an Associate Translator. According to what was indicated by the Project Coordinator, this incorporation of people to the team responded to the increase in the workload of its members as a result of the additional technical assistance activities that were not originally contemplated but arose at the request of the public institutions. Consequently, the data volume that needed to be translated to be shared with the Donor also increased, so it was necessary to hire a translator to be part of the team. Currently, the Project team is made up of six people who fulfill the following functions:

9.3.2. Project organization

131. Currently, the Project team is made up of six people who fulfill the following functions²¹:
- **Project Coordinator:** The Project Coordinator is responsible for the planning, management, monitoring, and reporting processes during Project implementation. Specifically, she carries out the organization, plans and coordinates the resources; manages the funds assigned to the Project; verifies the timely action of the intervention, as well as the quality and effectiveness of the outputs; manages and supervises the work of the Project team; monitors the progress of the Project, and prepare reports to the donor and the ILO. In addition, the Project Coordinator is responsible for providing technical assistance to the relevant public institutions, especially the criminal justice system, facilitating support and generating commitments to keep them involved in the Project and identify the possible joint efforts for the achievement of outcomes.
 - **Monitoring and Evaluation Officer:** The M&E Officer is responsible for providing support to the Project Coordinator in the planning, monitoring, and evaluation processes of the Project, which includes the preparation of the baseline, the monitoring plan, evaluations, and reporting. He is also in charge of collecting the data and indicators for the M&E system of the Project and the ILO. On the other hand, the M&E Officer has the responsibility of supervising the implementing partners to guarantee an adequate and timely execution of the activities, as well as managing contracts. Besides, he takes part in some lines of work of activity 2.5 related to the care of LGBTI children and adolescents who are victims of trafficking.
 - **Administrative and Finance Assistant:** The Administrative and Finance Assistant is responsible for assisting the Project team and preparing purchase orders as appropriate. In addition, it must ensure that all financial and administrative transactions are done according to the standards and regulations of the ILO.
 - **Technical Officer:** The Technical Officer is responsible for providing support to the Project Coordinator to ensure the timely and quality implementation of the Project activities, focusing mainly on the legal work required in Component 1. In particular, the Technical Officer is in charge

²¹ Based on: “Budget narrative cost extension”.

of carrying out the scheduled meetings and supervising the activities performed at the national and regional levels to guarantee the coherence and quality of the outcomes. Furthermore, the Technical Officer is responsible for monitoring the progress of the Project's implementing partners, as well as additional consultants.

- **Associate Technician:** The Associate Technician is responsible for providing technical support in the implementation of Project activities, as well as management support as necessary. In particular, this technician supports the training, work sessions, and follow-up activities development at the regional level, including technical assistance measures in Madre de Dios and Puno within the framework of activity 2.2 of the Project. Moreover, he was the link with the ILO Procurement Department in the preparation of the second implementing agreement with the implementing partners in 2020.
- **Associate Translator:** The Associate Translator is responsible for translating the Project's documents and any other material from Spanish to English to comply with the Donor's review and approval as established in the financing agreement. According to this agreement, all materials, training guides, and government documents generated by the Project must be translated into English for Donor feedback. While this is a full-time position, when there is no translation needed, the Associate Translator provides administrative support to the Project. This profile was incorporated into the team given the volume of translations generated in the Project, making it more efficient to have a translator as part of the team than to outsource translations.

132. As the Project team receives support from the ILO Office in Lima and Geneva, an external communication channel was established through an additional team member to facilitate follow-up actions and coordination with the Geneva Office. **The International Expert of the Headquarters** works part-time in the Project and is responsible for guaranteeing the support and monitoring of the intervention, as well as the coordination between the relevant units and the experts in Lima and Geneva. In particular, this expert must provide the technical inputs for the execution of the activities; ensure technical input from experts in Geneva; monitor and evaluate efforts; support the Project Coordinator in the preparation of the reports, and integrate the work of the Project into ILO global initiatives and promotions.

133. Moreover, when the Project team requires specialized assistance on certain issues, they turn to ILO specialists. For instance, advice has been received by a gender specialist of the Central American and Caribbean region, as well as from the Geneva team on gender issues. However, these consultations are not recurrent but rather occasional.

134. On the other hand, as mentioned in the description of the intervention, the Project hires two implementing partners for the implementation of some of its activities: IDL and CHS Alternativo.

- **IDL** is a civil society institution dedicated to the promotion and defense of human rights, democracy, and peace in Peru and Latin America. The ILO called IDL to perform two of the activities of component 1 (activities 1.1 and 1.2) aimed at increasing the capacity of the criminal justice system to investigate, prosecute and punish trafficking in children and adolescents; and one activity of component 3 (activity 3.3) related to the development of the national and regional communication strategy. The first and only execution agreement between the ILO and IDL ²²was signed in June 2018 for 18 months (until December 2019) and an amount of USD 336,178.50. This amount was later reduced to USD 185,480 justified by a reduction in assigned activities (activities 1.1 and 1.2 are no longer in charge of IDL) and an extension of the deadline until December 2020.

²² Implementation Agreement N°40224125 – Agreement between ILO and IDL.

- **CHS Alternativo** is an organization specialized in the protection of human rights, particularly women, children, and adolescents, in situations of vulnerability due to human trafficking, sexual exploitation, child labor and forced labor. Its headquarters are located in the city of Lima and it has three regional offices in Loreto, Cusco, and Madre de Dios. It has a national presence, through its various projects and allied institutions, in Piura, Arequipa, and Puno. It should be noted that CHS Alternativo participates as a representative of civil society in the Multisectoral Commission, the Metropolitan Commission of Lima, and the Regional Commissions of Cusco and Loreto.

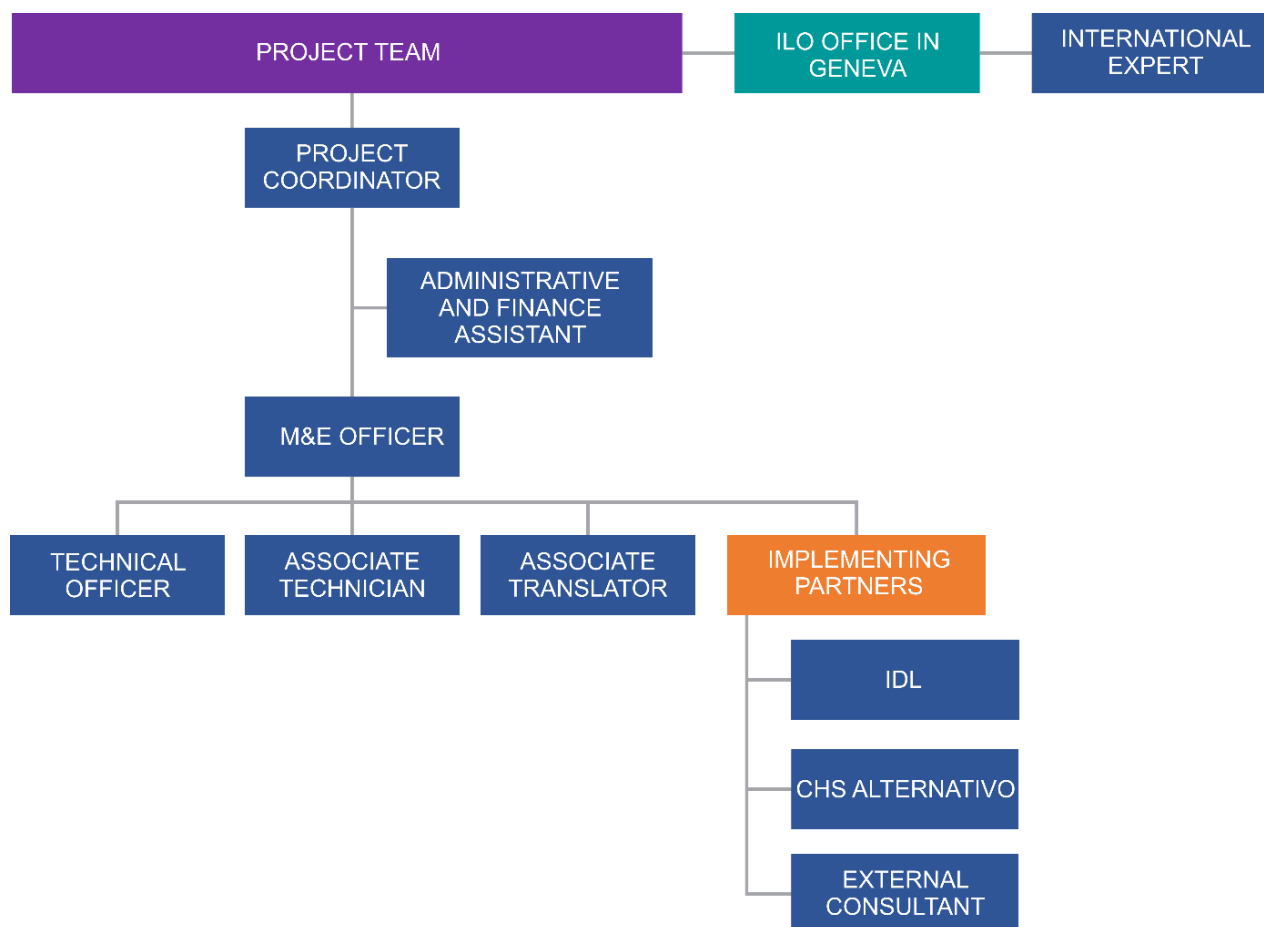
The ILO asked CHS Alternativo to perform four of the activities of component 2 (activities 2.1, 2.2, 2.4, and 2.6) aimed at improving coordination between public institutions to effectively provide full and specialized care, protection, and reintegration to children and adolescents victims of trafficking; and two of the activities of component 3 (activities 3.1 and 3.2) aimed at promoting a strategic and coordinated approach to prevent trafficking in children and adolescents. The first execution agreement between the ILO and CHS ²³was signed in June 2018 for 18 months (until December 2019) and an amount of USD 465,689.00. After the extension of the Project implementation period, a second execution ²⁴agreement was signed in March 2020 for 21 months (until December 2021) and an amount of USD 704,096.00.

135. For the development of the rest of the activities that are not in charge of the implementing partners, consultants are hired following the specific needs of public institutions. For instance, activity 1.1 (case analysis report), 1.2 (mentoring and training program for justice officers), 1.3 (a data system creation of the PNTAP 2017-2021), part of activity 2.2 (installation and remodeling of ERCC), 2.3 (development, implementation, and monitoring of the protocol of mental health), 2.5 (improvement of policies and procedures related to specialized care for children and adolescents victims of trafficking), and activity 3.3 (implementation of PNATP 2017-2021), as well as other additional technical assistance activities that arise during the intervention. On the other hand, in **Figure 7** the organization chart of the Project is presented.
136. In general terms, regarding the implementing partners and external consultants, the assessment of the Project team about the work they have done is positive. Likewise, the communication channels are fluid.

²³ Implementation Agreement N°40223667 – Agreement between ILO and CHS Alternativo

²⁴ Implementation Agreement N°40305128 – Agreement between ILO and CHS Alternativo

Figure 7. Organizational chart of the Project



Own elaboration.

9.3.3. Operational aspects of management

137. The LFM 2019 is the instrument that guides the management of the Project. This instrument defines the areas in which technical assistance is provided as well as the public institutions it works with. Generally speaking, the intervention operates as follows. Prior the start of the Project, meetings were held with all institutions that make up the Multisectoral Commission where the Project, its objectives and activities were presented. After the beginning of the intervention, the Project team approached the public institutions (hereinafter, the **beneficiaries**²⁵) and offers them technical assistance within the framework of the activities stipulated in the LFM 2019, thus beginning the bilateral coordination. Then, together with the beneficiaries, the scope of the technical assistance and the concrete result of the activities to be carried out were specifically defined. Naturally, from this participatory process, additional demands for technical assistance arise from the beneficiaries to those contemplated in the LFM 2019. If these requests contribute to the achievement of the Project's objectives and the budget allows it, the Project provides technical assistance, even though the outputs that these activities generate are not linked to a specific output. In this sense, the flexibility of the Project to adapt to the specific needs of the beneficiaries as long as they are within the framework of each of the approved activities is quite high.

²⁵ The use of the term "beneficiaries" belongs exclusively to the terminology used in the study's terms of reference, and refers to the beneficiaries of the technical assistance provided by the Project, that is, public institutions.

138. In general, if the technical assistance corresponds to any of the activities stipulated in the agreements with the implementing partners, the responsibility for providing that technical assistance falls directly on them, and the Project team only monitors the execution of their activities. Otherwise, the Project team must outsource specialist consultants to provide the technical assistance needed. The latter implies preparing the terms of reference, selecting consultants, supervising the execution of activities, and having greater coordination with the beneficiaries. However, in both cases, the Project team participates in the meetings with the beneficiaries and supervises the execution of the activities. **Figure 8** presents a summary of the beneficiaries of each activity, as well as those responsible for performing the activities.

Figure 8. Beneficiaries and responsables for the project by activity

| | ACTIVITY | BENEFICIARIES | RESPONSIBLE |
|-------------|--------------|--|--|
| Component 1 | Activity 1.1 | Judiciary | IDL |
| | Activity 1.2 | Judiciary, MINJUS y MININTER | IDL |
| | Activity 1.3 | Multisectoral Commission | Technical Officer + external consultants |
| Component 2 | Activity 2.1 | Judiciary, MINJUSDH, MPFN, MININTER y MIMP | CHS Alternativo |
| | Activity 2.2 | MIMP | CHS Alternativo |
| | Activity 2.3 | MINSA | External consultants |
| | Activity 2.4 | MININTER | CHS Alternativo |
| | Activity 2.5 | MIMP, MINJUS y MPFN | External consultants |
| | Activity 2.6 | MINSA, MININTER y Regional Governments | CHS Alternativo |
| Component 3 | Activity 3.1 | Regional Governments | CHS Alternativo |
| | Activity 3.2 | Citizenship | IDL |
| | Activity 3.3 | Multisectoral Commission | CHS Alternativo |

Own elaboration.

139. Regarding the work that is being done with the beneficiaries, the Project team has a fairly positive assessment of the activities performed. This corresponds to the assessment that the beneficiaries have on the management of the Project, which is also quite positive. In general terms, **the beneficiaries are satisfied with the communication fluidity and the level of coordination they have with the Project team, as well as with the technical assistance received.** The **MININTER** –beneficiary of the Project within the framework of activities 1.3 and 3.3 as leader of the Multisectoral Commission– stated that they are satisfied with the assistance received. For their part, the representatives of the **Judiciary** –direct beneficiary of the Project within the framework of activity 1.1 (case analysis report), activity 1.2, and 2.1 (training in the VCA) – stated that they maintain fairly fluid communication with the Project team as well as with the implementing partners. The representatives of the **Office of Public Prosecutions** –direct beneficiary of the Project within the framework of activity 2.1 (training in the

VCA)– highlighted the fluidity of communication with the Project team for the development of the diploma for the Office of Public Prosecutions school and the constant monitoring of the progress of the activities.

140. The representatives of the **MIMP** –beneficiary of the Project in the framework of activities 2.1, 2.2, and 2.5– mentioned that communication with the Project team is quite fluid, which facilitated the implementation of activities. Likewise, they rated the assistance provided as timely since the team showed adaptability to their needs. For their part, the representatives of the **MINSA** –beneficiary of the Project within the framework of activity 2.3 (mental health protocol) and activity 2.6– highlighted the flexibility of the Project to meet the specific needs of the institution in technical and operational terms. Furthermore, they highlighted the support of the Project team both in the awareness and training of medical personnel on human trafficking and in the preparation of the technical guide on mental health. The representatives of the **PNP** –beneficiary of the Project within the framework of activity 2.1 (VCA) and activity 2.6– highlighted the support received by CHS Alternativo to strengthen its capacities.
141. Finally, the representatives of the **Regional Governments of Cusco and Loreto** –beneficiaries of the Project in the framework of activities 3.1 and 3.3– also agreed with the generally positive perception, highlighting the technical assistance and permanent support of CHS Alternativo for adaptation and implementation of its regional plans. In particular, both regional governments agreed that CHS Alternativo is a strategic ally in the fight against human trafficking in their respective regions since most of the time it is the only institution qualified to address the problem.
142. Within **INABIF**, they mention that there is good communication with the Project team and that the ILO's experience on the subject made them feel confident and allowed them to reveal this problem; however, they link the Project to actions received mainly by CHS and some from Promsex, while the relationship with the ILO is only to verify budgetary issues. Specifically, they mention that they have a close relationship with CHS, who had already provided training and advice to the RCCs, and perceive their support in a very positive way, receiving advice and training constantly in the face of any difficulties they may present.

9.3.4. The Project's response to Covid-19

143. The Project's response to Covid-19 can be divided into two sections. The first is related to the adaptation of the intervention to the current context; and the second, to assist according to the guidelines given in Pillar 3 of the ILO Policy Framework (**Annex 15** describes the UN and ILO response to Covid-19). In this regard, in 2020, the Project's technical team drew up a Contingency Plan detailing the impact of Covid-19 on the implementation of the Project, the measures that will be taken in this regard, and the modifications to the schedule.
144. First, the Project made an adaptation process in the context of quarantine and social distancing. The design and development of a virtual learning platform were done so that the activities related to the development of training were redesigned under a virtual modality approach. However, this adaptation could not be made in all the training activities, because some of them required a face-to-face dynamic. Also, the coordination, assistance, and follow-up actions were carried out virtually and to the extent that the institutions enabled communication mechanisms.
145. Secondly, the Project assisted beneficiary institutions to face the context of the Covid-19 pandemic, following the guidelines of the ILO Policy Framework, specifically within Pillar 3 –Protect workers in the Workplace. First, personal protective equipment, including masks, gloves, and gel disinfectants, was provided to the Police and specialized prosecutors to prevent the spread of the virus. Second, the necessary equipment was provided to the caregivers in the shelters and specialized prosecutors so

that they can access virtual training and work sessions, which included internet, televisions, and/or cameras. Third, the Project conducted mental health workshops for service providers and justice officers, to confront the consequences and implications caused by the Covid-19 pandemic.

9.3.5. Monitoring and evaluation system

146. According to the formulation documents, the Project's M&E strategy follows USDOS requirements and ILO evaluation policy, and –at least at the design level– consists of a results-oriented M&E strategy that is integrated into the Project's operating model. The Project's M&E strategy includes the preparation of a baseline, the monitoring of the intervention, and two independent evaluations by the ILO Evaluation Office (a midterm evaluation and a final evaluation). The document that guides this strategy is the M&E Plan, which was elaborated at the beginning of the Project intervention for the LFM 2018. The M&E Plan consists of a matrix, for each of the Project's output and outcome indicators, where it specifies the means of verification from which the data will be obtained for its measurement, the frequency of measurement, the person responsible for providing said information, the baseline value and the target value of the indicator. The M&E Plan has not been updated for the LFM 2019, so it does not incorporate the new indicators.
147. The baseline of the Project was done in 2018. This study was done on LFM 2018 and had three aims, (i) to present information on the capacity of State institutions to respond to the problem of trafficking in children and adolescents; (ii) identify, map, and analyze the effectiveness and efficiency of the institutions, policies, programs, protocols and coordination procedures (public and private or civil society), at the national, metropolitan (Lima) and regional (Loreto and Cusco) levels related to the provision of services related to the investigation, prosecution, and punishment of child trafficking and to the care, protection, and reintegration of children and adolescents who are victims of trafficking; and (iii) establish the starting line for measuring the performance of the Project's outcomes indicators, as well as proposing improvements to the definition of the Project's output and outcomes indicators. In this way, the baseline of the Project corresponds - fundamentally - to a situational diagnosis that, in addition, includes the measurement of the initial value of the outcome indicators of the LFM 2018 (the initial value of the output indicators corresponds to zero). It is worth mentioning that the baseline did not collect data to measure the higher target levels (components and purpose) since these are not defined either in the logical framework matrix or in the M&E Plan.
148. Regarding the monitoring of the Project, the M&E Plan specifies that the frequency of measurement of the output indicators will be carried out quarterly; while the measurement of the outputs indicators will only be carried out at the midterm and at the end of the Project. Therefore, in practice, monitoring consists of monitoring the progress of the output indicators, but not the outputs. At this point, it is necessary to insist that the main difference between a results-based M&E system and a traditional one is that the former involves the collection and continuous analysis of information to measure the progress of the outputs indicators, not just the outputs indicators. Output indicators as is the case of the second. In this way, the idea of a results-based M&E system is that it allows making timely decisions on the orientation of the intervention towards the achievement of outcomes, verifying that the causal linkages that in theory should occur (for example, that the outputs generate desired outcomes). The latter necessarily implies measuring the outcome indicators with a certain frequency, for example, semi-annually or annually.
149. As part of the agreement between the Donor and the ILO, the Project team must submit quarterly reports on the progress of the Project to the Donor (hereinafter, **progress reports**) throughout the Project implementation, as well as a final report ninety days after the completion of the intervention. In this way, the monitoring of the Project responds fundamentally to the requirements of the Donor. Progress reports include a narrative description of the progress and challenges faced by the team in the implementation of each of the activities; the report of the updated values of the indicators of the

outputs; the progress in the implementation of the assigned budget; the work plan for the next quarter; and the evidence of the outputs produced during the quarter. The agreement between the Donor and the ILO also states that delays in the submission of these reports may result in the suspension of the funds granted; however, all these reports have been submitted in a timely manner on time and form.

150. Given that a good part of the activities is performed by the implementing partners, the Project team must continuously monitor the activities they perform. In the implementation agreements between the ILO and the implementing partners, it is mentioned that the latter will be followed up on activities and outputs. This monitoring aims to determine whether the resources are being used to perform the activities, whether the activities are being performed in the scheduled time and whether the outputs are being produced as planned. The outcomes of this monitoring are presented in the implementation progress reports. Implementing partners must submit the following implementation progress reports (in addition to other additional data that the ILO deems pertinent): quarterly technical progress reports, quarterly financial progress reports, final technical report; final expense report; and a bank reconciliation report. In addition, among some general considerations related to the M&E of the intervention, the implementation agreements state that the implementing partners must periodically review their work plan and, as necessary, must present an updated version of it to the ILO. They are also required to notify the ILO of any situation that has a significant impact on the activities or that could hinder the achievement of the aims.

9.3.6. Financial monitoring

151. In line with the operational monitoring of the Project, financial monitoring is also performed on the outputs defined in the FLM 2019. As part of the financing agreement, the ILO must send financial reports quarterly where the budget is implemented in the quarter and how many resources are available for the remainder of the Project. According to the data provided by the interviewees, the preparation of the quarterly financial reports is solely in charge of the ILO Office in Geneva. The ILO Office in Geneva reports on budget executions on a quarterly basis, taking as input the information available in the online system called IRIS. The financial report is sent to the ILO PARDEV office in Geneva, who forward it and the monitoring report to the Donor through a virtual USDOS reporting platform. According to the interviews carried out with the Donor's representatives- to date- the Project has complied with delivering these reports on time and there have been no problems with the reports.

9.4. Evaluation of effectiveness

152. This section aims to evaluate the progress of the Project concerning the goals established in the LFM 2019 and answer the evaluation questions mentioned in **Annex 4** of this report. As mentioned in the design evaluation, the Project has indicators for outputs and outcomes, but not for components or purposes. Therefore, the progress of the outputs and outcomes at the mid-term of the intervention will be evaluated based on the progress recorded by its indicators, and the progress of the components and the purpose will be evaluated qualitatively based on the above. At this point it is important to mention again that the progress of the Project is determined according to the value of the goals; however, it is not certain whether these goals are sufficient to guarantee that the activities generate outputs, and these, in turn, outcomes, so our assessment is conditional on whether these goals are sufficient.
153. The main source of information for evaluating the progress of the Project is the progress reports that the Project team prepares quarterly for the Donor, which has been an addition to data obtained in the interviews. The cut-off date for the midterm evaluation is the second semester of 2020 (July 2020); therefore, ten progress reports have been reviewed, the first corresponds to the first quarter of 2018 and the last corresponds to the second quarter of 2020. In addition, to the extent that, at the end of this study, the progress report was available for the fourth quarter of 2020, this report was also

reviewed to evaluate how those activities that presented less progress evolved until the second quarter of 2020 during the rest of the year. Even though the evaluation of the Project progress is carried out objectively based on indicators, some comments are included on the qualitative progress of the Project.

9.4.1. Evaluation of outputs

154. The following is an evaluation of the progress of the output at the mid-term of the Project. The indicator progress dashboard is presented in **Annex 16**. As a summary, as of the second quarter of 2020, from the 48 output indicators, 18 have already reached the established goal (38%); 14 are in progress (20%), and 16 still do not present progress (33%).

- **Output 1.1.1:** Output 1.1.1 of the Project is the trafficking case analysis report. This output is measured using two indicators: the case analysis report (output indicator 1.1.1.1); and the number of workshops with officers of the justice system to share the outcomes of the case analysis report (output indicator 1.1.1.2). As of the second quarter of 2020, the case analysis report had already been prepared and the workshops scheduled in Lima, Cusco, Loreto, and Madre de Dios had already been carried out, so output 1.1.1 constitutes a delivered one within of the expected deadlines.
- **Output 1.1.2:** Output 1.1.2 of the Project is the monitoring report for the analysis of trafficking cases. This output is measured from two indicators: the monitoring report (output indicator 1.1.2.1); and the number of workshops with officers of the justice system to share the new outcomes of the monitoring report (output indicator 1.1.2.2). The activities within the framework of this output were scheduled for the fourth quarter of 2020, so as of the cut-off date of this evaluation (July 2020), output 1.1.2 still has not presented progress.
- **Output 1.2.1:** Output 1.2.1 of the Project is the mentoring and training program for judges, prosecutors, public defenders of MINJUSDH, and police officers to improve their knowledge of the crime of human trafficking. This output is measured by three indicators: the number of specialized and non-specialized police officers participating in the program (output indicator 1.2.1.1); the number of MINJUSDH specialized prosecutors, non-specialized prosecutors, and public defenders participating in the program (output indicator 1.2.1.2); and the number of judges (output indicator 1.2.1.3) participating in the program. Among these three indicators, only the first two showed progress in the second quarter of 2020. The output indicator 1.2.1.1 showed progress of 76% regarding the established goal, while the output indicator 1.2.1.2 had already reached the aim and even an additional 27% of what was planned had been trained. Meanwhile, the output indicator 1.2.1.3 still did not show progress. However, by the second quarter of 2020, the training program for judges had already been designed and only its adaptation to the virtual modality was pending, so no important warning signs were identified.

On the other hand, it is important to mention that besides the training programs, additional activities within the framework of this output were performed, but they are not necessarily reflected in the indicators. Specifically, six activities that did not turn out outputs were carried out: (i) the elaboration of an interinstitutional operational guidelines to research into human trafficking for prosecutors and police officers; (ii) the assistance in the development of a new plenary agreement for the crime of human trafficking that provides an updated conceptual and normative framework of the crime (Plenary Agreement No. 6-2019 / CJ / 116); (iii) the assistance in the development of a national conference addressed to the heads of the units to fight against human trafficking and those responsible for the System for Registration and Statistics of the Crime of Human Trafficking and Related Crimes (*Sistema de Registro y Estadística del Delito de Trata de Personas y Afines*) (hereinafter referred to as “**RETA system**”) to improve coordination, standardize criteria, and train police officers in the RETA system; and (iv) the development of an individualized mentoring program for prosecutors in Lima, Cusco, Loreto, Madre de Dios, and Puno with a criminal

expert to review specific cases of great complexity; (v) a proposal for productivity indicators was developed for the FISTRAPs; and (vi) coordination guidelines were developed between FISTRAP and the provincial criminal prosecutors.

- **Output 1.2.2:** Output 1.2.2 of the Project is the training program implemented in the schools of the Judiciary, The Office of Public Prosecutions, and PNP. The training program of the Judiciary school consists of a specialized certification of 8 weeks taught in alliance with the Pontificia Universidad Católica Del Perú (PUCP), and the program of the Office of Public Prosecutions School, a certification of six weeks addressed to prosecutors and also taught in alliance with the PUCP. In the case of the PNP school, it consists of two specialized courses of human trafficking addressed to the police officers. This output is measured by three indicators: the training materials included in the schools (output indicator 1.2.2.1); the number of trained schools' professors (output indicator 1.2.2.2); and the number of judges, prosecutors, and police officers participating in the courses (output indicator 1.2.2.3).

Among these three indicators, only the first one showed progress in the second quarter of 2020. The output indicator 1.2.2.1 showed progress of 75% regarding the established goal. In this output, the materials for three courses in the schools of the Judiciary, the Office of Public Prosecutions, and PNP were elaborated, and the elaboration of the second-course materials for PNP is pending. It is worth mentioning that even though the training materials had already been developed, only the course of the Office of Public Prosecutions School had begun, so indicators of the outputs 1.2.2.2 and 1.2.2.3 still did not show progress. Regardless of the aforementioned, we can observe, in general terms, progress in the output 1.2.2 since three of the four training programs for professors were developed, and since the indicator progress of the outputs 1.2.2.2 and 1.2.2.3 is a direct consequence of the programs' start.

- **Output 1.3.1:** Output 1.3.1 of the Project is the data system for monitoring the National Action Plan against Trafficking in Persons 2017-2021. This output is measured by three indicators: the operations protocol adopted by the Multi-sectoral Commission (output indicator 1.3.1.1); the number of trained administrators and users of the data system (output indicator 1.3.1.2); and the number of semi-annual reports created by the data system (output indicator 1.3.1.3). First, it is important to mention that the data system was set up based on the system that the General Directorate for Data and Communications Technology (DGTIC) and MININTER developed for plans similar to the National Action Plan against Trafficking in Persons 2017-2021. For this reason, the development of the system was relatively fast, and it was ready in 2019. However, even though the data system was already available, it was still not used by the member institutions of the Multi-sectoral Commission. According to the progress reports, this is because some institutions did not enter data into the system. After all, they were uncertain about the actions and goals assigned to their institution. In this regard, it is important to mention that, according to what was indicated by the Project team, this is beyond its control and the scope of this activity.

Regarding the indicators' progress, among the three indicators that measure the progress of this output, the first two showed progress in the second quarter of 2020. The operations protocol mentioned in the output indicator 1.3.1 was concluded in March 2019. On the other hand, indicator 1.3.1.2 showed the progress of 31%, but with certain delays because the goal was supposed to be reached by the second quarter of 2020. Finally, indicator 1.3.1.3 did not show progress because the data system was still not being used by the member institutions of the Multi-sectoral Commission. Despite these signs of progress, the data system is being updated now according to the structure of the new national policy that will replace the National Action Plan against Trafficking in Persons 2017-2021, so the indicators progress is conditional on updating the data system. The latter, along with the difficulties presented in the appropriation of the data system, suggests that there could be a certain risk of delay in the delivery of this output by the end of the Project.

- **Output 2.1.1:** Output 2.1.1 of the Project comprises the instruments for the application of the VCA in cases of children and adolescents' trafficking. This output is measured by three indicators: an internal report on the current situation of the VCA application in the persecution and protection processes by the different institutions that are involved (output indicator 2.1.1.1); the number of policies and/or procedures presented for the VCA application (output indicator 2.1.1.2); and the number of checklists so that judges, prosecutors, and police officers could apply the VCA (output indicator 2.1.1.3).

By the second quarter of 2020, all the indicators showed progress. The internal report mentioned in the indicator 2.1.1.1 was concluded in the first quarter of 2019, although it was originally scheduled for the fourth quarter of 2018. Meanwhile, the indicator 2.1.1.2 showed a progress of 73% regarding the established goal, having provided technical assistance for the elaboration of the following policies and/or procedures: (1) National Policy against Human Trafficking and its Forms of Exploitation; (2) Inter-Sectoral Protocol for the Prevention and Persecution of Crime and the Protection, Attention and Reintegration of Victims of Human Trafficking; (3) Inter-Sectoral Protocol for the Attention of Victims of Human Trafficking; (4) Guidelines for the Attention of Victims of Trafficking in Residential Care Centers for Children and Adolescents; (5) Procedures for the National Accreditation and Accreditation Renewal of Residential Care Centers; (6) Guidelines for the Supervision of Residential Care Centers; (7) Intervention Manual in Residential Care Centers for Children and Adolescents who are at risk of being unprotected or who are unprotected by their family; (8) Guidelines for the Elaboration of the Individual Reintegration Plan for People Affected by the Crime of Human Trafficking; (9) Metropolitan Plan against Human Trafficking; (10) Manual for the Serenazgo Personnel and Municipal Inspectors; and (11) Risk Assessment Table of the Special Protection Units (UPE). Finally, the goal of indicator 2.1.1.3 was also reached and additional checklists of those planned were even prepared. By the second quarter of 2020, three checklists were addressed to psychologists, administrative personnel, and legal doctors to promote the VCA application within the Institute of Legal Medicine and Forensic Sciences, and four checklists for judges, prosecutors, public defenders, and police officers had been elaborated.

- **Output 2.1.2:** Output 2.1.2 of the Project is the training program for the VCA application addressed to judges, prosecutors, public defenders (MINJUSDH, MIMP, and Unit for Assistance and Protection to Victims and Witnesses UDAVIT), and police officers. This output is measured by the number of trained public officers in the VCA application. By the second quarter of 2020, more than double of the planned number of public officers had been trained, far exceeding the established goal for this indicator. Even then, the Project has continued to carry out activities within the framework of this output. For instance, in the second quarter of 2020, the Project began to develop a virtual course on the subject, so that the MIMP has it available and can replicate it in the future. This happens because VCA is a relatively new approach for the public officers involved in the fight against human trafficking, so it is necessary to train as many officers as possible.
- **Output 2.2.1:** Output 2.2.1 of the Project comprises the recommendations, support, and technical assistance to improve services for children and adolescents who are victims of human trafficking in RCCs and temporary living spaces. This indicator is measured by four indicators: the elaboration of an internal report that identifies the needs and makes recommendations to improve the quality of services in RCCs (output indicator 2.2.1.1); the number of trained operators in RCCs (output indicator 2.2.1.2); the number of improved facilities in RCCs and temporary living spaces (output indicator 2.2.1.3); and the number of training sessions to implement the training module for RCC operators (output indicator 2.2.1.4). Among these four indicators, the first three reached their respective goals by the second quarter of 2020. The internal report mentioned in the output indicator 2.2.1.1 was concluded in the first quarter of 2019. In addition, the training in the output indicator 2.2.1.2 far exceeded the goal established for this indicator, and five times the number of planned operators were trained. Regarding the output indicator 2.2.1.3, the Project provided support for the creation of five ERCCs in Lima (2), Cusco (1), Loreto (1), and Puno (1) and the

improvement of the facilities of temporary living space in Iquitos, reaching the goal established for this indicator. Finally, the activities in the output indicator 2.2.1.4 are scheduled for the fourth quarter of 2020; therefore, as of the cutoff date of this evaluation, this indicator still did not show progress. Likewise, it should be noted that this last output was incorporated as part of Project extension, which was approved by USDOS in September 2019 and launched in February 2020.

- **Output 2.2.2:** Output 2.2.2 of the Project is the attention model to specialize the attention services of INABIF for children and adolescents who are victims of human trafficking in RCCs. This output is measured by two indicators: the number of workshops carried out with the INABIF personnel to develop, implement, and monitor the attention model (indicator 2.2.2.1), and the number of operators in INABIF trained in the attention model (indicator 2.2.2.2). By the second quarter of 2020, one of the three workshops mentioned in the indicator 2.2.2.1 had been carried out with INABIF, resulting in a preliminary diagnosis of the RCCs situation and a first version of the required work profiles. Likewise, the development of the “Operating Model for the Residential Care Centers Specialized in the Attention of Children and Adolescents who are Victims of Human Trafficking” had begun, following the formats requested by the Ministry of Economy and Finance (MEF). However, its elaboration just started in June 2020; therefore, the indicator 2.2.2.2 still did not show progress as of the cutoff date of this evaluation, but it was on its way to achieving outcomes. It should be noted that this last output was incorporated as part of Project extension, which was approved by USDOS in September 2019 and launched in February 2020. On the other hand, within the framework of this output, two guidelines had been elaborated as part of the Project which, although are not associated with the output indicators, will be necessary for the attention in ERCC: one for the crisis management and the other for the specialized trauma care and VCA.
- **Output 2.3.1:** Output 2.3.1 of the Project is the mental health protocol that allows MINSAs to help children and adolescents who are victims of human trafficking. This output is measured by three indicators: the number of training to implement the mental health protocol (indicator 2.3.1.1); the number of officers trained to apply the mental health protocol (indicator 2.3.1.2); and the number of procedures developed for the mental health protocol (indicator 2.3.1.3). According to the foregoing, the progress of all these indicators depends entirely on the mental health protocol being developed and implemented. However, the Project has faced a series of complications regarding the elaboration of such protocol, so none of these indicators showed progress in the second quarter of 2020.

According to the progress reports, at first, the MINSAs’s Directorate of Mental Health showed some resistance to coordinate matters related to human trafficking. However, after a series of meetings, the MINSAs agreed to participate in the elaboration of the mental health protocol. However, it was agreed to elaborate first a “Technical Guidelines of Mental Health” and after its approval, a “Clinical Practice Guideline of Mental Health” would be prepared. According to the progress reports, by the second quarter of 2020, the first guideline had already been prepared, but its approval was pending. The approval of this guideline has taken longer than expected because of the pandemic and the numerous administrative procedures that the MINSAs has. Since the MINSAs is the sector most affected by the Covid-19 crisis, significant delays are expected in the delivery of this output. Furthermore, the aforementioned will happen because this document has still not been approved, according to the latest monitoring report that has been accessed (fourth quarter of 2020).

- **Output 2.4.1:** Output 2.4.1 of the Project aims that the institutions involved in the fight against human trafficking of children and adolescents are better informed and equipped to protect and care for victims of human trafficking. This indicator is measured by the number of workshops for the relevant institutions to improve the coordination and implementation of the “Inter-Sectoral Protocol for the Prevention and Persecution of Crime and the Protection, Attention, and Reintegration of Victims of Human Trafficking” (indicator 2.4.1), which are aimed to gather data to

update the existing protocol. By the second quarter of 2020, the Project had held 31 workshops in Lima, Cusco, and Loreto, more than double what was expected, so output 2.4.1 constitutes a delivered output.

- **Output 2.4.2:** Output 2.4.2 of the Project is the reintegration pilot program under VCA. This output is measured by four indicators: a rapid assessment to assess the capacity of the institutions responsible for providing reintegration services in Lima, Cusco, and Loreto (output indicator 2.4.2.1); the number of training addressed to service providers in charge of the preparation, coordination, and monitoring of the reintegration plans and service provision (output indicator 2.4.2.2); a systematization plan for the pilot program to facilitate its replication nationally (output indicator 2.4.2.3); and the number of trained service providers (output indicator 2.4.2.4). According to the progress reports, all the mentioned indicators showed progress except for the output indicator 2.4.2.3.

By the second quarter of 2020, a first draft of the rapid assessment mentioned in indicator 2.4.2.1 had already been carried out. On the other hand, the indicator 2.4.2.2 showed the progress of 29%, having carried out six pieces of training addressed to service providers to improve their skills to prepare reintegration plans as provided in the “Guidelines for the Elaboration of the Individual Reintegration Plan for People Affected by the Crime of Human Trafficking” (approved according to SD No. 009-2019-MIMP), which was also elaborated within the framework of this output, but it is not associated with an indicator. In addition, within the framework of indicator 2.4.2.4, 67% of the service providers that were programmed have been trained. Finally, indicator 2.4.2.3 does still not show any progress because the pilot program has not been completed yet. However, the development of the activities within the framework of this output was affected by Covid-19, so a certain risk of delay in the delivery of this output is expected by the end of the Project.

- **Output 2.5.1:** Output 2.5.1 of the Project comprises better training of the relevant institutions to provide specialized services to LGBTI children and adolescents who are victims of human trafficking. This output is measured by two indicators: the number of available guidelines to improve the attention of LGBTI victims (indicator 2.5.1.1), and the number of officers trained to do it (indicator 2.5.1.2). By the second quarter of 2020, both indicators showed progress. The indicator 2.5.1.1 showed the progress of 60%, has provided technical assistance for the elaboration of three guidelines to improve the attention of LGBTI victims: (i) the “Office of Public Prosecutions’ Protocol for the attention of Victims of the Crime of Human Trafficking, Victims of Migrant Smuggling and Victims of Migration Crimes” for the Office of Public Prosecutions, which incorporates the VCA and the differentiated care for LGBTI people, (ii) the “Procedure to Provide Assistance and Protection to Children and Adolescents who are Victims of Human Trafficking with a Sensitive Approach to LGBTI Victims” for the Special Protection Units (UPE) of the MIMP; (iii) the “Training Guidelines for the Development of Skills to Assist LGBTI Children and Adolescents who are Victims of Human Trafficking” for the General Directorate of Children and Adolescents of the MIMP. In addition, the Project has received requests to provide technical assistance in at least three additional procedures. Meanwhile, indicator 2.5.1.2 showed the progress of 99%, having reached the established goal. So far, the Project has trained 99 officers in the application of the mentioned guidelines.
- **Output 2.6.1:** Output 2.1.2 of the Project comprises institutional guidelines and training to identify the potential children and adolescents who are victims of human trafficking. This output is measured by three indicators: the number of identification guidelines of children and adolescents addressed to service providers (indicator 2.6.1.1); the number of training for trainers of service providers (indicator 2.6.1.2); and the number of service providers participating in the training (indicator 2.6.1.3). Among these three indicators, all of them showed progress in the second quarter of 2020. Within the framework of indicator 2.6.1.1, the three planned identification guidelines were elaborated (indicator 2.6.1.1); one for the *Serenazgo* personnel and municipal inspectors, and the other for the service providers of health. However, only the first guidelines had been approved.

Therefore, the indicators 2.6.1.2 and 2.6.1.3 had still not shown progress by the second quarter of 2020. Although the guidelines had already been elaborated, the delivery of the output 2.6.1 could present significant delays towards the end of the Project, since it involves training to the frontline service providers of attention in response to Covid-19 as the MINSA and PNP.

- **Output 3.1.1:** Project output 3.1.1 corresponds to the implementation of the Regional Action Plans against Human Trafficking in Lima, Cusco, and Loreto with specific actions against children and adolescents trafficking. This output is measured based on three indicators: the number of regional events held to improve coordination and knowledge on the issue of trafficking (indicator 3.1.1.1.1); the "Lima Metropolitan Action Plan 2020-2023" (indicator 3.1.1. 2); the number of operational plans developed to implement the Regional Plans in Cusco and Loreto (indicator 3.1.1.3); and the number of training to members of the commissions and regional governments to develop investment projects to build and maintain RCC and other temporary living spaces (indicator 3.1.1.4). As of the second quarter of 2020, all indicators under this output showed some degree of progress. The regional events referred to in indicator 3.1.1.1.1 took place during 2019. The Lima Metropolitan Action Plan referred to in indicator 3.1.1.2 was also prepared; however, its approval by the Metropolitan Municipality of Lima was still pending. Regarding the annual operational plans, these were developed as planned until 2019, but after the onset of the National State of Emergency, the operational plans corresponding to 2020 were delayed. Finally, progress on indicator 3.1.1.4 has been slower than the rest of the indicators due to the health crisis. As of the second quarter of 2020, only two pieces of training had been conducted in Cusco, but it had not been possible to make progress with this indicator in either Lima or Loreto. Since the activities under this output have been affected by the health crisis caused by Covid-19, there could be significant delays before the end of the Project.
- **Output 3.2.1:** Output 3.2.1 is the communication strategy to prevent children and adolescents trafficking, which has been named "Peru no Trafficking" (Perú no trata). The progress of this output is measured by three indicators: the number of radio programs (indicator 3.2.1.1); the number of radio spots (indicator 3.2.1.2); and the number of journalists participating in workshops on children and adolescents trafficking (indicator 3.2.1.3). As of the second quarter of 2020, all of these indicators showed progress and the proposed aims had almost been met. Under indicator 3.2.1.1, 20 radio programs and 7 short interviews were broadcast on radio stations in Lima (IDL Radio), Cusco (Universal Radio), and Loreto (La Voz de la Selva Radio). Under indicator 3.2.1.2, 21 radio spots were broadcast, which were available in Spanish and Quechua, and addressed topics such as reintegration, *padrinazgo* (domestic servitude), recruitment of trafficked children and adolescents, awareness-raising, prosecution, and reporting of trafficking cases. The radio spots were broadcast on radio stations in Lima (Radio IDL), Cusco (Universal Radio), and Loreto (La Voz de la Selva Radio); and were also shared on IDL's official website. The communication strategy was conducted without major setbacks until the beginning of the National State of Emergency when the Project decided to suspend the radio programs. In addition to the above, it is important to mention that, as part of the communication strategy, 79 videos were also made for social media, which counted with the participation of renowned Peruvian figures; however, this output is not associated with any indicator. Finally, under indicator 3.2.1.3, a three-day training was conducted with the participation of 44 journalists at the national level, thus exceeding the aim established for this indicator. Given the above, output 3.2.1 could already be considered a delivered output.
- **Output 3.3.1:** Output 3.3.1 is the implementation of the actions of the PNATP 2017-2021 and involves the participation of the Multisectoral Commission. Progress on this output is measured from three indicators: the number of technical assistance activities provided to specific members of the Multisectoral Commission to create/allocate budget lines for human trafficking (indicator 3.3.1.1); the number of PNATP 2017-2021 actions implemented with technical accompaniment from the Project (indicator 3.3.1.2); and the monitoring and evaluation plan to measure the progress of the PNATP 2017-2021 (indicator 3.3.1.3). As of the second quarter of 2020, the first two indicators showed progress. Indicator 3.3.1.1 showed 70% progress, with seven technical

assistance activities having been performed so far. On the other hand, the target proposed for indicator 3.3.1.2 had almost been met, with nine actions of the 2017-2021 PNATP having been implemented. However, indicator 3.3.1.3 still showed no progress.

- **Output 3.3.2:** Output 3.3.2 is the development and implementation of the repatriation protocol. This output is measured by two indicators: the repatriation protocol (indicator 3.3.2.1); and the number of officers and consuls in charge of repatriation procedures trained in the application of the instrument (indicator 3.3.2.2). It should be noted that this last output was incorporated as part of Project extension, which was approved by USDOS in September 2019 and launched in February 2020. As of the second quarter of 2020, the repatriation protocol had not been developed, so output 3.3.2 showed no progress. According to progress reports, the delay of this output was because the Project had not been able to establish contact with the Ministry of Foreign Affairs since the beginning of the State of National Emergency, so it was not possible to move forward with technical assistance activities. However, according to the progress report for the fourth quarter of 2020, by the end of last year, the Project had already been able to communicate with the Ministry of Foreign Affairs and initiate technical assistance activities, so a high risk of noncompliance is not identified by the end of the intervention.

155. Progress balance of the indicators by output is presented in **Table 1**. An output is considered to have been delivered if all its indicators have reached the established aim; an output is considered to be in the process of being delivered if at least one of its indicators shows progress; an output is considered to be in the process of being delivered but with risk of delay or non-compliance towards the end of the Project if at least one of its indicators shows progress and its performance could be significantly conditioned by Covid-19, and an output is considered not to have been delivered if none of its indicators shows progress. It is important to mention again that this exercise only evaluates the degree of compliance with the output indicators, so, in no case, does it correspond to an evaluation of processes, that is, it does not imply that activities have not been carried out within the framework of each output. In general terms, as of the second quarter of 2020, the outputs show significant progress. Of the 18 outputs of the Project, 3 have already been delivered (17%); 9 outputs are in the process of reaching the established aim (50%); 4 outputs show progress, but present risks of non-compliance or delay due to Covid-19 (22%); and 2 outputs do not show any progress (11%). However, of the two outputs that show no progress, one of them (output 1.1.2) was scheduled for the fourth quarter of 2020 (outside the evaluation period of this study); and the other (output 3.3.2) recovered the implementation pace for the fourth quarter of 2020.

