

**Building Effective Policies  
Against Child Labor in Ecuador and Panama**

**External Interim Evaluation**

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# CONTENTS

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<b>Acknowledgements</b>	<b>ii</b>
<b>List of Tables and Figures</b>	<b>iv</b>
<b>List of Acronyms</b>	<b>iv</b>
<b>Executive Summary</b>	<b>vii</b>
<b>I Project Description and Background</b>	<b>1</b>
1.1 Project Description	1
1.2 Project Background	3
<b>II Evaluation Purpose and Methodology</b>	<b>5</b>
2.1 Evaluation Purpose	5
2.2 Evaluator	5
2.3 Methodology	5
<b>III Findings</b>	<b>8</b>
3.1 Relevance	8
3.2 Validity of Project Design	10
3.3 Progress and Effectiveness	14
3.4 Effectiveness of Project Monitoring	25
3.5 Efficiency	27
3.6 Sustainability	29
<b>IV Lessons Learned and Good Practices</b>	<b>34</b>
<b>V Conclusions</b>	<b>36</b>
4.1 Relevance	36
4.2 Validity of the Project Design	36
4.3 Project Progress and Effectiveness	36
4.4 Performance Monitoring	37
4.5 Efficiency	37
4.6 Sustainability	38
<b>VI Recommendations</b>	<b>39</b>
<b>Annexes</b>	<b>41</b>

## LIST OF TABLES AND FIGURES

---

Table 1: Project Components and Key Outputs in Ecuador and Panama.....	2
Figure 1: Child labor rates (%) in Panama, disaggregated by gender and geographic area .....	3
Figure 2: Ethnic identification of child labor in Ecuador .....	4
Table 2: Stakeholders Interviewed for Mid-term Evaluation (April 2015) .....	6
Table 3: GoE initiatives and project strategies designed to strengthen outcomes .....	9
Table 4: GoP initiatives and project strategies designed to strengthen outcomes .....	9
Table 5: Logical Integrity of the Project Design .....	11
Figure 3: The Project’s Theory of Change (for Panama and Ecuador) .....	13
Table 6: Mid-Term Status of Completing Key Activities in Ecuador .....	15
Table 7: Mid-term Status of Completing Key Activities in Panama .....	17
Table 8: The Project’s Government Counterparts .....	24
Table 9: Assessing the Integrity of the Project’s Performance Monitoring Plan (PMP).....	25
Table 10: Allocation of Resources to Budget Line Items.....	27
Table 11: Expenditure Rates by Budget Line Item.....	28
Table 12: Sustainability Matrix with Updated Progress in Achieving Sustainability Elements ..	29
Table 13: Barriers to Sustainability and Strategies for Overcoming These Barriers.....	32

## LIST OF ACRONYMS

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CETIPPAT	Comité para la Erradicación del Trabajo Infantil y Protección para la Persona Adolescente Trabajadora 1 (Panamá)
CIETI	Comité Interinstitucional de Erradicación del Trabajo Infantil (Ecuador)
CLMS	Child Labor Monitoring System
COMUNIDEC	Fundación de Desarrollo (Ecuador)
CONATO	Consejo Nacional de Trabajadores Organizados (Panamá)
CONEP	Consejo Nacional de la Empresa Privada (Panamá)
CONUSI	Confederación Nacional de Unidad Sindical Independiente (Panamá)
DIRETTIPAT	Dirección Contra el Trabajo Infantil y Protección de la Persona Adolescente Trabajadora (Panamá)
ETI	Encuesta de Trabajo Infantil (Panamá)
ILAB	Bureau of International Labor Affairs
ILO	International Labor Organization
ILO-IPEC	ILO's International Program on the Elimination of Child labor
INEC	Instituto Nacional de Estadística y Censo (Panamá and Ecuador) / National Institute for Statistics and Census
INADEH	Instituto Nacional de Formación Profesional y Capacitación para el Desarrollo Humano (Panamá) / National Institute of Professional Training for Human Development
KAP	Knowledge, Attitudes and Practices
MCDS	Ministerio Coordinador de Desarrollo Social/Ministry Coordination of Social Development (Ecuador) / Ministry Coordination of Social Development
MINEDUC	Ministerio de Educación (Ecuador) / Ministry of Education
MEDUCA	Ministerio de Educación (Panamá) / Ministry of Education
MIES	Ministerio de Inclusión Económica y Social (Ecuador) / Ministry of Economic and Social Inclusion
MIDES	Ministerio de Desarrollo Social (Panamá) / Ministry of Social Development
MSP	Ministerio de Salud Pública (Ecuador) / Ministry of Public Health
MINSA	Ministerio de Salud (Panamá) / Ministry of Health
MdT	Ministerio de Trabajo / Ministry of Labor (Ecuador)
MITRADEL	Ministerio de Trabajo y Desarrollo Laboral (Panamá) / Ministry of Labor and Employment Development
PETI	Proyecto de Erradicación del Trabajo Infantil (Ecuador) / Project for the Eradication of Child Labor
PoA	Partners of the Americas