Table 1. Output indicators progress as of the second quarter of 2020.

| Output | Status |
|--|------------------------------|
| 1.1.1. Report on the analysis of cases of children and adolescents victims of trafficking. | Delivered |
| 1.1.2. Monitoring report on report on the analysis of cases of children and adolescents victims of trafficking. | Not delivered* |
| 1.2.1. Training program for police, prosecutors, MINJUSDH public defenders, and judges. | In progress |
| 1.2.2. Training program for teachers in the Judiciary, the Public Prosecutor's Office, and the PNP schools. | In progress |
| 1.3.1. Data system for monitoring the PNATP 2017-2021. | In progress with risk |
| 2.1.1. Tools for the application of VCA in cases of trafficking in children and adolescents. | In progress |
| 2.1.2. Training program for the application of the VCA. | Delivered |
| 2.2.1. Recommendations, monitoring, and technical assistance to expand and improve the quality of services for trafficked children and adolescents in CARs and temporary spaces. | In progress |
| 2.2.2 Care model for INABIF to specialize services for trafficked children and adolescents | In progress |
| 2.3.1. Mental health protocol developed and implemented by MINSA to assist children and adolescents victims of trafficking. | In progress with risk |
| 2.4.1. Institutions involved in the implementation of actions against the trafficking of children and adolescents are better informed and equipped to protect and care for victims of trafficking. | Delivered |
| 2.4.2. Pilot reintegration programs with a VCA, developed and implemented by the institutions that make up the Multisectoral Commission. | In progress with risk |
| 2.5.1. Improved capacities of relevant institutions to provide specialized services to children and adolescents victims of trafficking, especially for the LGBTBI community. | In progress |
| 2.6.1. Institutional guidelines and training to promote awareness of signs and indicators of suspicion for recognizing children and adolescents victims of trafficking, and referral procedures designed, developed, and available. | In progress with risk |
| 3.1.1. Regional Action Plans implemented in Lima, Cusco, and Loreto, which include specific actions against children and adolescents victims of trafficking. | In progress with risk |
| 3.2.1. Communication strategy based on emblematic cases of children and adolescents victims of trafficking designed and being implemented. | In progress |
| 3.3.1. Implementation of actions of the PNATP 2017-2021. | In progress |
| 3.3.2. Implementation and development of repatriation protocol. | Not delivered* |

Own elaboration.

9.4.2. Evaluation of outcomes

156. Outputs of the mid-term outcome progress evaluation of the Project (second quarter of 2020) are presented below. Since the outcome indicators presented a series of limitations that made their calculation difficult, the consultant team held a series of conversations with the Project team to improve the specification of the indicators and define the calculation syntax, so that it is possible to measure the indicators with the available data, although it is recognized that they can still be improved.
157. The progress dashboard of the outcome indicators is presented in **Annex 17**. Of the 38 indicators in the FLM 2019, as of the second quarter of 2020, 5 had already reached the established target (13%), 12 showed progress in the achievement of the outcomes (32%), 16 showed no progress (50%), and 5 could not be measured due to the availability of data. Unlike the output indicators, half of the indicators do not show any progress because, given their construction, they require that the outputs to which they are linked have been previously delivered (i.e., show progress to the aim of 100% or more)
- **Outcome 1.1.1:** Project Outcome 1.1.1 Improvement of justice system investigations and sanctions. This outcome is measured by the percentage of recommendations from the children and adolescents trafficking case analysis report referred to Output 1.1.1 that has been implemented by the justice system. As of the second quarter of 2020, 45% of the recommendations of the analysis report had been implemented, so that output 1.1.1 showed significant progress.
 - **Outcome 1.1.2:** Project outcome 1.1.2 Improvement of investigations and sanctions by the justice system. In this case, this outcome is measured by the percentage of recommendations from the monitoring report on the analysis of cases of trafficking in children and adolescents referred to in Output 1.1.1 that is implemented by the justice system. However, this output has not yet been delivered, which means that output 1.1.2 shows no progress.
 - **Outcome 1.2.1:** Project outcome 1.2.1 Improvement in the capacity of justice officers to identify, investigate, prosecute, convict and sentence the crime of children and adolescents trafficking. This is measured based on three indicators: the percentage increase in the number of convictions for children and adolescents trafficking (outcome indicator 1.2.1.1), the percentage increase in the score of evaluations of prosecutors and judges (outcome indicator 1.2.1.2), and the percentage of cases in which reparations are ordered for the victim (outcome indicator 1.2.1.3). At the closing date of this report, it was not possible to obtain the necessary data to measure the progress of outcome indicator 1.2.1.1. However, data were obtained for the computation of the remaining two. As of the second quarter of 2020, outcome indicator 1.2.1.2 stands at 20%, halfway to the established aim. Meanwhile, indicator 1.2.1.3 stands at 100%, constituting an achieved outcome.
 - **Outcome 1.2.2:** Project outcome 1.2.2 Institutionalization of learning resources in the Judiciary, the Public Prosecutor's Office, and the PNP schools to address cases of trafficking of children and adolescents. This is measured based on two indicators: the number of courses incorporated into the curriculum in the aforementioned schools (outcome indicator 1.2.2.1); and the number of judges, prosecutors, and police officers enrolled in such courses (outcome indicator 1.2.2.2). Regarding indicator 1.2.2.1, as of the second quarter of 2020, three courses were developed: one certification for judges from the Judicial Branch school in alliance with the PUCP; one certification for prosecutors from the Judiciary also in alliance with the PUCP; and one course for the Training School of the Peruvian National Police (PNP). However, among these three courses, only the certification for prosecutors had been approved. Consequently, outcome indicator 1.2.2.2 still showed no progress. Given that outcome 1.2.2.2 is oriented towards the institutionalization of learning resources, which corresponds to outcome Indicator 1.2.2.1, and that it shows significant progress, in general terms, this outcome is on track to achieve the proposed aim.

- **Outcome 1.3.1:** Project outcome 1.3.1 Equipment of institutions that are part of the Multisectoral Commission to collect, produce, analyze and report relevant data regarding the implementation of the PNATP 2017-2021. This is measured from three indicators: the number of combined relevant reports that can be created by the data system (outcome indicator 1.3.1.1); a data system capable of providing progress reports on the PNATP 2017-2021 (outcome indicator 1.3.1.2); and the number of official annual reports submitted by MININTER to Congress using the new data system (outcome indicator 1.3.1.3). While the data system referred to in output 1.3.1 was already capable of providing progress reports on the PNATP 2017-2021 (outcome indicator 1.3.1.2), it was not yet being used by the Multisectoral Commission due to outcomes 1.3.1.1 and 1.3.1.3 did not show progress as of the second quarter of 2020.
- **Outcome 2.1.1:** Project outcome 2.1.1 Development and implementation of policies and procedures to promote VCA in cases of children and adolescents trafficking. This is measured by two indicators: the number of institutions that apply these policies and procedures (outcome indicator 2.1.1.1); and the percentage increase in the evaluation scores of DEMUNA and UPE officers of the Public Prosecutor's Office (outcome indicator 2.1.1.2). Outcome indicator 2.1.1.1 shows a 60% progress. As of the second quarter of 2020, the Project had provided technical assistance for the development of eleven policies and/or procedures in line with output 2.1.1 for six public institutions: (1) Judiciary; (2) Public Prosecutor's Office; (3) MIMP; (4) INABIF; (5); PNP; (6) and the *serenazgo*. Regarding indicator 2.1.1.2, it stands at 20%, 10pp below the proposed aim. Progress can be observed in the implementation of instruments to apply VCA in cases of trafficking of children and adolescents.
- **Outcome 2.1.2:** Project outcome 2.1.2 Improvement of the capacity of institutions to apply VCA in cases of trafficking of children and adolescents. This outcome is measured based on the outcome of the evaluation tests on VCA to public officers (outcome indicator 2.1.2.1); and the application of VCA in police reports and legal files (outcome indicator 2.1.2.2). As of the closing date of this report, it was not possible to obtain the data necessary to measure any of these indicators; therefore, it is not possible to evaluate the progress of outcome 2.1.2. However, the training program referring to output 2.1.2 has largely achieved its aim and more than double the number of public officers expected have been trained, we assume that the capacity of the institutions to apply the VCA has increased.
- **Outcome 2.2.1.1:** Project outcome 2.2.1.1 A larger number of children and adolescents victims of trafficking receiving comprehensive and specialized services. This is measured based on the percentage of recommendations implemented by INABIF in the ERCC. As of the second quarter of 2020, among thirteen recommendations made in the framework of the internal report to the ERCC with which the Project works (Gracia y Gracia II in Lima), five recommendations have been implemented (38%). Thereby, as of the second quarter of 2020, the Project is 12pp away from reaching the aim proposed for outcome 2.2.1.1.
- **Outcome 2.2.1.2:** Project outcome 2.2.1.2 Increase in the number of RCC and temporary living spaces equipped and staffed to provide comprehensive and specialized services to children and adolescents victims of trafficking. This is measured by two indicators: the percentage increase in the ERCC operators' evaluation scores (outcome indicator 2.2.1.2); and the number of ERCC and temporary living spaces equipped with the personnel to provide comprehensive and specialized services (outcome indicator 2.2.1.3). Outcome indicator 2.2.1.2 stands at 25%, 55pp below the proposed aim. Outcome indicator 2.2.1.3 is the same as output indicator 2.2.1.3, so the same outcome is observed. As mentioned above, by the second quarter of 2020, this indicator had already reached the established target, having created five ERCC and improved the facilities of one temporary living space. For its part, as of the second quarter of 2020, the outcome indicator 2.2.1.3 had already reached the established goal, having created five ERCCs and improving the facilities of a temporary living spaces. Consequently, significant progress is observed in outcome 2.2.1.2.

- **Outcome 2.2.1.3:** Project outcome 2.2.1.3 is that RCC operators have increased knowledge to provide high-quality specialized services. This is determined by an increase in the number of victims receiving high-quality specialized services in the RCCs (outcome indicator 2.2.1.4). None of the RCC before Project started was a specialized center and five of them have now become ERCC, the indicator 2.2.1.4 has far exceeded its aim.
- **Output 2.2.2:** Project outcome 2.2.2 To standardize comprehensive and specialized services in all RCC. This requires that the care model for INABIF referred to in Output 2.2.2 has been developed and personnel is trained in its application. However, by the second quarter of 2020, this output had not been delivered so outcome 2.2.2 shows no progress.
- **Outcome 2.3.1:** Project outcome 2.3.1 To improve MINSA's institutional capacities to provide specialized mental health services to children and adolescents victims of trafficking, which requires that mental health protocol referred to in Output 2.3.1 has been developed and is being implemented. However, by the second quarter of 2020, this output had not been delivered, therefore outcome 2.3.1 shows no progress.
- **Outcome 2.4.1:** Outcome 2.4.1 To improve. actions and coordination among the institutions responsible for the care and protection of children and adolescents victims of trafficking. This outcome is measured based on the percentage of victims cared for and protected by the responsible institutions under the new procedures established in the Intersectoral Protocol. However, as of the second quarter of 2020, the Intersectoral Protocol had not yet been approved, so outcome 2.4.1 did not show progress. It is important to mention that the approval of the Intersectoral Protocol could take longer than expected since this document is no longer a priority for the Multisectoral Commission, which is focused on the new National Policy against Human Trafficking.
- **Outcome 2.4.2:** Improvement in knowledge and coordination to reintegrate children and adolescents victims of trafficking to direct efforts towards the creation of a national reintegration system, which requires that the pilot reintegration plans referred to in Output 2.4.2 have been developed and are being implemented. However, as mentioned in the previous section, this output had not yet been delivered as of the second quarter of 2020, therefore outcome 2.4.2 shows no progress.
- **Outcome 2.5.1:** Improvement in care for LGBTBI children and adolescents victims of trafficking. This outcome is measured based on two indicators: the number of LGBTBI procedures implemented by relevant institutions (outcome indicator 2.5.1.1); and the percentage increase in the evaluation scores of trained officers (outcome indicator 2.5.1.2). As of the second quarter of 2020, both indicators show progress. As mentioned in the design evaluation, indicator 2.5.1.1 is the same as output indicator 2.5.1.1, which shows 75% progress. Indicator 2.5.1.2 is at 14%, 26pp below the established aim. In general terms, progress has been made in improving care for LGBTBI children and adolescents victims of trafficking.
- **Outcome 2.6.1:** Improvement in the effectiveness of sectors involved in the fight against children and adolescents trafficking to identify, report, and refer the victims. As of the closing date of this report, it was not possible to obtain the data needed to calculate the indicator for this outcome. However, this outcome requires that the guidelines and training referred to in output 2.6.1 have been carried out. As of the second quarter of 2020, the Project had not been able to advance with activity 2.6 due to the crisis generated by Covid-19 and that, consequently, output indicators 2.6.1.1, 2.6.1.2, and 2.6.1.3 were far from reaching their respective aims, we presume that outcome 2.6 did not present progress as of the cut-off date of this evaluation.

- **Outcome 3.1.1:** Project outcome 3.1.1 Improvement in the capacity for action and coordination of the regional commissions to implement their regional plans of action against trafficking. This outcome is measured by three indicators: the number of activities implemented by the Metropolitan Lima Commission (indicator 3.1.1.1); the number of implemented activities of the regional plans of the regional commissions (3.1.1.2); and the number of investment projects submitted to build and maintain the RCC and temporary living spaces (indicator 3.1.1.3). As of the second quarter of 2020, the two activities planned under outcome indicator 3.1.1.1 were implemented; and six of the twenty activities planned under outcome indicator 3.1.1.2. However, due to the State of National Emergency, it was not possible to move forward with the development of the investment projects so outcome indicator 3.1.1.3 did not show progress as of the second quarter of 2020. Regardless of the above, in general terms, progress can be observed under this outcome.
- **Outcome 3.2.1:** Improvement in the understanding of children and adolescents sex and labor trafficking among IDL's audience is improved. This outcome is measured from three indicators: the number of subscribers added to the IDL mailing list after the initiation of the communication strategy (outcome indicator 3.2.1.1); and the percentage of focus group participants demonstrating improved understanding of the issue (outcome indicator 3.2.1.2); and the percentage increase in the score of participants' evaluations understanding of the awareness materials (outcome indicator 3.2.1.3). As of the second quarter of 2020, 42 subscribers had been added to the IDL mailing list, far exceeding the aim set for indicator 3.2.1.1. On the other hand, outcome indicator 3.2.1.3 is at 34%, 6pp below the established aim. As of the closing date of this report, it was not possible to obtain the necessary data to calculate indicator 3.2.1.2.
- **Outcome 3.3.1:** Improvement in the capacity of the Multisectoral Commission to take actions against children and adolescents trafficking based on the PNATP 2017-2021; and this being measured based on the number of PNATP 2017-2021 actions developed and implemented against children and adolescents trafficking (outcome indicator 3. 3.1.1) and the percentage of member institutions of the Multisectoral Commission that have submitted a budget in this area (outcome indicator 3.3.1.2). As of the closing date of this report, it was not possible to obtain the data needed to measure outcome indicator 3.3.1.1. Regarding indicator 3.3.1.2, although progress has been made with technical assistance activities to member institutions of the Multisectoral Commission to allocate a specific budget for human trafficking (output indicator 3.3.1.1), as of the second quarter of 2020 no new institution had submitted a budget against children and adolescents victims of trafficking.
- **Outcome 3.3.2:** Project outcome 3.3.2 Improvement in the policies for the repatriation of children and adolescents victims of trafficking. This requires that the Repatriation Protocol referred to in output 3.3.2 has been developed and is being implemented. However, as of the second quarter of 2020, this output had not yet been delivered, so outcome 3.3.2 showed no progress.

158. The balance progress of the indicators by the outcome is shown in **Table 2**. An outcome is considered to be making progress if at least one of its indicators shows progress; an outcome is considered to show no progress if none of its indicators show progress, and progress of the outcome is not assessed when the data available is insufficient to do so. It is important to mention again that this exercise only evaluates the degree of compliance with the outcome indicators, so, in no case, does it correspond to an evaluation of processes, that is, it does not imply that activities have not been carried out within the framework of each outcome. In general terms, as of the second quarter of 2020, the progress of the outcomes is slower than that of the outputs. Of the 20 outcomes that the intervention aims to generate, 10 outcomes show progress (50%) and 7 outcomes show no progress (30%). There is insufficient data to evaluate the progress of 3 of them (20%).

Table 2. Outcome indicators progress as of the second quarter of 2020.

| Outcome | Status |
|---|---------------|
| 1.1.1. Improvement of the justice system's investigations and sanctions. | In progress |
| 1.1.2. Improvement of the justice system's investigations and sanctions. | No progress |
| 1.2.1. Increased capacity of justice operators to detect, investigate, prosecute, convict and sentence the crime of trafficking in children and adolescents. | In progress |
| 1.2.2. Institutionalization of learning mechanisms and resources for law enforcement, prosecutors, and schools of the Judiciary to address trafficking cases of children and adolescents and increase their knowledge and skills. | In progress |
| 1.3.1. Member institutions of the Multisectoral Commission equipped to collect, analyze, produce and report relevant data on the implementation of the PNATP 2017-2021. | In progress |
| 2.1.1. Relevant policies and procedures available and being implemented for cases of trafficking of children and adolescents that promote VCA. | In progress |
| 2.1.2. Increased institutional capacity to apply the VCA in cases of trafficking of children and adolescents. | Not measured |
| 2.2.1.1. Increased number of victims receiving comprehensive and specialized services. | In progress |
| 2.2.1.2. Increased number of public and temporary spaces equipped and staffed to provide comprehensive and specialized services. | In progress |
| 2.2.1.3. Increased knowledge of RCC operators for the provision of high-quality specialized services. | In progress |
| 2.2.2. Standardized Comprehensive and specialized services in all RCCs. | No progress |
| 2.3.1. Improved institutional capacities and action frameworks of MINSA to provide specialized mental health services to children and adolescents victims of trafficking. | No progress |
| 2.4.1. Improved actions and coordination among the institutions responsible for the care and protection of children and adolescents victims of trafficking. | No progress |
| 2.4.2. Increased knowledge and coordination to reintegrate children and adolescents who are victims of trafficking and to guide efforts towards the creation of a national reintegration system. | No progress |
| 2.5.1. Improved attention to LGBTI children and adolescents victims of trafficking. | In progress |
| 2.6.1. Greater effectiveness of the relevant sectors to identify, report data, and refer children and adolescents who are victims of trafficking. | Not measured |
| 3.1.1. Increased capacity for action and coordination of regional commissions to locally implement their regional plans against human trafficking. | In progress |
| 3.2.1. Increased understanding of sex and labor trafficking of children and adolescents among IDL's audience. | In progress |
| 3.3.1. Increased capacity of the Multisectoral Commission to take actions against trafficking of children and adolescents based on the PNATP 2017-2021. | Not measured |
| 3.3.2. Improvement in the policies for the repatriation of children and adolescents victims of trafficking | No progress |

Own elaboration.

9.4.3. Evaluation of components

159. As mentioned above, the Project does not have indicators (either quantitative or qualitative) to measure the progress of the Project's components or aim; it only has indicators for outputs and outcomes. The absence of indicators at these objective levels introduces an important limitation for this evaluation because the impact of an intervention is normally measured at the last levels of the logic model. This section will make a general evaluation based on the Project's logic model, the performance of the above indicators, and the interviews conducted.
160. **Component 1** of the Project focuses on the **P of prosecution of the crime** and is aimed at strengthening the capacities of the justice system in Lima, Cusco, and Loreto to investigate, prosecute and punish traffickers of children and adolescents under the VCA. To this end, the Project analyzes concluded cases of children and adolescents trafficking with final decisions in Lima, Cusco, and Loreto to then extract good practices and recommendations (activity 1.1); develops a mentoring and training program aimed at justice officers to achieve successful convictions in cases of children and adolescents trafficking (activity 1.2), and provides technical assistance to the Multisectoral Commission to create an information system to monitor the implementation of the PNATP 2017-2021 (activity 1.3).
161. Among these three activities, the first two are the most advanced at the mid-term of the Project. On the one hand, the analysis of cases referred to is in activity 1.1 and their respective workshops have already been performed. However, as it has already been observed, this does not automatically imply that the justice system's investigations and sanctions have improved. On the other hand, significant progress has been made with the training on the trafficking of children and adolescents for judges and police officers referred to in Activity 1.2. In the same way, courses have already been designed for the schools of the Judiciary, the Public Prosecutor's Office, and the PNP. However, as of the second quarter of 2020, two of these courses were still awaiting approval, so it is still too early to see outcomes in this activity. In the case of the data system referred to in Activity 3.1, although the system had already been developed by the mid-term of the Project, it was not being used. Regardless of the above, as mentioned in the design evaluation, the outcome resulting from Activity 1.3 does not directly contribute to the achievement of Component 1.
162. **Component 2** of the Project focuses on the **P for Protection** and is aimed at improving inter-institutional coordination to effectively provide comprehensive specialized care, protection, and reintegration of children and adolescents victims of trafficking in Lima, Cusco, and Loreto. To this end, the Project provides technical assistance to establish procedures to promote the application of the VCA for cases of children and adolescents trafficking (activity 2.1); improve and expand specialized services for children and adolescents victims of trafficking in RCC and temporary living spaces (activity 2. 2); develop, implement and monitor a mental health protocol to assist children and adolescents victims of trafficking; implement the Intersectoral Protocol focusing on the areas of protection, care, and reintegration (activity 2.4); improve policies and procedures for care (activity 2.5), and improve the capacities of service providers to identify and refer children and adolescents victims of trafficking (activity 2.6).
163. From the six activities mentioned below, activities 2.1, 2.2, and 2.5 show the greatest progress in the achievement of outputs and, therefore, in the achievement of outcomes. First, under activity 2.1, great progress has been made in terms of the number of instruments that have been institutionalized for officers involved in the care of children and adolescents victims of trafficking to apply the VCA in the management of these cases, as well as in the number of training conducted. This suggests that conditions are being created for a greater number of victims to receive adequate care, however, the application of this approach has not been verified in police reports or legal files. Even so, only the incorporation of VCA in the approach to the problem is one of the great contributions of the Project. Second, within the framework of Activity 2.2, it has been possible to specialize the care services of five ERCC. This is one of the main outcomes of the Project, since it has increased the number of victims

receiving specialized services. Third, within the framework of Activity 2.3, more than half of the guidelines for improving the care of LGBT children and adolescents victims of trafficking have been developed and good progress has been made in training the personnel in charge. Given the above, the conditions are now in place to improve care for this subgroup of trafficked persons.

164. Activities that show the slowest progress under component 2 are activities 2.3, 2.4, and 2.6. In the case of activity 2.3, according to the 2019 FLM, the outputs and outcomes that should be generated as a result of this activity depend entirely on the development of the mental health protocol. As of the second quarter of 2020, although the Mental Health Guide (document before the development of the Mental Health Technical Guide) had already been developed, it had not yet been approved by MINSA. Consequently, none of the indicators (neither outputs nor outcomes) showed progress. Activity 2.4 consists of improving the capacities of the institutions to implement the Intersectoral Protocol, but also to develop and implement pilot reintegration programs. In both cases, although the corresponding technical assistance activities were developed, the new Intersectoral Protocol had not been approved, nor had it been possible to implement pilot reintegration programs, so that by the mid-term of the Project there were no outcomes in these areas. Finally, Activity 2.6 consists of developing guidelines for identifying children and adolescents victims of trafficking and training relevant service providers to use these guidelines. As of the second quarter of 2020, these guidelines had not been approved, so improvements in the effectiveness of the relevant sectors in identifying and referring children and adolescents victims of trafficking had not been observed.
165. Finally, **component 3** of the Project focuses on the **P for prevention** and is aimed at promoting a strategic and coordinated approach to prevent the trafficking of children and adolescents in Lima, Cusco, and Loreto. To this end, the Project provides technical assistance to the Regional Commissions to adapt and implement their Regional Plans to the PNATP 2017-2021 (activity 3.1); in the same way, develops and implements a communication strategy to prevent child trafficking (activity 3.2); and provides technical assistance to the Multisectoral Commission to implement the PNATP 2017-2021 (activity 3.3).
166. From the three activities mentioned below, significant progress has been made in delivering the outputs corresponding to the implementation of the communication strategy (activity 3.2). As of the second quarter of 2020, almost all of the aims established for the communication strategy had already been achieved, with eleven additional radio spots still to be produced by the end of the Project. The outcome indicators suggest that this communication strategy would be contributing to improving the understanding of the issue among IDL's audience.
167. The first (activity 3.1) and third (activity 3.3) activities show combined outcomes. In the case of activity 3.1, several of the actions of the Regional Action Plans had already been implemented. However, public investment projects to build and maintain the RCC and temporary living spaces had not yet been submitted. In the case of activity 3.3 significant progress was observed in the implementation of the actions of the PNATP 2017-2021 (output 3.3.1) and, which conducts to the capacity of the Multisectoral Commission to take actions against human trafficking. The development of the Repatriation Protocol referred to in output 3.3.2 presented delays as of the second quarter of 2020 due to the difficulty in establishing communication with the Ministry of Foreign Affairs following the onset of the State of National Emergency. However, according to the progress report for the fourth quarter of 2020, contact with the Ministry has already been established and technical assistance activities have begun, so this output would not present a risk of non-compliance by the end of the intervention. Regardless of the above, as mentioned in the design evaluation, the outcomes generated by this output do not have direct impacts on component 3.

9.4.4. Evaluation of purpose

168. At the mid-term of the intervention, the Project has made considerable progress in the delivery of outputs and, in the same way, among the different components. However, to the extent that there is no definition or indicators to measure the capacity building, it is not possible to assess the progress of the intervention in achieving its purpose. However, it is still too early to observe significant progress in the Project's purpose beyond the institutionalization of instruments.

9.4.5. Covid-19 impact on project effectiveness

169. The Covid-19 emergency caused some Project activities to be delayed or postponed. In the current context, most of the activities performed by the Project involve the participation of public institutions that are front-line in this emergency, such as the PNP, MINSA, and the Regional Governments, which usually have an emergency response as a priority. As a consequence, the speed of response of these institutions slowed down.

170. In addition to the above, most of the activities performed by the Project consist of training officers, which were initially designed to be carried out in person. Due to restrictions of the State of National Emergency, most of the training had to be reformulated to be delivered virtually and adapted to the new context. This not only had implications in terms of time, but also, in some cases, implied the necessary equipment such as the internet, televisions, and cameras to ensure adequate access. However, several training programs, mainly those involving the Police, were not adapted to a virtual modality since they require a face-to-face dynamic. Details of Covid-19 impact by output can be found in **Annex 18**.

9.5. Efficiency evaluation

171. This section aims to evaluate the efficiency in the use of resources, in other words, to what extent the progress shown by the Project corresponds to the budget implementation, by answering the evaluation questions mentioned in **Annex 4** of this report.

9.5.1. Project budget

172. According to the Project Narrative Budget dated April 2018, the original Project budget was USD 4 million. This budget included the direct and indirect costs of the Project implementation in Lima, Cusco, and Loreto for a period of 39 months (from October 01, 2017, to December 31, 2020). In September 2019, through Addendum N°SSJTIP17CA1022-M002, to extend the term of the intervention until December 31, 2021 (12 additional months, 51 months in total), the Project budget was extended by USD 1.7 million, from USD 4 million to USD 5.7 million. With this extension, the Project's impact²⁶ was strengthened and Madre de Dios and Puno were included in the scope of intervention for the implementation of certain specific activities. The breakdown of the initial budget by major items is presented in **Table 3** and the breakdown according to major items and years is presented in **Table 4**. In the same way, the breakdown of the expanded budget by major items is presented in **Table 5** and the breakdown by major items and years is presented in **Table 6**.

²⁶ Request for cost extension for PER/17/51/USA: Partnerships in Action to End Child Trafficking in Peru.

Table 3: Initial Budget summary (USD)

| | | USD | % |
|-----------|--------------------|------------------|------------|
| A) | Personnel | 823,934 | 21 |
| B) | Fringe benefits | 221,086 | 6 |
| C) | Travel | 79,814 | 2 |
| D) | Supplies | 43,390 | 1 |
| E) | Subcontracts | 1,856,564 | 46 |
| F) | Construction | 36,322 | 1 |
| G) | Other direct costs | 478,713 | 12 |
| I) | Total direct costs | 3,539,823 | 88 |
| J) | Indirect costs | 460,177 | 12 |
| K) | Total Cost | 4,000,000 | 100 |

Source: Budget narrative (April 2018). Own elaboration.

Table 4: Summary of initial budget by year (USD)

| | | 2017 | 2018 | 2019 | 2020 |
|---------------------------------|--------------------|--------------|------------------|------------------|------------------|
| A) | Personnel | 0 | 276,182 | 249,804 | 297,948 |
| B) | Fringe benefits | 0 | 74,399 | 66,976 | 79,711 |
| C) | Travel | 0 | 29,137 | 25,339 | 25,339 |
| D) | Supplies | 4,555 | 8,435 | 22,700 | 7,700 |
| E) | Subcontracts | 0 | 701,924 | 746,343 | 408,297 |
| F) | Construction | 0 | 0 | 30,000 | 6,322 |
| G) | Other direct costs | 0 | 165,931 | 198,045 | 114,737 |
| I) | Total direct costs | 4,555 | 1,256,008 | 1,339,207 | 940,053 |
| J) | Indirect costs | 1,250 | 166,864 | 169,897 | 122,167 |
| K) | Total Cost | 5,805 | 1,422,872 | 1,509,103 | 1,062,220 |
| Distribution by year (%) | | 0.1 | 36 | 38 | 27 |

Source: Budget narrative (April 2018). Own elaboration.

173. In both charts, the item "personnel" corresponds to the payment of the responsible Project team. The item "social benefits" corresponds to the payment of social benefits of the Project team such as pensions, health insurance, and vacations. The item "travel" includes expenses associated with the relocation of the Project team. The item "supplies" includes expenses related to the equipment of the office in Lima and the RCC and temporary living spaces for the care of children and adolescents who are victims of trafficking. The item "subcontracts" is the largest of all (46% of the total budget) and corresponds to the contracting of IDL and CHS Alternativo, the Project's implementing partners, as well as the hiring of consultants for the development of specific activities. The item "construction" includes expenses to repair and renovate the RCC and temporary living spaces for the care of children and adolescents who are victims of trafficking. The item "other direct costs" includes expenses related to seminars, training, publications, printing, and operations. Finally, the item "indirect costs" includes other types of expenses and corresponds to 13% of the Project's direct costs.

Table 5: Summary of the expanded budget (USD)

| | | USD | % |
|-----------|--------------------|------------------|------------|
| A) | Personnel | 1,303,172 | 23 |
| B) | Fringe benefits | 349,264 | 6 |
| C) | Travel | 131,658 | 2 |
| D) | Supplies | 189,388 | 3 |
| E) | Subcontracts | 1,916,197 | 34 |
| F) | Construction | 255,855 | 4 |
| G) | Other direct costs | 898,714 | 16 |
| I) | Total direct costs | 5,044,248 | 88 |
| J) | Indirect costs | 655,752 | 12 |
| K) | Total Cost | 5,700,000 | 100 |

Source: Budget narrative (August 2019). Own elaboration.

Table 6: Summary of the expanded budget by year (USD)

| | | 2017 | 2018 | 2019 | 2020 | 2021 |
|---------------------------------|---------------------------|--------------|----------------|------------------|------------------|------------------|
| A) | Personnel | 0 | 238,148 | 260,789 | 393,360 | 149,692 |
| B) | Fringe benefits | 0 | 64,417 | 69,864 | 105,124 | 109,858 |
| C) | Travel and transportation | 0 | 20,131 | 42,372 | 44,905 | 24,250 |
| D) | Supplies | 4,555 | 8,435 | 57,555 | 67,790 | 51,053 |
| E) | Subcontracts | 0 | 368,348 | 715,700 | 509,096 | 323,053 |
| F) | Construction | 0 | 0 | 150,835 | 65,650 | 39,370 |
| G) | Other direct costs | 0 | 145,854 | 391,631 | 246,125 | 115,104 |
| I) | Total direct costs | 4,555 | 845,332 | 1,688,745 | 1,432,050 | 1,073,565 |
| J) | Indirect costs | 1,250 | 109,235 | 219,537 | 186,167 | 139,563 |
| K) | Total Cost | 5,805 | 954,567 | 1,908,282 | 1,618,217 | 1,213,129 |
| Distribution by year (%) | | 0.1 | 17 | 34 | 28 | 21 |

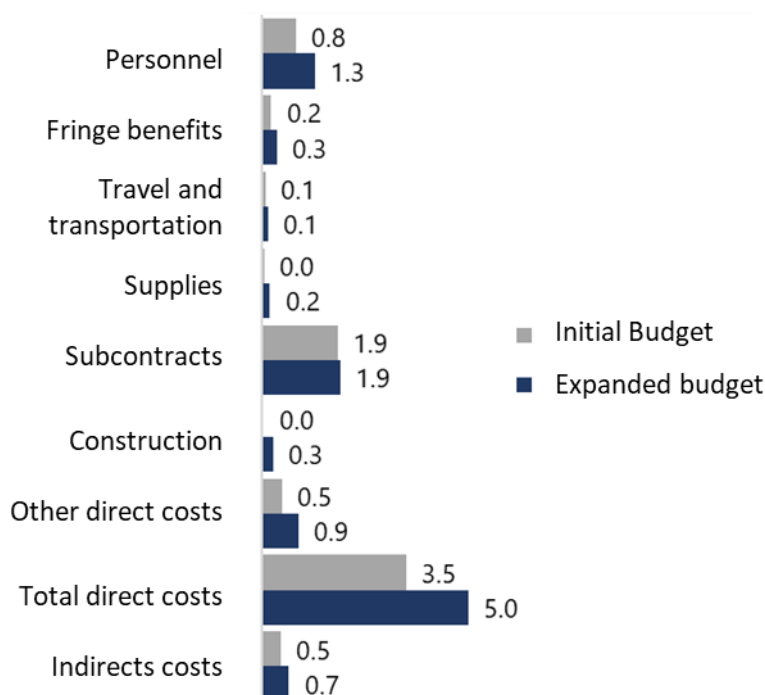
Source: Budget narrative (August 2019). Own elaboration.

174. Budget modifications by major expense items are presented in **Chart 1**²⁷. The increase in the budget under the item "personnel" responds to salary adjustments and an increase in the size of the team. Regarding the first point, these adjustments correspond to the re-categorization of the Project Coordinator's remuneration from P3 to P4 according to the United Nations salary scale, based on her work experience and the level of responsibility required by the Project as of 2020. Regarding the second point, as mentioned above, three new people were added to the Project team: a Technical Officer, in charge of ensuring the timely and quality execution of Project activities, especially Component 1 activities; a Technical Associate, in charge of providing technical support in the implementation of Project activities; and a Translation Associate, in charge of translations for the document Donor. The increase in item "travel and transportation" -although small- responds to the

²⁷ Base on the data of the Project's documents: 06.04.18 ILO Budget Narrative JTIP format approved y Budget Narrative JTIP format – cost extension 28.8.19.

incorporation of Madre de Dios and Puno. The increase in the item "supplies" corresponds to the improvement of the conditions of the RCC facilities and temporary living spaces for the care of children and adolescents victims of trafficking.

Chart 1: Initial and expanded budget according to major items (%)

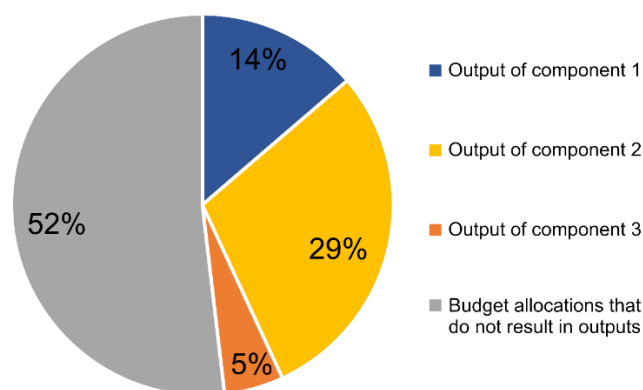


Source: Budget narrative (August 2019). Own elaboration.

175. The addition of the category "subcontracts" is explained by the extension of the CHS Alternative agreement until December 2021; and by the need to increase the budget allocated to consultancies due to the extension of the execution period, the incorporation of Madre de Dios and Puno into the scope of the intervention and the introduction of three new outputs (output 1.1.2: monitoring report on the trafficking case analysis report and monitoring report workshops; output 2.2.2: care model to specialize INABIF services; and output 3.3.2: repatriation protocol). The category "construction" increased seven times its initial budget due to the increase in the budget for improving the conditions of the RCC and temporary living spaces. Finally, the increase in the category "other direct costs" -mainly due to the increase in the Project's direct costs- made it possible to finance the expansion of output 2.2.1 in Madre de Dios and Puno (training for personnel of the RCC and temporary living spaces).
176. As mentioned above, the budget expansion resulted in changes to the LFM 2018, giving rise to the LFM 2019. In the case of component 1, the budget modifications were linked to an expansion of the scope of influence of activity 1.2 (training program for justice officers on how to best achieve successful convictions) and the inclusion of the Madre de Dios and Puno. Also, activity 1.3 of the LFM 2018, through which legal representation was provided in the criminal process of emblematic cases of trafficking of children and adolescents, was eliminated. In the case of component 2, the scope of influence of activity 2.2. (technical assistance to the MIMP to improve and expand specialized services for trafficking of children and adolescents in RCC and temporary living spaces of the State) was expanded to include Madre de Dios and Puno. Moreover, an additional output related to the development of a attention model for INABIF was incorporated. On the other hand, the type of beneficiaries of activity 2.6 was modified to include only health care providers, inspectors, and regular justice officers. Finally, in the case of component 3, a new output related to the development and implementation of a repatriation protocol for children and adolescents victims of trafficking (output 3.3.2) was incorporated.

177. With the expanded budget breakdown (hereafter, **2019 Budget**) based on components using information from the annual financial reports prepared by the ILO, it is found that 14% of the overall budget of the Project is allocated to produce the outputs of component 1 (USD 781,498), 29% to those of component 2 (USD 1,670,350), 5% to those of component 3 (286,643), and the remaining 52% to actions that do not end in outputs (USD 2,950,644) (see **Chart 2** and **Chart 3**). The budget allocated to the delivery of the outputs of each component corresponds specifically to the cost per output of implementing partners, external consultants, communications, and seminars (48% of the Project budget is allocated to these); while the budget allocated to actions that do not result in outputs correspond to the Project's operating costs such as personnel, mobility, equipment, M&E, security, support, among others. The outputs under component 2 correspond to a larger budget due to output 2.1.1, which involves the construction and improvement of facilities for the care of children and adolescents victims of trafficking. It should be noted that the Project does not have specific budget lines for the inclusion of gender perspective, non-discrimination, and inclusion of persons with disabilities, but in the case of actions to incorporate these approaches, these would be included in the activities performed by the Project.

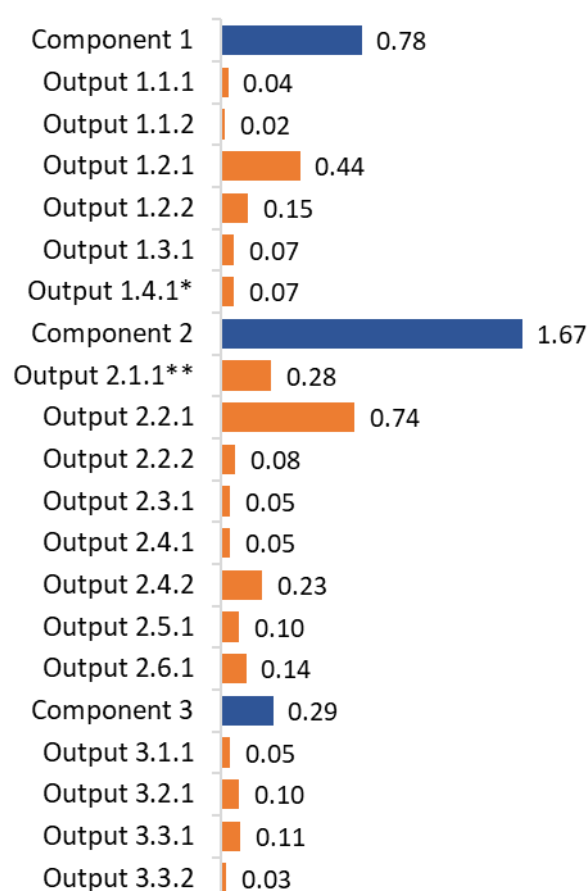
Chart 2. 2019 Budget according to components (%)



Source: ILO annual financial reports. Own elaboration.

178. It is important to mention here that there is a possibility that the budget may be extended once again, but -as of the second quarter of 2020- no formal negotiations with the Donor had been initiated. In the case that access to a budget extension is not possible, as seen below, the Project has a fund that would allow to extend the term of the intervention for a few more months or, otherwise, to increase the budget for the delivery of some outputs. However, in no case would the number of regions that constitute the intervention area be increased since the Project is part of the CPC Partnership between the United States and Peru, which delimits the possible intervention area of the Project.

Chart 3: 2019 Budget by components and outputs (millions of USD)



Source: Annual financial reports of the ILO. Own elaboration.

9.5.2. Financial management

179. The evaluation of the Project's financial management will be based on the annual financial reports elaborated by the ILO. It should be noted that these reports only show the budget breakdown by year, component, and output; and that there is no data broken down by outcomes, regions or other criteria. As of July 31, 2020, the Project has implemented 53% of its overall budget (PEN 3,009,421) (see **Annex 19. Financial execution of the Project according to components and outputs**). Component 1 shows an implementation of 57%; Component 2, an implementation of 50%; and Component 3, an implementation of 58%. The details of financial management classified by year, component, and output are shown in **Annex 20. Financial execution of the Project according to years, components and outputs**. Generally speaking, a budget implementation by output corresponds to the progress of the output indicators and the achievement of the aims previously presented.
180. In the case of Component 1, the only output for which the entire allocated budget has already been implemented is output 1.1.1 (case analysis report), which means that this output has already been delivered. The next output with the highest financial management is output 1.2.2 (training on children and adolescents trafficking for teachers in schools of the Office of Public Prosecutions, the Judiciary and the PNP) (76%), followed by output 1.2.1 (training for justice officers) (46%) and output 1.3.1 (information system for monitoring the PNATP 2017-2021) (40%). As of the second quarter of 2020, the budget for output 1.1.2 (monitoring report on the case analysis report) had not yet been implemented because this output was scheduled for the fourth quarter of 2020.

181. Regarding component 2, the output with the highest level of financial management is output 2.2.1 (assistance to RCC to improve care) (62%), followed by output 2.5.1 (training for MIMP to improve care for LGBTI children and adolescents who are victims of trafficking) (57%). outputs 2.1.1 (procedures and training to incorporate VCA in cases of children and adolescents victims of trafficking), 2.3.1 (mental health protocol), 2.4.1 (intersectoral protocol), 2.4.2 (pilot reintegration program) and 2.6.1 (guidelines and training to identify children and adolescent victims of trafficking) have an implementation of around 40% of the allocated budget. The output with the lowest budget implementation is output 2.2.2. As of the second quarter of 2020, only 14% of the allocated budget had been implemented, which corresponds to the fact that the development of the care model for INABIF had not yet begun at this time.
182. Finally, regarding component 3, the only output that has already been almost fully delivered is output 3.2.1 (communication strategy). The following output with a higher degree of financial implementation is output 3.3.1 (PNATP 2017-2021 actions implemented) (56%). Further behind is output 3.1.1 (regional action plans) with only 24% of the implemented budget. The budget for output 3.3.2 (repatriation protocol) had not yet been implemented as of the second quarter of 2020 since communication with the Ministry of Foreign Affairs had not been established and therefore it was not possible to initiate this activity.
183. Regarding the allocation and delivery of resources, both the Project team and the implementing partners indicated that any problems have been reported. All deliveries have been timely and completed within the established deadlines, and have not resulted in any difficulties for the implementation of the Project. Besides, as a result of the efficiency gains and/or the budget not implemented in previous years, the Project has a fund equivalent to 14% of the overall budget that could be used for contingency actions or to extend the intervention period. All deliveries have been timely and completed within the established deadlines, and have not resulted in any difficulties for the implementation of the Project. On the other hand, the Project has a budget for the remainder of the project (from July 2020 to December 2021) equivalent to 20% of the overall amount (PEN 1,545,021).

9.6. Sustainability of the project

184. The aim of this section is to assess the sustainability of the Project by answering the evaluation questions mentioned in **Annex 4** of this report. For that purpose, the definition of sustainability used by the ILO Evaluation Office will be adopted, which defines this term as the probability that the positive outcomes of intervention will continue after the intervention has ended (ILO, 2020). It is important to mention that this definition is in line with the CPC Peru Alliance. Both the Peruvian Government and the Donor understand sustainability as the probability that the improvements achieved in strengthening the capacities of the public sector in the fight against trafficking of children and adolescents in Peru (both at the public policy and operational levels) within the framework of the CPC Peru Alliance will continue after the end of this alliance between the two governments. Due to the above, it is important to know what conditions are necessary to ensure this continuity, what actions are being done by the Project for this purpose, and what are factors could threaten the sustainability of the outcomes.

9.6.1. Conditions for sustainability

185. Based on the secondary data reviewed and the interviews held with qualified informants, three minimum conditions have been identified that must be met for the positive outcomes of the Project's intervention to be sustained over time. First, it is essential to have the **political will** of the government to face this problem. To the extent that the fight against children and adolescent trafficking requires the coordinated participation of different sectors and levels of government, the central administration must be convinced of the importance of eradicating children and adolescent trafficking to facilitate and expedite the necessary actions to do so. Second, while political will is necessary, it is insufficient without

financial resources. Therefore, political commitment must be accompanied by the allocation of **public budgets**. Third, given the complexity of the problem of human trafficking, institutionalized instruments and a minimum level of capacity in the public sector are needed to continue strengthening the capacities of the rest of the state apparatus.

9.6.2. Actions taken by the project to ensure sustainability

186. Actions developed by the Project to ensure the sustainability of the outcomes: Although no explicit exit strategy has been found, the main strategy of the Project has been to institutionalize the policy instruments developed within the framework of the intervention to strengthen the capacities of the public sector in the prosecution, protection and prevention of the crime of children and adolescents trafficking. As of the second quarter of 2020, a series of instruments have been institutionalized that will transcend the Project's intervention. According to the Project team, the institutionalization of these instruments will allow for the continuity of the strengthening of the State's capacities despite the high turnover of authorities and officers. The consultant team agrees with the above assessment and considers this to be the Project's main contribution to the fight against children and adolescent trafficking. The institutionalization of this set of tools is particularly important in the case of human trafficking because it is a complex problem whose attention requires special expertise and sensitivity to the seriousness of the crime.
187. For instance, one of the Project's main contributions to strengthening the justice system in the investigation and punishment of human trafficking cases, especially cases of children and adolescents, has been the development of the new plenary agreement for the crime of human trafficking (Plenary Agreement N°06-2019/CIJ-116). This agreement was developed within the framework of output 1.2.1 although it is not tied to any output. The new plenary agreement is an important development because it provides an updated conceptual and normative framework for the crime. It specifically determines that the legal good protected in human trafficking is dignity and not freedom as stipulated in Plenary Agreement N°03-2011/CIJ-116. This recognition fulfills a relevant guiding function in the criminal justice system, in the perspective of prosecutorial investigation, and the evidentiary assessment of judicial organs for the issuance of sentences and precautionary measures. The interviewees also noted that the new plenary agreement has clarified the concept of children and adolescents, consent, and the situation of vulnerability, and it has also helped to differentiate the crime of trafficking from other forms of exploitation.
188. The institutionalization of procedures and tools is a crucial aspect to ensure the sustainability of the outcomes, but a minimum of installed capacity in the public sector is also required. To continue raising awareness and training more officers in the different sectors and levels of government after the intervention has concluded. The project conducts the aforementioned training of public officers; however, the main threat to this strategy is the turnover of trained personnel. Therefore, the activities that ensure greater continuity are the development of training programs in the Judiciary schools, the Office of Public Prosecutions and the PNP under activity 1.2, and the development of the operational model for INABIF under activity 2.2. In addition to the training, ILO representatives mentioned that the Project has also worked to establish a network of officers (both in the public sector and in civil society) strong enough to have an impact on the fight against human trafficking and to continue citizen vigilance.
189. However, these actions only correspond to one of the three conditions necessary to ensure the sustainability of the outcomes. It is necessary to have the political commitment of the State and a specific budget allocated to the fight against human trafficking to ensure such sustainability. Regarding political will, both the Donor representatives and the Project team perceive that there is a strong commitment from the Peruvian State to keep the priority on the fight against human trafficking, so it does not seem to be a major concern.