SECAP	Servicio Ecuatoriano de Capacitación Profesional / Ecuadorian Professional Training Institute
SENAFRONT	Servicio Nacional de Fronteras en Panamá / National Border Service of Panama
SENNIAF	Secretaría Nacional de Niñez, Adolescencia y Familia (Panamá) / National Secretary for Children, Adolescents and Family
SGA	Solicitation for Grant Applications
SURTI	Unified Child Labor Registration System
USAID	United States Agency for International Development
USDOL	United States Department of Labor

## EXECUTIVE SUMMARY

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On Dec. 29, 2012, the U.S. Department of Labor’s (USDOL) Bureau of International Labor Affairs (ILAB) awarded the International Labor Organization’s International Program on the Elimination of Child Labor (ILO-IPEC) \$3.5 million over a four-year period to support the project titled “Building Effective Policies Against Child Labor in Ecuador and Panama.” In Ecuador, the ILO formed an alliance with Esquel Foundation and COMUNIDEC (Communities in Development in Ecuador), two non-governmental organizations (NGOs) that promote community empowerment and development. In Panama, the ILO formed an alliance with Casa Esperanza, an NGO that focuses on national and local policies and programs to combat child labor.

The project aims to strengthen public policies in Ecuador and Panama that combat child labor, as well as fortify each country’s capacity to enforce such policies and related laws. To achieve these goals, project strategies focus on strengthening the capacity of national, provincial and municipal governments to coordinate policymaking and enforcement efforts to combat child labor among vulnerable children in target sectors and in geographical areas of intervention. The project is being implemented in the provinces of Chimborazo and Esmeraldas in Ecuador, and in the province of Darién and the Comarca Ngäbe Buglé in Panama.

The interim evaluation sought to assess the program design, review the progress made toward the achievement of project outcomes, identify lessons learned from the program strategy and key services implemented to date, and provide recommendations for enhancing the project’s ability to achieve desired results within the stated timeframe. Within this context, the evaluation addressed key issues related to the project’s (1) relevance, (2) design, (3) progress and effectiveness, (4) performance monitoring, (5) efficiency, and (6) sustainability.

### RELEVANCE AND STRATEGIC FIT

In the area of relevance, the project strategies directly support five Government of Ecuador policy initiatives and five Government of Panama initiatives that are designed to strengthen institutional capacity and policies to combat child labor, enhance regulations to promote safe youth employment, and increase awareness on child labor issues among vulnerable populations. These initiatives are fundamental building blocks in the countries’ efforts to prevent and eradicate child labor in Ecuador and Panama by 2017 and 2020, respectively.

### VALIDITY OF THE PROJECT DESIGN

The project’s design demonstrates a logical cause-and-effect relationship between the activities, outputs, outcomes and intended impact that is based on the Results-based Management (RBM) approach. At the same time, the project’s ambitious design of seven components and 180 activities may have affected the degree of influence of certain implementation strategies. The unique aspect of the project design is the component focusing on the links between child labor and disabilities, yet this is the one component that has made the least progress. A project design with fewer components and activities would allow project staff to give more focused attention to these groundbreaking, yet time-intensive components, as well as the ability to work more closely with fewer government counterparts. Furthermore, the two-country approach of the project

design has not resulted in the synergies envisioned; rather it resulted in a project design based on a single strategy, but one that is being implemented as two smaller interventions within one larger project.

## **PROJECT PROGRESS AND EFFECTIVENESS**

Regarding the project's progress and effectiveness, the project has made significant advancements in several areas in a relatively short period of time, all of which support the overall achievement of project outputs and outcomes. The project components experiencing the greatest progress include (1) the updated list of hazardous activities in both Ecuador and Panama, (2) the National Plan for the Prevention and Eradication of Child Labor in both countries, (3) the Child Labor Monitoring System in Ecuador, and (4) the research studies on child labor issues. At the same time, some initiatives have shown little progress to date, due in part to (a) insufficient time to fully engage government counterparts to obtain their buy-in and participation; (b) frequent turnover of key government counterparts, thus hobbling the collaboration momentum gained with the previous counterpart; and (c) lack of political will to support project initiatives. These barriers will require the project to make a concerted and dedicated effort to get these intervention strategies back on track, or adjust the strategies such that they become a more manageable and feasible part of the overall project design. Such adjustments will better enable the project to achieve its objectives during the life of the project.

Regarding government stakeholders' lack of knowledge of the project, it is unclear if this is due to inadequate communication by project staff or poor use of the information provided to them by project staff. Follow-up is necessary in order to determine the exact cause of this apparent disconnect.

Efforts to coordinate the present project with the concurrent PoA direct service project have resulted in little synergy to date. This lack of coordination has stemmed, in part, from the initial development of two separate project designs, and represents a missed opportunity to unite policy and direct service activities in a complementary and synchronized fashion.

## **PERFORMANCE MONITORING**

With regard to performance monitoring, the project's performance monitoring plan (PMP) is comprehensive and detailed. The joint effort between the grantee and donor has resulted in an ideal combination of output and outcome indicators. Furthermore, the project has a data collection system in place that includes both internal and external data sources that, together, can enhance the reliability of data collected to verify completion of outputs and outcomes.

## **EFFICIENCY**

In the area of efficiency, the project strategies appear to be appropriate; the budget line items generally are in line with similar ILO-implemented projects. The project spent 37 percent of its total budget over a 29-month period (or 60 percent of the total life of the project), suggesting some underspending. However, the available data did not include the 2015 budget items for the implementing partners, (Esquel, Casa Esperanza and COMUNIDEC), which would bring the mid-term expenditure rate to 40 percent. If encumbrances are factored in, the figure rises to 64 percent. Time is another important aspect of efficiency, especially in projects whose focus is on

policy initiatives. While the project did lose valuable time during the development of the National Plan and multi-sectoral protocol in Ecuador, and due to the anticipated change of government in Panama, the achievements to date would be considered both effective and efficient by policy experts. External policy experts repeatedly emphasize that policy reform takes years and that it is imperative to allow sufficient time for a process that involves key constituents' participation in the policy dialogue.<sup>1</sup>

## SUSTAINABILITY

With regard to sustainability, the project has made significant progress toward achieving the sustainability elements established for (a) strengthening institutional capacity and policies to combat child labor, (b) establishing a child labor monitoring system in each country, (c) sharing lessons between and among countries, and (d) promoting transparency and accountability. However, the sustainability elements for safe youth employment and the links between child labor and disabilities are lagging considerably, given that the project timeline is more than halfway completed.

## RECOMMENDATIONS

The following recommendations are intended to provide the project, USDOL and the ILO with actions that could further strengthen project outcomes and/or be applied to similar projects. Further details regarding these recommendations can be found in Section VI.

- (1) **Prioritize getting back on track:** The project should make a concerted and dedicated effort to get back on track the three intervention strategies that have shown little or no progress (informational platform, safe employment for adolescents, and links between child labor and disabilities). The project should set as a priority those activities that are most likely to lead to attainment of key outputs and outcomes in the time remaining.
- (2) **Assess and address government stakeholders' gap in understanding of project design:** Determine the cause of project stakeholders' lack of knowledge of the project's larger scope and corresponding activities. Develop and implement a plan to correct communication issues, based on the causes identified.
- (3) **Develop criteria for the selection of skilled facilitators:** The ILO should include facilitation skills as part of its criteria for the selection of consultants who are expected to develop key products. The ideal facilitator should have sufficient technical and interpersonal skills to effectively engage stakeholders, facilitate their input and demonstrate how their feedback has been incorporated. Stakeholders' active participation in the development of key products should help foster institutional buy-in and collaboration, and enhance project outcomes.
- (4) **Create a more effective and manageable project design at the inception phase:** Future ILO initiatives should create a project scope that contains fewer components to allow the development and implementation of a more reasonable number of activities. This will enhance the probability of achieving project outputs and outcomes in an effective and timely manner.

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<sup>1</sup> USAID, "Policy Reform Lessons Learned: A Review of Economic Growth Related Policy Reform Activities in Developing Countries," June 2007.

- (5) **Coordinate and align policy and direct service projects:** For policy and direct service projects that are intended to work in a complementary fashion, USDOL should consider identifying specific areas for coordination at the design phase, in order to create synergies and enhance the results of both projects.
- (6) **Implement a follow-up KAP survey at the end of the project:** The project should implement a follow-up KAP survey in order to measure changes in knowledge, attitudes and practices of government officials and other key stakeholders as a result of project interventions. The project may want to consider the feasibility of including a counterfactual in the follow-up survey (a specific sample not engaged in the project) to enhance the survey's assessment of impact.
- (7) **Commit to long-term financial support of policy projects:** USDOL should consider extending the timeframe of financial support for projects whose focus is on policy initiatives. There must be sufficient time allotted for constituents to evaluate options, and to become fully engaged and invested in the policy process.