190. In contrast, the availability of resources has been a concern raised by both Donor representatives and the Project team. While the Project team has taken steps to promote the allocation of a specific budget for human trafficking, it has not yet been possible to create a budget program²⁸.

9.6.3. Threats to sustainability

191. Based on the analysis conducted, a set of factors have been identified that could risk the sustainability of the Project. The first factor is **the loss of political priority as a consequence of the crisis caused by Covid-19**. The current context has deprioritized almost all public interventions that are not directly related to addressing the health crisis and its economic consequences. Considering that many of the institutions involved in the fight against trafficking of children and adolescents are frontline institutions in the health crisis, such as MINSAs, the PNP, and regional governments, several of the actions being performed with these institutions have been compromised by the onset of the National State of Emergency. Although priority loss generated by Covid-19 should be more temporary than persistent, it could last at least throughout 2021 and part of 2022, and therefore constitutes one of the main threats to the sustainability of the Project in the short term.
192. Second, **uncertainty regarding the continuity of the country's political priorities**. The political instability in which Peru has been immersed for some years -and which is not expected to improve in the immediate future- outcomes in a climate of uncertainty regarding the continuity of national priorities. Moreover, new elections will be called in April 2021, which will bring in a new administration effective in July. Since the political will is one of the minimum conditions to ensure the sustainability of the intervention, this new administration would have to renew the commitment of the Peruvian State to fight human trafficking and continue with the actions undertaken during the last five years. It should be recalled that the sustainability of the intervention is currently guaranteed to some extent due to the bilateral agreement with the U.S. government; however, this agreement expires at the end of 2022.
193. However, according to the proposals of the government plans of the candidates for the Presidency of the Republic in the upcoming elections, it seems that the fight against human trafficking will continue to be on the political agenda in the coming years. However, the approach to this problem varies among political parties. On the one hand, there are those that address the problem of human trafficking as a citizen security problem linked to organized crime, such as Acción Popular (candidate Yonhy Lescano), Fuerza Popular (candidate Keiko Fujimori), Partido Nacionalista (candidate Ollanta Humala) and Alianza

²⁸ Under activity 3.3. the Project team held meetings with the Technical Secretariat of the Multisectoral Commission during 2018 to discuss the need to allocate a specific budget to human trafficking in the relevant sectors. In these meetings, it was agreed that the Project would provide technical assistance to the units responsible for the budget in each sector to promote this allocation. However, in January 2019, Law N°30925 "Law that strengthens the implementation of temporary shelter spaces for victims of human trafficking and sexual exploitation" was approved, which incorporates a complementary provision to Law N°28950 "Law against human trafficking and smuggling of migrants" where the design of a multisectoral budget program for the implementation of policies against human trafficking and smuggling of migrants is ordered by MININTER with assistance of the MEF, involving all key sectors and the three levels of government. After the approval of Law N°30925, the Technical Secretariat of the Multisectoral Commission decided that the elaboration of the multisectoral budget program would be carried out by MININTER without the support of the Project through CHS Alternativo. In January 2020, the Multisectoral Commission presented a first draft of the multisectoral budget program; however, MEF feedback suggested the development of a new proposal. Following this feedback, CHS Alternativo again offered to assist MININTER in the elaboration of the proposal, this time obtaining a positive response from the institution. Unfortunately, shortly after the Covid-19 pandemic began and the Multisectoral Commission did not meet until the fourth quarter of 2020, therefore it was not possible to move forward with the proposal. Thus, until the second quarter of 2020, no concrete progress was observed in this dimension. The following section will evaluate these and other threats.

para el Progreso (César Acuña). On the other hand, some address the problem as a problem itself, putting forward specific proposals for the fight against human trafficking, this being the case of the Partido Morado (candidate Julio Guzmán), Frente Amplio (candidate Marco Arana), and Somos Perú (candidate Daniel Salaverry). Finally, there are those who, although they do not explicitly refer to human trafficking, do so indirectly in the area of human rights protection, as is the case of Juntos por el Perú (candidate Verónica Mendoza).

194. Third, **the absence of a budget program**. As mentioned in the diagnosis of the PNATP 2017-2021, the fight against human trafficking does not have a specific allocated budget but is implemented from the budget of each sector. The 2018-2019 Alternative Report prepared by CHS Alternativo notes that only MININTER, MIMP, and MTPE have a specific budget sheet for the implementation of the PNATP 2017-2021 (CHS Alternativo, 2020). The rest of the sectors, such as, for instance, MINSA, as well as most regional and local governments, use the budget of other items to be able to perform the scheduled activities. The latter even though in March 2019, Law N°30925 ordered the design of a multisectoral budget program for the implementation of policies on human trafficking and smuggling of migrants within six months of the Law's entry into force, which as of the closing date of this report (March 2021), has not yet been developed.
195. The latter reflects the fragility of the Peruvian Government's political will to combat human trafficking. As mentioned above, the availability of resources to ensure the sustainability of outcomes is an issue of concern to both the Donor and the ILO. Currently, technical assistance activities are sustained through funding from the U.S. Government under the CPC Peru Alliance. However, the Donor's representatives even fear that Peru's counterpart commitment under the CPC Peru Agreement may be affected by the current situation, as the Peruvian Government may be forced to redirect such resources to emergency response. For its part, the Project team identified some specific activities where the availability of resources could compromise the sustainability of the outcomes, such as, for instance, the pilot program for the reintegration of victims under activity 2.4.
196. Fourth, **the high turnover for officers**. This turnover occurs in two levels. On the one hand, there is a high turnover between high-ranking officers of the main sectors involved in the fight against human trafficking which in some cases can delay scheduled activities. For instance, in the last five years, the MININTER - the leading institution of the Multisectoral Commission - has had eleven ---, the MINJUSDH has had nine and MINSA has also had eleven changes. On the other hand, there is also a high turnover between frontline officers in the care and protection of victims of trafficking, for instance, the PNP, the UPE, and the specialized officers of the RCC. This has direct consequences in the sustainability of the intervention as every turnover represents a setback in the development of the --- due to new personnel being incorporated that do not necessarily have expected knowledge or skills, which makes it necessary to raise awareness and train the officers again.
197. Fifth, **the still poor articulation and coordination that exist between different sectors, government levels, and civil society to confront the trafficking of children and adolescents**. To ensure the sustainability of the Project outcomes, every person involved in the eradication of trafficking of children and adolescents must be updated to the regulatory changes and new developing procedures.
198. Sixth, **the increase in vulnerability due to Covid-19**. Although there is no statistical data available to measure the impact of Covid-19 on the crime of human trafficking, the United Nations Office on Drugs and Crime (**UNDOC**) warns that several factors increasing this crime should be expected (UNDOC, 2020). On the one hand, the health emergency -and the resulting economic crisis- has exacerbated the systemic economic and social inequalities that are among the underlying causes of human trafficking. Furthermore, the measures to flatten the infection curve (forced quarantines, curfews, travel restrictions, limitations on economic activities, and public life) may be contributing to making this crime more clandestine (through the use of new technologies) and making victim identification more difficult. In this sense, there is a risk that the crime of human trafficking is evolving faster than the response capacity of the institutions fighting against it.

10. CONCLUSIONS

199. **Conclusion 1:** The Project is relevant and pertinent to the Peruvian context. In the same way, the Project is also consistent with national priorities and the Peruvian State's strategy to eradicate human trafficking and it is properly aligned with the SDGs of the 2030 Agenda and the ILO business and general policies. In addition, there are potential coordination spaces with other active projects in Peru implemented by NGOs - particularly those in charge of the CHS Alternativo every time common aims are shared, even the scope of intervention - and the Peruvian State. In the same way, potential coordination spaces are identified with the ILO's Bridge Project, especially to increase the efforts to coordinate the collection of reliable data and generate a data system on both autonomous crimes.
200. **Conclusion 2:** The theory of change underlying the intervention is also comprehensive and was built based on the PNATP 2017-2021, addressing the dimensions of prosecution, protection, and prevention and, although not explicitly recognized, institutional governance. However, it presents three areas for improvement at the level of causal linkages mainly due to the ordering of components and outputs. Two activities (activities 1.3 and 3.1) correspond to activities aimed at strengthening institutional governance but are respectively established in the prosecution and prevention of the components following the donor requirements. In the same way, outcome 3.3.2 associated with repatriation policies is established in the component related to prevention when it is more related to the protection component every time it is about an ex post facto activity. In practice, these inconsistencies do not have any concrete implications at the operational level, but they make these outcomes invisible and the understanding of how they are achieved for monitoring and evaluation exercises. On the other hand, the Project's logic model does not identify concrete assumptions associated with each of the objective levels. The main weakness of the Project's design occurs at the level of indicators to measure its achievement. First, the logical framework matrix only has indicators at the output and outcome level (using the Project definition) and not at the component or purpose level. Second, most of the indicators have defined means of verification; however, the outcome indicators are not specific. Third, all indicators have baseline values. Fourth, although all indicators have targeted by the end of the intervention, it is unclear how these were defined. Fifth, regarding indicators quality, one-third of them do not meet the SMART goal for being a good indicator. However, although the quality of the indicators is not ideal, they can be measured once the problems of specificity are overcome, an effort that has been made in this study.
201. **Conclusion 3:** At the management level, the Project is organized for the performance of activities and achievement at the output level but does not measure outcomes. Within this context, the M&E system and budget tracking are done on outputs and not on outcomes. This is due to the requirements of the Donor (technical and financial progress reports at the output level) and to the difficulty faced by the Project to measure outcome indicators regularly. Therefore, it is difficult to argue that the decisions made in the Project are based on the outcomes of progress. However, intervention strategies are identified that are favorable to the achievement of the aims. For instance, the team shows adaptability to the environment and the type of beneficiary (public sector) by matching demand with the Project objectives, and therefore making possible the implementation of critical actions.
202. **Conclusion 4:** Adequate and almost homogeneous progress is identified among its components based on the outcomes measured on an ad-hoc basis for this evaluation exercise. At the same time, the budget has evolved in line with the actions performed. Only four outputs could present some delay to the end of the Project, mainly due to the crisis generated by Covid-19: the mental health protocol (output 2.3.1); the pilot reintegration programs (output 2.4.1); and institutional guides and training to identify victims of trafficking (output 2.5.1). The main outcomes of the Project to strengthening the capacities of the State to prosecute, protect and prevent the crime of trafficking come from the institutionalization of instruments. However, it is still too early to identify important outcomes of capacity building that these instruments, together with the training, should generate.

203. **Conclusion 5:** In terms of sustainability, although the Project does not have an explicit exit strategy, three conditions are identified that must be met to ensure the sustainability of the outcomes after the Project's intervention has concluded: renewal of the government's political will, availability of financial resources and establishment of an installed capacity base in the public sector. The Project has made significant progress in the third of these, mainly through the institutionalization of guidelines, procedures, and tools for the prosecution, protection, and prevention of the crime of children and adolescents trafficking, the training of officers in the use of these instruments, the institutionalization and transfer of their training programs, and the establishment of a network of operators in both the public sector and civil society that will remain vigilant. The next administration must renew its political commitment to eradicate human trafficking in Peru, and this must be supported by the creation of a budgetary program that allows for the allocation of resources to achieve outcomes and articulate the efforts of the three levels of government.

11. RECOMMENDATIONS

204. **Recommendation 1.** To review the vertical logic of the logical framework matrix so that the Project can make visible its contribution to the achievement of outcomes at the component and purpose levels for an external evaluation of the Project. Although the problems identified do not affect the operation or performance of activities, the disorder and omissions in the LFM would make it difficult to exactly visualize how these activities are connected to the capacity building that the Project pursues. Moreover, problems arise from the Project's need to organize activities according to the Donor's requirements; however, it is possible to build the Project's LFM, which intention is limited to internal monitoring and evaluation purposes. To this end, the following is specifically proposed:

- To constitute from an internal reflective process and with external expert opinion the sequence of assumptions that affect each of the causal lines: activities, outputs, outcomes, components, and purposes. In general, the reflection should answer the question: what are the factors external to the Project that could compromise the achievement of each aim? This study has identified five that could help to initiate this reflection. First, to ensure that the State's strategy for the eradication of child trafficking is correctly designed and contemplates activities to address each of its causes. Second, to ensure the adequate mechanisms for coordination with other programs and projects promoted by the State or international institutions committed to the final aim. Third, typical assumptions of an intervention whose main user is the State, which includes the existence of political and budgetary priorities to perform the activities; in other words, that the activities developed by the Project are a priority in each of the sectors and levels of government involved. Fourth, in the particular case of the Peruvian State, the existence of mechanisms to deal with high labor turnover. Fifth, to recognize the influence of those determinants of trafficking not explicitly included as part of the intervention components. In particular, we refer to those linked to the victims' positions of vulnerability, among others.
- To design a component of cross-cutting activities by reorganizing the activities aimed at implementing the national and regional plans. These activities, rather than contributing directly to the components in which they have been placed, contribute indirectly (as in the rest of the components) through a better implementation of the plans they pursue. Thereafter their transversal nature. To that effect, activity 1.3 has been identified in component 1 and activities 3.1 and 3.3 in component 3.
- To review specific logical linkages. Among them, three main ones have been detected. First, the leap from outputs 1.1.1 and 1.1.2 to the intermediate outcome is not immediate in component 1. The fact that the justice system will appropriate the outcomes of these reports and incorporate them into the exercise of the Law is an implicit assumption. Either this assumption is formalized (along with the previous recommendation) or the additional actions needed to

generate ownership are formulated. Second, the outcomes of output 2.2.1 are not at the same level in component 2. Outcome 2.2.1.1 is a consequence of outcomes 2.2.1.2 and 2.2.1.3, so this one could be the only outcome of output 2.2.1. Besides the above, outcome 2.2.1.2 also includes intermediate outcome 2.2.1.3, since it refers to the operating personnel of the ERCC. Third, regarding component 3, outcome 3.3.2 is not related to the component linked to the prevention of children and adolescent trafficking, since prevention involves actions prior to the crime, not ex post facto as in the case of repatriation.

Note: Related assessment criteria (Design, Theory of Change, Vertical Logic of the Logical Framework Methodology LFM), Responsibility (ILO-Country Offices, Project), Priority (High), Resource implication (No substantive implication), Time (Short term).

205. **Recommendation 2:** To implement an outcome tracking system (intermediate, component, and purpose) along with properly defined indicators according to SMART criteria to provide information on the progress of Project achievements in a timely manner. This tracking system may not meet the Donor's information needs and may need to be implemented as an alternative tracking system. Therefore, an initial system that is functional to the donor's needs will be oriented to meet the donor's data demands and a second system will be functional to meet the data demands of the Project management. The first system will allow monitoring to fulfill its role as a transparency instrument and the second will allow it to fulfill its role as a management instrument, facilitating the optimization of decision-making related to the outcomes-based management that the Project needs to implement. Our recommendation focuses on this second role since, to the extent that the project does not have defined order indicators (components and purpose) that present formulation problems in lower-order indicators (intermediate) and that are not measured regularly, it prevents the effective implementation of an outcome-based management model with the resulting consequences in terms of the average impact of the intervention. The frequency of measurement of these indicators could be biannual or annual. The absence of properly formulated indicators will have an impact on the Project's evaluation possibilities for a final evaluation. As it has been reported, this study has attempted to correct certain deficiencies related to the indicators to be able to conclude the mid-term evaluation. However, the work done here cannot be considered definitive. In contrast, the following is proposed:

- To build from an internal reflective process and with help of external expert opinions the operationalization in the form of indicators of the objectives linked to the components and purposes of the Project. In this reflection process, it is important to address two potentially conflicting SMART characteristics: the indicator's conceptual accuracy and its feasibility to be measured in a timely manner. In the case of the Project this apparent contradiction may be more important than in other contexts given the complexity of the objectives to be achieved. Therefore, the most effective way to approach the definition of indicators is from the top down (from higher to lower-order objectives). Our justification lies in the fact that it is necessary to make explicit in the formulation process what the Project understands as "strengthened capacity", which is a concept associated with the objectives at this level. It is then possible to articulate and link the rest of the lower-level indicators to this operational definition. In addition, it is not excluded that the process of indicator construction will require the generation of information.
- Once the indicators have been defined, it is necessary to approach the establishment of goals under the same reflective process. In this regard, the following questions must be addressed: What is the value of the indicator that would allow me to affirm that the proposed aims have been achieved? Under internal (e.g., project resources) and external (e.g., implementation time or contextual threats) constraints, how much reasonable progress does the indicator represent? The answers to these questions must be supported by evidence from similar interventions to avoid the risk of setting aims that are too weak (that do not result in the required change or

contribute to superior effects), too demanding (that go beyond what is necessary) or unbalanced (that unjustifiably bias the intervention to one or another component).

- Once the goals have been defined and with the complete panorama of indicators, select the KPI (Key Performance Indicators) of the intervention that can be implemented in early warning systems. If the above process were completed, the Project would need to track more than 86 indicators (including outputs, intermediate outcomes, components, and aims), which would make it very difficult to create an efficient and timely data system. Therefore, it is necessary to select the 10 to 12 key indicators (all of which are outcomes, not outputs) that best reflect the progress of the Project and define a high frequency (at least quarterly) dashboard based on them.

Note: Related assessment criteria (Design, Theory of Change, Horizontal Logic of the Logical Framework Methodology LFM), Responsibility (ILO-Country Offices, Project), Priority (Very high), Resource implication (No substantive implication), Time (Short term).

206. **Recommendation 3.** To take advantage of coordination spaces with projects with similar aims to avoid overlapping and evaluate synergies to optimize the outcomes in the territory. To this end, it is necessary to strengthen communication channels or promote participation in joint work meetings with defined agendas and leadership. The coordination spaces identified are the following:

- The BRIDGE Project: From Protocol to Practice, a bridge to Global Action against Forced Labor of the ILO since they perform similar activities even though they address different issues for Peruvian law. However, one of the most interesting areas of coordination is that which could occur between the two projects to increase efforts to coordinate the collection of reliable data and generate a data system.
- With CHS Alternativo, an implementing partner of the Project that also manages a portfolio of similar projects which includes the "Human Trafficking in the Peruvian Amazon" Project with the support of the United States Agency for the International Development (USAID); the "Commitment against forced labor" Project (with funding by the United States Department of Labor and support by the Ministry of Labour and Employment Promotion (MTPE in Spanish) and the "More effective prosecution of human exploitation and modern slavery in all its forms in Peru" Project (funded by the Commonwealth of Nations of the British Government and the Ministry of Foreign Affairs). Although these projects are not within the framework of the CPC Partnership, and this may make coordination difficult, there are still coordination spaces, taking into account that they share activities, the scope of influence, and beneficiaries.
- With the central, regional, and local governments. In the first case, only one project has been identified. It was implemented by the MTPE with the support of the Office of Public Prosecutions and the assistance of the ILO in Cusco and Puno, and called "Reintegration of Victims of Forced Labor and Trafficking in Labor and Sexually Exploited Persons into the Labor Market Project". This project would be perfectly articulated with activity 2.4 of the Project, since both focus on the reintegration of trafficking victims. In the second case, only one public investment project has been identified: the "Installation of Services for the Prevention and Control of Human Trafficking in 11 Provinces of the Ayacucho Region" of the Regional Government of Ayacucho, with which learning spaces could be explored. In the third case, three public investment projects have been identified: the Project "Improvement of the Services for the Prevention, Surveillance, and Attention to the Crime of Trafficking of Children and Adolescents of the DEMUNA Puerto Maldonado of the District of Tambopata" in charge of the Provincial Municipality of Tambopata (Madre de Dios); the Project "Improvement of Prevention Services against Trafficking in Persons for Children and Adolescents in the District of Iquitos" by the Provincial Municipality of Maynas (Loreto); and the Project "Creation of Protection Services against the Recruitment and Trafficking of Persons, District of Ccatca" by the District Municipality of Ccatca (Cusco).

Note: Related assessment criteria (Design, Strategic adjustment), Responsibility (Project), Priority (Medium), Resource implication (No substantive implication), Time (Short term).

207. **Recommendation 4.** To prioritize an explicit exit from the Project. In this regard, considering that the project will conclude at the end of 2021, it is appropriate to outline a strategy that considers the prioritization of activities on two fronts. First, one that reinforces the activities that have been most delayed within each component. Second, one that defines complementary activities that explicitly address the threats to the sustainability of the outcomes achieved and reinforce the strengths achieved on that front. The exit strategy should rescue all the efforts that the Project has been making to institutionalize training instruments and programs. The prioritization proposal is organized in terms of these two fronts:

- Regarding the first front, four critical activities have been selected. First, activity 1.3 specifically the creation of a data system that allows monitoring the implementation of the PNATP 2017-2021, which, although it has been developed, is not yet in operation. Second, activity 2.3 is related to developing, implementing, and monitoring a mental health protocol to care for children and adolescents victims of human trafficking. In this regard, the outputs and outcomes that should be generated as a result of this activity depend entirely on the development of the mental health protocol. Regarding the second quarter of 2020, although the Mental Health Guide had already been prepared (a document before the preparation of the Technical guidance for mental health), it had not been approved by MINSA, so it is necessary to reinforce actions on this front. Third, activity 2.4 related to the implementation of the Intersectoral Protocol focusing on the areas of protection, care, and reintegration of children and adolescents victims of trafficking. Although the corresponding technical assistance activities were developed, the new Intersectoral Protocol had not yet been approved, nor had it been possible to implement pilot reintegration programs, so that by the mid-term of the Project no outcomes had been observed in these areas. Fourth, activity 2.6 is related to improving the capacities of service providers to identify and refer children and adolescents victims of trafficking. These guidelines had not been approved, so improvements in the effectiveness of the relevant sectors to identify and refer children and adolescents victims of trafficking had not been observed.
- Three reinforcement activities have been identified for the second front. First, to prepare a document to systematize the Project's experience. Although the final evaluation will make visible the outcomes achieved, process that will be facilitated by addressing recommendations 1 and 2, the Project must build the narrative behind the intervention methodology, beyond the logical formulation. In this regard, we refer to how it has managed to interact with the diversity of public institutions. One of the most significant challenges for similar projects is to create a favorable environment for providing technical assistance to the public sector (institutionalizing instruments and strengthening capacities). In this report, we have identified this as the capacity to adapt to the needs of the beneficiaries without compromising the lines of intervention. However, this generic definition would have a strategy that is not systematized and could be adapted for future interventions. Second, to address an eventual loss of political priority of the trafficking problem, the Project could take a more active role in making the problem visible and how it has multiplied as a result of the pandemic and could continue to grow in a scenario of increased poverty and vulnerability. In addition, using concrete evidence can show those cost-effective actions that contribute to strengthening the State's capacity to address the problem. Third, to generate a minimum platform of stable resources to address the problem of trafficking, the Project should insist on activities leading to the formulation of the budget program, specifically addressing the observations of the MEF and providing technical assistance to MININTER as the sector in charge. On this same front, to evaluate the possibility of initiating joint work with other United Nations offices in the country to implement joint strategies for resource mobilization in integral or complementary projects linked to child trafficking.

Note: Related assessment criteria (Sustainability), Responsibility (ILO-Country Offices, Project), Priority (High), Resource involvement (No substantive involvement), Time (Medium-term).

12. LESSONS LEARNED

208. **Lesson Learned 1 - Remote implementation against Covid-19:** When the pandemic broke out in early 2020, the Project had to fundamentally revise its intervention methodology based primarily on face-to-face work to remote work. This revision implied not only the operational adaptation of the Project (i.e. the implementation of home working or greater use of technologies) but also a strategic adaptation under the principle that the assumptions of approaching beneficiaries under a remote scheme differ from a face-to-face scheme. Also, taking into account that the Project works with frontline institutions (e.g. MINSAs and PNP), it was necessary to recognize the change of priorities of these institutions by rethinking activities and prioritizing joint actions so that the Project responds correctly to the needs of these institutions without generating greater rejection or distracting them from their responsibilities in the face of the emergency. Likewise, it was necessary to recognize that, to provide technical assistance, the first thing to do is to ensure continuity of service, so the Project collaborated with these institutions promptly by distributing biosafety equipment. The problems caused by Covid-19 did indeed result in a delay in the implementation of certain critical activities. However, how the Project has adapted is a lesson learned to the extent that going slower during the pandemic implied a better accompaniment of joint actions in the future. The *template* requested in the Terms of Reference can be found in **Annex 21**.

13. EMERGING GOOD PRACTICES

209. The emerging good practices from this evaluation are presented below. The templates requested in the Terms of Reference can be found in **Annex 22**.
210. **Emerging good practice 1 - Flexibility and adaptability:** The Project has shown a good capacity to adapt to the Peruvian context. Especially in the flexibility to interact with different officers in different institutions with potentially very diverse interests. In addition, the complexity of the assistance and capacity-building proposal and the cultural barriers related to the issue of trafficking have resulted in the need to create an environment of trust in order to implement activities related to trafficking. According to the interviews conducted and the secondary data to which the consulting team has had access, part of the success is related to the previous knowledge of the Project staff in the public sector, previous relationship strategies, and timely responses to specific demands from the beneficiaries. Although this can be interpreted as deviations in the LFM (both in the form and in the number of activities carried out), it would be incorrect to define them as such. Instead, it is a methodology (not made explicit) of interaction with the public sector to gain acceptability in the intervention and result in an adequate climate of trust that allows the project to be implemented and eventually increase its average effect.
211. **Emerging good practice 2 - Adequate initial diagnosis and strategic adjustment:** One of the strengths of the Project has been the adequate initial diagnosis for the identification of the trafficking situation in Peru, the causal model on which it is based, and the associated challenges to implementing the Project in its original form. It has also been very accurate in the identification of capacity gaps at the public sector level in a precise and detailed manner, which has allowed for early adaptation of the intervention methodology and to deal with the particularities of the public sector. A facilitator of this Project has been that it has been linked to facilitating the implementation of the National Plan on Trafficking, which is not only part of an agreement between countries (the United States and Peru) but is associated with specific public policies in the Peruvian case. Although this characteristic results in unique conditions, it can be taken as a lesson learned the need for interventions to maintain a high degree of strategic fit with the public policies of the country to be intervened.

212. **Emerging good practice 3 - Building installed capacity:** Although the Project does not have an explicit exit strategy, there are elements of the intervention that are aimed at building installed capacity in the public sector to combat children and adolescents trafficking that are worth highlighting. The most important is the institutionalization of guidelines, procedures, and tools in the main sectors involved, which will provide continuity to the work carried out by the Project. The second is the training of human capital through the inclusion of modules in the schools of the Judiciary, MFPN, and PNP. Although this last strategy has not been constant but corresponds to a single activity, it is one of the best practices for the sustainability of the Project.

14. BIBLIOGRAPHY

CHS Alternativo (2018), “Enfoque centrado en la víctima aplicado a la atención de víctimas de trata de personas”.

ILO (International Labour Organization) (2020), “ILO policy guidelines for outcome-based evaluation. Principles, **rationale**, planning and managing for evaluations”, 4th edition.

MININTER (2012), “Plan Nacional contra la Trata de Personas 2011-2016”.

MININTER (2017), “Plan Nacional contra la Trata de Personas 2017-2021”.

PNUD (2009), “Manual de Planificación, Seguimiento y Evaluación de los Resultados de Desarrollo”.

Ortegón, Edgar, Juan Francisco Pacheco y Adriana Prieto (2005), “Metodología del marco lógico para la planificación, el seguimiento y la evaluación de proyectos y programas”, Series Manuales 42, Naciones Unidas.

15. ANEXOS

Annex 1. Terms of Reference

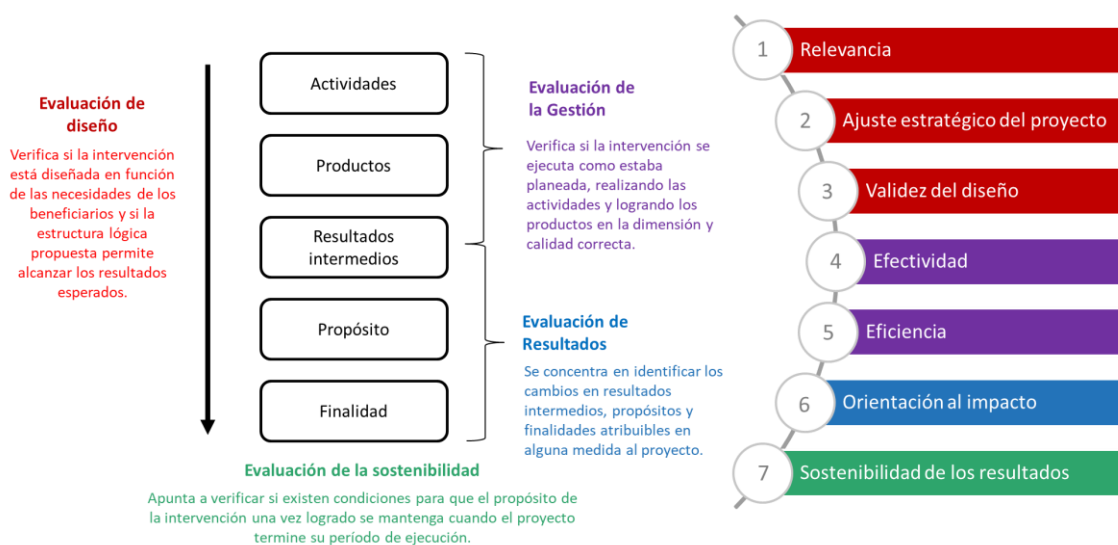
Annex available in attached file.

Annex 2. Inception Report

Annex available in attached file.

Annex 3. Evaluation criteria

Figura 2. Cadena de resultados de una intervención



Evaluación de diseño: Esta evaluación está orientada a analizar la relevancia de la intervención, es decir si es que la solución planteada ha sido la adecuada, si es que se evaluaron otras soluciones y si es que la misma sigue siendo válida a pesar del cambio de contexto experimentado (influencia de Covid-19). Asimismo, se evalúa el ajuste estratégico considerando entre otras cosas la coherencia con los planes nacionales e internacionales así su articulación con otros programas y proyectos. Finalmente se aborda la validez del diseño en términos de la existencia de diagnósticos previos o marcos conceptuales de referencia, la elección de las regiones, el involucramiento de stakeholders en la formulación, la inclusión de componentes transversales (por ejemplo, no discriminación). Es decir, en esta sección se analiza la estructura lógica del programa, si atiende el problema identificado y si las actividades y componentes se encadenan lógicamente y en un sentido causal, de modo que tengan relación con los resultados que busca generar (pertinencia), si apuntan a los aspectos críticos del problema (relevancia), si son las soluciones más adecuadas entre otras que pudieron implementarse (eficacia) y si son suficientes para alcanzar los objetivos planeados (suficiencia). Para esto típicamente es necesario construir una teoría de cambio que permita ubicar la intervención en un marco conceptual amplio que identifique los determinantes del problema tal como fue desarrollado en la sección anterior. Asimismo, se evaluará la calidad del diseño del proyecto en términos de si se consideraron riesgos y supuestos en su formulación (lógica vertical de la MML), y se establecieron indicadores, metas y medios de verificación (lógica horizontal de la MML). Un aspecto crucial en esta última dimensión de análisis tiene que ver con el de la calidad de los indicadores planteados en términos de las definiciones operativas adoptadas, así como las metas y medios de verificación considerados. La fuente de información principal para la evaluación de diseño es documentación secundaria e información de diseño del programa, pero en ausencia de esta (o insuficiencia) se complementa con información recogida de modo directo de los encargados del diseño del proyecto.

Evaluación de la gestión: Se orienta a verificar si las actividades se ejecutan de acuerdo con lo planificado, en la población beneficiaria seleccionada, con los medios, recursos y tiempo disponibles para producir los resultados esperados, siguiendo los procesos establecidos en la cadena logística para convertir los insumos en productos. Se concentra en las líneas superiores de la cadena de resultados (hasta productos y parcialmente resultados intermedios). Asimismo, aborda aspectos de gerencia estratégica: el desarrollo de actividades de planificación, comunicación, soporte de OIT, si el presupuesto está orientado a resultados, apalancamiento con otras iniciativas. Estas dimensiones se complementan a partir del estudio de matriz de amenazas la forma en que el proyecto ha manejado operativamente el riesgo vinculado a la pandemia y sus efectos. La fuente de datos principal serán los reportes de monitoreo del proyecto, reportes de ejecución

financiera, entre otros, pero se complementa con entrevistas en profundidad a los principales stakeholders del programa. Asimismo, se evalúa la respuesta del Proyecto al Covid-19.

Evaluación de resultados: Apunta a verificar el grado de cumplimiento de las metas que el programa se ha impuesto a nivel de resultados intermedios, propósitos y finalidades. Asimismo, cual es el efecto que ha tenido el contexto COVID en la capacidad de logro. Desde un punto de vista cuantitativo, el procedimiento implica aproximar el valor de los indicadores asociados a cada variable relevante utilizando las fuentes de información disponibles y verificar si estos se acercan a los valores meta o a valores que razonablemente deberían esperarse en intervenciones “modelo”. En este caso, al ser una evaluación intermedia lo que se analiza es la orientación hacia el impacto. Es decir, si es que de la forma en que están evolucionando los indicadores de progreso se puede intuir que el programa estaría generando los cambios esperados. De acuerdo con lo descrito en secciones anteriores el propósito de la intervención será promover el cambio institucional en el Estado peruano a través de lograr capacidades críticas que potencien o mejoren su estrategia de lucha contra la trata de personas. Para esto, donde sea posible se realizarán comparaciones reflexivas (es decir, observando la trayectoria de un indicador de la población beneficiaria) y de doble diferencia (por ejemplo, comparando la trayectoria de un indicador entre población que ha sido beneficiaria versus la población no beneficiaria). De la inspección preliminar de la información disponible, este análisis solo será factible a nivel de indicadores de trata de personas usando fuentes de información secundaria en la medida que los indicadores a nivel de output del proyecto sería ad-hoc al programa y no se han planteado para niveles superiores (outcome, actividades u objetivos finales e intermedios). Por ello el análisis recaerá fuertemente en una estrategia cualitativa, que buscará establecer juicios respecto de la consecución de los objetivos planteados en torno a los resultados intermedios, propósitos y finalidades. Operativamente esto significa que no se podrá aproximar el impacto del proyecto, incluso en términos reflexivos sino únicamente se sistematizarán percepciones (por ejemplo, valoraciones subjetivas de los actores) que permitan al equipo consultor encontrar regularidades que conlleven a conclusiones sobre la orientación hacia el impacto de las dimensiones del proyecto. De este modo la validez de las conclusiones será referencia y sujeta a las limitaciones de información objetiva. La fuente de datos principal proviene de los sistemas de seguimiento interno del proyecto y de información pública disponible (observatorio de violencia, de trata de personas), entre otros. Esta se complementa con entrevistas a informantes clave. El criterio de inclusión de informantes para esta dimensión de evaluación es que sean los encargados de la gestión operativa del proyecto en el terreno (es decir, bajo la óptica de la cadena de resultados, quienes que se encargan de proveer el producto al o a los beneficiarios) y los receptores de los productos entregados (esto es, autoridades o funcionarios que hayan recibido capacitaciones como parte del proyecto).

Evaluación de la sostenibilidad: Sostenibilidad es la condición que garantiza que los objetivos e impactos positivos de un proyecto perduren de forma duradera luego de la intervención. En el caso de esta intervención particular cuyo propósito es el cambio institucional el análisis de sostenibilidad se concentrará alrededor solo de este propósito. De este modo el interés es analizar si es que existen las condiciones para suponer que los cambios generados por la intervención (una vez que concluya) no se diluirán en el tiempo. Nótese que este enfoque es diferente al de continuidad que solo evalúa las condiciones necesarias para el proyecto continúe brindando sus servicios a pesar del cambio de contexto que podría experimentar.

Annex 4. Evaluative questions

| Evaluation Questions | Indicator* | Sources of Data? | Method? | Who Will Collect? | Actores por entrevista** |
|--|--|-----------------------------------|-------------|----------------------|-----------------------------|
| VALIDEZ DEL DISEÑO DE INTERVENCIÓN | | | | | |
| ¿La teoría de cambio es integral? ¿Cómo se delinearon los principales objetivos y actividades del proyecto? | | Revisión de documentos relevantes | Revisión | OIT/ Equipo Proyecto | |
| <p>¿Cuáles son las causas de la trata de NNA que propone resolver o cuál es el mecanismo que el proyecto propone para contribuir con la reducción de la trata de NNA en el Perú? ¿Le parece suficiente/insuficiente dicha propuesta conceptual? ¿Bajo qué supuestos opera el programa para garantizar su efectividad?</p> <p>¿Cuáles son las principales debilidades institucionales que se espera fortalecer con el Proyecto relacionadas con:</p> <ol style="list-style-type: none"> 1. La capacidad del sistema de justicia penal a fin de investigar, perseguir y condenar a los tratantes bajo un enfoque centrado en la víctima. 2. Coordinación entre los actores para brindar una atención, protección y reintegración efectiva e integral las niñas, niños y adolescentes víctimas de trata en Lima, Cusco, Loreto, Madre de Dios y Puno, con especial atención a la dimensión de género. | <ul style="list-style-type: none"> - Intervención cuenta con una teoría de cambio y modelo lógico de forma explícita orientado al objetivo del proyecto. - Nivel de coherencia del diseño de la intervención, las actividades y metas están vinculadas, y los riesgos y supuestos estén identificados. - Matriz lógica del PP que rige la intervención cuenta con lógica vertical y horizontal. | Entrevista | Cualitativo | Equipo consultor | Equipo de Proyecto Donantes |

| | | | | | |
|---|--|--------------------------------|--------------------|------------------------------|---|
| <p>3. Enfoque estratégico coordinado para prevenir la trata de niñas, niños y adolescentes en Cusco, Lima y Loreto con particular atención a la dimensión de género.</p> | | | | | |
| <p>Dentro de los objetivos, estrategias y acciones de fortalecimiento institucional para la lucha contra la trata de NNA, ¿cómo integra el proyecto los conceptos de enfoque de género y de no discriminación normados por la OIT?</p> | <p>- Grado en que la estrategia y objetivos del proyecto, incluyen en sus actividades de fortalecimiento un enfoque de igualdad de género y no discriminación.</p> | <p>Documentos del proyecto</p> | <p>Revisión</p> | <p>OIT / Equipo Proyecto</p> | <p>Miembros OIT Equipo de Proyecto Donantes</p> |
| <p>¿En qué medida los stakeholders (ejecutor, beneficiarios) participaron en la etapa de diseño del proyecto? ¿Hubo espacio de discusión para incorporar mejoras? Independientemente de la participación de ellos, ¿se tomaron en cuenta las necesidades de los beneficiarios? ¿Se realizó un diagnóstico situación inicial de las instituciones o se tomó en cuenta de manera implícita o explícita?</p> | <p>- Nivel de Participación de stakeholders y constituyentes en la etapa de diseño - El proyecto cuenta con un diagnóstico de la situación institucional</p> | <p>Documentos del proyecto</p> | <p>Revisión</p> | <p>OIT /Equipo Proyecto</p> | <p>Miembros OIT Equipo de Proyecto Donantes Beneficiarios</p> |
| <p>¿En qué momento, quién y cómo se definió el ámbito de intervención del proyecto y qué razones justifican la inclusión de Lima, Cusco y Loreto, y luego Madre de Dios y Puno? ¿Mayor incidencia del problema? ¿Características particulares del problema? ¿Mayores debilidades institucionales? ¿Mayor apertura de las instituciones al trabajo?</p> | <p>- Existen parámetros de selección sobre las áreas de intervención iniciales, y posteriores</p> | <p>Entrevistas</p> | <p>Cualitativo</p> | <p>Equipo consultor</p> | <p>Equipo de Proyecto Donantes</p> |

| | | | | | |
|--|---|---|-------------|---|--|
| ¿Los efectos esperados del proyecto a nivel de productos (output), resultados (outcomes) así como actividades y objetivos estratégicos cuentan con indicadores SMART? ¿Estos indicadores de desempeño del Proyecto cuentan con metas relevantes y realistas? ¿Se han identificado riesgos y medidas de mitigación? | - Número de criterios SMART que cumplen los indicadores. | Documentos del proyecto | Revisión | OIT / Equipo Proyecto | |
| | | Reunión informativa sobre construcción de indicadores | Revisión | OIT / Equipo Proyecto | Equipo de Proyecto |
| | | Entrevistas | Cualitativo | Equipo consultor | Equipo de Proyecto |
| RELEVANCIA Y AJUSTE ESTRATÉGICO | - | | | | |
| ¿Los objetivos y estrategias del proyecto son coherentes y relevantes para el Gobierno Peruano? Es decir, apoyan/fortalecen la implementación del Plan Nacional contra la Trata de personas, el Marco Nacional de Desarrollo Hacia el Bicentenario? ¿Los objetivos del proyecto contribuyen a alcanzar los resultados del Programa País de la OIT y de los ODS? | - Nivel de concordancia entre el proyecto con estrategias del gobierno peruano - Grado de aporte a los resultados programados por ILO y las SDGs desde el programa. | Revisión de documentos relevantes | Revisión | Entidad pública/ OIT / Equipo Proyecto | |
| | | Entrevistas | Cualitativo | Equipo consultor | Miembros OIT Equipo de Proyecto Socios Ejecutores Beneficiarios |
| ¿El proyecto ha identificado las principales limitantes institucionales para hacer frente a la trata de NNA en Perú? ¿Ha sido el proyecto capaz de proporcionar una solución adecuada al problema de debilidad institucional de los actores encargados de abordar el problema de la trata de personas, particularmente en los casos de trata de NNA? | - El proyecto identifica y sustenta limitaciones institucionales sobre las cuales interviene; y asocia sus soluciones a las debilidades identificadas. - Existe una evaluación de alternativas y la elección se basó en evidencia. | Revisión documentaria | Revisión | OIT / Equipo Proyecto | |
| | | Entrevistas | Cualitativo | Equipo consultor | Equipo de Proyecto Socios Ejecutores Beneficiarios |

| | | | | | |
|--|--|-------------------------|-------------|----------------------|--|
| ¿Se ha evaluado la relevancia de las acciones del proyecto frente a otras alternativas? | | | | | |
| ¿Cómo se articulan las acciones del programa con aquellas desarrolladas por el gobierno de manera autónoma en el marco del Plan Nacional contra la Trata de Personas? ¿Cómo se articula el proyecto con otros proyectos en curso de la OIT en Perú? ¿Cómo se articula el proyecto con otros proyectos de otras agencias ONU, ONGS o cooperación? | - Grado complementariedad y ajuste del proyecto con otras iniciativas en curso del gobierno peruano. | Revisión documentaria | Revisión | OIT/ Equipo Proyecto | |
| | - Grado complementariedad y ajuste del proyecto con otras iniciativas en curso de ILO | Entrevista | Cualitativo | Equipo consultor | Miembros OIT Equipo de Proyecto Socios Ejecutores Beneficiarios |
| ¿El proyecto Alianzas se ha formulado de acuerdo con las normas y principios de la OIT (incluido tripartidismo, normas internacionales de trabajo, conclusiones del equipo de trabajo decente)? ¿En qué medida se incorporan en el proyecto referencias a los <i>estándares internacionales de trabajo, mecanismos de diálogo social, requisitos de la Convención Internacional, recomendaciones del Comité de Expertos en Aplicación de Convenios y Recomendaciones</i> ? ¿Incluir dichas normas lo considera una ventaja o una desventaja para el éxito del proyecto? ¿Cuáles cree que son las | - Nivel de incorporación en objetivos, acciones y resultados del proyecto referencias a ILS, Mecanismos de Dialogo Social, requerimiento de Convenciones Internacionales, y recomendaciones del Comité de Expertos para la implementación de los mismos. | Documentos del proyecto | Revisión | OIT/ Equipo Proyecto | |
| | | Entrevistas | Cualitativo | Equipo consultor | Miembros OIT Equipo de Proyecto |

| | | | | | |
|---|---|--------------------------|-------------|-------------------------|---|
| ventajas / desventajas del proyecto Alianzas en comparación con otros proyectos ejecutados por OIT? | | | | | |
| EFFECTIVIDAD DE LOS ARREGLOS DE GESTIÓN | - | | | | |
| ¿Cuál es el modelo de gestión del proyecto implementado? ¿Cuáles son principios de gestión estratégica implementados para garantizar los resultados (por ejemplo: gestión descentralizada, sistemas de premios y castigos, incentivos al desempeño, otros)? | <ul style="list-style-type: none"> - Existe un modelo de gestión definido y este se encuentra orientado a garantizar los resultados - Nivel de organización de gestión del proyecto con herramientas definidas de coordinación y comunicación con sus unidades internas y externas. - Nivel de desempeño de las unidades internas y externas | Revisión documentaria | Revisión | OIT/ Equipo Proyecto | |
| ¿Cuáles son las unidades operativas del proyecto y cuáles son las funciones? ¿existe claridad sobre estas funciones o se yuxtaponen? ¿Cuáles son las funciones de los operadores externos? ¿Cuán efectivo e integrado ha sido el trabajo entre las diferentes áreas y unidades que participaron en el proyecto? ¿Existen mecanismos de comunicación y coordinación claros y fluidos entre las unidades internas y externas (operadores)? ¿Cómo evalúa el desempeño de cada unidad sobre las funciones encomendadas? ¿Qué factores facilitan o dificultan su desempeño (perfil profesional, exceso de trabajo, etc.)? ¿Cómo es que estas unidades internas y externas contribuyen al logro de resultados? | | Entrevistas | Cualitativo | Equipo consultor | Equipo de Proyecto Socios Ejecutores |