# I PROJECT DESCRIPTION AND BACKGROUND

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## I.1 PROJECT DESCRIPTION

On Dec. 29, 2012, the U.S. Department of Labor’s (USDOL) Bureau of International Labor Affairs (ILAB) awarded the International Labor Organization’s International Program on the Elimination of Child labor (ILO-IPEC) \$3.5 million over a four-year period to support the project titled “Building Effective Policies Against Child labor in Ecuador and Panama.” Since then, the ILO has worked with local partners in both countries to implement project activities. In Ecuador the ILO formed an alliance with Esquel Foundation and COMUNIDEC (Communities in Development in Ecuador), two non-governmental organizations (NGOs) that promote community empowerment and development. In Panama the ILO formed an alliance with Casa Esperanza, an NGO that focuses on national and local policies and programs to combat child labor.

The project aims to strengthen public policies in Ecuador and Panama that combat child labor, as well as fortify each country’s capacity to enforce such policies and related laws. To achieve these goals, project strategies focus on strengthening the capacity of national, provincial and municipal governments to coordinate policy-making and enforcement efforts to combat child labor among vulnerable children in target sectors and in geographical areas of intervention. Currently the project is being implemented in the provinces of Chimborazo and Esmeraldas in Ecuador, and in the province of Darién and the Comarca Ngäbe Buglé in Panama.

The project uses a research and knowledge enhancement strategy to identify existing gaps in current policies that combat child labor; the results form the basis of the project’s awareness-raising efforts and public policy proposals. The project also works to strengthen social protection programs in both countries, especially those that relate to indigenous peoples, Afro-descendants, migrants and persons with disabilities.

The project is divided into seven components, or immediate objectives, that are designed to achieve the five general outcomes established by USDOL to provide a consistent means for measuring increased country capacity to address child labor:

- 1) Progression toward the adaptation of the legal framework to meet international labor standards.
- 2) Formulation and adoption of specific policies, plans or programs to combat child labor.
- 3) Inclusion of child labor concerns in relevant development, education, anti-poverty, and other social policies and programs.
- 4) Establishment of a child labor monitoring system (CLMS).
- 5) Institutionalization of child labor research (including data collection and evaluation).

The project’s seven immediate objectives are linked to 33 outputs, which themselves are linked to a long list of activities — approximately 180 between the two countries. It is important to note that the project’s integrated approach allows for synergies between the activities, and also allows them to contribute to more than one output and outcome. Table 1 lists the project’s seven components/immediate objectives and the key outputs that correspond to these components. For a complete list of outcomes, outputs and activities, see Project Workplan in Annex B.

**Table I: Project Components and Key Outputs in Ecuador and Panama**

Project Component	Key Outputs
(1) Strengthening institutional capacity and policies to combat child labor	<ul style="list-style-type: none"> <li>• Develop protocols that define national and local strategies to combat child labor, and the roles of key actors</li> <li>• Develop or strengthen a national child labor monitoring system (also applies to Component 4)</li> <li>• Develop a system at the local level to identify children engaging in child labor, and ensure that their rights are restored</li> <li>• Build capacity and develop training programs for Ministry of Labor (MOL) labor inspectorate regarding child labor inspections and enforcement of child labor laws</li> <li>• Update the hazardous child labor lists in consultation with tripartite stakeholders</li> </ul>
(2) Promoting safe youth employment	<ul style="list-style-type: none"> <li>• Adapt and apply child labor risk analysis methodology with participation of key local actors</li> <li>• Implement one-stop-shop for adolescent employment registration, orientation, placement and training</li> </ul>
(3) Raising awareness on child labor issues	<ul style="list-style-type: none"> <li>• Conduct Knowledge-Attitude-Practices (KAP) studies in targeted communities</li> <li>• Provide technical assistance to institutions implementing child labor awareness campaigns</li> <li>• Demonstrate how to create an effective child labor awareness campaign, with the participation of municipal actors</li> <li>• Disseminate results of research studies (also applies to Component 7)</li> </ul>
(4) Supporting child labor monitoring systems and the collection of reliable data on child labor	<ul style="list-style-type: none"> <li>• Develop child labor monitoring system (also applies to Component 1)</li> <li>• Support Institutes of National Statistics and Census on reviewing and updating their data collection instruments on child labor.</li> <li>• Create an inter-institutional informational platform on child labor to share experiences, tools, events and studies</li> <li>• Carry out research studies on child labor issues affecting project’s target populations</li> <li>• Disseminate results (also applies to Component 7)</li> </ul>
(5) Addressing the links between child labor and disability (Ecuador only)	<ul style="list-style-type: none"> <li>• Conduct a rapid assessment to identify the relationship between child labor and disability</li> <li>• Identify economic and training opportunities for youth with disabilities</li> <li>• Carry out awareness campaign regarding child labor and disability (also applies to Component 3 and 7)</li> <li>• Develop guidelines for the Ministry of Education’s Inclusive Education system to offer appropriate services to disabled children who engage in child labor or who are at risk of engaging</li> </ul>
(6) Sharing lessons between and among countries	<ul style="list-style-type: none"> <li>• Develop guidelines for sharing good practices</li> <li>• Promote exchanges between Panama and Ecuador, and also other countries in Latin America as part of the existing South-South and Horizontal Cooperation agendas</li> </ul>
(7) Promoting transparency and accountability	<ul style="list-style-type: none"> <li>• Develop and disseminate periodic written updates of project activities and outcomes to stakeholders</li> <li>• Conduct community consultation workshops to support decision-making and/or report on the progress of project interventions</li> <li>• Carry out national and local events to present results of assessments, research, good practices, and project outcomes</li> </ul>