| | | | | | |
|---|--|-----------------------|-------------|----------------------|--|
| ¿Cuán efectivo fue el apoyo (técnico y político) brindado hasta el momento por la OIT (unidades administrativas y financieras regionales)? | - Nivel de colaboración y cooperación brindada por las oficinas de ILO, a los directivos del proyecto. | Revisión documentaria | Revisión | OIT/ Equipo Proyecto | |
| | | Entrevistas | Cualitativo | Equipo consultor | Miembros OIT Ejecutores y socios Estratégicos |
| ¿La estructura de gestión y gobernanza establecida ha funcionado estratégicamente con todas las partes interesadas y socios clave en Perú, la OIT y el donante para lograr las metas y objetivos del proyecto? ¿Con cuál de las instituciones involucradas ha funcionado mejor esta estructura (MININTER, MP, PJ, MIMP)? ¿Por qué funcionó? | - Existe una estructura de gestión y gobernanza establecidas con metas y objetivos claros. - Nivel de involucramiento de las partes en dicha estructura de gobernanza y las partes interactúan de forma continua | Revisión documentaria | Revisión | OIT/ Equipo Proyecto | |
| | | Entrevistas | Cualitativo | Equipo consultor | Equipo de Proyecto Socios Ejecutores Beneficiarios |
| ¿Se contó con un sistema de monitoreo y evaluación del proyecto? ¿Estos sistemas proporcionaron alertas tempranas para realizar ajustes o adaptaciones oportunas del proyecto para el logro de sus objetivos? | - Existe un sistema de monitoreo y seguimiento, como herramienta de alerta temprana y toma de decisiones. | Revisión documentaria | Revisión | OIT/ Equipo Proyecto | |
| | | Entrevistas | Cualitativo | Equipo consultor | Equipo de Proyecto Socios Ejecutores |
| ¿Cómo la gestión del proyecto ha manejado los riesgos contextuales e institucionales y los factores positivos y negativos externos al proyecto? ¿Se sometió el proyecto a un análisis de riesgos y reajustes de diseño cuando fue necesario? | - Existe una matriz de Identificación de riesgos institucionales, internos y externos. - Existen reportes periódicos de análisis de riesgos y estos son usados en la toma de decisiones por las unidades internas y externas. | Revisión documentaria | Revisión | OIT/ Equipo Proyecto | |
| | | Entrevistas | Cualitativo | Equipo consultor | Equipo de Proyecto Socios Ejecutores |

| | | | | | |
|--|---|-------------------------|-------------|----------------------|--|
| ¿Cómo evalúa el desempeño de los operadores sobre las funciones encomendadas? ¿Qué factores facilitan o dificultan su desempeño (enfoque de trata NNA diferente, dedicación al proyecto, presupuesto)? | - Existen y se han identificado factores que facilitan o dificultan el desempeño del proyecto | Revisión documentaria | Revisión | OIT/ Equipo Proyecto | |
| | | Entrevistas | Cualitativo | Equipo consultor | Equipo de Proyecto Socios Ejecutores |
| EFFECTIVIDAD | | | | | |
| ¿Qué progreso se ha logrado con miras a los objetivos / resultados generales del proyecto? ¿Cuál es el nivel de progreso de los indicadores de resultados (output y outcome)? ¿Este progreso difiere según el objetivo específico del Proyecto (prevención / investigación, procesamiento y sanción / atención, protección y reintegración)? ¿Por qué? ¿Este progreso difiere según región o según institución beneficiaria? ¿Considera que existe el riesgo de incumplimiento de cualquier resultado u objetivo del Proyecto? ¿Por qué? | - Existe un avance acorde al tiempo transcurrido y de acuerdo con las metas planteadas (indicador por indicador y según niveles de desagregación posibles). - Existe una percepción positiva sobre el nivel de avance del proyecto y sobre los efectos que está generando en las instituciones seleccionadas | Documentos del proyecto | Observación | OIT/ Equipo Proyecto | |
| | | Entrevista | Cualitativo | Equipo consultor | Equipo de Proyecto Socios Ejecutores Beneficiarios |
| Dentro de sus objetivos, estrategias y acciones de fortalecimiento institucional para la lucha contra la trata de NNA, ¿cree que el proyecto viene ejecutando sus actividades en el marco de la promoción del enfoque de género y de no discriminación? | - Existe una percepción positiva sobre la adecuación de las actividades a los enfoques transversales de la OIT en particular género y no discriminación | Documentos del proyecto | Observación | OIT/ Equipo Proyecto | |
| | | Entrevista | Cualitativo | Equipo consultor | Equipo de Proyecto Socios Ejecutores Beneficiarios |
| | - Nivel de conocimiento de ejes transversales como | Documentos del proyecto | Observación | OIT/ Equipo Proyecto | |

| | | | | | |
|---|--|--------------------------------|--------------------|-----------------------------|--|
| <p>¿Se solicitó y recibió apoyo técnico de especialistas de equidad de género y no discriminación cuando fue necesario? ¿Se utilizaron las directrices y herramientas de género de la OIT en la medida que estuvieron disponibles?</p> | <p>equidad en particular género y no discriminación</p> <ul style="list-style-type: none"> - Nivel de apoyo técnico solicitado y recibido por partes de especialistas de ejes transversales en particular género y no discriminación - Nivel de accesibilidad y utilización de guías específicas al tema de equidad de género e inclusión, elaborado por OIT accesibles. | <p>Entrevista</p> | <p>Cualitativo</p> | <p>Equipo consultor</p> | <p>Miembros OIT Equipo de Proyecto</p> |
| <p>¿La capacidad del Proyecto (y OIT) de compartir experiencias y lecciones aprendidas ha permitido su reconocimiento como agente informado en temas de lucha contra la trata de personas, especialmente de NNA, entre instituciones nacionales y entre los socios cooperantes?</p> | <ul style="list-style-type: none"> - Nivel de reconocimiento alcanzado por el proyecto en temas de trata de NNA entre stakeholders clave. | <p>Entrevista</p> | <p>Cualitativo</p> | <p>Equipo consultor</p> | <p>Miembros OIT Equipo de Proyecto</p> |
| <p>EFICIENCIA EN EL USO DE RECURSOS</p> | | | | | |
| <p>¿Cuál es el presupuesto del proyecto y como se organiza por resultados? ¿Cuáles son los ajustes presupuestarios (tanto en monto como en distribución) globales y por resultados implementados en el tiempo? ¿Cuáles son las razones por las</p> | <ul style="list-style-type: none"> - Existe un presupuesto orientado a resultados debidamente sustentados. - Existen sustentos al ajuste presupuestal basado en su orientación a resultados | <p>Documentos del proyecto</p> | <p>Observación</p> | <p>OIT/ Equipo Proyecto</p> | |
| | | <p>Entrevista</p> | <p>Cualitativo</p> | <p>Equipo consultor</p> | <p>Donantes Equipo de Proyecto</p> |

| | | | | | |
|---|--|---|-------------|----------------------|--------------------------------|
| cuales se realizaron dichos ajustes? ¿El ajuste presupuestal correspondió a nuevas actividades por implementarse, aumento de costos, incremento de ámbitos u otra redefinición? ¿Cuál fue la racionalidad de dichos ajustes? ¿Se esperan nuevos ajustes en el futuro, de que naturaleza? | | | | | |
| ¿Cómo se realiza el monitoreo financiero del proyecto? ¿Cuál es el nivel de ejecución financiera del Proyecto, global y desglosado de acuerdo con objetivos específicos, regiones u otros criterios? ¿Dicho avance se corresponde con la evolución en el logro de metas a nivel de outcomes, actividades, objetivos? | - Nivel de avance financiero del proyecto y grado de correspondencia con avance de las metas físicas. | Documentos del proyecto | Observación | OIT/ Equipo Proyecto | |
| | | Entrevista | Cualitativo | Equipo consultor | Donantes Equipo de Proyecto |
| ¿Se han asignado y entregado los recursos requeridos de manera oportuna? Si no, ¿cuáles fueron los factores que dificultaron la asignación o entrega oportuna de los productos? ¿Se han implementado medidas para mitigar los retrasos? | - Percepción positiva sobre la disponibilidad de recursos para la operación del proyecto. | Información presupuestal Documentos avances proyecto (financiera y física) | Revisión | OIT/ Equipo Proyecto | |
| | | Entrevistas | Cualitativo | Equipo consultor | Donantes Equipo de Proyecto |
| ¿Hasta qué punto existe evidencia clara de que los costos están en línea con los productos y resultados obtenidos en comparación con actividades similares? (valor del dinero) | - Existe un costeo detallado con los sustentos correspondientes del presupuesto inicial y sus ajustes posteriores. | Documentos del proyecto | Observación | OIT/ Equipo Proyecto | |
| | | Entrevista | Cualitativo | Equipo consultor | Donantes Equipo de Proyecto |

| | | | | | |
|--|---|--------------------------------|--------------------|-----------------------------|---|
| <p>¿En qué medida el proyecto ha destinado recursos para incluir los enfoques de igualdad de género, no discriminación, e inclusión de personas con discapacidad en las acciones y/o actividades para la lucha contra la trata de NNA?</p> | <ul style="list-style-type: none"> - Existen partidas presupuestales que permiten identificar recursos específicos para promover temas de igualdad de género, no discriminación e inclusión en las acciones y/o actividades para la lucha contra la trata de NNA. - Grado de identificación de la aplicación específica de estos fondos por parte de los promotores (equipo OIT) y ejecutores en las acciones y/o actividades para promover temas de igualdad de género, no discriminación e inclusión en la lucha contra la trata de NNA | <p>Documentos del proyecto</p> | <p>Observación</p> | <p>OIT/ Equipo Proyecto</p> | |
| | | <p>Entrevista</p> | <p>Cualitativo</p> | <p>Equipo consultor</p> | <p>Donantes Equipo de Proyecto</p> |
| <p>ORIENTACIÓN AL IMPACTO Y SOSTENIBILIDAD</p> | | | | | |
| <p>¿Qué nivel de influencia tiene y seguirá teniendo el proyecto en el desarrollo de políticas y prácticas para combatir la trata de personas, especialmente los casos de trata de NNA a nivel nacional y regional?</p> | <ul style="list-style-type: none"> - Nivel de influencia del proyecto en el desarrollo de políticas y prácticas institucionales para combatir la trata de NNA. | <p>Entrevista</p> | <p>Cualitativo</p> | <p>Equipo consultor</p> | <p>Equipo de Proyecto Socios Ejecutores Beneficiarios</p> |
| <p>¿Qué herramientas respaldadas por el proyecto (políticas, regulaciones, planes, protocolos) han sido institucionalizadas o tienen el potencial de ser asociadas o</p> | <ul style="list-style-type: none"> - Aportes normativos institucionalizados por los beneficiarios o se encuentran en proceso. | <p>Entrevista</p> | <p>Cualitativo</p> | <p>Equipo consultor</p> | <p>Equipo de Proyecto Socios Ejecutores Beneficiarios</p> |

| | | | | | |
|---|---|--|--------------------|-------------------------|--|
| <p>replicadas por otras regiones del Perú u organizaciones externas?</p> | <ul style="list-style-type: none"> - Nivel de incidencia que dichos aportes normativos han podido tener en regiones u organizaciones externas al proyecto. | | | | |
| <p>¿En qué medida es probable que los resultados de la intervención tengan una contribución positiva sostenible a largo plazo para los ODS y las metas relevantes? (explícita o implícitamente)? ¿La conclusión del proyecto hará que los resultados logrados se diluyan? ¿Cuáles son los factores que podrían amenazar la sostenibilidad de los resultados desde un punto de vista político (prioridad del gobierno), presupuestal (suficientes fondos para las instituciones del gobierno involucradas), social (aceptación/rechazo de población), institucional (dificultades de las instituciones por implementar recomendaciones)?</p> | <ul style="list-style-type: none"> - Percepción positiva sobre la sostenibilidad de los resultados alcanzados - Percepción sobre los factores que amenazan la sostenibilidad (individual) - Existe coherencia entre los supuestos de sostenibilidad con la cadena causal y principales amenazas para la intervención. - Supuestos (precondiciones reales); toman en cuenta condiciones institucionales para la generación de capacidades en las materias objeto del proyecto - Supuestos de continuidad del proyecto | <p>Entrevista</p> | <p>Cualitativo</p> | <p>Equipo consultor</p> | <p>Donantes Equipo de Proyecto Socios Ejecutores Beneficiarios</p> |
| <p>¿Las estrategias y objetivos del proyecto, así como sus líneas de acción, continúan siendo relevantes para las políticas y medidas de respuesta a la crisis del COVID - 19 por parte del gobierno, de los actores</p> | <ul style="list-style-type: none"> - Grado de relevancia que aún tiene el proyecto es el escenario COVID y post-COVID. | <p>Revisión de documentos relevantes</p> | <p>Revisión</p> | <p>Entidad pública/</p> | <p>Revisión de documentos relevantes</p> |
| | | <p>Entrevista</p> | <p>Cualitativo</p> | <p>Equipo consultor</p> | <p>Donantes Equipo de Proyecto</p> |

| | | | | | |
|--|--|------------|-------------|------------------|--|
| sociales, del sistema de las Naciones Unidas y otros socios clave? | | | | | Socios Ejecutores Beneficiarios |
| <p>¿Cuáles son los efectos que tiene el contexto de COVID-19 sobre la operación y desempeño del proyecto?</p> <p>¿En qué medida el proyecto ha adaptado su enfoque para responder a la crisis de Covid-19? ¿El proceso de adaptación del proyecto ante la crisis COVID 19 es coherente con la adaptación de la OIT y del sistema de las Naciones Unidas en el país?</p> <p>¿La estrategia de mitigación implementada será perfecta o imperfecta?</p> <p>¿Cuáles son los ajustes implementados: en el diseño, naturaleza, relación con beneficiarios, cronograma, presupuesto, ámbito geográfico, ¿entre otros?</p> | <ul style="list-style-type: none"> - Percepción positiva/negativa sobre el efecto del contexto COVID-19 en resultados y operación del proyecto. - Grado de ajuste de la adaptabilidad del proyecto considerando el contexto nacional e internacional de Crisis COVID-19. - Percepción positiva/negativa sobre la capacidad de mitigación de las adaptaciones realizadas | Entrevista | Cualitativo | Equipo consultor | <p style="text-align: center;">Donantes Equipo de Proyecto Socios Ejecutores Beneficiarios</p> |
| ¿Cómo se ve afectada la sostenibilidad de las acciones de fortalecimiento institucional desarrolladas por el Proyecto, frente a la crisis de Covid-19 y luego de superada la crisis (post-COVID), tomando en cuenta el contexto nacional y global? | <ul style="list-style-type: none"> - Grado de sostenibilidad de los resultados frente al contexto COVID y post-COVID. - Percepción positiva/negativa sobre amenazas/oportunidades generadas por el contexto COVID y post COVID, para el proyecto. | Entrevista | Cualitativo | Equipo consultor | <p style="text-align: center;">Donantes Equipo de Proyecto Socios Ejecutores Beneficiarios</p> |

Annex 5. Information Gathering Report

Annex available in attached file.

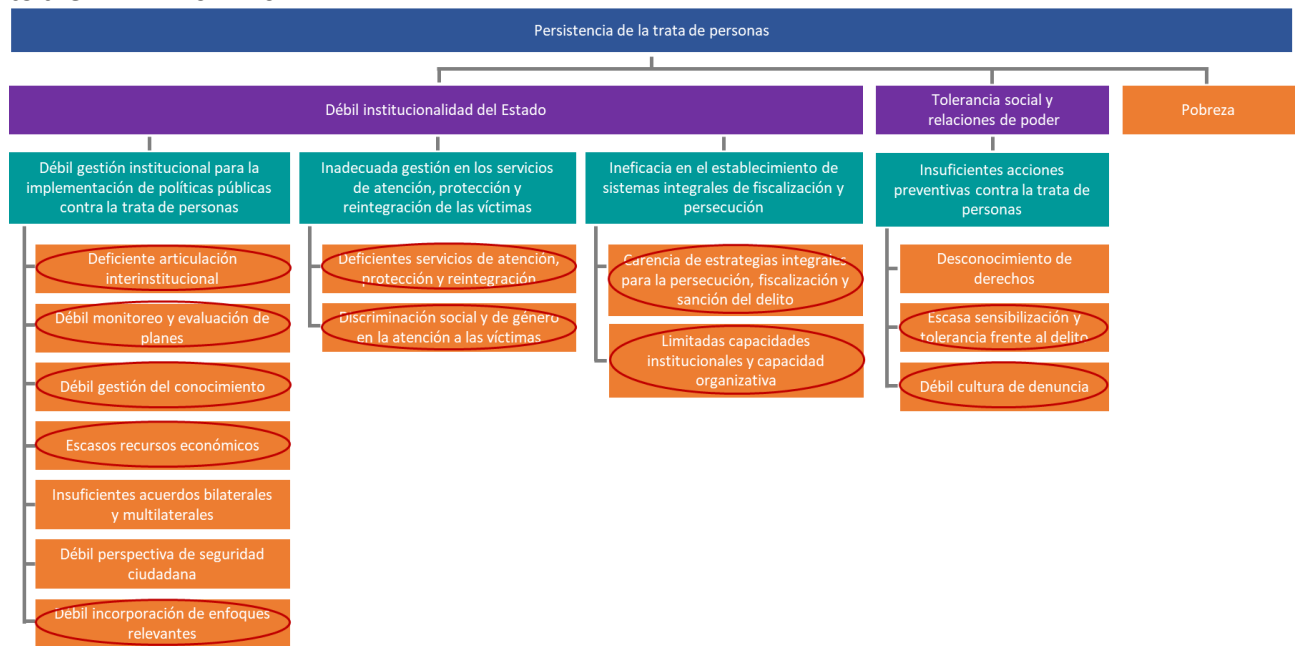
Annex 6. Report of the interviews carried out

| TIPO FUNCIONARIO | NOMBRE | INSTITUCIÓN | CARGO |
|----------------------------|--------------------------|---|--|
| Funcionarios OIT | Anya Briceño | OIT | Asistente de proyecto |
| Funcionarios OIT | Eduardo Rodríguez | OIT | Especialista en Actividades para los Trabajadores de la Oficina de los Países Andinos |
| Funcionarios OIT | Elena Montobbio | OIT | Directora Adjunta - Oficina de la OIT para los Países Andinos |
| Funcionarios OIT | Fiorella Puccio | OIT | Asistente de Administración y Finanzas |
| Funcionarios OIT | Francisco Cotera | OIT | Oficial de Programa (M&E) |
| Funcionarios OIT | Julio Rodriguez | OIT | Oficial Nacional de Programa |
| Funcionarios OIT | Karina Jensen | OIT | Coordinador/a del Proyecto |
| Funcionarios OIT | María Olave | OIT | Oficial del Programa Internacional para la Erradicación del Trabajo Infantil (IPEC) |
| Funcionarios OIT | Maria Pía Hermoza | OIT | Asociado de Programa Senior |
| Funcionarios OIT | Roberto Villamil | OIT | Consejero Principal - Relaciones y Cooperación Técnica para América Latina (2020 – actualidad) - Especialista Senior para actividades para los Empleadores (jul. 2013 – mar. 2020) |
| Funcionarios OIT | Teresa Torres | OIT | Coordinadora del Proyecto contra el Trabajo Forzoso – Bridge Perú |
| Donante | Jose Carlos Contreras | Embajada de Estados Unidos en Perú | Oficina de Asuntos Políticos |
| Donante | Jumana Dalal | Embajada de Estados Unidos en Perú | Oficina de Asuntos Políticos |
| Donante | Kendra Kreider | US Department of State | Senior Advisor |
| Donante | Sarah Davis | US Department of State | Program Officer |
| Donante | Whitney Stewart | US Department of State | Program Officer |
| Otros socios estratégicos | Andrea Querol | CHS | Presidenta |
| Otros socios estratégicos | Herminia Navarro | CHS | Coordinadora Regional |
| Otros socios estratégicos | Maria del Carmen Villena | CHS | Coordinadora Proyecto Trata en Cusco |
| Otros socios estratégicos | Mónica Puella | CHS | Especialista en Atención |
| Otros socios estratégicos | Pedro Cordova | CHS | Director Proyecto |
| Otros socios estratégicos | Glatzer Tuesta | IDL | Director |
| Otros socios estratégicos | María Sosa | IDL | Comunicaciones |
| Otros socios estratégicos | George Hale | PROMSEX | Director Financiero |
| Consultores | Ana Surichaqui | Consultora | |
| Consultores | Yvan Montoya | PUCP | |
| Representantes de Gobierno | Néstor Velasco | Gobierno Regional Cusco | Consejero Regional |
| Representantes de Gobierno | Maruja Herrera | Gobierno Regional Cusco - Red regional de Cusco | Sub Gerencia de la Mujer y Secretaria Técnica de la Red. |
| Representantes de Gobierno | Carol Ríos Yaricate | Gobierno Regional Loreto | Promotora - Responsable del Área de Estadística y Registro OREDIS |
| Representantes de Gobierno | Leonor Espinoza Jara | Gobierno Regional Loreto | Ex Gerenta Regional de Desarrollo Social - Actual Asesora de Gobernación |
| Representantes de Gobierno | Ana Luisa Hurtado Abad | INABIF / MIMP | CARE FLORECER - MADRE DE DIOS |
| Representantes de Gobierno | María Elena Bazan | INABIF / MIMP | Directora CARE Gracia I |
| Representantes de Gobierno | María Pérez Díaz | INABIF / MIMP | CARE TIKARISUNCHIS - CUSCO |

| TIPO FUNCIONARIO | NOMBRE | INSTITUCIÓN | CARGO |
|----------------------------|---|--|--|
| Representantes de Gobierno | Marilú Rosas Pérez | INABIF / MIMP | CARE MISKI ILLARIY - LIMA |
| Representantes de Gobierno | Yulissa Llanque | INABIF / MIMP | Ex Unidad de Servicios de Protección de Niños, Niñas y Adolescentes - USPNNA |
| Representantes de Gobierno | Alberto Arenas | Ministerio de la Mujer y Poblaciones Vulnerables | Ex Director II de la Dirección de Protección Especial de la Dirección General de Niñas, Niños y Adolescentes |
| Representantes de Gobierno | Godofredo Miguel Huerta Barrón | Ministerio de la Mujer y Poblaciones Vulnerables | Director II Dirección de Políticas de Niñas, Niños y Adolescentes |
| Representantes de Gobierno | Keycol Arevalo | Ministerio de la Mujer y Poblaciones Vulnerables | Directora UPE Loreto |
| Representantes de Gobierno | Oscar Andrés Alva Arias | Ministerio de la Mujer y Poblaciones Vulnerables | Director II de la Dirección de Protección Especial de la Dirección General de Niñas, Niños y Adolescentes |
| Representantes de Gobierno | Roxana Dávila | Ministerio de la Mujer y Poblaciones Vulnerables | Dirección de Políticas de Niñas, Niños y Adolescentes de la Dirección General de Niñas, Niños y Adolescentes |
| Representantes de Gobierno | July Caballero | Ministerio de Salud | Equipo técnico de la Dirección de Salud Mental |
| Representantes de Gobierno | Yuri Cutipé | Ministerio de Salud | Director Ejecutivo de Salud Mental |
| Representantes de Gobierno | Alicia Solari | Ministerio del Interior | Directora de Derechos Fundamentales de la Dirección General de Seguridad Democrática |
| Representantes de Gobierno | Chiara Marinelli | Ministerio del Interior | Ex Oficina de Derechos Fundamentales de la Dirección General de Seguridad Democrática |
| Representantes de Gobierno | Cristian Solis | Ministerio del Interior | Ex Coordinador de Trata de Personas de la Oficina de Derechos Fundamentales de la Dirección General de Seguridad Democrática (hasta el 31 de julio 2020 trabajó) |
| Representantes de Gobierno | Juan Antonio Fernandez Jerí | Ministerio del Interior | Director General Seguridad Democrática / Ministerio Interior |
| Representantes de Gobierno | Andrónika Sanz | Ministerio Público / Fiscalía de la Nación | Fiscalía Provincial Corporativa Especializada en Trata de Personas - Cusco |
| Representantes de Gobierno | Jorge Chávez Cotrina | Ministerio Público / Fiscalía de la Nación | Fiscal Superior y Coordinador de FISTRAP |
| Representantes de Gobierno | Lucía Nuñovero (y Juan Carlos Carpio Concha) | Ministerio Público / Fiscalía de la Nación | Directora Oficina de Análisis Estratégico contra la Criminalidad (OFAEC) |
| Representantes de Gobierno | Marina Cuela | Ministerio Público / Fiscalía de la Nación | Gerente Central de la Escuela del Ministerio Público |
| Representantes de Gobierno | Miluska Romero | Ministerio Público / Fiscalía de la Nación | Fiscal Provincial Corporativa Especializada en Trata de Personas - Lima |
| Representantes de Gobierno | Paolo Deza | Ministerio Público / Fiscalía de la Nación | Fiscal Provincial, Fiscalía Provincial Corporativa Especializada en Trata de Personas - Madre de Dios |
| Representantes de Gobierno | Pedro Washington Luza Chullo | Ministerio Público / Fiscalía de la Nación | Presidente de la Junta de Fiscales Superiores del Distrito Fiscal de Madre de Dios |
| Representantes de Gobierno | Rocio Gala | Ministerio Público / Fiscalía de la Nación | La fiscal especializada contra la Criminalidad Organizada |
| Representantes de Gobierno | Rosa Berenice Romero | Ministerio Público / Fiscalía de la Nación | Fiscalía Provincial Corporativa Especializada en Trata de Personas - Lima |
| Representantes de Gobierno | Rosario López Wong | Ministerio Público / Fiscalía de la Nación | Coordinadora del Programa de Asistencia a Víctimas y Testigos – Fiscalía de la Nación |
| Representantes de Gobierno | Sandra Paola Hittscher Angulo | Ministerio Público / Fiscalía de la Nación | Fiscal Provincial, Fiscalía Provincial Corporativa Especializada en Trata de Personas - Loreto |
| Representantes de Gobierno | Dra. Silvia Loli | Poder Judicial | Secretaría Técnica - Comisión de Justicia de Género |
| Representantes de Gobierno | Ismael Vásquez Colchado | Policía Nacional del Perú | Jefe del Dpto de Trata de Personas en la Región Policial Loreto |

| TIPO FUNCIONARIO | NOMBRE | INSTITUCIÓN | CARGO |
|----------------------------|------------------------------|---------------------------|--|
| | PNP Mijail Mamani Córdova | | |
| Representantes de Gobierno | Mayor Jorge Aliaga | Policía Nacional del Perú | |
| Representantes de Gobierno | Miguel Ángel Valdivia Chávez | Policía Nacional del Perú | Dirección Contra la Trata de Personas y Tráfico Ilícito de Migrantes – DIRCTPTIM |
| Representantes de Gobierno | Raúl Del Castillo | Policía Nacional del Perú | Ex Jefe Dirección Contra la Trata de Personas y Tráfico Ilícito de Migrantes |

Annex 7. Correspondence of the Project with the factors that explain human trafficking in Peru according to the PNATP 2017-2021



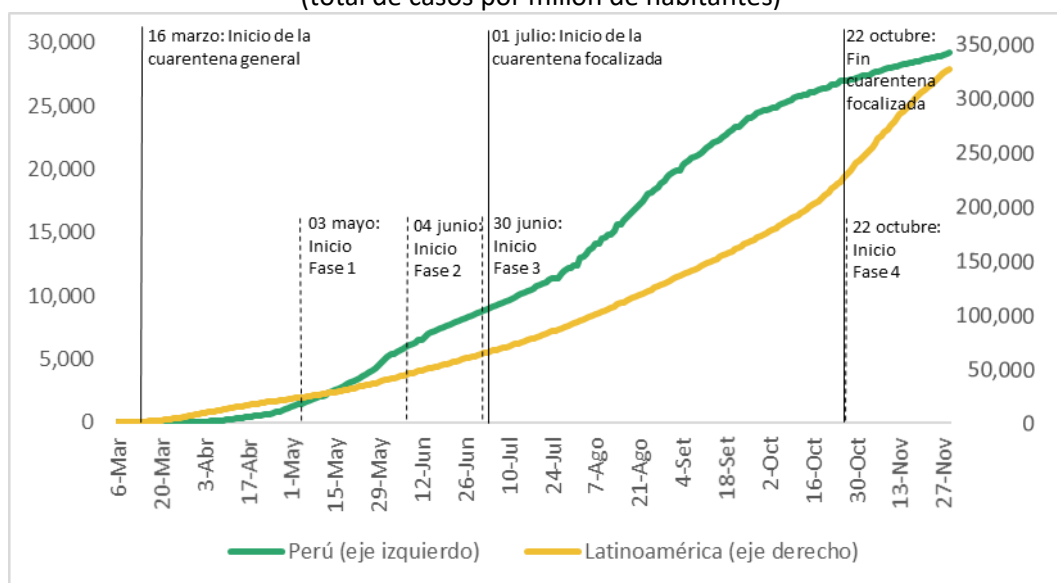
Nota: Los factores críticos en los que se enmarcan las acciones del Proyecto se encuentran circuladas en rojo. **Fuente:** PNATP 2017-2021. **Elaboración propia.**

Annex 8. Impact of Covid-19 in Peru

En la medida que la pandemia del Covid-19 ha marcado un antes y un después, esta sección se enfoca a analizar cuáles han sido las implicancias de esta para el Proyecto. El 6 de marzo de 2020, se confirmó el primer caso de Covid-19 en el Perú. Once días después, el 15 de marzo, mediante Decreto Supremo N°044-2020-PCM, el Gobierno declaró Estado de Emergencia Nacional por un plazo de quince días calendario y dispuso el aislamiento social obligatorio en un intento por controlar el brote del virus. Las principales medidas adoptadas por el Gobierno implicaron restricciones a la libertad de tránsito de las personas; restricciones a las actividades comerciales, actividades culturales, establecimientos y actividades recreativas, hoteles y restaurantes; y el cierre temporal de fronteras. De este modo, el Perú se convirtió en uno de los primeros países en tomar las medidas más estrictas para controlar el virus.

El Estado de Emergencia Nacional y la cuarentena general se ampliaron temporalmente en repetidas oportunidades, debido al rápido incremento en el número de casos por millón de habitantes (ver **Gráfico 1**) y en el número de muertes (ver **Gráfico 2**). En los últimos meses, el Perú ha alcanzado un de las mayores ratios de muerte por millón de habitantes en todo el mundo. A la fecha de cierre de este informe, el Perú continúa en Estado de Emergencia Nacional y se tienen reportados más de 950 mil casos y más de 35 mil fallecidos, con un ratio que supera las mil muertes por millón de habitantes.

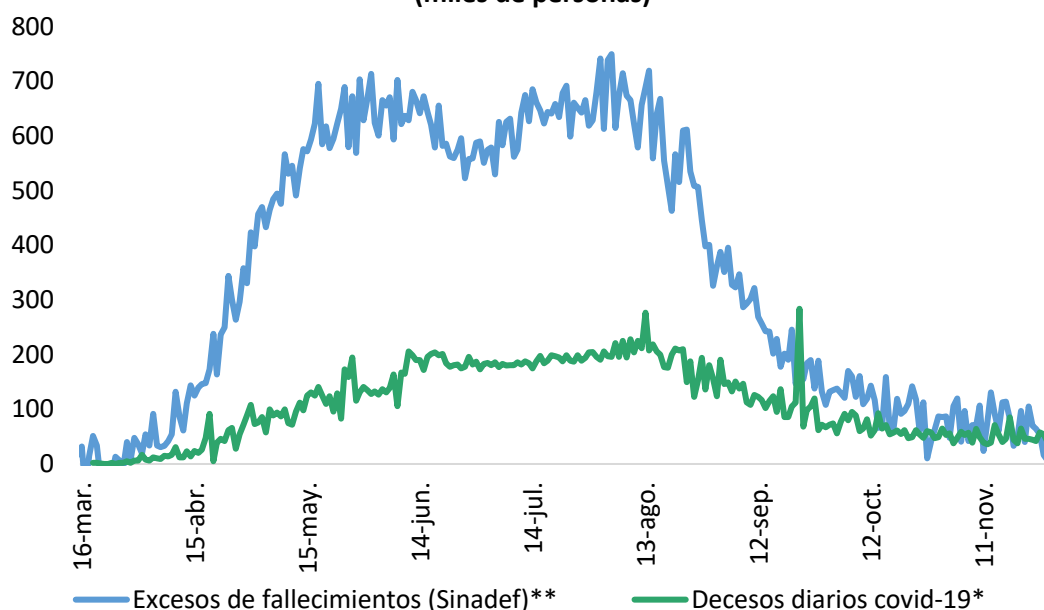
Gráfico 1. Evolución de casos de Covid-19 y principales hitos* en Perú
(total de casos por millón de habitantes)



*Los hitos corresponden a la información de los Decretos Supremos.

Fuente: ECDC y Johns Hopkins University. **Elaboración propia.**

**Gráfico 2. Evolución de fallecidos* por Covid-19
(miles de personas)**



*Cifra de fallecidos al 29 de noviembre.

**El exceso es la diferencia interanual entre 2019 y 2020. Datos al 28 de noviembre.

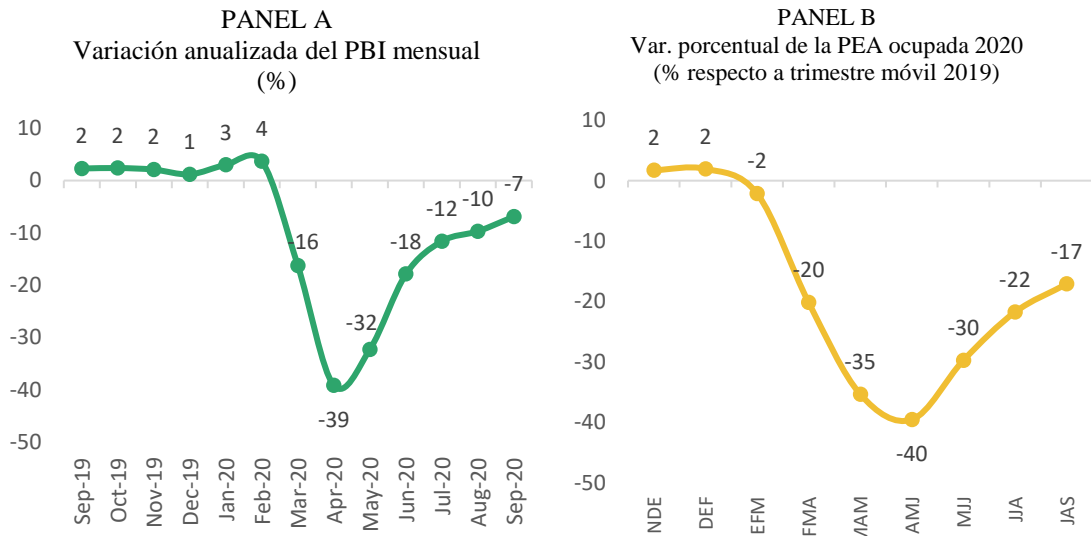
Fuente: MINSA. **Elaboración propia.**

El Perú, además de ser uno de los países más afectados en el ámbito sanitario, enfrenta una de las peores crisis económica y social generadas por la rápida propagación del Covid-19. En cuanto a lo económico, el impacto de la pandemia se ha canalizado tanto por factores externos como internos: los menores precios de las materias primas, la volatilidad de los mercados financieros y la disminución del comercio internacional fueron algunos de los factores externos que impactaron negativamente en la economía peruana, mientras que los factores internos negativos se observaron en las interrupciones en cadenas de suministros y menor producción por el lado de la oferta y el menor consumo privado e inversión por el lado de la demanda.

Este contexto generó que el PBI cayera hasta en 39 puntos porcentuales (pp) en abril del 2020 comparado con el mismo mes del año anterior (ver **Gráfico 3**), aunque se observó una recuperación durante los meses posteriores, presentando una caída de solo el 7pp en setiembre. De esta manera, según las proyecciones presentadas en el Reporte de Inflación de setiembre del BCRP, se estima que la actividad económica en el Perú se contraería en 12.7pp para todo el año, muy por debajo de las estimaciones para la economía global, la cual caería solo en 5.0pp en el mismo periodo.

En cuanto al ámbito social, el mercado laboral fue uno de los más afectados por la pandemia, tal como se puede observar en el panel b del **Gráfico 3**, donde se muestra el impacto del Covid-19 en la PEA ocupada, alcanzando su pico más bajo durante el segundo trimestre del 2020 con una disminución de 40 pp en la tasa de actividad comparado con el mismo trimestre del año anterior, lo cual equivale a una reducción en más de 6 millones de personas. Adicionalmente, si se analiza la evolución de la tasa de desempleo trimestral en el Perú durante el presente año, se identifica un incremento progresivo desde el primer trimestre con una tasa de 5.1%, la cual aumentó a 8.8% en el segundo y, finalmente, a 9.6% en el tercer trimestre. Según la OIT (2020), esta situación adversa que se produjo en el mercado laboral peruano durante la pandemia fue consecuencia, entre otros aspectos, de problemas estructurales tales como la baja productividad, la elevada informalidad y la heterogeneidad y escasa diversificación productiva.

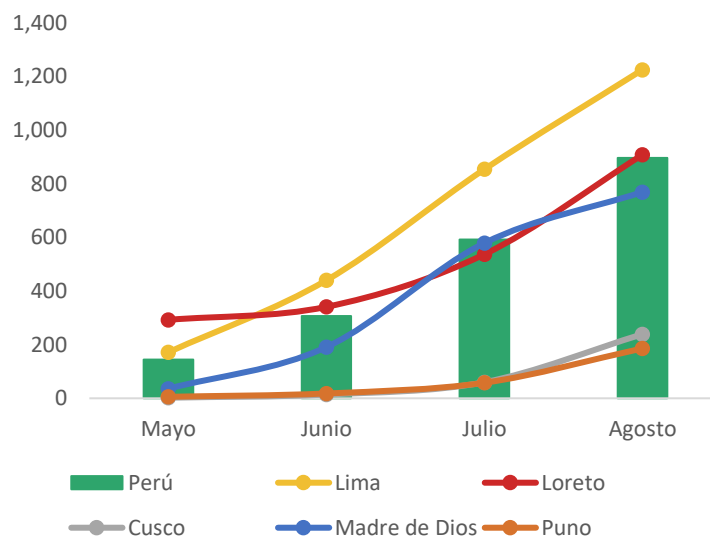
Gráfico 3. Impacto socioeconómico del Covid-19 en el Perú



Fuente: BCRP e INEI. Elaboración propia.

Las regiones priorizadas del proyecto manifestaron situaciones distintas a raíz de la pandemia por el Covid-19. Si se analiza la mortalidad por millón de habitantes (ver **Gráfico 4**), se puede observar que la región Loreto fue la región priorizada más afectada durante los primeros meses de iniciada la cuarentena en el país, superando considerablemente las cifras a nivel nacional en el mes de mayo, pero luego se mantuvo cercano al ratio nacional. En los siguientes meses, Lima se consolidó como la región priorizada con la mayor mortalidad a partir de junio, alcanzando cifras muy por encima del nivel nacional. En cuanto a Madre de Dios, esta región presentó un ratio de mortalidad relativamente bajo durante el mes de mayo, pero este fue incrementando considerablemente hasta alcanzar un valor muy cercano al nivel nacional en el mes de julio, aunque al siguiente mes volvió a distanciarse en cierta magnitud. Finalmente, en las regiones de Cusco y Puno, la mortalidad por millón de habitantes fue sustancialmente baja durante los primeros meses de la pandemia, siendo recién en agosto donde ambas regiones alcanzaron ratios un poco más elevados, aunque igualmente muy alejados de los niveles de mortalidad a nivel nacional.

Gráfico 4. Ratio de mortalidad en regiones priorizadas abril-agosto (por millón de habitantes)



Fuente: MINSA. Elaboración: Macroconsult.

Annex 9. Correspondence of the Project with the National Policy

| Lineamientos generales de la Política Nacional | Lineamiento específico de la Política Nacional | Componentes del Proyecto relacionados | Actividades del Proyecto relacionadas |
|--|--|---------------------------------------|---------------------------------------|
| 1 | 1.1. Creación de espacios de coordinación y consulta a nivel central y local, que promuevan la ejecución de las estrategias para luchar contra la trata de personas y sus formas de explotación, estableciendo para ello las competencias y funciones exclusivas y/o compartidas de sus miembros | 3 | 3.3 |
| | 1.2. Diseño e implementación de planes locales contra la trata de personas y sus formas de explotación que aborden las características particulares del fenómeno en cada región del país, estableciendo acciones y estrategias, indicadores y metas e instituciones que intervienen, por cada uno de los lineamientos generales y específicos de la política nacional a desarrollar por los espacios de coordinación y consulta local. | 3 | 3.1 |
| | 1.3. Diseño de herramientas de gestión que permitan el adecuado monitoreo y seguimiento a los planes locales contra la trata de personas y sus formas de explotación. | NA | NA |
| 2 | 2.1. Identificación de la población en situación de vulnerabilidad asociada a la trata de personas, con la finalidad de focalizar y priorizar las intervenciones sociales y económicas. | NA | NA |
| | 2.2. Generación de oportunidades laborales para la población en situación de vulnerabilidad asociada a la trata de personas, fomentando la empleabilidad y el emprendimiento de las personas, así como la reducción de la informalidad y el desarrollo sostenible de una oferta laboral local. | NA | NA |
| | 2.3. Fortalecer el acceso a servicios sociales a población en situación de vulnerabilidad asociada a la trata de personas, con énfasis en la educación y la salud. | NA | NA |
| 3 | 3.1. Desarrollo de una cultura de rechazo hacia las prácticas que ocultan, encubren, posibilitan o refuerzan la trata de personas y sus formas de explotación. | 3 | 3.2 |
| | 3.2. Fortalecimiento continuo de una cultura de la denuncia de la trata de personas y sus delitos conexos, facilitando los medios, protegiendo la confidencialidad de la información, brindando garantías para los denunciantes, así como el desarrollo de incentivos para la denuncia. | 3 | 3.2 |
| | 3.3. Fortalecimiento de los programas sociales orientados a población en situación de vulnerabilidad, en especial de las niñas, niños y adolescentes, bajo un enfoque de protección integral, con la finalidad de reducir prácticas asociadas a la trata de personas y sus delitos conexos | NA | NA |
| 4 | 4.1. Intervención en procesos vinculados a la captación para la trata de personas, diseñando mecanismos de control sobre las actividades, insumos o recursos, y fiscalizando a los actores involucrados. | NA | NA |

**Lineamientos
generales de la
Política Nacional**

Lineamiento específico de la Política Nacional

**Componentes
del Proyecto
relacionados**

**Actividades
del Proyecto
relacionadas**

| | | | |
|----------|---|--------------|--|
| | 4.2. Intervención en los medios de transporte aéreo, terrestre, marítimo, lacustre y fluvial, a nivel interno y en zonas de frontera, estableciendo procedimientos de control que eviten la trata de personas, así como la realización de las acciones de fiscalización que garanticen su cumplimiento. | NA | NA |
| | 4.3. Intervención en espacios que, por la naturaleza de sus actividades puedan operar como centros de acogida, recepción o retención de posibles víctimas de trata de personas, diseñando mecanismos de control sobre sus actividades, insumos o recursos, y fiscalizando el cumplimiento de estos. | NA | NA |
| | 5.1. Fortalecimiento del proceso de investigación e inteligencia que permita obtener evidencias o indicios razonables sobre la existencia de espacios de explotación. | 1 y 3 | 1.1 y 3.1 |
| 5 | 5.2. Intervención de los espacios de explotación, que respondan al diseño de estrategias específicas según sea el caso, con participación multisectorial que permita su clausura y cierre definitivo, así como la desarticulación de las organizaciones delictivas o personas vinculadas a la trata de personas. | NA | NA |
| | 6.1. Establecimiento de mecanismos de coordinación interinstitucional entre los operadores que participan en la persecución penal que permita generar y acopiar evidencia, información y elementos necesarios para un oportuno procesamiento. | 1 | 1.1 y 1.2 |
| | 6.2. Implementación de procedimientos y mecanismos ágiles y efectivos que permitan investigar, procesar y sancionar adecuada y oportunamente la trata de personas y sus formas de explotación. | 1 | 1.1 y 1.2 |
| 6 | 6.3. Fortalecimiento de los procedimientos y garantías de las víctimas y testigos dentro de las investigaciones y procesos penales, que permitan su participación efectiva, dotando de información necesaria para el procesamiento del delito de trata de personas y sus formas de explotación. | 2 | 2.1 |
| | 6.4. Fomento de la predictibilidad en las decisiones jurisdiccionales que permitan un procesamiento y sanción eficaz y oportuna del delito de trata de personas. | 1 | 1.1 y 1.2 |
| | 6.5. Adecuación de la normativa relacionada con la trata de personas acorde a nuestro contexto, con referencia a las obligaciones internacionales. | NA | NA |
| | 6.6. Optimización de la gestión de la información sobre casos de trata de personas a nivel local, regional y nacional. | 1 | 1.3 |
| 7 | 7.1. Fortalecimiento e implementación de equipos interdisciplinarios para la atención integral y oportuna a las víctimas de trata y explotación, desde el ámbito psicológico, jurídico y social. | 2 | 2.1, 2.2, 2.3, 2.4, 2.5 y 2.6 |

**Lineamientos
generales de la
Política Nacional**

Lineamiento específico de la Política Nacional

**Componentes
del Proyecto
relacionados**

**Actividades
del Proyecto
relacionadas**

| | | | |
|----------|---|-----------|------------------|
| 8 | 7.2. Desarrollo de centros de acogida temporales y permanentes para víctimas de trata de personas y sus formas de explotación, que permitan la recuperación y reintegración de la víctima a la sociedad, a través de programas de reintegración y protección social. | 2 | 2.2 |
| | 7.3. Fortalecimiento de las capacidades de los actores involucrados en la atención a las víctimas de trata de personas en dichos contextos, incluyendo a las oficinas consulares en el extranjero. | 2 | 2.2 y 2.6 |
| | 8.1. Diseño e implementación de programas de protección, tratamiento y acompañamiento sostenible a las víctimas de trata de personas y sus formas de explotación que implique programas de tratamiento y recuperación de su salud física y mental. | NA | NA |
| | 8.2. Restitución de derechos a favor de las víctimas de trata y explotación, facilitando la regularización u obtención de documentación que le otorgue un reconocimiento jurídico. | NA | NA |
| | 8.3. Priorización de apoyo a la reintegración educativa y/o laboral de las personas víctimas de trata y explotación. | NA | NA |

Elaboración propia.

Annex 10. Strategic objectives of the PNATP 2017-2021

VISIÓN: El Perú al 2021 garantiza un entorno seguro a la población en situación de riesgo ante la trata de personas y la protección integral a sus víctimas y con respeto a su dignidad humana y la restitución de sus derechos.

| OE1: Gobernanza institucional | | OE2: Prevención y sensibilización | | OE2: Atención, protección y reintegración | | OE4: Fiscalización y persecución | |
|-------------------------------|--|-----------------------------------|--|---|--|----------------------------------|--|
| OI 1.1 | Fortalecer la articulación en los tres niveles de gobierno, con la participación de actores del sector público y la sociedad civil. | OI 2.1 | Promover que los grupos en situación de vulnerabilidad conozcan sus derechos el fortalecer los espacios y servicios de prevención. | OI 3.1 | Desarrollar acciones articuladas e integrales en los tres niveles de gobierno para la protección de víctimas promoviendo un sistema especializado. | OI 4.1 | Mejorar estrategias integrales de persecución y fiscalización fortaleciendo la cooperación y articulación interinstitucional. |
| OI 1.2 | Contar con una línea de base y establecer un sistema de monitoreo del PNAT 2017-2021. | OI 2.2 | Incrementar los niveles de información y sensibilización de la población frente a la trata de personas. | OI 3.2 | Mejorar los servicios de protección, acogida, atención, acceso a la justicia, salud integral, educación, trabajo, seguridad, repatriación, etc., bajo un enfoque centrado en la víctima. | OI 4.2 | Fortalecer las instituciones encargadas de la persecución del delito, mejorando la transparencia, fiscalización, investigación, juzgamiento y sanción. |
| OI 1.3 | Promover la capacidad institucional y la gestión del conocimiento para la formulación e implementación de políticas públicas. | OI 2.3 | Fomentar un cultura de denuncia frente al delito y reducir la tolerancia. | OI 3.3 | Implementar servicios de integración y reintegración desde las necesidades y expectativas de la víctima tomando en cuenta el fin de la explotación. | OI 4.3 | Fortalecer los procesos de fiscalización y sanción administrativa de la trata de personas. |
| OI 1.4 | Ejecutar el PNAT 2017-2021 con presupuesto específico asignado para los sectores y gobiernos regionales y locales. | OI 2.4 | Enfrentar articuladamente factores estructurales de riesgo de trata de personas en zonas de alta incidencia del delito. | | | | |
| OI 1.5 | Ampliar los ámbitos de intervención y articulación en lucha contra la trata transfronteriza, mediante la cooperación entre Estados de la región y otros actores. | | | | | | |
| OI 1.6 | Incorporar los enfoques en las políticas públicas contra la trata de personas. | | | | | | |
| OI 1.7 | Incorporar el delito de la trata de personas y sus formas de explotación como un problema de seguridad ciudadana. | | | | | | |

Fuente: PNATP 2017-2021. Elaboración propia.