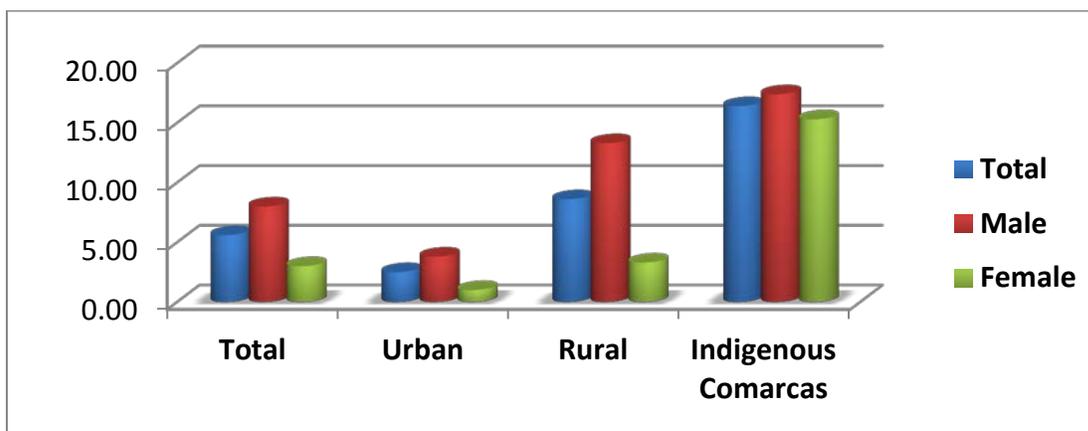
Source: Project workplan with further input from project staff

## 1.2 PROJECT BACKGROUND

The “Building Effective Policies Against Child Labor in Panama and Ecuador” project was developed in response to USDOL’s Solicitation for Cooperative Agreements 12-10 issued in October 2012. The solicitation gave specific guidelines for interventions, strategies and target populations, including Afro-descendent and indigenous populations. It also specified that the project would be funded with a parallel and complementary project to support the direct delivery of education and livelihood services to combat child labor in Ecuador and Panama.<sup>2</sup>

According to USDOL’s annual child labor country reports, Panama made moderate advancements in its efforts to eliminate the worst forms of child labor from 2012 to 2013.<sup>3</sup> This coincided with the release of results from the 2012 Survey on Child labor conducted by the National Institute for Statistics and Census (INEC) of Panama, which indicated that 5.6 percent of children between the ages of 5-17 were engaged in child labor (Fig. 1).<sup>4</sup> In 2013, the Government of Panama increased the number of labor inspectors and extended the Roadmap Toward the Elimination of Child Labor to cover the period 2013-2014.

Figure 1: Child labor rates (%) in Panama, disaggregated by gender and geographic area



Source: Child Labor Survey, INEC, October 2012

The INEC survey also showed the highest incidence of child labor occurring among children living in Panama’s indigenous comarcas, with 16.4 percent of all children engaging in child labor and only a small difference in rates between male and female children (17.4 percent of males vs. 16.4 percent of females). The rural areas showed a higher incidence of child labor than urban areas — 8.6 percent in rural areas vs. 2.5 percent in urban areas — including more significant gaps between the number of male and female children engaging in child labor. The survey also indicated that among Panama’s 12 provinces and indigenous comarcas, the Comarca Ngäbe Buglé has the highest incidence of child labor in the country (18.6 percent), followed by the Darién province (10.9 percent). The Comarca Ngäbe Buglé and Darién province are the two territories targeted by the project.

2 USDOL/ILAB, “Project to Strengthen Policy and Enforcement to Combat Child labor among Vulnerable Populations in Ecuador and Panama,” SGA 12-10, October 9, 2012.

3 USDOL, “Findings on the Worst Forms of Child labor in Panama,” 2013. <http://www.dol.gov/ilab/reports/child-labor/panama.htm>

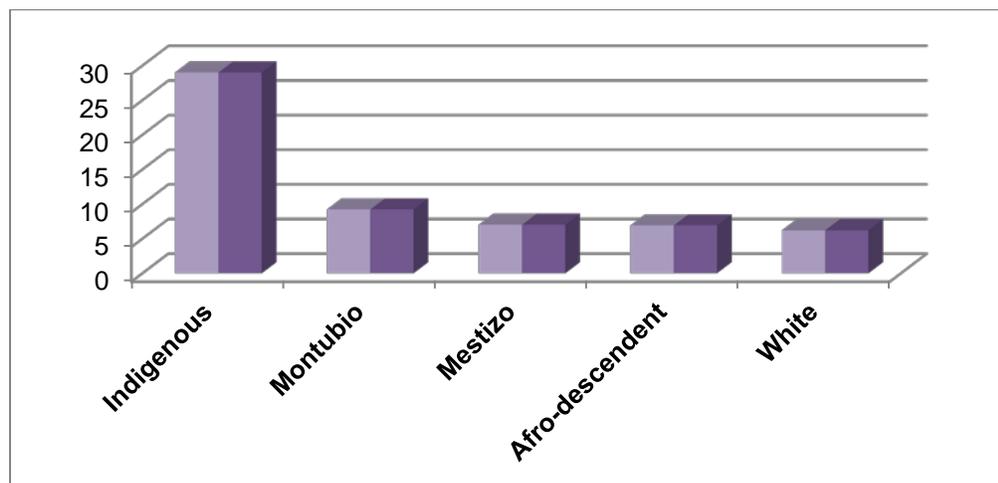
4 Instituto Nacional de Estadística y Censo, Encuesta de Trabajo Infantil, Panama City, October 2012. <https://www.contraloria.gob.pa/inec/archivos/P5181comentarios.pdf>

In Ecuador, significant advancements have been made over the past two years regarding efforts to eliminate the worst forms of child labor. The Government launched the Unified Child Labor Registration System (SURTI) and prioritized eradicating child labor in agriculture as well as street begging. It increased the budget for labor inspections by 42 percent, and issued a decree requiring that all Government procurement contracts within the private sector include a provision prohibiting the use of child labor. In spite of these efforts, Ecuador still faces resource constraints within its national economy that prevent labor inspectors from conducting inspections and enforcing child labor laws.<sup>5</sup>

The National Institute for Statistics and Census (INEC) of Ecuador conducted a national child labor survey in 2012 that included domestic child labor. The results showed 8.56 percent of all children between the ages of 5-17 engaging in child labor, with nearly twice as many males as females (62.8 percent males vs. 37.2 percent females). These rates were reversed, however, when domestic work — carried out primarily by girls — was taken into account. According to the International Conference of Labor Statisticians of 2008, domestic chores were considered to be child labor when a child performed these tasks for 14 or more hours per week.<sup>6</sup>

Ecuador is made up of five major ethnic groups: indigenous, Afro-descendants, mestizo (Spanish and indigenous descent), and montubio (coastal people of mixed race and indigenous descent). As was the case with Panama, the highest incidence of child labor in Ecuador occurs among indigenous children—29 percent—followed by montubio, mestizo, Afro-descendent and white (Figure 2).<sup>7</sup> Currently the project’s intervention sites include the provinces of Chimborazo and Esmeraldas. Chimborazo is characterized by a large indigenous population and has one of the highest child labor rates in the country (21 percent). A large Afro-descendent population characterizes Esmeraldas, the project’s other target province, with a much lower incidence of child labor at 7.2 percent.