Annex 11. Correspondence of the Project with the PNATP 2017-2021



| Objetivo estratégico del PNATP 2017-2021 | Objetivo inmediato del PNATP 2017-2021 | Componentes del Proyecto relacionados | Actividades del Proyecto relacionadas |
|--|---|---------------------------------------|---------------------------------------|
| 1 | 1.1. Se fortalece la articulación en los tres niveles de gobierno, con la participación de actores del sector público y de la sociedad civil. | 3 | 3.3 |
| | 1.2. Se cuenta con una línea de base y se establece un sistema de monitoreo del Plan. | 1 | 1.3 |
| | 1.3. Se promueve la capacidad institucional y la gestión del conocimiento para la formulación e implementación de políticas. | 1 | 1.3 |
| | 1.4. El Plan Nacional de Acción contra la Trata de Personas es ejecutado con presupuesto específico asignado para los sectores y gobiernos regionales y locales. | 3 | 3.1 |
| | 1.5. Se amplían los ámbitos de intervención y articulación en la lucha contra la trata transfronteriza, mediante la cooperación entre Estados de la región y otros actores. | NA | NA |
| | 1.6. Se incorporan los enfoques en las políticas públicas contra la trata de personas. | 2 | 2.1, 2.2, 2.5 y 2.6 |
| | 1.7. Se incorpora el delito de trata de personas y sus formas de explotación como un problema de seguridad ciudadana. | NA | NA |
| 2 | 2.1. Los grupos en situación de vulnerabilidad frente a la trata de personas conocen sus derechos con espacios y servicios de prevención fortalecidos. | NA | NA |
| | 2.2. Se incrementan los niveles de información y sensibilización, frente a la trata de personas. | 3 | 3.2 |
| | 2.3. Se fomenta una cultura de denuncia frente al delito y se reduce la tolerancia social. | 3 | 3.2 |
| | 2.4. Los sectores del Estado reducen los factores estructurales de riesgo de la trata de personas en zonas focalizadas. | NA | NA |
| 3 | 3.1. El Estado perfecciona acciones articuladas e integrales en los tres niveles de gobierno para la protección a víctimas de trata, promoviendo un sistema especializado. | 2 | 2.4 |
| | 3.2. Mejoran los servicios de protección, incluidos los de acogida, atención de emergencia, acceso a la justicia, salud integral, educación, trabajo, habilidades para el trabajo, seguridad, repatriación, entre otros teniendo como eje central a la víctima. | 2 y 3 | 2.1, 2.2, 2.3, 2.4, 2.5, 2.6 y 3.3 |
| | 3.3. Se implementan servicios de reintegración focalizados considerando las necesidades y expectativas de la víctima tomando en cuenta el fin de explotación. | 2 | 2.4 |




| Objetivo estratégico del PNATP 2017-2021 | Objetivo inmediato del PNATP 2017-2021 | Componentes del Proyecto relacionados | Actividades del Proyecto relacionadas |
|--|--|---------------------------------------|---------------------------------------|
| 4 | 4.1. Las estrategias integrales de fiscalización y persecución mejoran, fortaleciéndose la cooperación y articulación interinstitucional. | 1 | 1.1 y 1.2 |
| | 4.2. Se fortalecen las instituciones encargadas de la persecución del delito mejorando la transparencia, fiscalización, investigación, juzgamiento y sanción eficaz, que incluya la reparación integral de las víctimas. | 1 | 1.1 y 1.2 |
| | 4.4. Se fortalecen los procesos de fiscalización y sanción administrativa de la trata de personas | 1 | 1.1 y 1.2 |



Elaboración propi



Annex 12. SMART analysis of output indicators



| N° | Producto | Indicador | Criterio | | | | | Comentario general |
|-----------------------|---|--|----------|---|---|---|---|---|
| | | | S | M | A | R | T | |
| Objetivo 1: | | | | | | | | |
| Actividad 1.1: | | | | | | | | |
| 1 | 1.1.1. Informe de análisis de casos de trata de NNA (reportes policiales, expedientes judiciales y condenas de unidades especializadas y no especializadas) que incluya la identificación de las cortes con más casos de trata de personas, referencias cruzadas con las mejores prácticas internacionales y recomendaciones. | 1.1.1.1. Informe de análisis de casos de trata de NNA durante los primeros seis meses del Proyecto que incluya una lista de las necesidades específicas de capacitaciones por tipo de institución, buenos y malos ejemplos, recomendaciones, y listas de verificación para medir la calidad de los expedientes judiciales. | X | X | X | | X | <p>Este indicador de producto cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R).</p> <p>(S): acotado a los casos de trata trabajados por las instituciones priorizadas y en las regiones de acción del proyecto. (M): medición sencilla sobre la realización o no de un informe sobre los casos de trata. (R): relevante para medir la realización del informe, pero no logra medir con exactitud la cantidad de casos analizados con respecto al total de casos de trata reportados en las instituciones competentes. (A): se define una meta y con un plazo límite razonable de 6 meses. (T): la información se recopila a partir de la elaboración del informe.</p>  |
| 2 | | 1.1.1.2. # de talleres durante los primeros seis meses luego de elaborado el informe de análisis de casos con operadores del sistema de justicia para analizar los hallazgos encontrados, buenas prácticas internacionales y recomendaciones. | X | X | X | | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R).</p> <p>(S): talleres acotados para los operadores del sistema de justicia. (M): medición sencilla que implica la contabilización de talleres realizados.</p>  |


| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|----|--|--|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | <p>(R): logra medir la cantidad de talleres realizados, pero resultaría más pertinente la medición de la cantidad de operadores del sistema de justicia participantes en los talleres.</p> <p>(A): se define una meta y con un plazo límite razonable de 6 meses.</p> <p>(T): la información se recopila a partir de los registros de los eventos/talleres.</p> | |
| 3 | 1.1.2. Informe de seguimiento para medir el progreso del informe de análisis de casos de trata de NNA. | 1.1.2.1. Informe de seguimiento al medio término del Proyecto que compare los hallazgos del primer informe. | X | X | X | | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R).</p> <p>(S): acotado a los casos de trata desarrollados en el primer informe de análisis.</p> <p>(M): medición sencilla sobre la realización o no del informe de seguimiento.</p> <p>(R): relevante para medir la realización del informe de seguimiento, pero no logra medir el nivel de avance o progreso de los casos de trata analizados en el primer informe.</p> <p>(A): se define una meta y con un plazo límite razonable de 1 año.</p> <p>(T): la información se recopila a partir de la elaboración del informe.</p> |  |
| 4 | | 1.1.2.2. # de talleres durante los primeros seis meses luego de elaborado el informe de seguimiento con operadores del sistema de justicia | X | X | X | | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R).</p> |  |




| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|-----------------------|--|---|----------|---|---|---|---|--|---|
| | | | S | M | A | R | T | | |
| | | para analizar los hallazgos encontrados en el informe de seguimiento. | | | | | | (S): talleres acotados para los operadores del sistema de justicia. (M): medición sencilla que implica la contabilización de talleres realizados. (R): logra medir la cantidad de talleres realizados, pero resultaría más pertinente la medición de la cantidad de operadores del sistema de justicia participantes en los talleres. (A): se define una meta y con un plazo límite razonable de 6 meses. (T): la información se recopila a partir de los registros de los eventos/talleres. | |
| Actividad 1.2: | | | | | | | | | |
| 5 | 1.2.1. Programa de capacitación diseñado e implementado para policías, fiscales, defensores públicos del MINJUSDH y jueces en las regiones de Lima, Cusco y Loreto y funcionarios de Madre de Dios y Puno. | 1.2.1.1. # de policías especializados y no especializados que participan en el programa de capacitación. | X | X | X | X | X | Los tres indicadores del producto 1.2.1. cumplen con todos los criterios SMART. |  |
| 6 | | 1.2.1.2. # de fiscales especializados y no especializados y defensores públicos del MINJUSDH que participan en el programa de capacitación. | X | X | X | X | X | (S): población objetivo delimitado a las regiones donde interviene el proyecto y según tipo de institución. (M): medición sencilla que implica la contabilización de los participantes en los programas de capacitación. |  |
| 7 | | 1.2.1.3. # de jueces que participan en el programa de capacitación para mejorar su conocimiento sobre trata de NNA y la correcta interpretación y aplicación del delito (especialmente de cortes con más casos de trata de personas). | X | X | X | X | X | (R): relevante para medir la cantidad de participantes clave que reciben el programa de capacitación. (A): se define una meta y diferenciada por tipo de funcionario. (T): la información se recopila a partir de los registros del programa. |  |



| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|----|--|--|----------|---|---|---|---|--|---|
| | | | S | M | A | R | T | | |
| 8 | 1.2.2. Programa de capacitación sobre trata de NNA diseñado e implementado para capacitadores en las escuelas del Poder Judicial, del Ministerio Público y de la Policía Nacional. | 1.2.2.1. Materiales de capacitación elaborados sobre trata de NNA que son incluidos en las escuelas del Poder Judicial, del Ministerio Público y de la Policía Nacional. | X | | X | | X | <p>Para el caso de este indicador, solo cumple con los criterios (S), (A) y (T).</p> <p>(S): acotado a las escuelas del Poder Judicial, Ministerio Público y de la Policía Nacional.</p> <p>(M): se puede expresar numéricamente, pero al no especificarse cuáles son los materiales de capacitación que se deben considerar no resulta clara la metodología de medición.</p> <p>(R): no relevante para medir el insumo de la capacitación sobre trata de NNA, la formulación corresponde más a un resultado posterior a la realización del insumo (programa).</p> <p>(A): se define una meta y es de cumplimiento razonable.</p> <p>(T): la información se recopila a partir de las capacitaciones que se realiza en las instituciones especificadas.</p> |  |
| 9 | | 1.2.2.2. # de docentes de las escuelas del Poder Judicial, del Ministerio Público y de la Policía Nacional capacitados en trata de NNA. | X | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART.</p> <p>(S): acotado a los docentes de las escuelas competentes.</p> <p>(M): medición sencilla que implica la contabilización de los docentes capacitados.</p> |  |



| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|-----------------------|---|--|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | (R): relevante para medir la cantidad de docentes que reciben el programa de capacitación. (A): se define una meta razonable sobre la cantidad de docentes capacitados. (T): la información se recopila a partir de los registros del programa. | |
| 10 | | 1.2.2.3. # de jueces, fiscales y policías que participan en cursos de trata de NNA en sus respectivas escuelas. | | X | X | | X | Este indicador cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R) y de especificidad (S). (S): el indicador contempla a más de un grupo poblacional tale como los jueces, fiscales y policías de escuelas pertinentes. (M): medición sencilla sobre la contabilización de las personas participantes en cursos de trata. (R): no relevante para medir el insumo de capacitación para docentes. (A): se define una meta razonable sobre las personas participantes en cursos de trata. (T): la información se recopila con los registros de los cursos de las escuelas. |  |
| Actividad 1.3: | | | | | | | | | |
| 11 | 1.3.1. Un sistema de información funcional y sostenible establecido y operando para monitorear la implementación del PNATP 2017-2021. | 1.3.1.1. Protocolo de Operaciones adoptado por la Comisión Multisectorial (en la MML 2018, indicador de producto 1.3.1.2). | X | | X | | X | Este indicador cumple solo con los criterios (S), (A) y (T). (S): se restringe a la adopción del protocolo por parte de la Comisión Multisectorial. |  |



| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|----|----------|---|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | <p>(M): no se ha definido la metodología para cuantificar lo que implica la adopción del protocolo de Operaciones.</p> <p>(R): la interpretación del indicador podría no estar midiendo la real aplicación del protocolo por parte de la Comisión Multisectorial.</p> <p>(A): se define una meta razonable de la adopción de un protocolo.</p> <p>(T): la información se recopila a partir de los reportes.</p> | |
| 12 | | 1.3.1.2. # de administradores y usuarios del sistema de información capacitados para manejar e ingresar información al sistema (en la MML 2018, indicador de producto 1.3.1.4). | | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando al criterio de especificidad (S).</p> <p>(S): incluye a más de un grupo poblacional, es decir a administradores y usuarios capacitados.</p> <p>(M): medición sencilla que implica la contabilización de los administradores y usuarios capacitados.</p> <p>(R): relevante para medir la cantidad de personal capacitado sobre el sistema de información.</p> <p>(A): se define una meta razonable sobre la cantidad de personal capacitado.</p> <p>(T): la información se recopila a partir de los registros del programa.</p> |  |
| 13 | | 1.3.1.3. # de informes semestrales generados por el sistema de información, incluyendo campos de | X | X | | X | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando al criterio relacionada a la meta planteada (A).</p> |  |



| N° | Producto | Indicador | Criterio | | | | | Comentario general |
|-----------------------|---|--|----------|---|---|---|---|---|
| | | | S | M | A | R | T | |
| | | información sobre trata de NNA, desagregado según región (en la MML 2018, indicador de producto 1.3.1.6). | | | | | | <p>(S): específicos a los informes del sistema de información.</p> <p>(M): medición sencilla que implica la contabilización de los informes.</p> <p>(R): relevante para medir la producción del sistema de información.</p> <p>(A): se define una meta, pero dicha meta implica la producción de cinco informes semestrales para el año 2021, por lo que resulta no razonable e inalcanzable.</p> <p>(T): la información se recopila a partir de los informes producidos.</p> |
| Objetivo 2: | | | | | | | | |
| Actividad 2.1: | | | | | | | | |
| 14 | 2.1.1. Propuestas de políticas, procedimientos, listas de verificación, recomendaciones y cambios relacionados con el conocimiento, las actitudes y las prácticas relevantes, para la aplicación del ECV en casos de trata de NNA, presentadas, discutidas y coordinadas con el Estado y otras instituciones públicas relevantes. | 2.1.1.1. Informe interno para analizar la aplicación del ECV en los procesos de atención, protección y justicia penal de manera coordinada; y sobre espacios, recursos, capacidades, perfiles laborales, conocimientos, actitudes, prácticas y procedimientos. | X | X | X | | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R).</p> <p>(S): acotado a los casos de trata de NNA coordinadas con el Estado y otras instituciones.</p> <p>(M): medición sencilla sobre la realización o no de un informe interno.</p> <p>(R): la realización de un informe interno no garantiza el análisis de las actividades que se realizarán.</p> <p>(A): se define una meta razonable sobre la realización del informe interno.</p> <p>(T): la información se recopila a partir de la realización del informe.</p>  |



| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|----|--|--|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| 15 | | 2.1.1.2. # de propuestas de políticas y procedimientos presentados para que los funcionarios públicos involucrados en la atención y protección a víctimas apliquen el ECV (en la MML 2018, indicador de producto 2.1.1.3). | X | X | X | X | X | Este indicador cumple con todos los criterios SMART. (S): acotado a las propuestas de políticas y procedimientos presentados. (M): medición sencilla que implica la contabilización de propuestas, procedimientos o listas de verificación. (R): relevante para medir la realización de herramientas para que el personal competente aplique un ECV. (A): se define una meta razonable sobre la cantidad de herramientas elaboradas. (T): la información se recopila a partir de los reportes del CHS. |  |
| 16 | | 2.1.1.3. # de listas de verificación para que los jueces, fiscales y policías apliquen el ECV (en la MML 2018, indicador de producto 2.1.1.4). | X | X | X | X | X | Este indicador cumple con todos los criterios SMART, exceptuando al criterio de especificidad (S). (S): no corresponde a una población en particular, incluye a funcionarios de diferentes instituciones. (M): medición sencilla que implica la contabilización de los funcionarios públicos capacitados. (R): relevante para medir la cantidad de personal capacitado para garantizar la aplicación del ECV. (A): se define una meta razonable sobre la cantidad de funcionarios capacitados. |  |
| 17 | 2.1.2. Programa de capacitación desarrollado para defensores de víctimas (MIMP, MINJUSDH y UDAVIT), policías, fiscales y jueces para aplicar el ECV. | 2.1.2.1. # de funcionarios públicos (CEM, DEMUNA, UPE, defensores públicos del MINJUSDH, UDAVIT, jueces, fiscales y policías) capacitados para garantizar la aplicación del ECV en sus roles y los servicios que prestan. | | X | X | X | X | Este indicador cumple con todos los criterios SMART, exceptuando al criterio de especificidad (S). (S): no corresponde a una población en particular, incluye a funcionarios de diferentes instituciones. (M): medición sencilla que implica la contabilización de los funcionarios públicos capacitados. (R): relevante para medir la cantidad de personal capacitado para garantizar la aplicación del ECV. (A): se define una meta razonable sobre la cantidad de funcionarios capacitados. |  |



| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|-----------------------|--|---|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | (T): la información se recopila a partir de los registros del programa. | |
| Actividad 2.2: | | | | | | | | | |
| 18 | 2.2.1. Recomendaciones, acompañamiento y asistencia brindadas para expandir y mejorar la calidad de los servicios para NNA víctimas de trata en los CAR y espacios temporales. | 2.2.1.1. Informe interno de necesidades (instalaciones, capacidad, procedimientos y políticas) y recomendaciones para expandir y mejorar la calidad de los servicios en los CAR para NNA víctimas de trata, proveer una perspectiva de supervisión y afinar la estrategia del Proyecto (desagregado por servicios y políticas internas y servicios externos, por ejemplo, escuelas o servicios de salud). | X | X | X | | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R).</p> <p>(S): acotado a los servicios para NNA víctimas de trata en los CAR.</p> <p>(M): medición sencilla sobre la realización o no de un informe interno.</p> <p>(R): la realización de un informe interno no garantiza el análisis de necesidades ni el desarrollo de recomendaciones para los servicios en los CAR.</p> <p>(A): se define una meta razonable sobre la realización del informe interno.</p> <p>(T): la información se recopila a partir de la realización del informe.</p> |  |
| 19 | | 2.2.1.2. # de operadores en los CAR, especialmente tutores, capacitados en el ECV, atención de traumas, sistemas de protección de NNA, habilidades blandas, manejo de crisis y autoevaluaciones, a través de talleres, instrumentos de capacitación en línea y guías de aprendizaje (Lima, Cusco, Loreto, Madre de Dios y/o Puno). | X | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART.</p> <p>(S): acotado a los operadores en los CAR.</p> <p>(M): medición sencilla que implica la contabilización de los operadores capacitados.</p> <p>(R): relevante para medir la cantidad de personal capacitado que reciben las recomendaciones y asistencia para mejorar la calidad del servicio.</p> |  |



| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|----|----------|--|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | (A): se define una meta razonable sobre la cantidad de operadores capacitados. (T): la información se recopila a partir de los registros de los talleres/capacitaciones. | |
| 20 | | 2.2.1.3. # de instalaciones mejoradas para atender a NNA víctimas de trata en los CAR y espacios temporales. Las mejoras pueden incluir salas de entrevistas, servicio de agua potable, baños, espacios recreacionales (computadoras, bibliotecas, jardines e internet), las cuales serán definidas en el informe de recomendaciones de las regiones de Lima, Cusco, Loreto, Madre de Dios y/o Puno. | X | X | X | | X | Este indicador cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R). (S): acotado a los servicios para NNA víctimas de trata en los CAR. (M): medición sencilla que implica la contabilización de instalaciones mejoradas. (R): el indicador mide un resultado de la realización del insumo, pero debería acotarse a medir la producción física de las recomendaciones y asistencias técnicas. (A): se define una meta razonable sobre las instalaciones mejoradas. (T): la información se recopila a partir de los reportes del proyecto. |  |
| 21 | | 2.2.1.4. # de sesiones de capacitación para implementar el módulo de capacitación para operadores de los CAR sobre atención de traumas, habilidades blandas, manejo de crisis y autoevaluaciones. | X | X | X | X | X | Este indicador cumple con todos los criterios SMART. (S): limitado a las sesiones para operadores del CAR. (M): medición sencilla que implica la contabilización de sesiones de capacitación. (R): relevante para medir la producción de sesiones de capacitaciones para operadores del CAR. |  |



| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|----|--|--|----------|---|---|---|---|--|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | (A): se define una meta razonable sobre la cantidad de sesiones. (T): la información se recopila a partir de los reportes del proyecto. | |
| 22 | 2.2.2. Un Modelo de Atención desarrollado para el INABIF para especializar los servicios para NNA víctimas de trata. | 2.2.2.1. # de talleres con el INABIF para desarrollar, implementar y monitorear el Modelo de Atención*** | X | X | X | X | X | Este indicador cumple con todos los criterios SMART. (S): limitado a los talleres con el INABIF. (M): medición sencilla que implica la contabilización de talleres realizados. (R): relevante para medir la producción de talleres realizados para lograr desarrollar un Modelo de Atención. (A): se define una meta razonable sobre la cantidad de talleres. (T): la información se recopila a partir de los reportes de los talleres. |  |
| 23 | | 2.2.2.2. # de operadores en el INABIF capacitados en el Modelo de atención*** | X | X | X | X | X | Este indicador cumple con todos los criterios SMART. (S): acotado a los operadores en el INABIF. (M): medición sencilla que implica la contabilización de los operadores capacitados. (R): relevante para medir la cantidad de personal capacitado que reciben las recomendaciones y asistencia sobre el Modelo de atención. (A): se define una meta razonable sobre la cantidad de operadores capacitados. |  |



| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|-----------------------|---|---|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | (T): la información se recopila a partir de los registros de los talleres. | |
| Actividad 2.3: | | | | | | | | | |
| 24 | 2.3.1. Protocolo de Salud Mental para atender a NNA víctimas de trata desarrollado e implementado por el MINSA. | 2.3.1.1. # de capacitaciones desarrolladas para asistir en la implementación del Protocolo de Salud Mental. | X | X | X | X | X | Este indicador cumple con todos los criterios SMART. (S): limitado a capacitaciones para desarrollo de Protocolo de Salud Mental. (M): medición sencilla que implica la contabilización de capacitaciones realizadas. (R): relevante para medir la producción de capacitaciones realizadas para la asistencia en la implementación del Protocolo. (A): se define una meta razonable sobre la cantidad de capacitaciones. (T): la información se recopila a partir de los reportes de las capacitaciones. |  |
| 25 | | 2.3.1.2. # de funcionarios capacitados para la aplicación del Protocolo de Salud Mental. | X | X | X | X | X | Este indicador cumple con todos los criterios SMART. (S): acotado a los funcionarios del MINSA. (M): medición sencilla que implica la contabilización de funcionarios capacitados. (R): relevante para medir la cantidad de personal capacitado que reciben asesoría sobre el Protocolo de Salud Mental. (A): se define una meta razonable sobre la cantidad de funcionarios capacitados. |  |


| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|-----------------------|---|--|----------|---|---|---|---|--|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | (T): la información se recopila a partir de los registros de las capacitaciones. | |
| 26 | | 2.3.1.3. # de procedimientos desarrollados a partir del Protocolo de Salud Mental para atender a los NNA víctimas de trata (meta: 2). | X | | X | X | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando al criterio de medible (M).</p> <p>(S): acotado a las herramientas / documentos / procedimientos derivadas del Protocolo.</p> <p>(M): medición sencilla que implica la contabilización de procedimientos, pero no se define el criterio para contabilizar un procedimiento como tal y que sea elaborado en base al Protocolo.</p> <p>(R): relevante para medir la producción de procedimientos a partir de la implementación del Protocolo por parte del MINSA.</p> <p>(A): se define una meta razonable sobre los procedimientos.</p> <p>(T): la información se recopila a partir de los reportes del proyecto.</p> |  |
| Actividad 2.4: | | | | | | | | | |
| 27 | 2.4.1. Instituciones involucradas en la implementación de acciones contra la trata de NNA mejor informadas y equipadas para proteger y atender a las víctimas de trata bajo un enfoque de género. | 2.4.1.1. # de talleres con instituciones involucradas en la implementación de acciones contra la trata de NNA para mejorar la coordinación e implementación del Protocolo Intersectorial en cuanto a la protección, atención y reintegración de los NNA víctimas de trata. | X | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART.</p> <p>(S): limitado a talleres que mejoran coordinación intersectorial.</p> <p>(M): medición sencilla que implica la contabilización de talleres realizados.</p> |  |




| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|----|--|---|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | (R): relevante para medir la producción de talleres realizados para mejorar la coordinación de instituciones involucradas. (A): se define una meta razonable sobre la cantidad de talleres. (T): la información se recopila a partir de los reportes de los talleres. | |
| 28 | 2.4.2. Programas piloto de reintegración con un ECV, desarrollados e implementados por las instituciones miembro del grupo de trabajo de Atención y Protección de la Comisión Multisectorial (MIMP, MINJUSDH, MTPE, MINSA, MINEDU, MINITER y MIDIS) en Lima, Cusco y Loreto. | 2.4.2.1. Evaluación rápida desarrollada para evaluar la capacidad de las instituciones responsables de proveer servicios de reintegración. | X | | X | | X | Este indicador cumple solo con los criterios (S), (A), y (T). (S): acotado a las instituciones vinculadas. (M) : no se define el criterio para calificar a una evaluación como rápida y lo que ello implica, por lo que la metodología de medición no es clara. (R) : no logra medir la producción ni eficacia de programas piloto implementados por las instituciones priorizadas. (A): se define una meta razonable sobre la realización de una evaluación. (T): la información se recopila a partir de la realización de la evaluación. |  |
| 29 | | 2.4.2.2. # de capacitaciones para proveedores de servicios a cargo de la elaboración, coordinación y seguimiento de los planes de reintegración y la prestación de servicios. | X | X | X | X | X | Este indicador cumple con todos los criterios SMART. (S): limitado a capacitaciones para proveedores a cargo de los planes de reintegración. (M): medición sencilla que implica la contabilización de capacitaciones realizadas. |  |




| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|----|----------|---|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | (R): mide los esfuerzos para asistir a proveedores que implementan los planes de reintegración. (A): se define una meta razonable sobre la cantidad de capacitaciones. (T): la información se recopila a partir de los reportes de las capacitaciones. | |
| 30 | | 2.4.2.3. Plan de sistematización del programa piloto para facilitar su replicación a nivel nacional. | X | X | X | X | X | Este indicador cumple con todos los criterios SMART. (S): acotado a los programas piloto de reintegración. (M): medición sencilla que implica la verificación del desarrollo del plan de sistematización. (R): logra medir los programas piloto existentes a partir de la sistematización. (A): se define una meta razonable sobre la elaboración de un plan de sistematización. (T): la información se recopila a partir de la documentación. |  |
| 31 | | 2.4.2.4. # de proveedores de servicios a cargo de la elaboración, coordinación y seguimiento de los planes de reintegración y la prestación de servicios capacitados. | X | X | X | X | X | Este indicador cumple con todos los criterios SMART. (S): acotado a los funcionarios de las instituciones priorizadas. (M): medición sencilla que implica la contabilización de proveedores capacitados. |  |



| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|-----------------------|---|---|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | (R): relevante para medir la cantidad de personal capacitado que reciben asesoría sobre planes de reintegración. (A): se define una meta razonable sobre la cantidad de proveedores capacitados. (T): la información se recopila a partir de los registros de las capacitaciones. | |
| Actividad 2.5: | | | | | | | | | |
| 32 | 2.5.1. Capacidades mejoradas del MIMP, MINJUSDH y UPE del MPFN, funcionarios locales y otras instituciones relevantes para proveer servicios especializados a NNA víctimas de trata, especialmente para la comunidad LGTBI. | 2.5.1.1. # de lineamientos disponibles para mejorar los servicios de atención de NNA LGTBI víctimas de trata. | X | X | X | X | X | Este indicador cumple con todos los criterios SMART. (S): acotado a las instituciones vinculadas. (M): medición sencilla que implica la contabilización de lineamientos para la mejora del servicio. (R): mide la producción de documentos, guías o protocolos para la mejora de los servicios de atención de NNA LGTBI. (A): se define una meta razonable para la producción de lineamientos. (T): la información se recopila a partir de los reportes. |  |
| 33 | | 2.5.1.2. # de funcionarios capacitados y sensibilizados, desagregados por institución. | X | | X | X | X | Este indicador cumple con todos los criterios SMART, exceptuando al criterio medible (M). (S): acotado a los funcionarios de las instituciones priorizadas. (M): medición sencilla que implica la contabilización de funcionarios capacitados; sin embargo, no se define el |  |



| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|-----------------------|---|--|----------|---|---|---|---|--|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | <p>criterio para considerar a un funcionario como sensibilizado, por lo que la metodología no es clara.</p> <p>(R): relevante para medir la cantidad de personal capacitado que reciben asesoría sobre víctimas de trata en comunidades LGTBI, traducido en mejores capacidades en las instituciones intervenidas.</p> <p>(A): se define una meta razonable sobre la cantidad de funcionarios capacitados.</p> <p>(T): la información se recopila a partir de los registros de las capacitaciones.</p> | |
| Actividad 2.6: | | | | | | | | | |
| 34 | 2.6.1. Guías y capacitaciones institucionales para promover la sensibilización sobre señales e indicadores de sospecha para reconocer a NNA víctimas de trata, y procedimientos de referencia diseñados, desarrollados y disponibles. | 2.6.1.1. # de guías de identificación de NNA víctimas de trata desarrolladas/mejoradas y siendo utilizadas por los proveedores de servicios en Lima, Cusco y Loreto. | X | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART.</p> <p>(S): restringido a los proveedores de las regiones intervenidas.</p> <p>(M): medición sencilla que implica la contabilización de lineamientos para la mejora del servicio.</p> <p>(R): mide la producción de documentos, guías o protocolos para la mejora de los servicios de atención de NNA LGTBI.</p> <p>(A): se define una meta razonable para la producción de lineamientos.</p> <p>(T): la información se recopila a partir de los reportes.</p> |  |
| 35 | | 2.6.1.2. # de capacitaciones para capacitadores de proveedores de servicios de salud, inspectores | X | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART.</p> |  |



| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|-----------------------|----------|---|----------|---|---|---|---|--|--|
| | | | S | M | A | R | T | | |
| | | municipales y fuerzas del orden de primera línea. | | | | | | (S): limitado a capacitaciones para proveedores de servicios priorizados. (M): medición sencilla que implica la contabilización de capacitaciones realizadas. (R): mide la intensidad con que se promueve la sensibilización sobre señales para reconocer a NNA víctimas de trata. (A): se define una meta razonable sobre la cantidad de capacitaciones. (T): la información se recopila a partir de los reportes de las capacitaciones. | |
| 36 | | 2.6.1.3. # de diversos proveedores de servicios que participan en las capacitaciones, desagregado por región (Lima, Cusco y Loreto), género (hombre y mujer) y tipo de proveedor (proveedores de servicios de salud, inspectores municipales y fuerzas del orden de primera línea). | X | X | X | X | X | Este indicador cumple con todos los criterios SMART. (S): acotado a los proveedores de los servicios priorizados. (M): medición sencilla que implica la contabilización los participantes en las capacitaciones. (R): relevante para medir la cantidad de personal capacitado sobre la señales o indicadores de sospecha sobre casos de trata. (A): se define una meta razonable sobre la cantidad de proveedores capacitados. (T): la información se recopila a partir de los registros de las capacitaciones. |  |
| Objetivo 3: | | | | | | | | | |
| Actividad 3.1: | | | | | | | | | |

| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|----|--|---|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| 37 | 3.1.1. Planes Regionales de Acción implementados en Lima, Cusco y Loreto, que incluyen acciones específicas contra la trata de NNA, alineados con el PNATP 2017-2021, y prestando particular atención el enfoque de género y las dinámicas regionales. | 3.1.1.1. # de eventos regionales realizados para mejorar la coordinación y el conocimiento sobre la trata de personas a través del intercambio de conocimiento, experiencias y prácticas entre las comisiones y los gobiernos regionales*** | X | X | | X | X | Este indicador cumple con todos los criterios SMART, exceptuando al criterio alcanzable (A). (S): limitado a las regiones intervenidas. (M): medición sencilla que implica la contabilización de eventos regionales. (R): mide la intensidad con que se intenta mejorar la coordinación y conocimiento sobre la trata de personas. (A): se define una meta de 3 eventos regionales, pero no se puntualiza si dichos eventos deben corresponder a uno para cada región o no. (T): la información se recopila a partir de la realización de los eventos. |  |
| 38 | | 3.1.1.2. Plan de Acción Metropolitano de Lima desarrollado. | | | | | | Estos indicadores cumplen con todos los criterios SMART, exceptuando al criterio de relevancia (R). |  |
| 39 | | 3.1.1.3. # de planes operativos desarrollados para implementar los Planes Regionales de Acción en Cusco y Loreto. | X | X | X | | X | (S): acotado a las regiones intervenidas. (M): medición sencilla que implica la contabilización de planes realizados. (R): la realización del plan no garantiza la implementación de las acciones específicas contra la trata de NNA, sería más relevante medir la cantidad de acciones específicas contra la trata de NNA que son incluidas en los planes operativos. (A): se define una meta razonable sobre la realización de los planes. |  |

| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|-----------------------|--|---|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | (T): la información se recopila a partir de la realización de los planes. | |
| 40 | | 3.1.1.4. # de capacitaciones a miembros de las comisiones y gobiernos regionales para desarrollar proyectos de inversión con el objetivo de construir y mantener los CAR y otros espacios temporales. | X | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART.</p> <p>(S): limitado a capacitaciones para miembros de comisiones y gobiernos regionales.</p> <p>(M): medición sencilla que implica la contabilización de capacitaciones realizadas.</p> <p>(R): mide la intensidad con que se busca desarrollar proyectos de inversión.</p> <p>(A): se define una meta razonable sobre la cantidad de capacitaciones.</p> <p>(T): la información se recopila a partir de los reportes de las capacitaciones.</p> |  |
| Actividad 3.2: | | | | | | | | | |
| 41 | | 3.2.1.1. # de programas de radio que abordan la trata de NNA. | | | | | | Estos indicadores cumplen con todos los criterios SMART. |  |
| 42 | 3.2.1. Estrategia de comunicación basada en casos emblemáticos de trata de NNA diseñada y siendo implementada. | 3.2.1.2. # de spots radiales que abordan la trata de NNA. | X | X | X | X | X | <p>(S): se acota a estrategias de comunicación en el campo radial.</p> <p>(M): medición sencilla que implica la contabilización de las estrategias de comunicación según corresponda.</p> <p>(R): mide las acciones que buscan difundir el tema de trata de NNA, así como los casos emblemáticos.</p> <p>(A): se define una meta razonable sobre la cantidad de acciones comunicacionales.</p> |  |

| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|-----------------------|---|--|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | (T): la información se recopila a partir de los reportes y la evidencia física del producto. | |
| 43 | | 3.2.1.3. # de periodistas participando en los talleres para mejorar su conocimiento sobre la trata de NNA. | X | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART.</p> <p>(S): acotado a trabajadores comunicacionales (periodistas).</p> <p>(M): medición sencilla que implica la contabilización de los participantes en las capacitaciones.</p> <p>(R): relevante para medir la cantidad de personal capacitado para mejorar su conocimiento sobre casos de trata.</p> <p>(A): se define una meta razonable sobre la cantidad de periodistas capacitados.</p> <p>(T): la información se recopila a partir de los registros de los talleres.</p> |  |
| Actividad 3.3: | | | | | | | | | |
| 44 | 3.3.1. Acciones del PNATP 2017-2021 siendo implementadas. | 3.3.1.1. # de actividades de asistencia técnica y capacitación desarrolladas con miembros clave de la Comisión Multisectorial para crear/asignar líneas presupuestales a la trata de personas. | X | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART.</p> <p>(S): se acota a actividades de capacitación elaboradas con miembros de la Comisión.</p> <p>(M): medición sencilla que implica la contabilización de las actividades.</p> <p>(R): se logra medir las acciones de asistencia para destinar mayores líneas presupuestales para la implementación de las acciones del PNATP.</p> <p>(A): se define una meta razonable sobre la cantidad de actividades.</p> |  |

| N° | Producto | Indicador | Criterio | | | | | Comentario general | |
|----|----------|---|----------|---|---|---|---|--|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | (T): la información se recopila a partir de los reportes y eventos realizados. | |
| 45 | | 3.3.1.2. # de acciones del PNATP 2017-2021 implementadas con acompañamiento técnico del Proyecto para asegurar la aplicación de un enfoque integral de protección y atención. | X | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART.</p> <p>(S): se especifica que las acciones se enmarcan en el PNATP 2017-2021.</p> <p>(M): medición sencilla que implica la contabilización de las acciones implementadas.</p> <p>(R): mide la cantidad de acciones realizadas del PNATP.</p> <p>(A): se define una meta razonable sobre las acciones aplicadas.</p> <p>(T): la información se recopila a partir de los reportes y la evidencia física del producto.</p> |  |
| 46 | | 3.3.1.3. # de planes de monitoreo y evaluación desarrollados en forma conjunta para medir el progreso del PNATP 2017-2021 (meta: 1). | X | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART.</p> <p>(S): se especifica la medición de planes de monitoreo para evaluar el progreso del PNATP 2017-2021.</p> <p>(M): medición sencilla que implica la contabilización de los planes de monitoreo desarrollados.</p> <p>(R): útil para medir el avance o progreso de las acciones implementadas del PNATP.</p> <p>(A): se define la realización de un plan de monitoreo y evaluación.</p> <p>(T): la información se recopila a partir de los reportes y la evidencia física del plan.</p> |  |




| N° | Producto | Indicador | Criterio | | | | | Comentario general |
|----|---|--|----------|---|---|---|---|---|
| | | | S | M | A | R | T | |
| 47 | | 3.3.2.1. Protocolo de Repatriación para NNA víctimas de trata *** | X | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART.</p> <p>(S): acotado a los casos de repatriación para NNA víctimas de trata. (M): medición sencilla que implica la verificación del desarrollo del protocolo. (R): permite medir si se elabora o no el protocolo de repatriación. (A): se define como meta la realización del protocolo. (T): la información se recopila a partir de la documentación.</p>  |
| 48 | 3.3.2. Protocolo de Repatriación desarrollado e implementado, siguiendo el ECV. | 3.3.2.2. # de funcionarios y cónsules a cargo de los procedimientos de repatriación capacitados en la aplicación del Protocolo de Repatriación *** | | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando al criterio de especificidad (S).</p> <p>(S): considera a funcionario y cónsules, más de un grupo poblacional. (M): medición sencilla que implica la contabilización los participantes en las capacitaciones. (R): relevante para medir la ampliación de conocimientos sobre el protocolo de repatriación entre los funcionarios. (A): se define una meta razonable sobre la cantidad de funcionarios capacitados. (T): la información se recopila a partir de los registros de las capacitaciones.</p>  |



*** Corresponde a un nuevo indicador en la MML 2019 que no formaba parte de la MML 2018. En la medida que la información de las columnas “medios de verificación”, “frecuencia” y “responsable” proviene del Plan de Evaluación y que este último se elaboró sobre la base de la MML 2018, el cual, a la fecha de cierre



de este informe, no ha sido actualizado para la MML 2019, no se cuenta con la información de esas columnas para estos indicadores. No obstante, hemos realizado el ejercicio de completar estas columnas sobre la base de lo que deberían ser los medios de verificación, frecuencia y responsables.



Nota: El criterio para clasificar los indicadores ha sido el siguiente: si el indicador llega a cumplir todos los criterios SMART es clasificado de color verde; caso contrario, si el indicador cumple con al menos los criterios (S), (M) y (R), entonces será clasificado de color amarillo; y, por último, si el indicador no cumple con al menos uno de los criterios (S), (M) o (R), entonces es clasificado de color rojo.



Annex 13. SMART analysis of outcome indicators


| N° | Resultado | Indicador | Criterio | | | | | Comentario general | |
|-----------------------|---|---|----------|---|---|---|---|--|---|
| | | | S | M | A | R | T | | |
| Objetivo 1: | | | | | | | | | |
| Actividad 1.1: | | | | | | | | | |
| 1 | 1.1.1. Mejores investigaciones y sanciones del sistema de justicia tanto cuantitativa como cualitativamente con particular atención al enfoque de género. | 1.1.1.1. % de recomendaciones implementadas por el sistema de justicia. | | | | | | Estos indicadores cumplen con todos los criterios SMART. El indicador 1.1.1.1. corresponde a las recomendaciones realizadas producto del informe inicial de casos, mientras que el indicador 1.1.2.1 corresponde a las recomendaciones del informe de seguimiento sobre los casos de trata. |  |
| 2 | 1.1.2. Mejores investigaciones y sanciones del sistema de justicia tanto cuantitativa como cualitativamente con particular atención al enfoque de género. | 1.1.2.1. % de recomendaciones implementadas por el sistema de justicia. | X | X | X | X | X | (S): específico a las recomendaciones realizadas a partir del análisis de casos de trata de NNA. (M): medición sencilla que implica el cálculo de una proporción de recomendaciones implementadas respecto al total de recomendaciones realizadas. (R): mide el progreso de implementación a las recomendaciones realizadas. A mayor % se asume mejoras en las investigaciones y sanciones. (A): se define una meta razonable de 50% de implementación. (T): accesibilidad de la información, dado que se extrae de las carpetas fiscales. |  |
| Actividad 1.2: | | | | | | | | | |
| 3 | 1.2.1. Mayor capacidad de los operadores de justicia para detectar, | 1.2.1.1. % Incremento del número de condenas por trata de NNA, | X | X | | X | X | Estos indicadores cumplen con todos los criterios SMART, exceptuando al criterio alcanzable (A). |  |


| N° | Resultado | Indicador | Criterio | | | | | Comentario general | |
|----|---|--|----------|---|---|---|---|--|---|
| | | | S | M | A | R | T | | |
| | investigar, perseguir, condenar y sentenciar el delito de trata de NNA. | desagregados por explotación laboral y sexual. | | | | | | <p>(S): acotado al número de condenas de trata de NNA.</p> <p>(M): medición sencilla que implica el cálculo de proporciones.</p> <p>(R): indicadores que miden la evolución de la capacidad de operadores de justicia.</p> <p>(A): no se establecen metas por explotación laboral y sexual por lo que, en la práctica, hacer la desagregación no es de utilidad.</p> <p>(T): accesibilidad de la información, dado que se extrae de las carpetas fiscales y con las pruebas de conocimiento.</p> | |
| 4 | | 1.2.1.2. % Incremento del conocimiento de fiscales y jueces a través de pruebas de conocimiento (antes y después). | X | X | X | | X | <p>Estos indicadores cumplen con todos los criterios SMART, exceptuando al criterio de relevancia (R).</p> <p>(S): acotado a fiscales y jueces.</p> <p>(M): medición sencilla que implica el cálculo de proporciones.</p> <p>(R): la medición de un mayor conocimiento de fiscales y jueces no implica la mejor medición de una mayor capacidad para detectar, condenar y sentenciar el delito de trata.</p> <p>(A): se define una meta razonable.</p> <p>(T): accesibilidad de la información a través de las pruebas de conocimiento.</p> |  |
| 5 | | 1.2.1.3. % de casos donde se ordena la reparación de la víctima. | X | X | X | X | X | <p>Estos indicadores cumplen con todos los criterios SMART.</p> |  |



| N° | Resultado | Indicador | Criterio | | | | | Comentario general | |
|----|--|---|----------|---|---|---|---|--|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | <p>(S): acotado a los casos de trata de NNA. (M): medición sencilla que implica el cálculo de proporciones. (R): indicadores que miden la evolución de la capacidad de operadores de justicia. (A): se define una meta razonable. (T): accesibilidad de la información a través de las carpetas fiscales.</p> | |
| 6 | 1.2.2. Se institucionalizan los mecanismos y recursos de aprendizaje para que las fuerzas del orden, los fiscales y las escuelas del Poder Judicial aborden los casos de trata de NNA e incrementen su conocimiento y habilidades. | 1.2.2.1. Módulos de capacitación incorporados dentro del currículo regular de las unidades de capacitación tanto de las escuelas del Poder Judicial, del Ministerio Público y de la Policía Nacional. | X | X | | X | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando al criterio alcanzable (A).</p> <p>(S): acotado a los módulos de capacitación. (M): medición sencilla que implica la contabilización de los módulos incorporados. (R): se mide la inserción de los recursos y mecanismos de aprendizaje en las escuelas de las instituciones priorizadas. (A): se define una meta general, pero resultaría mejor diferenciarla por tipo de institución. (T): accesible verificación de la información.</p> |  |
| 7 | | 1.2.2.2. # de jueces, fiscales y policías entrenados y capacitados para investigar y sancionar casos de trata de NNA. | | X | X | | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando al criterio relevante (R) y de especificidad (S).</p> <p>(S): incorpora a más de una población o grupo de funcionarios.</p> |  |



| N° | Resultado | Indicador | Criterio | | | | | Comentario general | |
|----------------|--|---|----------|---|---|---|---|--|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | (M): medición sencilla que implica la contabilización del personal capacitado. (R): corresponde a un indicador de insumo, mas no de resultado. Se asemeja mucho con el indicador de producto 1.2.2.2. (A): se define una meta general, pero resultaría mejor diferenciarla por tipo de institución. (T): accesible verificación de la información. | |
| Actividad 1.3: | | | | | | | | | |
| 8 | 1.3.1. Instituciones miembros de la Comisión Multisectorial están equipadas para recopilar, analizar, producir y reportar información relevante sobre la implementación del PNATP 2017-2021. | 1.3.1.1. # de reportes relevantes combinados que pueden ser creados por el sistema de información *** | X | X | X | | X | Este indicador cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R). (S): reportes generados por el sistema de información. (M): medición sencilla que implica la contabilización de reportes realizados. (R): no corresponde a un indicador de resultado, no permite medir el nivel de implementación del PNATP. (A): se define una meta razonable. (T): la información se recopila a partir de los registros del proyecto. |  |
| 9 | | 1.3.1.2. Un sistema de información capaz de proveer reportes de avance del PNATP 2017-2021, especialmente información relacionada con la trata de NNA desagregada por región. | X | X | X | | X | Este indicador cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R). (S): acotado a la generación de un sistema de información. |  |



| N° | Resultado | Indicador | Criterio | | | | | Comentario general | |
|-----------------------|---|---|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | (M): medición sencilla que implica la verificación de un sistema de información. (R): no corresponde a un indicador de resultado, no permite medir la capacidad de las instituciones para reportar información relevante sobre la implementación del PNATP. (A): se define una meta de la creación de un sistema de información. (T): la información se recopila a partir del sistema generado. | |
| 10 | | 1.3.1.3. # de informes anuales oficiales presentados por el MININTER al Congreso, utilizando el nuevo sistema de información. | X | X | X | X | X | Este indicador cumple con todos los criterios SMART. (S): acotado a la generación de informes presentados por el MININTER. (M): medición sencilla que implica la contabilización de los reportes presentados. (R): permite medir la capacidad de la institución del MININTER para la generación de informes a partir del uso del sistema de información. (A): se define una meta razonable para el indicador. (T): accesible verificación de la información. |  |
| Objetivo 2: | | | | | | | | | |
| Actividad 2.1: | | | | | | | | | |
| 11 | 2.1.1. Políticas y procedimientos relevantes para casos de trata de NNA que promueven el ECV, con | 2.1.1.1. # de instituciones que aplican políticas, procedimientos, listas de verificación, recomendaciones y/o | | X | X | | X | Este indicador cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R) y al criterio de específico (S). |  |



| N° | Resultado | Indicador | Criterio | | | | | Comentario general |
|----|--|--|----------|---|---|---|---|---|
| | | | S | M | A | R | T | |
| | particular atención al enfoque de género, desagregadas por estado e instituciones, se encuentran disponibles y están siendo implementadas. | conocimientos para garantizar un ECV en los casos de trata de NNA *** | | | | | | <p>(S): no se especifican los tipos de instituciones a evaluar.</p> <p>(M): medición sencilla que implica la contabilización de instituciones que aplican lo estipulado en el indicador.</p> <p>(R): no corresponde a un indicador de resultado, no permite medir el avance o progreso que han logrado las instituciones que aplican estas políticas y procedimientos.</p> <p>(A): se define una meta razonable.</p> <p>(T): la información se recopila a partir de los reportes del proyecto.</p> |
| 12 | | 2.1.1.2. % incremento del conocimiento de la DEMUNA y la UPE respecto a la aplicación del ECV demostrado a través de pruebas de conocimiento (antes y después) *** (en la MML 2018, indicador de resultado 2.1.1.4). | X | X | X | | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R).</p> <p>(S): acotado al personal de la DEMUNA y la UPE.</p> <p>(M): medición sencilla que implica el cálculo de incremento porcentual en conocimiento del personal evaluado.</p> <p>(R): la medición de un mayor conocimiento de funcionarios de la DEMUNA y UPE no implica poder medir la evolución de políticas y recomendaciones para promover el ECV.</p> <p>(A): se define una meta razonable para el indicador.</p>  |



| N° | Resultado | Indicador | Criterio | | | | | Comentario general | |
|----|--|--|----------|---|---|---|---|---|--|
| | | | S | M | A | R | T | | |
| | | | | | | | | (T): información que será obtenido a través de las pruebas de conocimiento. | |
| 13 | 2.1.2. Mayor capacidad institucional para aplicar el ECV en casos de trata de NNA. | 2.1.2.1. % de participantes en grupos focales que demuestran comprensión del ECV en el manejo de casos de trata de NNA (en la MML 2018, indicador de resultado 2.1.1.2). | X | | X | X | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando al criterio medible (M).</p> <p>(S): acotado a participantes de grupos focales.</p> <p>(M): indicador cuantificable, pero refiere a una metodología de cálculo poco clara dado que no se define que implica que los participantes demuestren comprensión del ECV.</p> <p>(R): se logra medir el grado de capacidad de los participantes e instituciones sobre el ECV.</p> <p>(A): se define una meta razonable para el indicador.</p> <p>(T): información que será obtenido a través de las pruebas de conocimiento.</p> |  |
| 14 | | 2.1.2.2. % de aplicación del ECV en los reportes de policías y los expedientes judiciales (en la MML 2018, indicador de resultado 2.1.1.3). | | | | X | X | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando al criterio medible (M) y de especificidad (S).</p> <p>(S): incluye a más de una población, es decir a los reportes de policías y expedientes judiciales.</p> <p>(M): indicador cuantificable, pero refiere a una metodología de cálculo poco clara dado que no se especifica cómo se determina el nivel de aplicación del</p> |




| N° | Resultado | Indicador | Criterio | | | | | Comentario general | |
|-----------------------|--|--|----------|---|---|---|---|--|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | <p>enfoque en los reportes y expedientes judiciales.</p> <p>(R): se logra medir el grado de capacidad de los encargados de elaborar los reportes policiales y los expedientes judiciales sobre el ECV.</p> <p>(A): se define una meta razonable para el indicador.</p> <p>(T): información que será obtenido con la revisión de la documentación.</p> | |
| Actividad 2.2: | | | | | | | | | |
| 15 | 2.2.1.1. Mayor número de víctimas recibiendo servicios integrales y especializados. | 2.2.1.1. % de recomendaciones implementadas por el INABIF en las CAR*** | X | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART.</p> <p>(S): acotado al INABIF.</p> <p>(M): medición sencilla que implica el cálculo de proporciones.</p> <p>(R): conociendo el nivel de implementación de las recomendaciones se puede interpretar una mejora en los servicios integrales y especializados.</p> <p>(A): se define una meta razonable para el indicador.</p> <p>(T): información recopilada de los informes sobre el CAR.</p> |  |
| 16 | 2.2.1.2. Mayor número de espacios públicos y temporales equipados y dotados de personal para proveer servicios integrales y especializados. | 2.2.1.2. % incremento de conocimiento del personal de los CAR a partir de las capacitaciones y asistencia técnica demostrado a través de pruebas de conocimiento (antes y después). | X | X | X | | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando el criterio de relevancia (R).</p> <p>(S): acotado al personal del CAR.</p> |  |


| N° | Resultado | Indicador | Criterio | | | | | Comentario general | |
|----|---|--|----------|---|---|---|---|--|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | (M): medición sencilla que implica el cálculo de proporciones a partir de la diferencia de puntajes de entrada y salida. (R): medir el conocimiento de la población no logra medir el incremento de los números de espacios públicos y temporales. (A): se define una meta razonable. (T): información extraída a partir de la aplicación de pruebas de conocimiento. | |
| 17 | | 2.2.1.3 # de espacios públicos y temporales equipados y dotados de personal para proveer servicios especializados e integrales a víctimas*** | X | X | X | X | X | Este indicador cumple con todos los criterios SMART. (S): acotado a los espacios públicos del CAR. (M): medición sencilla que implica la contabilización de espacios públicos. (R): logra medir el aumento de espacios públicos y temporales dotados y equipados. (A): se define una meta razonable. (T): información se obtiene de la revisión física de los espacios públicos y temporales. |  |
| 18 | 2.2.1.3. Mayor conocimiento de los operadores de los CAR para la provisión de servicios especializados de alta calidad. | 2.2.1.4. Incremento en el número de víctimas recibiendo servicios especializados y mejorados de alta calidad en los CAR equipados | X | X | X | | X | Este indicador cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R). (S): acotado a los CAR. (M): medición sencilla que implica la contabilización de víctimas que reciben los servicios. |  |





| N° | Resultado | Indicador | Criterio | | | | | Comentario general | |
|----|---|---|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | (R): la cantidad de víctimas atendidas no permite medir con exactitud el nivel de conocimiento de los operadores de los CAR. (A): se define una meta razonable. (T): la información se recopila a partir de los reportes del proyecto. | |
| 19 | 2.2.2. Servicios integrales y especializados estandarizados en todos los CAR. | 2.2.2.1. % de aplicación de las políticas y procedimientos del Modelo de atención del INABIF en los CAR especializados*** | X | | X | X | X | Este indicador cumple con todos los criterios SMART, exceptuando al criterio medible (M). (S): acotado a los CAR especializados. (M): indicador cuantificable, pero refiere a una metodología de cálculo poco clara dado que no se especifica cómo se determina el nivel de aplicación del enfoque en las políticas y procedimientos. (R): se logra medir el nivel de implementación del Modelo de atención en los CAR. (A): se define una meta razonable para el indicador. (T): información que será obtenido con los reportes del proyecto. |  |
| 20 | | 2.2.2.2. % de incremento del conocimiento del personal de los CAR sobre el Modelo de atención del INABIF demostrado a través de pruebas de conocimiento (antes y después) *** | X | X | X | | X | Este indicador cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R). (S): acotado al personal del CAR. (M): medición sencilla que implica el cálculo de proporciones. El cálculo se |  |



| N° | Resultado | Indicador | Criterio | | | | | Comentario general | |
|-----------------------|--|--|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | <p>obtiene de diferenciar el puntaje inicial del puntaje de salida.</p> <p>(R): medir el conocimiento del personal CAR no implica poder medir a los servicios especializados e integrales del CAR.</p> <p>(A): se define una meta razonable.</p> <p>(T): información extraída a partir de la aplicación de pruebas de conocimiento.</p> | |
| Actividad 2.3: | | | | | | | | | |
| 21 | 2.3.1. Mejores capacidades institucionales y marcos de acción del MINSA para brindar servicios especializados en salud mental a NNA víctimas de trata. | 2.3.1.1. # de NNA víctimas de trata atendidos utilizando el Protocolo de Salud Mental. | X | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART.</p> <p>(S): acotado a la población víctima de trata que se atiende utilizando el Protocolo de salud mental.</p> <p>(M): medición sencilla que implica la contabilización de víctimas atendidas.</p> <p>(R): logra medir las mejoras en las capacidades institucionales del MINSA en salud mental</p> <p>(A): se define una meta razonable.</p> <p>(T): información se obtiene de los registros del MINSA.</p> |  |
| 22 | | 2.3.1.2. Mejora en el conocimiento de los participantes a las actividades de aprendizaje demostrado a través de pruebas de conocimiento (antes y después). | X | X | X | | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R).</p> <p>(S): acotado al personal del MINSA.</p> <p>(M): medición sencilla que implica el cálculo de proporciones. El cálculo se</p> |  |



| N° | Resultado | Indicador | Criterio | | | | | Comentario general | |
|-----------------------|---|---|----------|---|---|---|---|--|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | <p>obtiene de diferenciar el puntaje inicial del puntaje de salida.</p> <p>(R): medir el nivel de conocimiento del personal del MINSA en cuanto a los servicios de salud mental, no implica medir los niveles en capacidades institucionales y marcos de acción del MINSA.</p> <p>(A): se define una meta razonable.</p> <p>(T): información extraída a partir de la aplicación de pruebas de conocimiento.</p> | |
| Actividad 2.4: | | | | | | | | | |
| 23 | 2.4.1. Mejores acciones y coordinaciones entre las instituciones responsables de la atención y protección de NNA víctimas de trata, con particular atención al enfoque de género. | 2.4.1.1. % de NNA víctimas de trata atendidas y protegidas por las instituciones responsables bajo los nuevos procedimientos. | X | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART.</p> <p>(S): acotado a la población víctima de trata que se atiende utilizando el Protocolo de salud mental.</p> <p>(M): medición sencilla que implica la contabilización de víctimas atendidas.</p> <p>(R): logra medir las mejoras en las capacidades institucionales del MINSA en salud mental</p> <p>(A): se define una meta razonable.</p> <p>(T): información se obtiene de los registros del MINSA.</p> |  |
| 24 | 2.4.2. Mayor conocimiento y coordinación para reintegrar a NNA víctimas de trata y para orientar los esfuerzos hacia la creación de un | 2.4.2.1. # de NNA víctimas de trata que reciben planes de reintegración individualizados de manera coordinada y bajo la implementación de distintos ministerios y unidades*** | X | X | X | X | X | <p>Este indicador cumple con todos los criterios SMART.</p> <p>(S): acotado a la población víctima de trata que recibe planes de reintegración.</p> |  |

| N° | Resultado | Indicador | Criterio | | | | | Comentario general | |
|----------------|--|---|----------|---|---|---|---|--|---|
| | | | S | M | A | R | T | | |
| 25 | sistema nacional de reintegración (servicios articulados). | 2.4.2.2. % de NNA víctimas de trata que son parte de los programas piloto y tienen acceso a servicios especializados de conformidad con sus planes individualizados de reintegración. | | | | | | (M): medición sencilla que implica la contabilización o proporción de víctimas atendidas. (R): logra medir las mejoras y mayor coordinación para la reintegración de las víctimas de trata. (A): se define una meta razonable. (T): información se obtiene de registros y reportes. |  |
| Actividad 2.5: | | | | | | | | | |
| 26 | 2.5.1. Mejor atención a NNA LGBTI víctimas de trata. | 2.5.1.1. # de procedimientos sensibles a la comunidad LGBTI y a poblaciones vulnerables implementadas por el MIMP, MINJUSDH, MPFN, funcionarios locales y otras instituciones relevantes. | X | | X | X | X | Este indicador cumple con todos los criterios SMART, exceptuando al criterio medible (M). (S): acotado a la población LGTBI víctima de trata. (M) : indicador cuantificable, pero refiere a una metodología de cálculo poco clara dado que no se especifica el término "procedimiento sensible". (R): permite medir el grado de avance en la implementación de procedimientos para una mejor atención a NNA LGTBI. (A): se define una meta razonable. (T): información se obtiene de registros y reportes de instituciones públicas. |  |
| 27 | | 2.5.1.2. Mayor conocimiento de los funcionarios capacitados demostrado a través de pruebas de conocimiento | X | X | X | | X | Este indicador cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R). |  |

| N° | Resultado | Indicador | Criterio | | | | | Comentario general |
|----------------|---|---|----------|---|---|---|---|--|
| | | | S | M | A | R | T | |
| | | | | | | | | <p>(S): acotado de funcionarios que atienden a población víctimas de trata.</p> <p>(M): medición sencilla que implica la diferencia de puntaje pre test y post test.</p> <p>(R): medir la evolución sobre el conocimiento del personal competente en cuanto a la atención de LGBTI, no implica medir la evolución de la atención a NNA LGBTI víctimas de trata.</p> <p>(A): se define una meta razonable.</p> <p>(T): información extraída a partir de la aplicación de pruebas de conocimiento.</p> |
| Actividad 2.6: | | | | | | | | |
| 28 | 2.6.1. Mayor efectividad de los sectores relevantes para identificar, reportar información y referir de manera proactiva a NNA víctimas de trata. | 2.6.1.1. % de NNA víctimas de trata (por explotación laboral y sexual) identificadas*** | X | | X | | X | <p>Este indicador cumple con todos los criterios SMART, exceptuando al criterio medible (M) y relevante (R).</p> <p>(S): acotado a población víctimas de trata.</p> <p>(M): indicador cuantificable, pero no queda claro el cálculo de la proporción y con respecto a qué población será comparada.</p> <p>(R): no logra medir con exactitud el grado de efectividad para la detección de víctimas de trata.</p> <p>(A): se define una meta razonable.</p> <p>(T): información extraída de los reportes del proyecto.</p>  |
| Objetivo 3: | | | | | | | | |
| Actividad 3.1: | | | | | | | | |

| N° | Resultado | Indicador | Criterio | | | | | Comentario general | |
|-----------------------|--|---|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| 29 | 3.1.1. Mayor capacidad de acción y coordinación de las comisiones regionales para implementar localmente sus planes regionales contra la trata de personas con particular atención al enfoque de género. | 3.1.1.1. # de actividades implementadas por la Comisión de Lima Metropolitana. | | | | | | Este indicador cumple con todos los criterios SMART. |  |
| 30 | | 3.1.1.2. # de actividades implementadas de los planes regionales de las comisiones regionales (meta: 20). | | | | | | (S): acotado a las acciones de las comisiones regionales. (M): medición sencilla que implica la contabilización de actividades implementadas. |  |
| 31 | | 3.1.1.3. # de proyectos de inversión desarrollados y presentados con las comisiones y gobiernos regionales con el objetivo de construir y mantener los CAR y los espacios temporales (meta: 2). | X | X | X | X | X | (R): permite medir el grado de avance en la implementación de las actividades especificadas en los planes de acción de cada comisión. (A): se define una meta razonable. (T): información se obtiene a partir de los reportes de las comisiones regionales. |  |
| Actividad 3.2: | | | | | | | | | |
| 32 | 3.2.1. Mayor entendimiento de la trata sexual y laboral de NNA entre la audiencia de IDL (tomadores de decisiones, operadores de justicia, académicos, medios de comunicación tradicionales). | 3.2.1.1. # suscriptores agregados a la lista de correo de IDL después del inicio de la campaña (meta: 10). | X | X | X | | X | Este indicador cumple con todos los criterios SMART, exceptuando al criterio de relevancia (R). (S): acotado a la audiencia de IDL. (M): medición sencilla que implica la contabilización de suscriptores agregados. (R): el aumento de suscripciones no implica medir el nivel de entendimiento de la audiencia sobre trata sexual y laboral. (A): se define una meta razonable. (T): información se obtiene a partir de los registros de IDL. |  |
| 33 | | 3.2.1.2. % de participantes en grupos focales que demuestran una mejor | X | | X | X | X | | |

| N° | Resultado | Indicador | Criterio | | | | | Comentario general | |
|----------------|--|--|----------|---|---|---|---|---|---|
| | | | S | M | A | R | T | | |
| 34 | | comprensión de la trata de NNA, identificación de víctimas y referencia de casos (meta: 50%). | | | | | | Este indicador cumple con todos los criterios SMART, exceptuando al criterio medible (M). (S): acotado a participantes de grupos focales. (M): son indicadores cuantificables, pero por falta de especificaciones no es clara la metodología para medir una mayor comprensión de la trata y la medición del cambio de comportamiento en los participantes. (R): mide el grado de capacidad de los participantes sobre la trata de NNA y relacionados. (A): se define una meta razonable para el indicador. (T): información que será obtenido con la realización del estudio KAP |  |
| | | 3.2.1.3. % de participantes que comprenden los materiales de sensibilización sobre trata de personas para medir el cambio de comportamiento y comprensión de la trata de NNA*** | | | | | | | |
| Actividad 3.3: | | | | | | | | | |
| 35 | 3.3.1. Mayor capacidad de la Comisión Multisectorial para tomar acciones en contra de la trata de NNA basados en el PNATP 2017-2021. | 3.3.1.1. # de acciones regionales desarrolladas e implementadas en contra de la trata de NNA (meta: 10). | X | X | X | X | X | Este indicador cumple con todos los criterios SMART. (S): acotado a las acciones de la Comisión Multisectorial. (M): medición sencilla de los indicadores sobre la mejora en la capacidad de acción de la Comisión Multisectorial. (R): permite medir el grado de avance en la implementación de las acciones y de la |  |
| 36 | | 3.3.1.2. % de instituciones miembros de la Comisión Multisectorial que han presentado un presupuesto contra la trata de NNA basados en la evaluación de la racionalidad del gasto actual, las necesidades prioritarias y el costo para combatir el crimen de conformidad con el PNATP 2017-2021 (meta: 70%). | | | | | | | |

| N° | Resultado | Indicador | Criterio | | | | | Comentario general | |
|----|--|---|----------|---|---|---|---|--|---|
| | | | S | M | A | R | T | | |
| | | | | | | | | capacidad presupuestal de las instituciones de la Comisión Multisectorial. (A): se define una meta razonable para ambos indicadores. (T): información se obtiene a partir de los reportes de la comisión Multisectorial. | |
| 37 | | 3.3.2.1. # de instituciones que aplican el Protocolo de Repatriación (meta: 5) *** | | | | | | Este indicador cumple con todos los criterios SMART. |  |
| 38 | 3.3.2. Las políticas para la repatriación de NNA víctimas de trata han mejorado. | 3.3.2.2. % de NNA víctimas de trata que reciben servicios de repatriación siguiendo los procedimientos aprobados en el Protocolo de Repatriación*** | X | X | X | X | X | (S): acotado a instituciones y población que aplica o recibe el Protocolo de Repatriación según corresponda. (M): medición sencilla que implica la contabilización de instituciones o proporción de víctimas atendidas. (R): logra medir las mejoras en los servicios de repatriación. (A): se define una meta razonable. (T): información se obtiene de registros y reportes. |  |

Nota: El criterio para clasificar los indicadores ha sido el siguiente: si el indicador llega a cumplir todos los criterios SMART es clasificado de color verde; caso contrario, si el indicador cumple con al menos los criterios (S), (M) y (R), entonces será clasificado de color amarillo; y, por último, si el indicador no cumple con al menos uno de los criterios (S), (M) o (R), entonces es clasificado de color rojo.

Annex 14. Outcome indicators description

Ficha técnica Indicador de resultado 1.1.1.1

| | |
|----------------------------|--|
| Descripción | Porcentaje de recomendaciones del Informe del estudio de casos de trata de NNA implementadas por el Sistema de justicia penal |
| Resultado | 1.1.1: Investigaciones y sanciones de trata de niñas, niños y adolescentes en el Sistema de justicia penal han sido mejoradas cuantitativa y cualitativamente con particular atención al enfoque de género. |
| Propósito | Medir el nivel de implementación de las recomendaciones realizadas en el Informe del estudio de casos de trata de NNA dentro del Sistema de justicia penal. |
| Unidad de medida | Porcentaje (%) |
| Método de cálculo | <u>Numerador</u> : Número de recomendaciones implementadas x 100 <u>Denominador</u> : Total de recomendaciones específicas realizadas en el Informe del estudio de casos de trata de NNA Se considera una recomendación implementada cuando esta ha sido cumplida, excluyendo aquellas que se encontraban “en proceso” o “parcialmente” cumplidas. |
| Observaciones al indicador | El cumplimiento de las recomendaciones proviene de un análisis del Proyecto según las acciones que se realizaron, análisis que fue sintetizado en una matriz. |
| Nivel de desagregación | Total |
| Procedencia de los datos | Informe del estudio de casos de trata de NNA |
| Periodo de referencia | Al segundo trimestre de 2020 |
| Responsable del indicador | OIT |
| Documentos utilizados | -Informe del estudio de casos de trata de NNA -Archivo “Recomendaciones estudio de casos” |

Ficha técnica Indicador de resultado 1.2.1.1

| | |
|----------------------------|---|
| Descripción | Porcentaje de incremento del número de procesos penales por el delito de trata de NNA desagregados por explotación laboral y sexual |
| Resultado | 1.2.1: Mejorar la capacidad de los operadores de justicia para detectar, investigar, perseguir, condenar y sentenciar el delito de trata de NNA |
| Propósito | Medir la cantidad de nuevos procesos penales por el delito de trata de NNA que entran al sistema de justicia penal |
| Unidad de medida | Porcentaje (%) |
| Método de cálculo | |
| Observaciones al indicador | |
| Nivel de desagregación | |
| Procedencia de los datos | |
| Periodo de referencia | |
| Responsable del indicador | |
| Documentos utilizados | |

Ficha técnica Indicador de resultado 1.2.1.2

| | |
|-------------|---|
| Descripción | Porcentaje de incremento del conocimiento de fiscales y jueces demostrado por pre y post evaluaciones. |
|-------------|---|

| | |
|----------------------------|---|
| Resultado | 1.2.1: Mejorar la capacidad de los operadores de justicia para detectar, investigar, perseguir, condenar y sentenciar el delito de trata de NNA |
| Propósito | Medir el incremento del conocimiento de fiscales y jueces que recibieron capacitaciones a través de evaluaciones de entrada y de salida. |
| Unidad de medida | Porcentaje (%) |
| Método de cálculo | <u>Numerador:</u> (Promedio evaluación de salida - Promedio evaluación de entrada) x 100 <u>Denominador:</u> Promedio evaluación de entrada Por el tipo de evaluación del curso al que se obtuvo información (litigación oral), los resultados no se encontraban a nivel de cada participante, sino a nivel de cada pregunta. De esta manera, el valor promedio se refiere al promedio de participantes que respondieron correctamente por cada pregunta. |
| Observaciones al indicador | Del total de 254 fiscales capacitados al segundo trimestre del 2020, solo se tuvo información disponible de las evaluaciones de 16 fiscales correspondientes a un curso sobre litigación oral. Las evaluaciones de los cursos sobre normas internacionales y reparación civil a las víctimas compartidas por el Proyecto no fueron consideradas para el cálculo de este indicador, pues corresponden al cuarto trimestre de 2020. |
| Nivel de desagregación | Total |
| Procedencia de los datos | Evaluaciones de entrada y de salida del curso sobre litigación oral dirigido a los fiscales especializados |
| Periodo de referencia | 2019 – Cuarto trimestre |
| Responsable del indicador | OIT |
| Documentos utilizados | -Archivo “Exámenes tabulados litigación oral” |

Ficha técnica Indicador de resultado 1.2.1.3

| | |
|----------------------------|--|
| Descripción | Porcentaje de casos donde en sentencia se ha ordenado la reparación a la víctima |
| Resultado | 1.2.1: Mejorar la capacidad de los operadores de justicia para detectar, investigar, perseguir, condenar y sentenciar el delito de trata de NNA |
| Propósito | Medir la cantidad de casos de trata de NNA que recibieron una condena que incluía la reparación civil a la víctima. |
| Unidad de medida | Porcentaje (%) |
| Método de cálculo | <u>Numerador:</u> Número de sentencias condenatorias de casos de trata de NNA con reparaciones civiles x 100 <u>Denominador:</u> Número de sentencias condenatorias de casos de trata de NNA |
| Observaciones al indicador | Según el Proyecto, una aproximación al avance del indicador se obtiene del informe del estudio de casos de trata de NNA. No obstante, el valor final se obtendría de un segundo estudio de casos posterior. Según la MML del Proyecto, el valor de línea de base considera como universo el total de sentencias que recibieron alguna condena a nivel nacional. El Informe de estudio de casos de trata de NNA solo reporta información de Lima, Cusco y Loreto. |
| Nivel de desagregación | Total |
| Procedencia de los datos | Carpetas fiscales analizadas en el estudio de casos de trata de NNA |

| | |
|---------------------------|--|
| Periodo de referencia | Hasta 2018 (estudio de casos) |
| Responsable del indicador | OIT |
| Documentos utilizados | -Informe de línea de base del Proyecto -Informe de estudio de casos de trata de NNA |

Ficha técnica Indicador de resultado 1.3.1.2

| | |
|----------------------------|--|
| Descripción | Un sistema de información capaz de proveer informes de avances del PNATP 2017-2021, especialmente información relacionada con trata de NNA por región. |
| Resultado | 1.3.1: Las instituciones miembros de la Comisión Multisectorial contra la Trata de Personas se encuentran equipadas para recopilar, analizar, producir y reportar información relevante sobre la implementación del PNATP 2017-2021. |
| Propósito | Medir la implementación del sistema de información para el monitoreo del PNATP 2017-2021 que sea capaz de proveer reportes de avances. |
| Unidad de medida | Cantidad |
| Método de cálculo | Identificación de un sistema de información capaz de proveer reportes de avances |
| Observaciones al indicador | El reporte de la consultoría del sistema de información muestra imágenes de los distintos procesos, acciones y resultados que se pueden obtener mediante la aplicación del sistema respecto al PNAT 2017-2021, incluyendo información desagregada por región u objetivo. En la medida que el indicador se define como un sistema de información capaz de proveer reportes de avance, se identificó a partir de las imágenes del reporte que efectivamente el sistema de monitoreo cumple con ello. |
| Nivel de desagregación | Total |
| Procedencia de los datos | Reporte a los donantes del Proyecto |
| Periodo de referencia | 2019 – primer trimestre |
| Responsable del indicador | OIT |
| Documentos utilizados | -Archivo “Sistema de Monitoreo del Plan Nacional Contra Trata de Personas” correspondiente a la consultoría a cargo del sistema |

Ficha técnica Indicador de resultado 2.1.1.2

| | |
|-------------------|---|
| Descripción | Porcentaje de incremento del conocimiento de los funcionarios de la DEMUNA y la UPE respecto a la aplicación del ECV demostrado por pre y post evaluaciones |
| Resultado | 2.1.1: Políticas y procedimientos relevantes a trata de niñas, niños y adolescentes promoviendo el ECV y de género por instituciones del estado y del sistema de justicia penal disponible y en implementación. |
| Propósito | Medir el incremento del conocimiento de los funcionarios de la DEMUNA y la UPE que recibieron capacitación respecto a la aplicación del ECV. |
| Unidad de medida | Porcentaje (%) |
| Método de cálculo | <u>Numerador</u> : (Promedio de prueba de salida – Promedio de prueba de entrada) x 100 <u>Denominador</u> : Promedio de prueba de entrada |

| | |
|----------------------------|---|
| | Se identifica a los funcionarios de la DEMUNA y UPE que hayan participado en las distintas capacitaciones realizadas que abordaron la aplicación del ECV. Luego, se consideran únicamente aquellos funcionarios que rindieron ambas pruebas de entrada y de salida. |
| Observaciones al indicador | Según el Proyecto y los reportes de progreso, todas las capacitaciones en el marco de este resultado abordaron la aplicación del ECV. En los reportes de progreso, se identifica siete capacitaciones donde participaron funcionarios de la DEMUNA o la UPE. Sin embargo, para el cálculo del indicador, solo se tuvieron disponible los resultados de las evaluaciones de entrada y de salida de dos capacitaciones. |
| Nivel de desagregación | Total |
| Procedencia de los datos | Evaluaciones de entrada y de salida de los cursos correspondientes |
| Periodo de referencia | 2019 – segundo y cuarto trimestre |
| Responsable del indicador | CHS |
| Documentos utilizados | -Archivo “BASE INCREMENTO CONOCIMIENTO 1” |

Ficha técnica Indicador de resultado 2.2.1.1

| | |
|----------------------------|---|
| Descripción | Porcentaje de recomendaciones implementadas por el INABIF en los CAR |
| Resultado | 2.2.1: Incrementado el número de víctimas recibiendo servicios integrales y especializados |
| Propósito | Medir la cantidad de recomendaciones que fueron implementadas en los CARE a partir de las recomendaciones recibidas en el Informe práctico interno de los CAR. |
| Unidad de medida | Porcentaje (%) |
| Método de cálculo | <u>Numerador:</u> Recomendaciones implementadas x 100 <u>Denominador:</u> Total de recomendaciones recibidas Se considera una recomendación como implementada cuando se realizaron acciones para su cumplimiento por parte del Proyecto, ya sea que estas fueron concluidas o que se vienen desarrollando. En los casos donde se haya requerido mayor profundidad de las acciones realizadas (por ejemplo, sobre las capacitaciones), se recurrió a los reportes de progreso para intentar obtener más información. |
| Observaciones al indicador | El Proyecto consolidó la información de las acciones para el cumplimiento de las recomendaciones del informe práctico interno en una matriz con fecha de corte a noviembre de 2020; no obstante, algunas de las acciones, según pudo verificarse en los reportes de progreso, fueron realizadas hasta el segundo trimestre de 2020. Por tanto, se considera que la información corresponde a la fecha de corte de la presente evaluación. Las recomendaciones abarcan únicamente a los CARE “Gracia I” y “Gracia II” por enmarcarse dentro de las acciones del Proyecto. |
| Nivel de desagregación | Total |
| Procedencia de los datos | Informe práctico interno de necesidades y recomendaciones de los Centros de Acogida Residencial – CAR |
| Periodo de referencia | Al segundo trimestre de 2020 |
| Responsable del indicador | CHS |
| Documentos utilizados | -Informe práctico interno de necesidades y recomendaciones de los Centro de Acogida Residencial - CAR |

Ficha técnica Indicador de resultado 2.2.1.2

| | |
|----------------------------|---|
| Descripción | Porcentaje de mejoras del conocimiento del personal de los CAR generado por capacitaciones y asistencia técnica indicado a través de pre y post evaluaciones. |
| Resultado | 2.2.1.2: Incrementado el número de espacios estatales y temporales que se encuentran equipados y dotados de personal para proveer servicios integrales y especializados. |
| Propósito | Medir el incremento de conocimiento del personal de los CAR que recibieron capacitaciones y asistencia técnica sobre diversos temas vinculados a la trata de NNA. |
| Unidad de medida | Porcentaje (%) |
| Método de cálculo | <u>Numerador:</u> (Promedio de prueba de salida – Promedio de prueba de entrada) x 100 <u>Denominador:</u> Promedio de prueba de entrada Se consideras únicamente los participantes que rindieron ambas pruebas de entrada y de salida de las distintas capacitaciones. |
| Observaciones al indicador | La información de los resultados de las pruebas de entrada y de salida de las capacitaciones al personal de los CAR fue consolidado por el Proyecto en una matriz. Se excluyeron las capacitaciones que se desarrollaron posteriormente al segundo trimestre de 2020 y a aquellos participantes quienes no se mostraba información sobre a cuál CAR pertenecían. |
| Nivel de desagregación | Total |
| Procedencia de los datos | Evaluaciones de entrada y de salida de las capacitaciones al personal de los CAR |
| Periodo de referencia | Al segundo trimestre de 2020 |
| Responsable del indicador | CHS |
| Documentos utilizados | -Archivo "Base de Datos CARE CPC" |

Ficha técnica Indicador de resultado 2.2.1.4

| | |
|-------------------|---|
| Descripción | Incremento en el número de víctimas recibiendo servicios especializados y mejorados en los CARE equipados |
| Resultado | 2.2.1.3: conocimiento incrementado de los operadores de los CARE para la provisión de servicios especializados de alta calidad. |
| Propósito | Medir el incremento en el número de víctimas residentes en los CARE equipados mediante la intervención del Proyecto y, por tanto, reciben servicios especializados y mejorados. |
| Unidad de medida | Porcentaje (%) |
| Método de cálculo | <u>Numerador:</u> (Número total de residentes en los CARE equipados a la fecha de noviembre de 2020 - Número total de residentes en los CAR antes de la intervención del Proyecto) x 100 <u>Denominador:</u> Número total de residentes en los CAR antes de la intervención del Proyecto |

| | |
|----------------------------|--|
| | El valor base de los CARE creados y equipados a partir de la intervención del Proyecto fue cero. |
| Observaciones al indicador | <p>El Proyecto realizó la identificación del número de residentes en los CARE equipados a la fecha de noviembre de 2020.</p> <p>En el caso del CARE “Gracia I”, se identificó que este ya brindaba servicios a víctimas NNA de trata, pero se consideró como valor base aquellos residentes cuya problemática real fuese la trata de personas a la fecha de corte de marzo de 2019 (fecha de corte del Informe práctico interno de los CAR). En el caso del CARE “Gracia II”, si bien en el Informe se muestra información base del número de residentes, se considera el valor cero como base, debido a que este CARE fue creado y equipado a partir de la intervención del Proyecto.</p> <p>En los CARE equipados, se consideran el número de residentes como el número de víctimas que reciben atención especializadas. En el caso de “Gracia I”, como no se tuvo información disponible desagregada por problemática real a noviembre de 2020, se sigue el mismo criterio.</p> |
| Nivel de desagregación | Total |
| Procedencia de los datos | Registro de víctimas NNA de trata residentes en los CARE |
| Periodo de referencia | Al cuarto trimestre de 2020 |
| Responsable del indicador | CHS |
| Documentos utilizados | <p>-Informe práctico interno de necesidades y recomendaciones de los Centro de Acogida Residencial - CAR</p> <p>-Archivo “2.2.1.1 y 2.2.1.4 Resumen diagnostico CAR”</p> |

Ficha técnica Indicador de resultado 2.5.1.2

| | |
|----------------------------|--|
| Descripción | Conocimiento mejorado del personal capacitado y demostrado por pre y post evaluaciones |
| Resultado | 2.5.1: Atención mejorada a las niñas, niños y adolescentes LGBTI víctimas de trata |
| Propósito | Medir el incremento del conocimiento del personal capacitado sobre temas de atención a las NNA LGBTI víctimas de trata. |
| Unidad de medida | Porcentaje (%) |
| Método de cálculo | <p><u>Numerador:</u> (Promedio ponderado de la prueba de salida – Promedio ponderado de la prueba de entrada) x 100</p> <p><u>Denominador:</u> Promedio ponderado de la prueba de entrada</p> <p>Dado que los resultados de las pruebas de entrada y de salida se encontraban a nivel de la región, se calculó un promedio ponderado de las pruebas con el total de participantes que rindieron ambas pruebas de entrada y de salida en la región.</p> |
| Observaciones al indicador | En los reportes de progreso hasta el segundo trimestre de 2020, se identifican al menos ocho capacitaciones a través de talleres regionales sobre temas la atención a víctimas LGBTI de trata. Sin embargo, se tuvo información de los resultados de las evaluaciones de cinco de estos talleres reportados en los informes de las consultorías a cargo de su ejecución. |
| Nivel de desagregación | Total |
| Procedencia de los datos | Informes de las consultorías a cargo de la realización de los talleres regionales |
| Periodo de referencia | 2019 – cuarto trimestre y 2020 – primer trimestre |

| | |
|---------------------------|--|
| Responsable del indicador | OIT |
| Documentos utilizados | -Archivo "PROMSEX Producto 3 Informe de talleres Madre de Dios, Lima y Cuzco" -Archivo "PROMSEX Producto 5 Informe de talleres Loreto y Puno" |

Ficha técnica Indicador de resultado 3.1.1.1

| | |
|----------------------------|--|
| Descripción | Número de actividades implementadas por la Comisión de Lima Metropolitana |
| Resultado | 3.1.1: Capacidad de acción y coordinación mejorada de las comisiones regionales para implementar localmente los planes nacionales con enfoque de género |
| Propósito | Medir la cantidad de actividades del Plan de Lima Metropolitana ²⁹ que fueron implementadas por la Comisión de Lima Metropolitana mediante la asistencia técnica del Proyecto. |
| Unidad de medida | Cantidad |
| Método de cálculo | Número de acciones implementadas por la Comisión de Lima Metropolitana Se consideran acciones del Plan de Lima Metropolitana implementadas aquellas en las cuales se han realizado actividades a partir de la asistencia técnico del Proyecto, específicamente de CHS Alternativo. |
| Observaciones al indicador | Del conjunto de actividades que se realizaron con la asistencia técnica de CHS Alternativo, se seleccionaron aquellas que se habían realizado hasta antes de julio de 2020 y luego fueron vinculadas a cada una de las acciones del Plan de Lima Metropolitana según su correspondencia. |
| Nivel de desagregación | Total |
| Procedencia de los datos | Plan de Lima Metropolitana contra la trata de personas y tráfico ilícito de migrantes 2020-2023 |
| Periodo de referencia | Al segundo trimestre de 2020 |
| Responsable del indicador | CHS |
| Documentos utilizados | - Plan de Lima Metropolitana contra la trata de personas y tráfico ilícito de migrantes 2020-2023 -Archivo "3.1.1.1 Actividades CHS - Muni Lima 2019 y 2020" |

Ficha técnica Indicador de resultado 3.1.1.2

| | |
|-------------------|---|
| Descripción | Número de actividades implementadas de los planes regionales de las comisiones regionales |
| Resultado | 3.1.1: Capacidad de acción y coordinación mejorada de las comisiones regionales para implementar localmente los planes nacionales con enfoque de género |
| Propósito | Medir el número de actividades implementadas de los planes regionales de Cusco y Loreto por parte de sus comisiones regionales. |
| Unidad de medida | Cantidad |
| Método de cálculo | Número de acciones implementadas de los planes regionales de Cusco y Loreto |

²⁹ Plan de Lima Metropolitana contra la trata de personas y tráfico ilícito de migrantes 2020-2023.

| | |
|----------------------------|--|
| | Las acciones implementadas se consideran a aquellas en las que se realizaron actividades mediante la asistencia del Proyecto. |
| Observaciones al indicador | Se revisó la información de las actividades de CHS Alternativo, de los reportes de progreso y de las memorias de las comisiones regionales de Cusco y Loreto en el marco de las acciones de sus respectivos planes regionales y planes operativos anuales de cada región. Como la información de las memorias de las comisiones regionales no necesariamente se enmarcaban dentro de la asistencia del Proyecto, para determinar el cumplimiento se priorizaron la información de los reportes de progreso o de CHS Alternativo directamente. |
| Nivel de desagregación | Total |
| Procedencia de los datos | Plan regional contra la trata de personas y trabajo forzoso de Loreto 2018-2022 Plan regional contra la trata de personas y tráfico ilícito de migrantes de Cusco 2018-2022 |
| Periodo de referencia | Al segundo trimestre de 2020 |
| Responsable del indicador | CHS |
| Documentos utilizados | -Archivo "3.1.1.2 Acciones realizadas GR - Cusco y Loreto" -Plan regional contra la trata de personas y trabajo forzoso de Loreto 2018-2022 -Plan regional contra la trata de personas y tráfico ilícito de migrantes de Cusco 2018-2022 -Archivo "Copia de POA TRATA 2019_ CONSOLIDADO_ GORE LORETO" -Archivo "Plan Operativo Anual 2019 Cusco" -Matriz de actividades de CHS Alternativo proporcionada a través de correo electrónico |

Ficha técnica Indicador de resultado 3.2.1.1

| | |
|----------------------------|---|
| Descripción | Número de suscriptores agregados a la lista de correos de IDL después del inicio de la campaña |
| Resultado | 3.2.1: Mejor entendimiento de la trata de niñas, niños y adolescentes entre la audiencia del IDL (tomadores de decisiones, operadores de justicia, académicos, medios de comunicación tradicionales) |
| Propósito | Medir el alcance de la campaña mediante un indicador proxy dado por el número de suscriptores agregados a la lista de correos de IDL después del inicio de la campaña. |
| Unidad de medida | Cantidad |
| Método de cálculo | Número de suscriptores agregados a la lista de correos de IDL |
| Observaciones al indicador | Los contactos son considerados como suscriptores. Como el indicador se refiere a los suscriptores agregados después del inicio de la campaña, se considera el valor del indicador como aquellos contactos que mostraron interés en la campaña "El Perú No Trata" (esto a partir de la información disponible del indicador). |
| Nivel de desagregación | Total |
| Procedencia de los datos | Lista de contactos de los correos de IDL vinculados a la campaña "El Perú No Trata" |
| Periodo de referencia | Se presume que corresponde al 2020. |
| Responsable del indicador | IDL |
| Documentos utilizados | -Archivo "Mailing list IDL 3.2.1.1" |

Ficha técnica Indicador de resultado 3.2.1.2

| | |
|----------------------------|--|
| Descripción | Porcentaje de participantes en grupos focales que demuestran mejor comprensión de la trata de niñas, niños y adolescentes, identificación de víctimas y referencia de casos (estudios CAP) |
| Resultado | 3.2.1: Mejor entendimiento de la trata de niñas, niños y adolescentes entre la audiencia del IDL (tomadores de decisiones, operadores de justicia, académicos, medios de comunicación tradicionales) |
| Propósito | Medir las mejoras de conocimiento y entendimiento de la trata de NNA a través de la realización de grupos focales |
| Unidad de medida | |
| Método de cálculo | |
| Observaciones al indicador | Considerando lo mencionado en el anexo del informe CAP, las respuestas del focus group corresponderían a la prueba de entrada y el cuestionario final sería la prueba de salida de los participantes. Sin embargo, la mayoría de los resultados de ambas pruebas son idénticas. Por otro lado, al ser dos evaluaciones de distinta naturaleza, no se pudo calcular cuantitativamente el incremento del conocimiento y la comprensión de los participantes, debido a algunas particularidades: -en una pregunta del focus group, el resultado recoge información que va más allá de las respuestas del cuestionario final, por lo cual no son comparables. -en otra pregunta del focus group, no se especifica el resultado específico de la pregunta. -en otra pregunta del focus group, no se brinda información del resultado. |
| Nivel de desagregación | Total |
| Procedencia de los datos | Estudio KAP a funcionarios públicos no vinculados al Proyecto CCP |
| Periodo de referencia | 2019 – tercer trimestre |
| Responsable del indicador | IDL |
| Documentos utilizados | -Archivo “INFORME ESTUDIO KAP” |

Ficha técnica Indicador de resultado 3.3.1.1

| | |
|----------------------------|--|
| Descripción | Número de acciones regionales desarrolladas e implementadas en contra de la trata de NNA |
| Resultado | 3.3.1: Capacidad mejorada de la Comisión Multisectorial para tomar acciones en contra de la trata de niñas, niños y adolescentes y basados en el Plan de Acción Nacional. |
| Propósito | Medir la cantidad de acciones regionales que se hayan desarrollado e implementado mediante la asistencia técnica del Proyecto y en coordinación con las comisiones regionales, en el marco de las acciones del PNATP 2017-2021. |
| Unidad de medida | |
| Método de cálculo | |
| Observaciones al indicador | No se obtuvo información suficiente para determinar el desarrollo e implementación de acciones regionales coordinadas con las comisiones regionales. En la medida que las actividades a considerar para este indicador corresponden a aquellas coordinadas con las comisiones regionales, la revisión de los reportes de progreso no brindó información relevante, ya |

| | |
|---------------------------|---|
| | <p>que solo se mencionaban las actividades de la Comisión Multisectorial, pero no se especificaba si incluían coordinaciones con las comisiones regionales.</p> <p>Una de las minutas proporcionada por CHS Alternativo compartida correspondía a una reunión de asistencia técnica con el MIMP, pero no se especificaba la participación de las comisiones regionales.</p> <p>Otra de las minutas proporcionada por CHS Alternativo, si bien correspondía a una actividad en la región de Cusco, no brindaba información suficiente para determinar la implementación de acciones del PNATP 2017-2021.</p> |
| Nivel de desagregación | Total |
| Procedencia de los datos | PNATP 2017-2021 |
| Periodo de referencia | Al segundo trimestre de 2020 |
| Responsable del indicador | CHS |
| Documentos utilizados | <p>-PNATP 2017-2021</p> <p>-Archivo "(III trimestre) Reunión de asistencia técnica MIMP-PIPs 05 - 03 – 19"</p> <p>-Archivo "(V trimestre) Taller de diseño de PIP Cusco 13-09-2019"</p> <p>-Archivo "3.3.1.1 Registro de actividades"</p> |

Annex 15. The UN and ILO response to Covid-19

La respuesta de la ONU frente al Covid-19

Para la Organización de las Naciones Unidas (ONU), la pandemia del Covid-19 no solo es una crisis de índole sanitaria, sino también económica, humanitaria, de seguridad y de derechos humanos. En consecuencia, el Sistema de las Naciones Unidas (en adelante, SNU) ha diseñado una respuesta integral basada en tres pilares tal como se detalla en el documento “Respuesta Integral de las Naciones Unidas a la Covid-19”³⁰:

- **Pilar 1 – Respuesta sanitaria:** El primer elemento consiste en una respuesta sanitaria integral y coordinada a gran escala por la Organización Mundial de la Salud (OMS), con la cual se busca controlar el virus, apoyar el desarrollo de una vacuna, pruebas diagnósticas y opciones terapéuticas, y fortalecer la preparación. Para ello, la ONU ha preparado el “Plan Estratégico de Preparación y Respuesta al COVID-19”³¹ el cual establece cinco líneas de acción: (a) movilizar a todos los sectores y las comunidades para que participen en la respuesta y la prevención de casos; (b) controlar los casos de brote y prevenir la transmisión en la comunidad; (c) suprimir la transmisión en la comunidad; (d) reducir la mortalidad; y (e) desarrollar vacunas y opciones terapéuticas inocuas y eficaces.
- **Pilar 2 – Protección de la vida y los medios de subsistencia:** El segundo elemento consiste en una respuesta humanitaria para salvaguardar vidas y medios de subsistencia y mitigar las consecuencias socioeconómicas, humanitarias y de derechos humanos de la crisis. Para ello, la ONU ha preparado el “Plan Mundial de Respuesta Humanitaria”³² liderado por la Oficina de Coordinación de Asuntos Humanitarios (OCHA), el cual establece tres líneas de acción: (a) contener la propagación del virus y reducir la morbilidad y la mortalidad; (b) disminuir el deterioro de los bienes y los derechos humanos, la cohesión social, y los medios de subsistencia; y (c) proteger, asistir y defender a los refugiados, los desplazados internos, los migrantes y las comunidades vulnerables.
- **Pilar 3 – Un mundo mejor después del Covid-19:** Finalmente, el tercer elemento consiste en una respuesta de recuperación transformadora que permita corregir las fragilidades subyacentes y se reconozcan las oportunidades para efectuar cambios transformadores a fin de construir sociedades y economías más justas, equitativas y resilientes. Para ello, la ONU ha preparado el “Marco de Respuesta Socioeconómica de las Naciones Unidas”³³ (en adelante, **Marco Global de Respuesta Socioeconómica**), el cual establece cinco líneas de acción: (a) proteger los servicios y sistemas de salud durante la crisis; (b) proteger a las personas (protección social y servicios básicos); (c) proteger el empleo, las pequeñas y medianas empresas y el sector informal; (d) facilitar la respuesta macroeconómica y la colaboración multilateral; y (e) promover la cohesión social y la resiliencia de la comunidad.