Figure 2: Ethnic identification of child labor in Ecuador



Source: Instituto Nacional de Estadística y Censo, Encuesta Nacional de Trabajo Infantil

5 USDOL, “Findings on the Worst Forms of Child labor in Ecuador,” 2013. <http://www.dol.gov/ilab/reports/child-labor/ecuador.htm>

6 Instituto Nacional de Estadística y Censo, Encuesta Nacional de Trabajo Infantil, Quito, November 2012.

[http://www.ecuadorencifras.gob.ec/wp-content/descargas/Presentaciones/Presentacion\\_Trabajo\\_Infantil.pdf](http://www.ecuadorencifras.gob.ec/wp-content/descargas/Presentaciones/Presentacion_Trabajo_Infantil.pdf)

7 *Ibid*

## II EVALUATION PURPOSE AND METHODOLOGY

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### 2.1 EVALUATION PURPOSE

The interim evaluation sought to assess the project's design, the relevance of the project's services to the target groups' needs, the project's efficiency and effectiveness, and the potential for sustainability, based on a set of key questions. It also aimed to identify lessons learned from the program strategy and key services implemented to date, determine whether the necessary tools are in place to ensure achievement of the outputs and objectives, and provide recommendations for enhancing the project's ability to achieve desired results within the stated timeframe. Within this context, the evaluation Terms of Reference (TOR) contained a specific set of questions to guide the evaluation. A complete list of evaluation questions can be found in the Terms of Reference (TOR) in Annex A.

### 2.2 EVALUATOR

An external evaluator with a background in labor, education and public health conducted the interim evaluation. The evaluator had previous experience conducting project evaluations for USDOL focusing on child labor issues. The external evaluator was responsible for developing the methodology in consultation with USDOL and project staff, conducting interviews and other data collection processes, analyzing the data, and preparing the evaluation report.

### 2.3 METHODOLOGY

The methodology utilized for data collection was primarily qualitative in nature. Quantitative data were drawn from project documents and reports, to the extent available, and incorporated into the analysis. Data collection methods and stakeholder perspectives were triangulated for many of the evaluation questions in order to bolster the credibility and validity of the results. A set protocol was followed for each person interviewed, with adjustments made for each person's level of involvement or specific role in project activities.

**Document Review:** Prior to arriving in Ecuador and Panama, the evaluator reviewed and referenced the Project Document (ProDoc) as well as several additional project-related documents. These included four technical progress reports (TPRs) and the project performance monitoring plan (PMP). Information contained in these documents was verified during the fieldwork. Additional supporting evidence gathered during the field mission included an updated workplan with information on current status of implementation and narrative on delayed activities (Annex B), as well as research studies and reports generated by project consultants.

**Data Collection Tools:** A master list of key evaluation questions contained within the Terms of Reference (Annex A) served as the basis for the data collection tools, including the interview guides used with the diverse stakeholder groups. Stakeholders were assigned interview questions that were appropriately adapted to their level of involvement or background knowledge. The general interview questions can be found in Annex C.

**Key Informant Interviews:** The evaluator used a purposeful, non-random sampling methodology to select the interviewees. In total, 52 stakeholders were interviewed in person or by phone, including: project staff, government officials at the national and local levels, employer groups, trade unions, non-governmental organizations, representatives of the ILO Regional

Offices in Lima and San Jose, and US Government officials. Table 2 summarizes all stakeholders interviewed or participating in the evaluation process, the interview methodology, sample size, and characteristics of the sample. A complete list of persons interviewed can be found in Annex D.

**Table 2: Stakeholders Interviewed for Mid-term Evaluation (April 2015)**

Stakeholder Group	Method of Interview	Sample Size	Characteristics
Project staff and consultants	Individual and Group	12	Project staff from ILO and three partner organizations in Ecuador and Panama; project consultants
Ministry of Labor	Individual	6	Officials from child labor and employment units in Panama and Ecuador, and from the labor inspectorate in Panama
Other National Government Officials	Individual	14	Officials from five government ministries in Ecuador and Panama
Local Government Officials	Individual and Group	12	Local government officials in Ecuador and Panama
Employer Groups	Individual	1	Representative of employer group in Panama
Trade Unions	Individual	2	Representatives of two trade unions in Panama
ILO Regional Offices	Individual and Phone	2	Representatives from ILO Regional Offices in Lima and San Jose
US Government Officials	Individual and Group	3	US Embassy officials in Panama and Ecuador
<b>TOTAL INTERVIEWS</b>		<b>52</b>	

**Evaluation Schedule:** The interim evaluation was conducted in April 2015. The evaluator contributed to the development of the TOR, reviewed project documents, and developed interview guides prior to carrying out the fieldwork in Ecuador and Panama. The fieldwork was conducted during April 6-13 in Ecuador and April 7-21 in Panama, followed by stakeholder meetings in each country. The majority of the data analysis and writing of the report occurred between April 27 and May 15. A complete schedule of evaluation activities appears in Annex E. Given this relatively short timeframe in each country, project representatives chose two of the four local project sites to visit—Guamote in the province of Chimborazo, Ecuador, and Pinogana in the province of Darién, Panama. These were chosen based on their closer proximity to the project offices in each country. Representatives from all four project sites did, however, participate in the final stakeholder meetings in Ecuador and Panama.