La respuesta sanitaria del SNU en el Perú³⁴ está liderada técnicamente por la OMS y la Organización Panamericana de la Salud (OPS) e incluye acciones de otras agencias, fondos y programas del SNU como el Fondo de las Naciones para la Infancia (en adelante, UNICEF), la Oficina de las Naciones Unidas de Servicios para Proyectos (UNOPS), el Fondo de Población de las Naciones Unidas (UNFPA), entre otras. Las acciones de la OPS/OMS como parte de la respuesta sanitaria se enmarcan en el “Plan de Acción de OPS/OMS en apoyo a la preparación y respuesta nacional COVID-19” (en adelante, **Plan de Acción OPS/OMS**) del Perú elaborado en enero de 2020 con la finalidad de salvar vidas, proteger a los trabajadores de la salud y reducir la transmisión.

³⁰ Versión consultada: setiembre de 2020.

³¹ Versión consultada: actualización en abril de 2020.

³² Versión consultada: abril de 2020.

³³ Versión consultada: abril de 2020.

³⁴ Basado en: “Plan de respuesta y recuperación socioeconómica del Sistema de Naciones Unidas en el Perú” (agosto de 2020).

El Plan de Acción OPS/OMS del Perú se divide en siete pilares asociados a un objetivo estratégico y líneas de acción para la cooperación técnica: (i) coordinación, planificación y monitoreo; (ii) comunicación de riesgos y participación comunitaria; (iii) vigilancia, equipos de respuesta rápida e investigación de casos; (iv) puntos de entrada; (v) laboratorios nacionales; (vi) prevención y control de infecciones; y (vii) gestión de casos. Al final del segundo trimestre del 2020, la OPS/OMS había destinado más de USD 4 millones para financiar la ejecución del Plan de Acción OPS/OMS del Perú y había coordinado directamente con el MINSA y otras autoridades nacionales para proporcionarles una respuesta de emergencia vinculada con la vigilancia, capacidad de laboratorio, servicios de asistencia médica, control de prevención de infecciones, gestión clínica y comunicación de riesgos.

Por su parte, la respuesta humanitaria³⁵ en el Perú es liderada técnicamente por la OCHA se implementa a través de la Red Humanitaria Nacional y del Grupo de Trabajo sobre Refugiados y Migrantes, las cuales involucran, por un lado, a actores del SNU como la OPS, UNICEF, UNFPA, la Organización de las Naciones Unidas para la Alimentación (**FAO**), el Programa Mundial de Alimentos (**PMA**), la Organización de las Naciones Unidas para la Educación, la Ciencia y la Cultura (**UNESCO**), el Programa Conjunto de las Naciones Unidas sobre VIH/Sida (**ONUSIDA**) y el Programa de las Naciones Unidas para el Desarrollo (**PNUD**) y, por otro lado, a actores externos al sistema como ONG internacionales, la Cruz Roja Peruana y otras organizaciones.

A la fecha de agosto, las instituciones de la RHN han realizado más de 700 actividades en el marco de la emergencia, beneficiando a más de 5 millones de personas en los 24 departamentos del Perú y abordaron diversos sectores: seguridad alimentaria y nutrición; salud; protección; agua, saneamiento e higiene; educación; manejo y gestión de albergues; cash multipropósito; entre otros. Por otro lado, las organizaciones del GTRM abordaron aspectos humanitarios y de protección e integración social, económica y cultural, logrando asistir a más de 150 mil personas hasta agosto de 2020. Su principal línea de acción en el marco de la respuesta humanitaria fueron las transferencias monetarias, a pedido del Gobierno, destinadas a venezolanos vulnerables que no accedieron a los bonos estatales principalmente; asimismo, realizaron actividades como la distribución de raciones de comidas diarias y kits de abrigo, orientaciones generales y legales, alojamiento, entre otras.

Finalmente, sobre la base del marco global de respuesta socioeconómica, el Equipo de País del SNU en el Perú desarrolló el “Plan de respuesta y recuperación socioeconómica del Sistema de Naciones Unidas en el Perú”³⁶ (en adelante, **Plan de Respuesta y Recuperación Socioeconómica**) para apoyar al país en la respuesta y recuperación de los efectos de la pandemia del Covid-19 y combatir las desigualdades sistémicas que han sido expuestas por la crisis, en consonancia con la Agenda 2030 para el Desarrollo Sostenible. Asimismo, el marco de respuesta y recuperación socioeconómica en el Perú que propone el Plan se complementa y se encuentra alineado con la respuesta sanitaria y humanitaria vigente en el país; además, se divide en los cinco pilares del Marco Global de Respuesta Socioeconómica compuestos de las siguientes líneas estratégicas y entidades ONU participantes:

- **Pilar 1- Salud primero:** con el objetivo de asegurar que los servicios de salud esenciales continúen disponibles y proteger los sistemas de salud, el SNU define cuatro líneas estratégicas de acción en el Perú basadas en la asistencia técnica para: a) el fortalecimiento de los sistemas y mecanismos de salud pública integral a nivel nacional y subnacional; b) el fortalecimiento de políticas públicas y presupuesto en salud a nivel nacional y subnacional; c) fortalecer el sistema de suministro de medicamentos y otras tecnologías en salud; y d) estrategias de preparación y respuestas sanitarias. El desarrollo de este pilar tiene la participación de la OPS, OIT, UNOPS, UNICEF, ONUSIDA, Oficina de las Naciones Unidas contra la Droga y el Delito (**UNODC**), Agencia de las Naciones Unidas para los Refugiados (**ACNUR**) y Organización

³⁵ Basado en: “Plan de respuesta y recuperación socioeconómica del Sistema de Naciones Unidas en el Perú” (agosto de 2020).

³⁶ Versión consultada: actualización en agosto de 2020.

Internacional para las Migraciones (**OIM**). Asimismo, las acciones consignadas en este pilar guardan significativa complementariedad con las acciones de respuesta humanitaria.

- **Pilar 2 - Protección para las personas:** con la finalidad de apoyar a las personas a enfrentar la adversidad, brindando protección social y servicios básicos, el SNU establece cinco líneas estratégicas basadas en la asistencia técnica para: a) promover el diseño e implementación de un sistema de protección social; b) fortalecer las capacidades del Estado y sociedad civil para garantizar el acceso universal a servicios básicos de calidad; c) fortalecer la articulación de las políticas y programas de protección social y de los servicios e infraestructura sociales básicos; d) fortalecer las capacidades de prevención y respuesta a la violencia de género; e) fortalecer las capacidades de gestión de información. La ejecución del pilar se lleva a cabo con la participación de entidades del SNU como la OPS, OIT, UNICEF, ACNUR, OIM, FAO, ONUSIDA, UNODC, UNOPS, UNFPA, UNESCO, PNUD y el Programa de las Naciones Unidas para los Asentamientos Humanos (**ONU-Hábitat**).
- **Pilar 3 - Respuesta y recuperación socioeconómica:** con el objetivo de proteger los empleos, apoyar a las pequeñas y medianas empresas y a los trabajadores del sector informal, el SNU define seis líneas estratégicas de acción en el Perú basadas en la asistencia técnica para: a) el diseño e implementación de políticas y programas nacionales de inclusión laboral, económica, productiva y financiera; b) formular modelos e intervenciones innovadoras de manera participativa; c) formular propuestas innovadoras orientadas a mejorar la conectividad y habilidades digitales; d) desarrollar marcos regulatorios y programas que promuevan una reactivación económica y de los medios de vida a través de una economía verde; e) la identificación y mitigación de riesgos de corrupción y fraude en el contexto de las medidas o programas de financiamientos; y f) fortalecer la integración del enfoque de igualdad de género en las políticas de trabajo decente. En este eje, se encuentran involucrados la OPS, OIT, UNOPS, ACNUR, OIM, FAO, PNUD, UNODC, Organización de las Naciones Unidas para el Desarrollo Industrial (**ONUDI**) y Fondo Internacional de Desarrollo Agrícola (**FIDA**).
- **Pilar 4 - Respuesta macroeconómica y colaboración multilateral:** con el objetivo de lograr que las políticas macroeconómicas beneficien a los más vulnerables y fortalecer las respuestas multilaterales y regionales, el SNU define cuatro líneas estratégicas: a) asistencia técnica para la formulación de políticas prioritarias multisectoriales para la recuperación; b) asistencia técnica para apoyar la construcción de un sistema integrado de financiamiento para el desarrollo; c) apoyar al establecimiento de espacios y mecanismos de diálogo para garantizar el acceso a cooperación técnica y financiamiento del desarrollo sostenible; y d) generar evidencia y gestionar el conocimiento sobre el impacto de las medidas implementadas. La ejecución del eje involucra la participación de la OPS, OIT, OIM, PNUD, FAO y ACNUR.
- **Pilar 5 - Cohesión social y resiliencia comunitaria:** con la finalidad de promover la cohesión social e invertir en sistemas de resiliencia y respuestas lideradas a nivel comunitario, el SNU define cinco líneas estratégicas de acción en el Perú basadas en la asistencia técnica para: a) promover la participación ciudadana, inclusión y rendición de cuentas; b) el desarrollo de sistemas de gestión de desastres con enfoque intersectorial y multidimensional; c) el fortalecimiento y articulación de espacios de diálogo y concertación multiactor; d) generar políticas e intervenciones que contribuyan a una transformación digital efectiva; y e) la generación y fortalecimiento de la sociedad civil y sus organizaciones. El desarrollo del eje cuenta con la participación de la OPS, UNODC, OIM, ACNUR, ONUSIDA, OIM y Programa de las Naciones Unidas para los Asentamientos Humanos (**ONU-Hábitat**)

El Plan de Respuesta y Recuperación Socioeconómica identifica como la población más vulnerable a las niñas, niños y adolescentes, mujeres, adultos mayores, personas en situación de pobreza o pobreza extrema, pueblos indígenas, personas afrodescendientes, la población refugiada y migrante de Venezuela, trabajadores informales, personas con VIH, personas con discapacidades, personas LGBTI+ y personas privadas de libertad.

La respuesta de la OIT frente al Covid-19

En línea con la ONU, la OIT³⁷ considera que, en el corto plazo, la respuesta a nivel político debe enfocarse en la protección de la salud y el apoyo económico vinculado tanto a la oferta como a la demanda, para lo cual las normas internacionales de trabajo proporcionan una base sólida para el diseño de dicha respuesta. En ese sentido, propone un marco de políticas estructurado en cuatro pilares para hacer frente a las consecuencias socioeconómicas de la crisis del Covid-19 sobre la base de las normas internacionales de trabajo (en adelante, **Marco de Políticas de la OIT**) (ver **Gráfico 5**):

- **Pilar 1 – Estimular la economía y el empleo:** El primer pilar implica una serie de políticas consecutivas para paliar las consecuencias económicas, laborales y sociales de la crisis. Primero, se proponen planes de estímulo inmediato que, por un lado, fortalezcan el sector de la salud y, por otro, mitiguen los efectos de la pandemia en las economías y los mercados de trabajo a través de la prestación de ayuda financiera a las empresas (en particular, a las micro y pequeñas empresas). Luego de que se haya contenido la propagación del virus y se reanude la actividad normal, se propone una estrategia de empleo impulsada por la demanda para recuperar a medio y largo plazo el nivel de ocupación e ingresos. Esta estrategia debe prever la promoción de la creación de empleo en sectores estratégicos; el restablecimiento de un entorno empresarial propicio y la revitalización del crecimiento de la productividad; la diversificación de la economía y el fomento de la transformación estructural; y el aprovechamiento óptimo de los avances tecnológicos.
- **Pilar 2 – Apoyar a las empresas, al empleo y a los ingresos:** El segundo pilar propone adoptar medidas de políticas rápidas y bien concebidas que brinden un apoyo inmediato a las empresas de los sectores más afectados y a los trabajadores y hogares que afrontan la pérdida de empleo y de ingresos. En primer lugar, se propone generar mecanismos de ayuda (fiscal y financiera principalmente) a las empresas con el objetivo de garantizar la continuidad de la actividad económica, priorizando evitar la contracción del sector formal a su vez que se brinda apoyo a las micro y pequeñas empresas del sector informal. Por otro lado, se propone la aplicación de medidas de mantenimiento del empleo que ofrezcan incentivos a los empleadores para que retengan a sus trabajadores, como por ejemplo la aplicación de trabajo compartido y reducción de horas laborales, subsidios salariales, suspensión temporal del pago de tributos, programas estatales de empleo temporal, entre otras medidas. Finalmente, se propone consolidar las medidas de protección social en respuesta a la crisis para evitar la incidencia en la pérdida de empleo e ingresos, de manera que estas deberían transformarse en mecanismos de protección social sostenibles y hacerse extensivas a toda la sociedad.
- **Pilar 3 – Proteger a los trabajadores en el lugar de trabajo:** El tercer pilar implica asegurar que las personas que siguen trabajando durante la crisis puedan realizar su trabajo de manera segura. En primer lugar, es indispensable fortalecer la seguridad y la salud en el trabajo a través de medidas que procuren reducir al mínimo la propagación del virus en el lugar de trabajo como la adaptación de las modalidades y los entornos de trabajo o la promoción de higiene y comportamientos saludables; medidas de protección especial a trabajadores con mayor exposición al riesgo de contagio como el suministro gratuito de equipo de protección personal o el apoyo psicológico; y medidas para la protección de los trabajadores vulnerables (informales, migrantes y refugiados) como el suministro gratuito de equipo de protección personal o la dotación de medios de subsistencia alternativo. En segundo lugar, también se propone la adaptación de los procesos y modalidades de trabajo a la nueva normalidad mediante el teletrabajo, para lo cual es importante proporcionar acceso a los equipos y programas informáticos adecuados tanto a los teletrabajadores como a los directivos, junto con un servicio de asistencia técnica y el desarrollo de las capacitaciones pertinentes. En tercer lugar, se propone una estrategia para prevenir la discriminación y la exclusión de grupos vulnerables: para lo primero, es importante mejorar y hacer cumplir las leyes y políticas de igualdad y no discriminación en el trabajo junto a campañas de

³⁷ Basado en: “Nota de la OIT – Marco de políticas para mitigar el impacto económico y social de la crisis causada por el Covid-19” (mayo de 2020).

sensibilización y medios seguros de atención para las víctimas; para lo segundo, se requiere la adopción de medidas específicas para que la población vulnerable no quede excluida de las respuestas generales a la crisis y se beneficien del acceso a la atención sanitaria y las prestaciones sociales. Por último, se plantea la necesidad de proporcionar el acceso a prestaciones de atención sanitaria para toda población, de modo que en el corto plazo se logre extender la cobertura sanitaria a todos los trabajadores y sus familias, independientemente de su situación laboral, y el acceso a licencias remuneradas por enfermedad y por motivos familiares, para lo cual es fundamental contar con mecanismos de financiación colectiva y un plan sostenible que garantice la continuidad de la cobertura para aquellos grupos anteriormente excluidos que recibieron cobertura durante la crisis.

- **Pilar 4 – Buscar soluciones mediante el diálogo social:** El cuarto pilar hace referencia a la importancia del diálogo social en el que participan los gobiernos y las organizaciones representativas de empleadores y trabajadores, para alcanzar soluciones colectivas que tengan en cuenta las necesidades de las empresas y los trabajadores, así como para promover la estabilidad y la confianza de la población. Por un lado, se plantea fortalecer la capacidad y resiliencia tanto de las organizaciones empresariales y de empleadores como de las organizaciones de trabajadores con el fin de contribuir a una respuesta más sostenible y eficaz a la crisis sanitaria y mitigar los efectos negativos en el empleo y los ingresos. Por otro lado, se propone fortalecer la capacidad de los gobiernos, de manera que se genere un entorno que propicie relaciones laborales armoniosas, mediante el establecimiento de marcos jurídicos e institucionales basados en normas internacionales del trabajo, la prestación de servicios que permitan un diálogo social eficaz entre todas las partes y la promoción y cumplimiento de los derechos de libertad sindical y a la negociación colectiva. Por último, se propone fortalecer el diálogo social sobre las políticas socioeconómicas y sobre las condiciones de trabajo y empleo, junto al fortalecimiento de la negociación colectiva y las instituciones y procesos de relaciones laborales.

Gráfico 5. Marco de políticas para la lucha contra el Covid-19 propuesto por la OIT



Fuente: OIT.

Dentro del Marco de Políticas de la OIT, la OIT ha desplegado sus recursos para apoyar al gobierno peruano y a las organizaciones de empleadores y trabajadores en sus esfuerzos en lograr una recuperación socioeconómica de manera efectiva. En este sentido, la OIT ha realizado un conjunto de medidas y

actividades en el Perú dentro de cada uno de los cuatro pilares que conforman el Marco de Políticas de la OIT³⁸:

- **Pilar 1 – Estimular la economía y el empleo:** La OIT apoya en la toma de decisiones de los actores sociales, mediante estudios de investigación y recomendaciones sustentadas sobre el impacto de la Covid-19 en el mundo laboral. Entre los estudios realizados para el caso peruano, se pueden destacar “Respuesta rápida a la Covid-19 en contextos de alta informalidad” e “Impacto de la Covid-19 en el empleo y los ingresos laborales”.
- **Pilar 2 – Apoyar a las empresas, los empleos y los ingresos:** En primer lugar, con la finalidad de sostener el tejido empresarial para conservar el empleo, la OIT pone a disposición metodologías de desarrollo empresarial para lograr una reactivación eficaz de las pymes, promoviendo su transición hacia la formalidad. A través de su programa de formación empresarial IMESUM, el Perú cuenta con una red de expertos que desarrollaron una serie de seminarios web con información pertinente para microempresarias, microempresarios y cooperativistas que se vieron afectados por el confinamiento obligatorio. En segundo lugar, con el fin de extender la protección social en el país, la OIT ha movilizado fondos con la Unión Europea para reforzar el sistema de protección social del Perú, ampliando la cobertura de las prestaciones de desempleo y, con ello, garantizar la seguridad de los ingresos en la población afectada.
- **Pilar 3 – Proteger a los trabajadores en el lugar de trabajo:** Con la finalidad de reforzar las medidas de seguridad y salud en el trabajo, la OIT brinda asistencia en la implementación de prácticas y estrategias sanitarias y de seguridad para evitar la propagación del Covid-19 en el lugar de trabajo. Así, un total de 10 cooperativas agropecuarias y 100 Mypes del sector pesquero y manufacturero del Perú han recibido formación con la herramienta SCORE de la OIT; además, la OIT junto a la SUNAFIL desarrollaron una plataforma virtual para capacitar a casi 200 inspectores laborales a nivel nacional en la fiscalización efectiva de las medidas de prevención en los centros laborales, además de implementar una campaña de comunicación digital para sensibilizar a trabajadores sobre las medidas de prevención. Por otra parte, con la finalidad de proteger los derechos de los más vulnerables en el país, la OIT ha realizado diversas acciones: ha contribuido con el fortalecimiento de las capacidades en materia de prevención del trabajo forzoso y la trata de niñas, niños y adolescentes, beneficiando a casi 6000 operadores de distintos ámbitos; ha fortalecido la identificación y persecución de estos delitos a través de un proceso intensivo de formación a diversas autoridades; ha reforzado el trabajo de la Policía Nacional y de las fiscalías especializadas con donaciones de equipos de protección personal para prevenir el contagio y ha dotado de equipos informáticos a los albergues para víctimas de trata de NNA; ha puesto en marcha junto a UNESCO y UNFPA una campaña de sensibilización al sector privado sobre la importancia de contratar personas con discapacidad; ha elaborado un análisis específico sobre el impacto de la COVID-19 en la probabilidad de incremento de trabajo infantil, con información diferenciada por municipios y grupos vulnerables; ha contribuido con la aprobación de una nueva ley que equipara los derechos de las trabajadoras del hogar con los de todos los trabajadores del régimen general; y ha puesto en marcha el proyecto piloto “Emprende segur@” para apoyar la recuperación de los medios de vida de emprendedores informales, sean nacionales o migrantes.
- **Pilar 4 – Buscar soluciones mediante diálogo social:** La OIT prestó asistencia técnica al MTPE en un proceso de diálogos sectoriales para la recuperación socioeconómica, a partir del cual se apoyará la activación de cuatro comités sectoriales (manufactura, turismo, comercio y construcción civil) con el fin de facilitar una concertación social con acuerdos que permitan reducir la pérdida de empleos y avanzar en la reactivación. Adicionalmente, la OIT acompañó el proceso de reactivación de la mesa de diálogo también con el MTPE para acelerar la implementación del Convenio 189 vinculado a las federaciones de trabajadoras del hogar.

³⁸ Basado en: “200 días de acción: La respuesta de la OIT ante la COVID-19 en los países andinos” (setiembre de 2020).

De acuerdo con el CPO 20-21, la respuesta específica de la OIT frente al contexto de la pandemia en el Perú se encuentra orientada a brindar asistencia técnica en la implementación de acciones dirigidas a atender o mitigar el impacto del Covid-19 garantizando la pertinencia cultural y asegurando que se cumplan los pisos mínimos de protección social establecidos en el Convenio Núm. 169 de la OIT. De manera específica, el CPO 20-21 precisa que las acciones de respuesta en las intervenciones corresponden, principalmente, al Pilar 3 – “Proteger a los trabajadores en el lugar de trabajo” del Marco de Políticas de la OIT.

Annex 16. Output indicators progress dashboard as of Q2 2020

| Producto | Indicador | Valor actual | Valor meta | Progreso | Estado |
|--|--|--------------|------------|----------|----------------------------------|
| 1.1.1. Informe de análisis de casos de trata de NNA. | 1.1.1.1. Informe de análisis de casos de trata de NNA. | 1 | 1 | 100% | Entregado |
| | 1.1.1.2. # de talleres con operadores del sistema de justicia sobre el informe de análisis de casos de trata de NNA. | 4 | 4 | 100% | Entregado |
| 1.1.2. Informe de seguimiento del progreso del Informe de Análisis de Casos de Trata de NNA. | 1.1.2.1. Informe de seguimiento. | 0 | 1 | 0% | No entregado (programado 2020T4) |
| | 1.1.2.2. # de talleres con operadores del sistema de justicia sobre el informe de seguimiento. | 0 | 4 | 0% | No entregado (programado 2020T4) |
| 1.2.1. Programa de capacitación para policías, fiscales, defensores públicos del MINJUSDH y jueces. | 1.2.1.1. # de policías especializados y no especializados que participan en el programa de capacitación. | 268* | 350 | 76% | En proceso |
| | 1.2.1.2. # de fiscales especializados y no especializados y defensores públicos del MINJUSDH que participan en el programa de capacitación. | 254 | 200 | 127% | Entregado |
| | 1.2.1.3. # de jueces que participan en el programa de capacitación. | 0 | 100 | 0% | No entregado |
| 1.2.2. Programa de capacitación sobre trata de NNA para docentes de las escuelas del Poder Judicial, del Ministerio Público y de la PNP. | 1.2.2.1. Materiales de capacitación incluidos en las escuelas. | 3 | 4 | 75% | En proceso |
| | 1.2.2.2. # de docentes de las escuelas capacitados en trata de NNA. | 0 | 75 | 0% | No entregado |
| | 1.2.2.3. # de jueces, fiscales y policías que participan en cursos de trata de NNA en sus respectivas escuelas. | 0 | 250 | 0% | No entregado |
| 1.3.1. Sistema de información el monitoreo del PNATP 2017-2021. | 1.3.1.1. Protocolo de operaciones adoptado por la Comisión Multisectorial. | 2 | 1 | 200% | Entregado |
| | 1.3.1.2. # de administradores y usuarios del sistema de información capacitados para manejar e ingresar información al sistema. | 31 | 100 | 31% | En proceso |
| | 1.3.1.3. # de informes semestrales generados por el sistema de información, incluyendo campos de información sobre trata de NNA, desagregado según región. | 0 | 5 | 0% | No entregado |

| Producto | Indicador | Valor actual | Valor meta | Progreso | Estado |
|--|---|--------------|------------|----------|--------------|
| 2.1.1. Instrumentos para la aplicación del ECV en casos de trata de NNA. | 2.1.1.1. Informe interno sobre la aplicación del ECV en los procesos de atención, protección y justicia penal de manera coordinada. | 1 | 1 | 100% | Entregado |
| | 2.1.1.2. # de propuestas de políticas y procedimientos presentados para la aplicación del ECV. | 11* | 15 | 73% | En proceso |
| | 2.1.1.3. # de listas de verificación para que los jueces, fiscales y policías apliquen el ECV. | 7* | 4 | 175% | Entregado |
| 2.1.2. Programa de capacitación sobre la aplicación del ECV. | 2.1.2.1. # de funcionarios públicos (policías, defensores públicos, fiscales y jueces) capacitados en la aplicación del ECV. | 1,046 | 500 | 209% | Entregado |
| 2.2.1. Recomendaciones, acompañamiento y asistencia técnica para expandir y mejorar la calidad de los servicios para NNA víctimas de trata en los CAR y espacios temporales. | 2.2.1.1. Informe interno de necesidades y recomendaciones para expandir y mejorar la calidad de los servicios en los CARE para NNA víctimas de trata. | 1 | 1 | 100% | Entregado |
| | 2.2.1.2. # de operadores en los CAR capacitados en el ECV, atención de traumas, sistemas de protección de NNA, habilidades blandas, manejo de crisis y autoevaluaciones. | 758 | 150 | 505% | Entregado |
| | 2.2.1.3. # de instalaciones mejoradas para atender a NNA víctimas de trata en los CAR y espacios temporales. | 6 | 5 | 120% | Entregado |
| | 2.2.1.4. # de sesiones de capacitación para implementar el módulo de capacitación para operadores de los CAR sobre atención de traumas, habilidades blandas, manejo de crisis y autoevaluaciones. | 0 | 6 | 0% | En proceso |
| 2.2.2 Modelo de Atención para el INABIF para especializar los servicios para NNA víctimas de trata. | 2.2.2.1. # de talleres con el INABIF para desarrollar, implementar y monitorear el Modelo de Atención. | 1 | 3 | 33% | En proceso |
| | 2.2.2.2. # de operadores en el INABIF capacitados en el Modelo de atención. | 0 | 100 | 0% | No entregado |
| 2.3.1. Protocolo de Salud Mental para atender a NNA víctimas de trata desarrollado e implementado por el MINSA. | 2.3.1.1. # de capacitaciones desarrolladas para asistir en la implementación del Protocolo de Salud Mental. | 0 | 5 | 0% | No entregado |
| | 2.3.1.2. # de funcionarios capacitados para la aplicación del Protocolo de Salud Mental. | 0 | 100 | 0% | No entregado |

| Producto | Indicador | Valor actual | Valor meta | Progreso | Estado |
|--|--|--------------|------------|----------|---------------------|
| | 2.3.1.3. # de procedimientos desarrollados para el Protocolo de Salud Mental para atender a los NNA víctimas de trata. | 0 | 2 | 0% | No entregado |
| 2.4.1. Instituciones involucradas en la implementación de acciones contra la trata de NNA mejor informadas y equipadas para proteger y atender a las víctimas de trata. | 2.4.1.1. # de talleres con instituciones relevantes para mejorar la coordinación e implementación del Protocolo Intersectorial para la protección, atención y reintegración de los NNA víctimas de trata. | 25 | 18 | 172% | Entregado |
| | 2.4.2.1. Evaluación rápida desarrollada para evaluar la capacidad de las instituciones responsables de proveer servicios de reintegración. | 1 | 1 | 100% | Entregado |
| 2.4.2. Programas piloto de reintegración con un ECV, desarrollados e implementados por las instituciones que conforman la Comisión Multisectorial. | 2.4.2.2. # de capacitaciones para proveedores de servicios a cargo de la elaboración, coordinación y seguimiento de los planes de reintegración y la prestación de servicios. | 6 | 21 | 29% | En proceso |
| | 2.4.2.3. Plan de sistematización del programa piloto para facilitar su replicación a nivel nacional. | 0 | 1 | 0% | No entregado |
| | 2.4.2.4. # de proveedores de servicios a cargo de la elaboración, coordinación y seguimiento de los planes de reintegración y la prestación de servicios capacitados. | 86 | 100 | 86% | En proceso |
| 2.5.1. Capacidades mejoradas de las instituciones relevantes para proveer servicios especializados a NNA víctimas de trata, especialmente para la comunidad LGTBI. | 2.5.1.1. # de lineamientos disponibles para mejorar los servicios de atención de NNA LGTBI víctimas de trata. | 3 | 5 | 60% | En proceso |
| | 2.5.1.2. # de funcionarios capacitados y sensibilizados, desagregados por institución. | 99 | 100 | 100% | Entregado |
| 2.6.1. Guías y capacitaciones institucionales para promover la sensibilización sobre señales e indicadores de sospecha para reconocer a NNA víctimas de trata, y procedimientos de referencia diseñados, desarrollados y disponibles. | 2.6.1.1. # de guías de identificación de NNA víctimas de trata desarrolladas/mejoradas y siendo utilizadas por los proveedores de servicios. | 1 | 3 | 33% | En proceso |
| | 2.6.1.2. # de capacitaciones para capacitadores de proveedores de servicios de salud, inspectores municipales y fuerzas del orden de primera línea. | 0 | 14 | 14% | No entregado |
| | 2.6.1.3. # de diversos proveedores de servicios que participan en las capacitaciones. | 0 | 180 | 4% | No entregado |

| Producto | Indicador | Valor actual | Valor meta | Progreso | Estado |
|---|---|--------------|------------|----------|--------------|
| 3.1.1. Planes Regionales de Acción implementados en Lima, Cusco y Loreto, que incluyen acciones específicas contra la trata de NNA. | 3.1.1.1. # de eventos regionales realizados para mejorar la coordinación y el conocimiento sobre la trata de personas. | 7 | 3 | 233% | Entregado |
| | 3.1.1.2. Plan de Acción Metropolitano de Lima desarrollado. | 1 | 1 | 100% | Entregado |
| | 3.1.1.3. # de planes operativos desarrollados para implementar los Planes Regionales de Acción en Cusco y Loreto. | 2 | 2 | 100% | Entregado |
| | 3.1.1.4. # de capacitaciones a miembros de las comisiones y gobiernos regionales para desarrollar proyectos de inversión con el objetivo de construir y mantener los CAR y otros espacios temporales. | 2 | 6 | 33% | En proceso |
| 3.2.1. Estrategia de comunicación basada en casos emblemáticos de trata de NNA diseñada y siendo implementada. | 3.2.1.1. # de programas de radio. | 26 | 24 | 113% | Entregado |
| | 3.2.1.2. # de spots radiales. | 21 | 32 | 66% | En proceso |
| | 3.2.1.3. # de periodistas participando en talleres sobre la trata de NNA. | 45 | 35 | 126% | Entregado |
| 3.3.1. Acciones del PNATP 2017-2021 siendo implementadas. | 3.3.1.1. # de actividades de asistencia técnica y capacitación desarrolladas con miembros clave de la Comisión Multisectorial para crear/asignar líneas presupuestales a la trata de personas. | 7 | 10 | 70% | En proceso |
| | 3.3.1.2. # de acciones del PNATP 2017-2021 implementadas con acompañamiento técnico del Proyecto para asegurar la aplicación de un enfoque integral de protección y atención. | 9 | 10 | 90% | En proceso |
| | 3.3.1.3. # de planes de monitoreo y evaluación desarrollados en forma conjunta para medir el progreso del PNATP 2017-2021 | 0 | 1 | 0% | No entregado |
| 3.3.2. Protocolo de Repatriación desarrollado e implementado. | 3.3.2.1. Protocolo de Repatriación. | 0 | 1 | 0% | No entregado |
| | 3.3.2.2. # de funcionarios y cónsules a cargo de los procedimientos de repatriación capacitados en la aplicación del Protocolo de Repatriación. | 0 | 80 | 0% | No entregado |

Annex 17. Outcome indicators progress dashboard as of Q2 2020*

| Resultado | Indicador | Valor inicial | Valor actual | Valor meta | Estado |
|--|---|---------------|--------------|------------|---------------------------------|
| 1.1.1. Mejores investigaciones y sanciones del sistema de justicia | 1.1.1.1. % de recomendaciones del informe de análisis de casos de trata de NNA implementadas por el sistema de justicia. | NA | 45% | 50% | Avanzando |
| 1.1.2. Mejores investigaciones y sanciones del sistema de justicia | 1.1.2.1. % de recomendaciones del informe de seguimiento implementadas por el sistema de justicia. | NA | NA | 50% | Sin avances (programado 2020T4) |
| 1.2.1. Mayor capacidad de los operadores de justicia para detectar, investigar, perseguir, condenar y sentenciar el delito de trata de NNA | 1.2.1.1. % incremento del número de procesos penales por el delito de trata de NNA. | NA | ¿? | 30% | No medido |
| | 1.2.1.2. % incremento del conocimiento de fiscales y jueces. | NA | 20% | 40% | Avanzando |
| | 1.2.1.3. % de casos donde se ordena la reparación de la víctima. | 75% | 100% | 85% | Alcanzado |
| 1.2.2. Se institucionalizan los mecanismos y recursos de aprendizaje para que las fuerzas del orden, los fiscales y las escuelas del Poder Judicial aborden los casos de trata de NNA e incrementen su conocimiento y habilidades. | 1.2.2.1. Módulos de capacitación incorporados dentro del currículo de las escuelas del Poder Judicial, del Ministerio Público y de la PNP. | 0 | 1 | 4 | Avanzando |
| | 1.2.2.2. # de jueces, fiscales y policías capacitados para investigar y sancionar casos de trata de NNA. | 0 | 0 | 200 | Sin avances |
| 1.3.1. Instituciones miembros de la Comisión Multisectorial están equipadas para recopilar, analizar, producir y reportar información relevante sobre la implementación del PNATP 2017-2021 | 1.3.1.1. # de reportes relevantes combinados que pueden ser creados por el sistema de información. | 0 | 0 | 10 | Sin avances |
| | 1.3.1.2. Un sistema de información capaz de proveer reportes de avance del PNATP 2017-2021. | 0 | 1 | 1 | Alcanzado |
| | 1.3.1.3. # de informes anuales oficiales presentados por el MININTER al Congreso utilizando el nuevo sistema de información. | 0 | 0 | 2 | Sin avances |
| 2.1.1. Políticas y procedimientos relevantes para casos de trata de NNA que promueven el ECV se encuentran disponibles y están siendo implementadas. | 2.1.1.1. # de instituciones que aplican políticas, procedimientos, listas de verificación, recomendaciones y/o conocimientos para garantizar un ECV en los casos de trata de NNA. | 0 | 6 | 10 | Avanzando |

| Resultado | Indicador | Valor inicial | Valor actual | Valor meta | Estado |
|--|---|---------------|--------------|------------|--------------------|
| | 2.1.1.2. % incremento del conocimiento de los funcionarios de la DEMUNA y la UPE respecto a la aplicación del ECV. | NA | 20% | 30% | Avanzando |
| 2.1.2 Mayor capacidad institucional para aplicar el ECV en los casos de trata de NNA. | 2.1.2.1. % de participantes en grupos focales que demuestran comprensión del ECV en el manejo de casos de trata de NNA. | NA | ¿? | 40% | No medido |
| | 2.1.2.2. % de aplicación del ECV en los reportes policiales y los expedientes judiciales. | ¿? | ¿? | 50% | No medido |
| 2.2.1.1. Mayor número de víctimas recibiendo servicios integrales y especializados. | 2.2.1.1. % de recomendaciones implementadas por el INABIF en los CARE. | NA | 38% | 50% | Avanzando |
| 2.2.1.2. Mayor número de espacios públicos y temporales equipados y dotados de personal para proveer servicios integrales y especializados. | 2.2.1.2. % incremento de conocimiento del personal de los CAR a partir de las capacitaciones y asistencia técnica. | NA | 25% | 80% | Avanzando |
| | 2.2.1.3. # de CAR y espacios temporales equipados y dotados de personal para proveer servicios especializados e integrales a víctimas. | 0 | 6 | 5 | Alcanzado |
| 2.2.1.3. Mayor conocimiento de los operadores de los CAR para la provisión de servicios especializados de alta calidad. | 2.2.1.4. Incremento en el número de víctimas recibiendo servicios especializados y mejorados en los CARE equipados. | 0% | 1350% | 40% | Alcanzado |
| 2.2.2. Servicios integrales y especializados estandarizados en todos los CAR. | 2.2.2.1. % de aplicación de las políticas y procedimientos del Modelo de Atención del INABIF en los CAR especializados. | NA | NA | 80% | Sin avances |
| | 2.2.2.2. % de incremento del conocimiento del personal de los CAR sobre el Modelo de Atención del INABIF. | NA | NA | 70% | Sin avances |
| 2.3.1. Mejores capacidades institucionales y marcos de acción del MINSA para brindar servicios especializados en salud mental a NNA víctimas de trata | 2.3.1.1. # de NNA víctimas de trata atendidos utilizando el Protocolo de Salud Mental. | NA | NA | 100 | Sin avances |
| | 2.3.1.2. Mejora en el conocimiento de los participantes a las actividades de aprendizaje. | NA | NA | 60% | Sin avances |
| 2.4.1. Mejores acciones y coordinaciones entre las instituciones responsables de la atención y protección de NNA víctimas de trata. | 2.4.1.1. % de NNA víctimas de trata atendidas y protegidas por las instituciones responsables bajo los nuevos procedimientos. | 0% | 0% | 60% | Sin avances |

| Resultado | Indicador | Valor inicial | Valor actual | Valor meta | Estado |
|---|---|---------------|--------------|------------|-------------|
| 2.4.2. Mayor conocimiento y coordinación para reintegrar a NNA víctimas de trata y para orientar los esfuerzos hacia la creación de un sistema nacional de reintegración. | 2.4.2.1. # de NNA víctimas de trata que reciben planes de reintegración individualizados de manera coordinada y bajo la implementación de distintos ministerios y unidades. | 0 | ¿? | 20 | Sin avances |
| | 2.4.2.2. % de NNA víctimas de trata que son parte de los programas piloto y tienen acceso a servicios especializados de conformidad con sus planes individualizados de reintegración. | 0% | 0% | 70% | Sin avances |
| 2.5.1. Mejor atención a NNA LGBTI víctimas de trata. | 2.5.1.1. # de procedimientos sensibles a la comunidad LGBTI y a poblaciones vulnerables implementadas por el MIMP, MINJUSDH, Ministerio Público, funcionarios locales y otras instituciones relevantes. | 4 | 7 | 9 | Avanzando |
| | 2.5.1.2. Mayor conocimiento del personal capacitado. | NA | 14% | 40% | Avanzando |
| 2.6.1. Mayor efectividad de los sectores relevantes para identificar, reportar información y referir a NNA víctimas de trata | 2.6.1.1. % de NNA víctimas de trata identificadas. | ¿? | ¿? | 30% | No medido |
| 3.1.1. Mayor capacidad de acción y coordinación de las comisiones regionales para implementar localmente sus planes regionales contra la trata de personas | 3.1.1.1. # de actividades implementadas por la Comisión de Lima Metropolitana. | 0 | 2 | 2 | Avanzando |
| | 3.1.1.2. # de actividades implementadas de los planes regionales de las Comisiones Regionales de Cusco y Loreto. | 0 | 6 | 20 | Avanzando |
| | 3.1.1.3. # de proyectos de inversión desarrollados y presentados con las comisiones y gobiernos regionales con el objetivo de construir y mantener los CAR y los espacios temporales. | 0 | 0 | 2 | Sin avances |
| 3.2.1. Mayor entendimiento de la trata sexual y laboral de NNA entre la audiencia de IDL | 3.2.1.1. # suscriptores agregados a la lista de correo de IDL después del inicio de la campaña. | NA | 42 | 10 | Alcanzado |
| | 3.2.1.2. % de participantes en grupos focales que demuestran una mejor comprensión de la trata de NNA, identificación de víctimas y referencia de casos. | NA | ¿? | 50% | No medido |

| Resultado | Indicador | Valor inicial | Valor actual | Valor meta | Estado |
|---|--|-------------------|--------------|------------|--------------------|
| | 3.2.1.3. % de participantes que comprenden los materiales de sensibilización sobre trata de personas para medir el cambio de comportamiento y comprensión de la trata de NNA. | NA | 34% | 40% | Avanzando |
| 3.3.1. Mayor capacidad de la Comisión Multisectorial para tomar acciones en contra de la trata de NNA basados en el PNATP 2017-2021. | 3.3.1.1. # de acciones desarrolladas e implementadas en contra de la trata de NNA. | 0 | ¿? | 10 | No medido |
| | 3.3.1.2. % de instituciones miembros de la Comisión Multisectorial que han presentado un presupuesto contra la trata de NNA. | 60% ³⁹ | 60% | 70% | Sin avances |
| 3.3.2. Las políticas para la repatriación de NNA víctimas de trata han mejorado. | 3.3.2.1. # de instituciones que aplican el Protocolo de Repatriación. | NA | 0 | 5 | Sin avances |
| | 3.3.2.2. % de NNA víctimas de trata que reciben servicios de repatriación siguiendo los procedimientos aprobados en el Protocolo de Repatriación. | NA | 0% | 80% | Sin avances |

Nota: ✓ significa que se observan progresos en el indicador; ✗ significa que no se observan progresos en el indicador; ? significa que no se cuenta con la suficiente información para evaluar el progreso del indicador.

³⁹ En cuanto al valor inicial del indicador de resultado 3.3.1.2, el estudio de línea de base del Proyecto indica lo siguiente: “[...] Para el 2018, según información proporcionada por el MININTER, 9 entidades han incorporado en PEI y POI, con la correspondiente asignación de presupuesto, a las acciones en materia de trata alineadas al Plan Nacional: MININTER, MINJUSDH, MIMP, MTPE, el Ministerio de la Producción (PRODUCE), MINCETUR, MRE, MP, PJ. [...]”. En la MML 2019 se reportan estas mismas 9 instituciones, pero como el indicador está formulado como un porcentaje y son 15 las instituciones que conforman la Comisión Multisectorial, el valor de línea de base del indicador correspondería a 60%.

Annex 18. Impact of Covid-19 on the Project

Como ya se mencionó, la crisis originada por el Covid-19 generó que algunas actividades del Proyecto presenten retrasos o se posterguen. El principal motivo de estos retrasos se debe a que la mayoría de las actividades que realiza el Proyecto involucra la participación de instituciones públicas que, en el contexto actual, son instituciones de primera línea de respuesta de la crisis como, por ejemplo, la Policía Nacional, el Ministerio de Salud y los Gobiernos Regionales, las cuales naturalmente tienen como prioridad la atención del Estado de Emergencia Nacional. En consecuencia, la comunicación entre el Proyecto y dichas instituciones se ha ralentizado.

Aunado a lo anterior, buena parte de las actividades que realiza el Proyecto consiste en capacitaciones a funcionarios las cuales inicialmente estaban diseñadas para realizarse de manera presencial. Debido a restricciones del Estado de Emergencia Nacional, la mayoría de las capacitaciones tuvieron que ser reformuladas para ser impartidas de manera virtual y adaptadas al nuevo contexto. Lo anterior no solo tuvo implicancias en términos de tiempo, sino que, en algunos casos, implicó el equipamiento de internet, televisores y cámaras necesarios para garantizar un acceso adecuado. Sin embargo, ciertos programas de capacitaciones, principalmente las que involucraban a la Policía, no se adaptaron a una modalidad virtual, debido a que requerían de una dinámica presencial. El detalle del impacto del Covid-19 según producto específico se presenta en la **Error! Reference source not found.**

- **Objetivo 1: Aumentar la capacidad del sistema de justicia penal en Lima, Loreto y Cusco para investigar, perseguir y sancionar a los tratantes manteniendo un ECV.**

La magnitud del impacto del Covid-19 en las actividades del Objetivo 1 fue diferenciado según la institución involucrada, debido a que los niveles de responsabilidad y acción durante la pandemia fueron distintos entre unas y otras, aunque en todas ellas se presentaron retrasos. Por ejemplo, en el Producto 1.2, la institución más afectada por el contexto de la pandemia fue la Policía y, en menor medida, el Ministerio Público y el Poder Judicial, mientras que el Ministerio del Interior fue la más afectada en el caso del Producto 1.3. En este contexto, el Proyecto realizó la adaptación a una modalidad virtual de las actividades con el Ministerio Público y el Poder Judicial como parte del Producto 1.2, pero en las que involucraban a la Policía se optó por su postergación total, debido a que esta institución focalizó sus esfuerzos en aplicar las medidas de aislamiento y prevención desde el inicio de la cuarentena por el Covid-19, además que la naturaleza de las actividades con la Policía requerían una interacción de manera presencial. A continuación, el detalle de las actividades del Producto 1.2 del Objetivo 1, ya que el Producto 1.1 ya había sido concluido y no se tiene más información del Producto 1.3.

En primer lugar, la completa cobertura por parte de la Policía hacia las acciones para combatir la pandemia, afectó directamente todo espacio de comunicación y coordinación con el Proyecto. Tal situación generó, en primer lugar, la postergación del curso sobre trata para noviembre del 2020, a pesar de que el módulo ya había sido aprobado; en segundo lugar, se decidió también que la especialización sea postergada hasta el primer trimestre del 2021, en tanto se prevé desarrollar su consultoría con retraso tanto en la recopilación de información de la policía como en su posterior aprobación y validación. Asimismo, otro efecto adicional fue que los casos de trata de NNA quedaron en modo de espera y se perdió la capacidad de obtener información sobre el reporte o identificación de nuevas víctimas.

Por su parte, las actividades con la Escuela del Ministerio Público no se vieron afectadas en igual magnitud. Con el inicio de la cuarentena, la coordinación se paralizó, pero esta fue retomada al poco tiempo, ya que la entidad aplicó el teletrabajo, lo cual permitió retomar la comunicación con el proyecto de manera fluida. Con ello, el equipo logró rediseñar e implementar el certificado completamente virtual según acuerdo con la Escuela, el cual se implementó con ligero retraso de mayo a julio con la participación de todos los fiscales especializados. Asimismo, el proyecto continuó con el desarrollo del plan de capacitación y con la elaboración de dos videotutoriales para el Protocolo de UDAVIT y la Guía

Operativa. Finalmente, las sesiones del Programa de Mentoría, pensadas en un inicio para que el experto las desarrolle directamente en las regiones, fueron postergadas y elaboradas de manera virtual a solicitud de la Escuela e iniciaron con cierto retraso a finales de julio.

Particularmente, debido a la situación de la policía mencionada anteriormente, se generó un retraso significativo en las actividades conjuntas entre fiscales y policías, ya que el Proyecto evaluó que el objetivo de mejorar la coordinación y colaboración entre ambas instituciones requería una dinámica presencial, así como también el desarrollo de habilidades de investigación requería un enfoque práctico que las sesiones virtuales no podían proporcionar.

Por último, la comunicación con el Poder Judicial también se paralizó hasta mayo y recién en julio dicha entidad aprobó las capacitaciones, de modo que las actividades se vieron afectadas de manera diferenciada. Por un lado, el certificado de seis semanas en colaboración con la PUCP se puso en ejecución de manera virtual e incluso se espera que sea replicado bajo un enfoque regional; por otro lado, los seis cursos planificados para los jueces y los cuatro cursos para jueces y fiscales sí presentarán un retraso significativo, tal que solo dos de los cursos conjuntos podrían ser adaptados e implementados mediante el uso de plataformas virtuales en el 2020, mientras que para todos los demás cursos se prevé discutir un nuevo plan de capacitación para el 2021.

- **Objetivo 2: Mejorar la coordinación interinstitucional para brindar de forma efectiva la atención integral especializada, protección y reintegración a las niñas, niños y adolescentes víctimas de trata.**

Al igual que en el objetivo anterior, las actividades del Objetivo 2 que se vieron afectadas sustancialmente y se prevé un retraso significativo en varias de ellas fueron aquellas que requerían la participación directa de instituciones o actores con alta responsabilidad en las acciones dentro del contexto de la pandemia, como la Policía e Instituto de Medicina Legal en el Producto 2.1; el MINSA en el Producto 2.3; el MTPE, centros de salud y gobiernos locales en el Producto 2.4; y los proveedores de salud, policía e inspectores municipales en el Producto 2.6. Por el contrario, sí se presentaron progresos de manera general en las acciones vinculadas a la preparación y desarrollo de instrumentos. A continuación, el detalle de las consecuencias del Covid-19 por tipo de Producto.

- En cuanto al Producto 2.1, las actividades relacionadas a la elaboración de las listas de verificación para aplicar el enfoque centrado en las víctimas se vieron afectadas por el contexto de la pandemia del Covid-19, debido a que involucraban a instituciones como la Policía y el Instituto de Medicina Legal que enfocaron sus acciones a la respuesta a la crisis, lo cual dificultó el proceso de coordinación con el Proyecto, de modo que se concentraron los esfuerzos en la sistematización de los materiales. Asimismo, se planteó la adaptación a una modalidad virtual de los cursos de capacitación sobre el ECV dirigidos al MIMP y al MP.
- Por otro lado, ciertas actividades del Producto 2.2 vinculadas al trabajo con los CAR se vieron afectadas por el actual contexto, lo cual obligó a adoptar el uso de plataformas virtuales. De esta manera, el desarrollo del módulo de capacitación y la consultoría continuaron en marcha al igual que las sesiones de trabajo de manera virtual con las CAREs de Lima y de Cusco, pero el desarrollo de las capacitaciones al personal tendrá un retraso significativo, debido a las estrictas medidas aplicadas en los CAREs para evitar el contagio entre las víctimas, por lo cual se prevé que sean reanudadas para el cuarto trimestre del 2020. Además, el proyecto realizó la donación de equipos y paquetes de internet, con el fin de garantizar la participación virtual del personal y facilitar la comunicación de las víctimas con sus familiares. A diferencia de lo ocurrido en las CAREs, el trabajo con el INABIF no se vio afectado respecto al desarrollo de las capacitaciones a su personal, las cuales fueron planificadas solo con un ligero retraso; además, el proyecto continuó con la consultoría para el desarrollo del modelo de atención, cuya implementación sería a través de plataformas virtuales.

- Por otra parte, el Producto 2.3 vinculado directamente con el MINSA se vio afectado significativamente, ya que este se encontraba en la primera línea de acción contra la crisis sanitaria ocasionada por el Covid-19, de modo que, si bien se mantuvo comunicación con la Dirección de Salud Mental, la revisión y aprobación de la guía requería la participación de otras unidades y, sin esta, no podían planificarse las capacitaciones; de esta manera, el proyecto espera retomar la revisión y aprobación de la guía de salud mental en el 2020 y planificar las capacitaciones para el 2021.
 - Respecto al Producto 2.4, como las capacitaciones fueron postergadas debido al contexto de la pandemia, el Proyecto centró sus esfuerzos en tareas de coordinación y asesoramiento, así como en la preparación de los materiales y sesiones de capacitación de manera virtual. Además, el Proyecto prevé finalizar la evaluación rápida sobre la capacidad de reintegración a través de plataformas virtuales e integrando el impacto del covid-19 en los servicios de reintegración, pero el programa piloto de reintegración en las regiones tuvo que ser reprogramado para el tercer trimestre del 2020 y las capacitaciones a los proveedores de servicios se aplicarían recién durante el último trimestre, situación generada porque las entidades involucradas como el Ministerio del Trabajo, los centros de salud y los gobiernos locales se enfocaron en acciones para combatir los efectos de la pandemia. Asimismo, las sesiones de trabajo conjunto entre las instituciones involucradas en la protección y asistencia de víctimas de trata de NNA tuvieron que ser postergadas para el 2021, debido a que la naturaleza de las sesiones requería que estas se desarrollen de manera presencial, con el fin de mejorar la comunicación y coordinación entre las instituciones.
 - En cuanto al Producto 2.5, de igual modo se presentaron retrasos significativos en el desarrollo de las capacitaciones planificadas, pero se realizaron progresos en el desarrollo de instrumentos. Por ejemplo, aunque con ciertos retrasos, el proyecto pudo realizar progresos en la asistencia técnica para promover el enfoque centrado en las víctimas y en la guía y videotutorial vinculados al enfoque en las víctimas LGBTI; además, se contrató a un consultor para el desarrollo de las herramientas prácticas para las UPE y CAREs, el cual inició el recojo de información a través de reuniones virtuales, debido al contexto de confinamiento y aislamiento social. Sin embargo, el programa de capacitaciones sobre el enfoque en las víctimas LGBTI tuvo que ser reprogramado para el 2021 según el Plan de Contingencia, en tanto involucraba la participación de distintos proveedores de servicios y operadores de justicia que, como ya se ha mencionado, habían orientado sus prioridades a la respuesta sanitaria a la crisis; en su defecto, se planteó el diseño e implementación de las capacitaciones mediante plataformas virtuales.
 - Finalmente, respecto al Producto 2.6, a pesar de que el proyecto podía concluir las guías de identificación de manera virtual, las tres instituciones involucradas (proveedores de salud, policía y serenazgos/inspectores municipales) se encontraban en la primera línea contra la pandemia del covid-19, lo cual interrumpió el desarrollo de las actividades, a excepción de los serenazgos a quienes sí se les pudo brindar capacitaciones virtuales; sin embargo, para las otras instituciones, se prevé un retraso significativo, ya que sus guías siguen a la espera de su validación y aprobación, por lo cual el proyecto promoverá soluciones virtuales para concretarlas. Además, este retraso afecta a su vez la planificación de las capacitaciones, ya que sin las guías no pueden realizarse, de manera que el proyecto planteó realizarlas una vez que se retomen las actividades presenciales.
- **Objetivo 3: Promover un abordaje estratégico y coordinado para prevenir la trata de las niñas, niños y adolescentes en Lima, Cusco y Loreto, con énfasis en el enfoque de género.**








Al igual que en los casos anteriores, las actividades del Objetivo 3 también se vieron afectadas de manera importante toda vez que la mayoría de estas depende de la participación de instituciones públicas. En concreto, el Producto 3.1 del Proyecto involucra la participación las Comisiones Regionales y los Gobiernos Regionales de Lima, Cusco y Loreto y el Producto 3.3 la del Ministerio de Relaciones Exteriores y los ministerios miembros de la Comisión Multisectorial. Por otro lado, el Producto 3.2 involucra el desarrollo de una estrategia de comunicación nacional y regional que, por el contexto del Covid-19,







perdió relevancia y no pudo ser llevada a cabo según lo planificado. Finalmente, el Objetivo 3 involucraba el desarrollo de eventos regionales y capacitaciones presenciales, las cuales o bien tuvieron que ser postergadas o bien ser adaptadas para llevarse a cabo de manera virtual. A continuación, el detalle de las consecuencias del Covid-19 por tipo de producto.










- En el caso del Producto 3.1, las actividades que implicaban trabajar con las Comisiones Regionales y los Gobiernos Regionales se vieron afectadas sustancialmente. Por ejemplo, según los reportes de progresos, la finalización y aprobación de los planes de acción de Lima, Cusco y Loreto no continuaron su curso y se prevé retrasos significativos, debido a la priorización de la respuesta sanitaria a la pandemia del Covid-19 por parte de las autoridades regionales, especialmente en Lima y Loreto, lo cual interrumpió las coordinaciones en marcha. Asimismo, las capacitaciones regionales para el desarrollo de proyectos de inversión que permitan construir y mantener los CAR y otras instalaciones fueron postergadas y se planean recurrir a plataformas virtuales para su realización. Finalmente, el evento macrorregional para mejorar la coordinación y el conocimiento sobre la trata de personas a desarrollarse en Cusco durante el 2020 fue reprogramado para el 2021, debido a que la naturaleza del evento requería la interacción presencial de las Comisiones y Gobiernos Regionales, además que estas se encontraban abocadas a la respuesta a la crisis.
- Por su parte, el Producto 3.2, relacionado a la estrategia de comunicación, se vio afectado principalmente en los programas radiales, debido al contexto y la total cobertura a la crisis originada por el Covid-19 por parte de los medios de comunicación. En este contexto, el Proyecto evaluó que cualquier noticia o difusión relacionado a la trata se perdería y no tendría la cobertura necesaria, por lo que decidieron paralizar sus transmisiones temporalmente hasta agosto de 2020. Por otra parte, la elaboración de los spots radiales sí tuvo progresos, aunque con ciertos retrasos, y fueron diseñados considerando el nuevo contexto propiciado por la pandemia. Finalmente, las sesiones de trabajo con los periodistas que originalmente se iban a realizar de manera presencial, se llevaron a cabo virtualmente sin mayores complicaciones.
- Finalmente, el Producto 3.3 también se vio afectado en algunos aspectos. En cuanto al presupuesto multisectorial para la trata de personas, se recibieron recomendaciones por parte del MEF, pero quedó a la espera de la revisión del Ministerio del Interior; sin embargo, se prevé un retraso significativo, debido a que el ministerio tenía una alta responsabilidad dentro de la respuesta a la crisis por la pandemia del Covid-19, por lo cual el Proyecto perdió toda comunicación con este a partir de la declaratoria de Estado de emergencia nacional. Por su parte, la realización del Protocolo de Repatriación estaba prevista para comenzar durante el segundo trimestre del 2020, pero también se perdió la comunicación con el Ministerio de Relaciones Exteriores durante el inicio de la cuarentena, generando un retraso significativo; no obstante, el Proyecto retomó las coordinaciones con el ministerio en los meses posteriores, acordando la adaptación de las directrices del protocolo en formato virtual y la postergación de la etapa de capacitaciones para el 2021.







Table 7. Impacto del COVID-19 en la entrega de productos específicos del proyecto



| N° | Productos específicos | Impacto del Covid-19 |
|---|--|--|
| <p>Objetivo 1. Aumentar la capacidad del Sistema de justicia penal en Lima, Loreto y Cusco para investigar, perseguir y sancionar a los tratantes manteniendo un ECV.</p> | | |
| 1.1.1.1 | <p>Informe del estudio de casos y sus recomendaciones elaborado durante los primeros 6 meses del proyecto que incluya una lista de las necesidades específicas de capacitación por institución, buenos y malos ejemplos, recomendaciones y listados para medir la calidad de los expedientes judiciales.</p> | <p>∅</p> <p>No aplica. Este producto fue entregado previo al Covid-19.</p> |
| 1.1.1.2 | <p>Sesiones de trabajo con operadores de justicia del sistema de justicia penal durante los primeros 6 meses después de producido el Informe, para analizar los hallazgos, buenas prácticas internacionales y recomendaciones.</p> | <p>∅</p> <p>No aplica. Este producto fue entregado previo al Covid-19.</p> |
| 1.1.2.1 | <p>Informe de seguimiento con una sección disponible para el público, producido en la fase intermedia del proyecto comparando los hallazgos con el primer informe.</p> | <p></p> <p>El producto no se ha visto afectado.</p> |
| 1.1.2.2 | <p>Sesiones de trabajo con operadores del sistema de justicia penal para analizar los nuevos hallazgos completándose durante los primeros 6 meses de producido el informe de seguimiento.</p> | <p></p> <p>El producto no se ha visto afectado.</p> |
| 1.2.1.1 | <p>Policías especializados y no especializados participando en las sesiones de aprendizaje.</p> | <p></p> <p>El producto ha sufrido un retraso importante. Las sesiones de aprendizaje requieren ser presenciales.</p> |
| 1.2.1.2 | <p>Fiscales especializados y no especializados y defensores públicos del MINJUSDH asignados a casos de trata de niñas, niños y adolescentes participando en sesiones de aprendizaje.</p> | <p></p> <p>El producto ha sufrido un retraso. Algunas sesiones de aprendizaje que requieren ser presenciales se han visto comprometidas, el resto ha migrado a la modalidad virtual.</p> |
| 1.2.1.3 | <p>Jueces participando en las sesiones de aprendizaje para mejorar su conocimiento en trata de niñas, niños y adolescentes en concordancia con la correcta interpretación y aplicación del delito (especialmente de cortes con más casos de trata de personas).</p> | <p></p> <p>El producto ha sufrido un retraso importante. Algunas sesiones de aprendizaje se han visto comprometidas y han sido reprogramadas para el 2021.</p> |

| | | | |
|--|--|---|---|
| 1.2.2.1 | Materiales de capacitación sobre la trata de niñas, niños y adolescentes desarrollados dentro de las Academias y Escuelas de operadores de justicia. |  | El producto ha sufrido un retraso. Las instituciones públicas involucradas (Policía, Ministerio Público y Ministerio de Justicia) están avocadas a atender la crisis. |
| 1.2.2.2 | Operadores de justicia clave y docentes de las escuelas jurídicas capacitados en trata de niñas, niños y adolescentes. |  | El producto ha sufrido un retraso. Las instituciones públicas involucradas (Policía, Ministerio Público y Ministerio de Justicia) están avocadas a atender la crisis. |
| 1.2.2.3 | Operadores de justicia, fiscales, y personal judicial participando en cursos de trata de niñas, niños y adolescentes en sus respectivas Escuelas o Academias de Formación |  | El producto ha sufrido un retraso. Las instituciones públicas involucradas (Policía, Ministerio Público y Ministerio de Justicia) están avocadas a atender la crisis. |
| 1.3.1.1 | Protocolo de Operaciones adoptado por la Comisión Multisectorial. |  | El producto ha sufrido un retraso. La respuesta de las instituciones públicas involucradas (Ministerio del Interior) se ha ralentizado. |
| 1.3.1.2 | Administradores del sistema de datos y usuarios capacitados para manejar e ingresar la información en el sistema. |  | El producto ha sufrido un retraso. |
| 1.3.1.3 | Informes de información semestrales generados por el sistema de datos, incluyendo campos de información sobre trata de niñas, niños y adolescentes dividido por región |  | El producto ha sufrido un retraso. |
| Objetivo 2: Mejorar la coordinación interinstitucional para brindar de forma efectiva la atención integral especializada, protección y reintegración a las niñas, niños y adolescentes víctimas de trata. | | | |
| 2.1.1.1 | Informe interno para analizar en forma conjunta la aplicación del ECV a través del proceso de protección y de justicia penal sobre los espacios físicos, recursos, capacidades, perfiles de puestos, procedimientos, conocimientos, actitudes y prácticas. | ∅ | No aplica. Este producto fue entregado previo al Covid-19. |
| 2.1.1.2 | Propuestas de procedimientos y políticas presentadas para la aplicación del ECV por los funcionarios públicos relacionados con la atención y protección a víctimas. | ∅ | No aplica. Este producto fue entregado previo al Covid-19. |
| 2.1.1.3 | Listas de verificación para aplicar el ECV por parte de los operadores de justicia y defensores públicos. |  | El producto ha sufrido un retraso importante. La respuesta de las instituciones públicas involucradas se ha ralentizado. |

| | | | |
|---------|---|---|---|
| 2.1.2.1 | Funcionarios públicos (CEM/MIM, DEMUNA/MIMP, defensores públicos MINJUSDH, UDAVIT/MP, policía, fiscales y jueces) capacitados para garantizar el ECV en los roles y servicios prestados. | ∅ | No aplica. Este producto fue entregado previo al Covid-19. |
| 2.2.1.1 | Un informe técnico de necesidades (instalaciones, capacidades, procedimientos y políticas) y recomendaciones para mejorar y expandir la calidad de los servicios de los CARs, proveer una perspectiva de supervisión y afinar la estrategia del proyecto. | ∅ | No aplica. Este producto fue entregado previo al Covid-19. |
| 2.2.1.2 | Operadores de CARE, especialmente tutores, capacitados en enfoque especializado y centrado en la víctima, atención de traumas, sistemas de protección de niñas, niños y adolescentes, habilidades blandas, manejo de crisis y autoevaluaciones, a través de talleres, instrumentos de capacitación en línea y guías de aprendizaje. |  | El producto ha sufrido un retraso importante. Los CARE se encuentran bajo medidas estrictas de cuarentena, por lo que las capacitaciones han migrado a la modalidad virtual. Para ello, se tuvo que equipar a las CARE. |
| 2.2.1.3 | Instalaciones mejoradas para asistir niñas, niños y adolescentes víctimas de trata en CARs y espacios temporales. Las mejoras pueden incluir salas de entrevistas, servicios de agua potable, baños, crear espacios recreacionales (computadoras, bibliotecas, jardines e internet) y serán definidos en el informe de recomendaciones. | ∅ | No aplica. Este producto fue entregado previo al Covid-19. |
| 2.2.1.4 | Sesiones de capacitación desarrolladas para implementar el módulo de capacitación a los operadores de CARs en asistencia con enfoque especializado y centrado en la víctima, atención de traumas, sistemas de protección de niñas, niños y adolescentes, habilidades blandas, manejo de crisis y autoevaluaciones. |  | El producto no se ha visto afectado. |
| 2.2.2.1 | Talleres para desarrollar, implementar y monitorear el modelo de atención con INABIF. |  | El producto no se ha visto afectado. Los talleres se llevaron a cabo de manera virtual. |
| 2.2.2.2 | Personal de INABIF capacitado en el modelo de atención. |  | El producto no se ha visto afectado. |
| 2.3.1.1 | Procedimientos desarrollados para el Protocolo de Salud Mental para atender a las víctimas de trata de niñas, niños y adolescentes. |  | El producto ha sufrido un retraso importante. Las instituciones públicas involucradas (MINSA) están avocadas a atender la crisis. |
| 2.3.1.2 | Capacitaciones desarrolladas para asistir y acompañar la implementación del Protocolo de Salud Mental. |  | El producto ha sufrido un retraso importante. |

| | | | |
|---|---|---|---|
| 2.3.1.3 | Personal entrenado en el Protocolo de Salud Mental. |  | El producto ha sufrido un retraso importante. |
| 2.4.1.1 | Reuniones/sesiones de trabajo con instituciones responsables en la implementación de acciones relacionadas con protección y atención de víctimas de trata de niñas, niños y adolescentes. |  | El producto ha sufrido un retraso importante. Las sesiones de aprendizaje requieren ser presenciales. |
| 2.4.2.1 | Evaluación rápida desarrollada para valorar la capacidad de las instituciones responsables de proveer servicios de reintegración. |  | El producto ha sufrido un retraso. La mayoría de las evaluaciones ya se habían realizado, pero quedaron algunas pendientes que se realizarán de manera virtual. |
| 2.4.2.2 | Actividades de capacitación y seguimiento a proveedores de servicios a cargo de la elaboración, coordinación y seguimiento de los planes de reintegración y la prestación de servicios. |  | El producto ha sufrido un retraso importante. Las instituciones públicas involucradas están avocadas a atender la crisis. |
| 2.4.2.3 | Un plan para sistematizar los programas piloto de reintegración para facilitar su réplica a nivel nacional. |  | El producto ha sufrido un retraso importante. Las instituciones públicas involucradas están avocadas a atender la crisis. |
| 2.5.1.1 | Lineamientos institucionales disponibles para mejorar los servicios de atención de niñas, niños y adolescentes LGTBI víctimas de trata |  | El producto ha sufrido un retraso. La respuesta de las instituciones públicas involucradas (MIMP) se ha ralentizado. |
| 2.5.1.2 | Funcionarios capacitados y sensibilizados, desagregados por institución. |  | El producto ha sufrido un retraso. |
| 2.6.1.1 | Guías de identificación de niñas, niños y adolescentes víctimas de trata desarrolladas/mejoradas y siendo utilizadas por los proveedores de servicios en Lima, Cusco y Loreto. |  | El producto ha sufrido un retraso importante. La respuesta de las instituciones públicas involucradas (Policía, MINSA y Gobiernos Locales) se ha ralentizado. |
| 2.6.1.2 | Capacitaciones a diversos proveedores de servicios y otras autoridades, desagregados según género y tipo de autoridad (proveedores de salud, inspectores municipales y fuerzas del orden de primera línea). |  | El producto ha sufrido un retraso importante. La respuesta de las instituciones públicas involucradas (Policía, MINSA y Gobiernos Locales) se ha ralentizado. |
| Objetivo 3: Promover un abordaje estratégico y coordinado para prevenir la trata de las niñas, niños y adolescentes en Lima, Cusco y Loreto, con especial énfasis en el enfoque de género | | | |

| | | | |
|---------|---|---|---|
| 3.1.1.1 | Eventos regionales realizados para mejorar la coordinación y el conocimiento sobre la trata de personas mediante el intercambio de conocimiento, experiencias y prácticas entre las comisiones regionales y los gobiernos regionales. |  | El producto ha sufrido un retraso importante. Debido a las restricciones impuestas por el Estado de Emergencia Nacional, los eventos han sido postergados para el 2021. |
| 3.1.1.2 | Plan de Acción Metropolitano en Lima desarrollado. |  | El producto ha sufrido un retraso importante. Las instituciones públicas involucradas (Municipalidad Metropolitana de Lima) están avocadas a atender la crisis. |
| 3.1.1.3 | Planes trabajo desarrollados para implementar los planes de acción regionales en Cusco y Loreto. |  | El producto ha sufrido un retraso importante. Las instituciones públicas involucradas (gobiernos regionales) están avocadas a atender la crisis. |
| 3.1.1.4 | Capacitaciones a miembros de las comisiones y gobiernos regionales para desarrollar proyectos de inversión con el objetivo de construir y mantener los CARs y otras instalaciones y espacios. |  | El producto ha sufrido un retraso importante. Las instituciones públicas involucradas (gobiernos regionales) están avocadas a atender la crisis. |
| 3.2.1.1 | Programas de radio (propios) abordando trata de niñas, niños y adolescentes. |  | El producto ha sufrido un retraso. Debido a que la atención pública estuvo en el COVID-19, los programas de radio fueron suspendidos hasta agosto 2020. |
| 3.2.1.2 | Spots radiales abordando la trata de niñas, niños y adolescentes |  | El producto ha sufrido un retraso. Nuevos spots radiales diseñados tomando en cuenta el contexto actual del COVID-19. |
| 3.2.1.3 | Periodistas participando en las reuniones y sesiones de trabajo. |  | El producto no se ha visto comprometido. Las sesiones se realizaron de manera virtual. |
| 3.3.1.1 | Actividades de asistencia técnica y capacitación desarrolladas con miembros clave de las instituciones para crear/asignar líneas presupuestarias de trata de personas. |  | El producto ha sufrido un retraso importante. La respuesta de las instituciones públicas involucradas se ha ralentizado. |
| 3.3.1.2 | Acciones del Plan Nacional implementadas con acompañamiento técnico del proyecto para asegurar la aplicación de un enfoque integral de protección y atención. |  | El producto no se ha visto comprometido. |

| | | | |
|---------|--|---|---|
| 3.3.1.3 | Planes de monitoreo y evaluación desarrollados en forma conjunta para medir el progreso del Plan Nacional. | ∅ | No aplica. Esta actividad ha sido descartada por el Proyecto. |
| 3.3.2.1 | Protocolo de Repatriación desarrollado para las víctimas de trata de NNA. |  | El producto no se ha visto comprometido. Los lineamientos se realizarán de manera virtual. |
| 3.3.2.1 | Funcionarios y cónsules a cargo de los procedimientos de repatriación capacitados. |  | El producto ha sufrido un retraso. La respuesta de las instituciones públicas (Ministerio de Relaciones Exteriores) involucradas se ha ralentizado. |

Fuente: Plan de Contingencia del Proyecto. **Elaboración propia.**

Respecto a los resultados de las entrevistas, de acuerdo con el Donante, el efecto más inmediato fue el relacionado al impedimento de ejecutar las capacitaciones de acuerdo con lo previsto; sin embargo, la OIT comunicó inmediatamente si había que hacer ciertos ajustes o adaptar algunas actividades. De esta manera, algunas capacitaciones fueron diseñadas bajo un formato virtual, lo que provocó gastos adicionales necesarios, mientras que otras actividades se han tenido que dejar de lado porque no se podían ejecutar en el contexto de la pandemia. En particular, por parte del Gobierno de EEUU, se tenía previsto la visita de seguimiento de los especialistas de la oficina de Washington contra la trata para abril, pero no pudo concretarse. De conformidad con la información brindada por el equipo de proyecto y el acceso a los informes trimestrales financieros, el donante es informado trimestralmente sobre la inversión y gastos de las actividades que son ejecutadas según el presupuesto aprobado.

Por el lado de la OIT, se mencionó que, al inicio del estado de emergencia, se tuvieron complicaciones operativas con los miembros de las instituciones involucradas que implicaron esfuerzos por parte del equipo para solucionarles y llevar adelante el desarrollo de las actividades en la nueva modalidad virtual. Por ejemplo, muchos funcionarios y personal del MP, PJ, PNP y MINSa no sabían utilizar la herramienta virtual Zoom. En particular con el MINSa, se generaron mayores complicaciones en tanto estaban involucrados directamente en la respuesta a la emergencia por la pandemia; con dicha institución, se retrasó aún más la aprobación de la guía de salud mental. Por otro lado, consideran que las capacitaciones virtuales pueden continuar ejecutándose, ya que el alcance ha sido óptimo, además que han identificado que ahora existe una mayor facilidad de llegar a una mayor cantidad de instituciones. Tal situación, ha llevado a analizar espacios existentes a nivel digital que puedan ser aprovechados por el Proyecto: por ejemplo, existe un aula virtual en la Escuela de la Policía, por el cual vienen insistiendo para aprovechar esta plataforma e implementar el curso de capacitación a través de ella, de modo que todo el personal policial pueda tener acceso a los contenidos. Por último, consideran que las metas establecidas en el Proyecto sí se van a cumplir, en la medida que se ha podido continuar con la mayoría de las actividades. En algunos aspectos, está siendo más fácil el desarrollo de las acciones, porque llegan a una audiencia más amplia y se ha empleado diversas metodologías para validar el contenido, lo cual se ha visto reflejado positivamente en las evaluaciones. No obstante, en otros aspectos, sí se van a generar retrasos como en el caso de la guía de salud mental. En ese sentido, señalan que le han manifestado al donante que no van a tener mayores complicaciones en lograr las metas, pero que sí habrá ciertos retrasos.

CHS mencionó que se generó un retraso importante en algunas zonas con los operadores de justicia, así como en los CARE donde se paró todo tipo de atención para evitar cualquier riesgo de contagio. Además, se generó una crisis a nivel regional, como por ejemplo en Loreto, que originó el cambio de las autoridades y a los funcionarios nuevos que ingresaron se les tuvo que brindar una formación y acompañamiento continuos. En ese sentido, como Mesa regional plantearon ejecutar acciones mensuales según las prioridades del momento. Comentan que, para las víctimas, no cambió mucho la situación y se ha visto desde los proyectos

que CHS atiende directamente, en cambio la realidad cambió para el operador que tenía que quedarse sin poder salir. A eso hay que sumarle que los equipos profesionales, incluido el equipo de CHS, tuvieron familiares enfermos, personas muy cercanas que fallecieron. Por otra parte, se tenían previstos 12 eventos grandes que fueron planteados para el próximo año porque no se podían hacer este año; ello va a requerir un diálogo con la asistencia del Estado, porque si la situación actual se mantiene será difícil que se puedan hacer reuniones de 200 personas.

IDL mencionó que el contexto de la pandemia no va a tener mayor efecto en las actividades que realizan en el marco del Proyecto, debido a que todos los medios por los cuales van a continuar con la difusión de contenidos ya se encontraban instalados, además que consideran el tema de la trata un aspecto muy importante a seguir abordando. Asimismo, sostienen que, en los medios de comunicación locales, no existirá un desinterés de continuar hablando del tema.

Respecto a los beneficiarios, la PNP menciona que la pandemia del Covid-19 ha originado un recorte de presupuesto en todas las instituciones del Estado, lo cual dificulta bastante el logro de las acciones planificadas inicialmente.

Dentro del MP, mencionan que MDD ha sido la única región que ha estado en confinamiento permanente hasta el 31 de setiembre, además que no han realizado intervenciones vinculadas a la trata, salvo los casos que se presentaron en flagrancia. Por otro lado, mencionan que el contexto de la pandemia generó la paralización de la propuesta relacionada a incluir un componente de interculturalidad en el contexto de la región Loreto, de modo que se iban a crear contenidos en lengua ticuna y quichua para explicar los procesos a las víctimas.

Según el MINSA, afirman que la pandemia ha retrasado ciertas acciones planificadas, principalmente los documentos técnicos cuya aprobación quedó paralizada por el contexto.

En cuanto al MIMP, mencionan que las actividades no se han parado, solo se han generado retrasos, de modo que se ha continuado la coordinación general de la OIT a través de reuniones virtuales. Asimismo, comentan que estaban trabajando en un proyecto piloto en Lima norte, pero que se ha demorado por la pandemia; mientras que el diseño de los contenidos no ha tenido mayor dificultad, las reuniones con los capacitadores y responsables han presentado dificultades por un tema de conectividad.

Según INABIF, el contexto de la pandemia sí ha impactado en la ejecución de sus actividades, a través de una postergación hasta noviembre o incluso enero. Además, mencionan que no han tenido una coordinación fluida ya que las directivas provienen desde Lima y, por el contexto, ha interferido con las actividades que la institución tenía previsto realizar.

En cuanto a los Gobiernos Regionales, mencionan que un problema generado es la poca difusión de los materiales vinculados a la prevención del delito de trata, por lo que muchos jóvenes no se encuentran informados y están más expuestos a las nuevas modalidades de captación.

Annex 19. Financial execution of the Project according to components and outputs

| | Acumulado a julio 2020 | | | Año 2021 | |
|--------------------------|------------------------|------------------|-----------|------------------|-------------------|
| | Programado | Ejecutado | | Programado | Saldos anteriores |
| | | USD | % | | |
| TOTAL | 5,689,135 | 3,009,421 | 53 | 1,134,694 | 1,545,021 |
| Componente 1 | 781,498 | 447,594 | 57 | 78,400 | 255,504 |
| Producto 1.1.1 | 35,415 | 35,234 | 99 | 0 | 180 |
| Producto 1.1.2 | 22,250 | 0 | 0 | 0 | 22,250 |
| Producto 1.2.1 | 436,900 | 202,160 | 46 | 78,400 | 156,339 |
| Producto 1.2.2 | 151,982 | 114,864 | 76 | 0 | 37,118 |
| Producto 1.3.1 | 66,108 | 26,492 | 40 | 0 | 39,616 |
| Producto MML 2018** | 68,843 | 68,843 | 100 | 0 | 0 |
| Componente 2 | 1,670,350 | 830,011 | 50 | 254,666 | 585,673 |
| Producto 2.1.1*** | 275,910 | 113,421 | 41 | 56,710 | 105,779 |
| Producto 2.2.1 | 743,088 | 459,186 | 62 | 116,332 | 167,571 |
| Producto 2.2.2 | 77,183 | 10,962 | 14 | 43,183 | 23,038 |
| Producto 2.3.1 | 51,200 | 22,873 | 45 | 0 | 28,327 |
| Producto 2.4.1 | 51,870 | 22,463 | 43 | 0 | 29,407 |
| Producto 2.4.2 | 228,941 | 90,072 | 39 | 28,941 | 109,928 |
| Producto 2.5.1 | 104,491 | 59,115 | 57 | 0 | 45,377 |
| Producto 2.6.1 | 137,666 | 51,920 | 38 | 9,500 | 76,247 |
| Componente 3 | 286,643 | 166,352 | 58 | 15,350 | 104,941 |
| Producto 3.1.1 | 50,073 | 11,875 | 24 | 5,750 | 32,448 |
| Producto 3.2.1 | 103,218 | 93,796 | 91 | 0 | 9,423 |
| Producto 3.3.1 | 108,152 | 60,681 | 56 | 9,600 | 37,871 |
| Producto 3.3.2 | 25,200 | 0 | 0 | 0 | 25,200 |
| Costos operativos | 2,055,940 | 1,262,348 | 61 | 607,921 | 185,672 |
| Personal | 1,652,437 | 1,029,145 | 62 | 515,203 | 108,089 |
| Viajes & transporte | 122,158 | 34,364 | 28 | 21,850 | 65,945 |
| Equipamiento | 12,655 | 6,327 | 50 | 1,920 | 4,408 |
| M&E | 174,342 | 110,062 | 63 | 60,000 | 4,281 |
| Security | 6,250 | 1,145 | 18 | 1,923 | 3,183 |
| Otros costos operativos | 88,099 | 81,307 | 92 | 7,025 | -233 |
| PM | 894,704 | 303,116 | 34 | 178,357 | 413,231 |

Fuente: Reportes financieros anuales de la OIT. Elaboración propia.

Annex 20. Financial execution of the Project according to years, components and outputs

| | Acumulado | | | Año 2018 | | | Año 2019 | | | Año 2020 | | | Año 2021 | |
|--------------------------|------------------|------------------|-----------|----------------|----------------|------------|------------------|------------------|-----------|------------------|------------------|-----------|------------------|-------------------|
| | Programado | Ejecutado | | Programado | Ejecutado | | Programado | Ejecutado | | Programado | Ejecutado | | Programado | Saldos anteriores |
| | | USD | % | | USD | % | | USD | % | | USD | % | | |
| TOTAL | 5,689,135 | 3,009,421 | 53 | 580,669 | 580,668 | 100 | 1,895,564 | 1,349,948 | 71 | 2,078,208 | 1,078,804 | 52 | 1,134,694 | 1,545,021 |
| Componente 1 | 781,498 | 447,594 | 57 | 104,542 | 104,542 | 100 | 260,124 | 207,626 | 80 | 338,432 | 135,426 | 40 | 78,400 | 255,504 |
| Producto 1.1.1 | 35,415 | 35,234 | 99 | 15,000 | 15,000 | 100 | 20,415 | 20,238 | 99 | 0 | -4 | - | 0 | 180 |
| Producto 1.1.2 | 22,250 | 0 | 0 | 0 | 0 | - | 0 | 0 | - | 22,250 | 0 | 0 | 0 | 22,250 |
| Producto 1.2.1 | 436,900 | 202,160 | 46 | 37,858 | 37,857 | 100 | 142,392 | 128,635 | 90 | 178,250 | 35,668 | 20 | 78,400 | 156,339 |
| Producto 1.2.2 | 151,982 | 114,864 | 76 | 0 | 0 | - | 53,500 | 15,103 | 28 | 98,482 | 99,761 | 101 | 0 | 37,118 |
| Producto 1.3.1 | 66,108 | 26,492 | 40 | 13,724 | 13,724 | 100 | 12,935 | 12,768 | 99 | 39,450 | 0 | 0 | 0 | 39,616 |
| Producto MML 2018* | 68,843 | 68,843 | 100 | 37,960 | 37,960 | 100 | 30,883 | 30,883 | 100 | 0 | 0 | - | 0 | 0 |
| Componente 2 | 1,670,350 | 830,011 | 50 | 85,540 | 85,540 | 100 | 698,289 | 518,314 | 74 | 631,855 | 226,157 | 36 | 254,666 | 585,673 |
| Producto 2.1.1* | 275,910 | 113,421 | 41 | 27,618 | 27,618 | 100 | 86,043 | 62,759 | 73 | 105,538 | 23,044 | 22 | 56,710 | 105,779 |
| Producto 2.2.1 | 743,088 | 459,186 | 62 | 38,851 | 38,851 | 100 | 363,205 | 292,635 | 81 | 224,700 | 127,699 | 57 | 116,332 | 167,571 |
| Producto 2.2.2 | 77,183 | 10,962 | 14 | 0 | 0 | - | 14,000 | 0 | 0 | 20,000 | 10,962 | 55 | 43,183 | 23,038 |
| Producto 2.3.1 | 51,200 | 22,873 | 45 | 0 | 0 | - | 18,930 | 19,014 | 100 | 32,270 | 3,859 | 12 | 0 | 28,327 |
| Producto 2.4.1 | 51,870 | 22,463 | 43 | 0 | 0 | - | 23,123 | 15,205 | 66 | 28,748 | 7,258 | 25 | 0 | 29,407 |
| Producto 2.4.2 | 228,941 | 90,072 | 39 | 11,084 | 11,084 | 100 | 68,225 | 56,120 | 82 | 120,691 | 22,868 | 19 | 28,941 | 109,928 |
| Producto 2.5.1 | 104,491 | 59,115 | 57 | 7,987 | 7,987 | 100 | 64,351 | 30,033 | 47 | 32,154 | 21,095 | 66 | 0 | 45,377 |
| Producto 2.6.1 | 137,666 | 51,920 | 38 | 0 | 0 | - | 60,412 | 42,548 | 70 | 67,754 | 9,372 | 14 | 9,500 | 76,247 |
| Componente 3 | 286,643 | 166,352 | 58 | 7,688 | 7,688 | 100 | 162,963 | 66,544 | 41 | 100,642 | 92,120 | 92 | 15,350 | 104,941 |
| Producto 3.1.1 | 50,073 | 11,875 | 24 | 0 | 0 | - | 22,162 | 4,700 | 21 | 22,162 | 7,175 | 32 | 5,750 | 32,448 |
| Producto 3.2.1 | 103,218 | 93,796 | 91 | 5,500 | 5,500 | 100 | 62,238 | 32,789 | 53 | 35,480 | 55,507 | 156 | 0 | 9,423 |
| Producto 3.3.1 | 108,152 | 60,681 | 56 | 2,188 | 2,188 | 100 | 78,563 | 29,055 | 37 | 17,801 | 29,439 | 165 | 9,600 | 37,871 |
| Producto 3.3.2 | 25,200 | 0 | 0 | 0 | 0 | - | 0 | 0 | - | 25,200 | 0 | 0 | 0 | 25,200 |
| Costos operativos | 2,055,940 | 1,262,348 | 61 | 316,097 | 316,097 | 100 | 451,307 | 400,836 | 89 | 680,616 | 545,415 | 80 | 607,921 | 185,672 |
| Personal | 1,652,437 | 1,029,145 | 62 | 244,183 | 244,183 | 100 | 324,915 | 312,459 | 96 | 568,136 | 472,503 | 83 | 515,203 | 108,089 |
| Viajes & transporte | 122,158 | 34,364 | 28 | 11,520 | 11,520 | 100 | 46,420 | 16,263 | 35 | 42,368 | 6,580 | 16 | 21,850 | 65,945 |
| Equipamiento | 12,655 | 6,327 | 50 | -2,078 | -2,078 | 100 | 7,233 | 2,248 | 31 | 5,579 | 6,156 | 110 | 1,920 | 4,408 |
| M&E | 174,342 | 110,062 | 63 | 58,204 | 58,204 | 100 | 2,138 | 2,139 | 100 | 54,000 | 49,718 | 92 | 60,000 | 4,281 |
| Security | 6,250 | 1,145 | 18 | 0 | 0 | - | 2,404 | 0 | 0 | 1,923 | 1,145 | 60 | 1,923 | 3,183 |
| Otros costos operativos | 88,099 | 81,307 | 92 | 4,267 | 4,267 | 100 | 68,197 | 67,726 | 99 | 8,610 | 9,314 | 108 | 7,025 | -233 |
| PM | 894,704 | 303,116 | 34 | 66,803 | 66,803 | 100 | 322,881 | 156,627 | 49 | 326,663 | 79,686 | 24 | 178,357 | 413,231 |

Fuente: Reportes financieros anuales del Proyecto. Elaboración propia.

Annex 21. ILO Emerging Lesson Learned Templates

ILO Lesson Learned Template

Project Title: Partnerships in Action to End Child Trafficking in Peru

Project TC/SYMBOL: CPO PER144 - PER/17/51/USA

Name of Evaluator: Macroconsult S.A.

Date: March 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.

| LL Element | Text |
|---|--|
| <p>Brief description of lesson learned (link to specific action or task)</p> | <p>Adaptation to Covid-19: When the pandemic broke out at the beginning of the year 2020, the Project had to revise its intervention methodology based primarily on face-to-face work and adapt it to remote work. This revision implied not only the operational adaptation of the Project (i.e. the implementation of home working or greater use of technologies) but also a strategic adaptation under the principle that the assumptions of approaching beneficiaries under a remote scheme differ from a face-to-face scheme. Also, taking into account that the Project works with frontline institutions (for example, the MINSAs and PNP), it was necessary to recognize the change of priorities of these institutions by rethinking activities and prioritizing joint actions so that the Project responds correctly to the needs of these institutions without resulting in greater rejection or distracting them from their responsibilities when facing an emergency. Likewise, it was necessary to recognize that, to provide technical assistance, the first thing to do is to ensure continuity of service, so the Project collaborated with these institutions promptly by distributing biosafety equipment. In addition, emotional support was provided to CARE operators through group therapy sessions. The problems caused by Covid-19 did result in a delay in the implementation of certain critical activities. However, how the Project has adapted is a lesson learned to the extent that going slower during the pandemic implied a better accompaniment for joint actions in the future.</p> |
| <p>Context and any related preconditions</p> | <p>Health crisis caused by Covid-19 and the resulting State of National Emergency, specifically, a context of immobilization and social distancing.</p> |
| <p>Targeted users / Beneficiaries</p> | <p>The beneficiaries are the Project team and the public institutions receiving technical assistance.</p> |

| | |
|--|--|
| <p>Challenges /negative lessons - Causal factors</p> | <p>The State of National Emergency included strict measures of confinement and social distancing during the first months of the pandemic. The direct consequence of these measures was that all face-to-face activities performed by the Project (both internal management activities and technical assistance activities with beneficiary public institutions) were suspended. In this context, the Project had to quickly adapt to a remote strategy, adapting all its management and work tools to the virtual modality, and provide assistance and support to public institutions to ensure the continuity of the service (for example, the delivery of protective equipment to police officers, or the equipping of residential shelters to carry out virtual training). In addition to the above, during the first months of the pandemic, attention to the health crisis monopolized the attention of the state apparatus, which naturally resulted in a slowdown in the response of the public institutions with which the Project works, particularly those involved in frontline response to the crisis. The Project had to adapt its intervention strategy to this new rhythm by making a contingency plan to ensure the fulfillment of activities in this new context and to provide better support to the public institutions involved.</p> |
| <p>Success / Positive Issues - Causal factors</p> | <p>The Project redesigned its intervention strategy to adapt both operationally and strategically to the new context, which not only allowed it to ensure the continuity of technical assistance activities but also to provide better support to public institutions during the crisis.</p> |
| <p>ILO Administrative Issues (staff, resources, design, implementation)</p> | <p>Not applicable.</p> |
| <p>Other relevant comments</p> | <p>None.</p> |

Annex 22. ILO Emerging Good Practice Templates

| ILO Emerging Good Practice Template Project Title: Partnerships in Action to End Child Trafficking in Peru Project TC/SYMBOL: CPO PER144 - PER/17/51/USA Name of Evaluator: Macroconsult S.A. Date: March 2021 The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report. | |
|---|---|
| GP Element | Text |
| Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.) | Flexibility and adaptability: The Project has shown a good capacity to adapt to the Peruvian context. Especially in the flexibility to interact with different officers in different institutions with potentially very diverse interests. Besides, the complexity of the assistance and capacity-building proposal and the cultural barriers related to the issue of trafficking have resulted in the need to create an environment of trust to implement activities related to trafficking. According to the interviews conducted and the secondary data to which the consulting team has had access, part of the success is related to the previous knowledge of the Project staff in the public sector, previous relationship strategies, and timely responses to specific demands from the beneficiaries. Although this can be interpreted as deviations in the LFM (both in the form and in the number of activities performed), it would be incorrect to define them as such. Instead, it is a methodology (not made explicit) of interaction with the public sector to gain acceptability in the intervention and result in an adequate climate of trust that allows the project to be implemented and eventually increase its average effect. |
| Relevant conditions and Context: limitations or advice in terms of applicability and replicability | This good practice occurs in the context of technical assistance to public institutions with specific needs regarding a complex problem (children and adolescents trafficking). As a recommendation, the additional activities that the Project can perform should be aligned with and/or contribute to the achievement (intermediate steps) of the Project's aims. Also, they should not imply major deviations of the planned budget. |
| Establish a clear cause-effect relationship | Not applicable. |
| Indicate measurable impact and targeted beneficiaries | The adaptability and flexibility of Project management made it possible to institutionalize tools in the public sector. The beneficiaries of this good practice would be public institutions. |
| Potential for replication and by whom | This good practice has the potential to be replicated in other contexts where technical assistance is provided to public institutions due to its constitution as a sort of methodology for interacting with the public sector rather than something specific to the project's subject matter. |
| Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework) | Not applicable. |
| Other documents or relevant comments | Not applicable. |

ILO Emerging Good Practice Template

Project Title: Partnerships in Action to End Child Trafficking in Peru

Project TC/SYMBOL: CPO PER144 - PER/17/51/USA

Name of Evaluator: Macroconsult S.A.

Date: March 2021

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

| GP Element | Text |
|---|---|
| Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.) | Proper initial diagnosis and strategic adjustment: One of the strengths of the Project has been the proper initial diagnosis for the identification of the trafficking situation in Peru, as well as for the causal model on which it is based and the associated challenges to implementing the Project in its original form. In the same way, it has been very accurate in the identification of capacity gaps at the public sector level in a precise and detailed manner, which has allowed an early adaptation of the intervention methodology and to deal with the particularities of the public sector. Something that made it easier was that the Project has been linked to facilitating the implementation of the National Action Plan against Trafficking in Persons 2017-2021 which is not only part of an agreement between countries (the United States and Peru) but is associated with specific public policies in the Peruvian case. While this feature results in unique conditions, it can be taken as a lesson learned the need for interventions to maintain a high strategic fit with the public policies of the country to be intervened. |
| Relevant conditions and Context: limitations or advice in terms of applicability and replicability | The context in which this good practice occurs is in the context of a Project that has been designed based on a national plan. |
| Establish a clear cause-effect relationship | Not applicable. |
| Indicate measurable impact and targeted beneficiaries | The relevance and pertinence of the intervention in the local context, as well as its strategic fit with national plans, has allowed us to count on the willingness of the public sector to participate in the Project throughout the intervention and perform the planned activities. The beneficiaries of this good practice would be the Project team and the beneficiary public institutions. |
| Potential for replication and by whom | This good practice has the potential to be replicated in other contexts where there is room to adjust the Project design to national policies and plans on this issue. |
| Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework) | Not applicable. |
| Other documents or relevant comments | Not applicable. |

ILO Emerging Good Practice Template

Project Title: Partnerships in Action to End Child Trafficking in Peru

Project TC/SYMBOL: CPO PER144 - PER/17/51/USA

Name of Evaluator: Macroconsult S.A.

Date: March 2021

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

| GP Element | Text |
|---|---|
| Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.) | Building installed capacity: Although the Project does not have an explicit exit strategy, there are elements of the intervention that are aimed at building installed capacity in the public sector to combat children and adolescents trafficking that are worth highlighting. The most important is the institutionalization of guidelines, procedures, and tools in the main sectors involved, which will provide continuity to the work carried out by the Project. The second is the training of human capital through the inclusion of modules in the schools of the Judiciary, MFPN, and PNP. Although this last strategy has not been constant but corresponds to a single activity, it is one of the best practices for the sustainability of the Project. |
| Relevant conditions and Context: limitations or advice in terms of applicability and replicability | This good practice takes place in the context of an intervention that seeks to strengthen the capacities of the public sector and that, as part of its activities, includes the development of tools and training, and aims to ensure the continuity of the outcomes achieved. |
| Establish a clear cause-effect relationship | Not applicable. |
| Indicate measurable impact and targeted beneficiaries | Capacity building in the public sector makes it possible to give continuity to the outcomes achieved by the intervention, particularly when there is a high turnover of personnel in the public institutions receiving technical assistance. The beneficiaries of this good practice would be the Project team and the beneficiary public institutions. |
| Potential for replication and by whom | This good practice has the potential to be replicated in other contexts by interventions that seek to give continuity to the outcomes of the intervention over time, especially when there is high personnel turnover. On the one hand, the institutionalization of instruments allows establishing the basis for addressing the problem in the beneficiary public institutions. On the other hand, the inclusion of training modules in the schools of public institutions provides continuity to training activities. |
| Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework) | Not applicable. |
| Other documents or relevant comments | Not applicable. |