**Stakeholder Meetings:** The evaluator conducted two debriefing meetings with project stakeholders in Panama and Ecuador to present preliminary findings, solicit clarification, and gather further input regarding the project’s sustainability efforts. These meetings occurred on April 22 in Panama and April 24 in Ecuador.

**Limitations:** The findings for this evaluation are based on information collected from background documents and interviews with project staff and tripartite stakeholders. The accuracy and usefulness of these findings relies on the integrity and relevance of the information provided to the evaluator from these sources. Stakeholder responses are triangulated to the extent possible in order to strengthen the accuracy and reliability of the interview data.

The evaluator encountered several obstacles during the fieldwork. Representatives from the Ministry of Social Inclusion in both Ecuador and Panama cancelled their scheduled interviews. This was unfortunate, as both were key project stakeholders. In addition, the project only scheduled visits to two of the four total local project sites, which were chosen because of their closer proximity to Quito and Panama City. The site visit conducted with stakeholders at the local level in Ecuador was inefficient and ineffective, as only two local representatives arrived after the evaluator had waited at the site for several hours. In comparison, the site visit at the local level in Panama was both efficient and effective.

## III FINDINGS

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The following findings are based on fieldwork interviews with project stakeholders in Panama and Ecuador, and the review of project documents and reports. The findings address the questions in the TOR (appearing in italics) and are organized according to the following evaluation areas: relevance, validity of project design, progress and effectiveness, performance monitoring, efficiency, and sustainability.

### 3.1 RELEVANCE

*To what extent has the project harmonized its public policy interventions with existing government initiatives in both Panama and Ecuador? Are these interventions consistent with the needs expressed by the Governments of Panama and Ecuador?*

Both Ecuador and Panama are committed to combating child labor. Ecuador has set a national goal of eliminating the worst forms of child labor by 2017, and Panama has set a goal of eliminating all child labor by 2020. Both countries' efforts are led by their respective National Committees for the Prevention of Child labor—CETIPPAT in Panama and CIETI in Ecuador. These national committees are comprised of a number of governmental institutions, including their ministries of labor, ministries of education, and ministries of social inclusion. Furthermore, each country has a program within the Ministry of Labor that is focused specifically on the prevention and eradication of child labor—PETI in Ecuador and DIRETTIPAT in Panama.

The project's strategies in each country are grouped into four "pillars" of interventions:

- 1) Research and increased knowledge for effective advocacy;
- 2) Training and capacity-building of private and public stakeholders;
- 3) National and Municipal Child labor and Safe Youth Employment Monitoring Systems;
- 4) Coherent and up-to-date legislative frameworks at the national and municipal levels.

The following section offers an analysis of the relevance of project strategies with regard to strengthening each country's current initiatives to prevent and eradicate child labor.

#### 3.1.1 PROJECT STRATEGIES THAT SUPPORT GOVERNMENTAL INITIATIVES IN ECUADOR

The project is directly supporting five different Government of Ecuador (GoE) initiatives to prevent and eliminate child labor in Ecuador. Table 3 provides a list of these GoE initiatives and the project strategies designed to strengthen the outcomes.

Table 3: GoE initiatives and project strategies designed to strengthen outcomes

GoE Initiatives to Prevent and Eradicate Child labor	Project Strategies Designed to Strengthen Outcomes
1. National Plan ( <i>Plan Sectorial</i> ) for eradication and prevention of child labor – led by Ministry of Labor and Ministry for the Coordination of Social Development	<ul style="list-style-type: none"> <li>• Develop National Plan with input from key national stakeholders</li> <li>• Strengthen and support institutional efforts at the national level described in the Plan</li> </ul>
2. Multi-sectoral protocol ( <i>Rutas de Restitución de Derechos</i> ) for the identification and referral of child labor cases – led by multi-sectoral municipal committee	<ul style="list-style-type: none"> <li>• Develop municipal protocol with input from key municipal stakeholders</li> <li>• Strengthen institutional efforts at the municipal level described in the multi-sectoral protocol</li> </ul>
3. National child labor monitoring system (SURTI) – led by Ministry of Labor	<ul style="list-style-type: none"> <li>• Develop SURTI operating manual and management protocol</li> </ul>
4. List of hazardous activities for children and adolescents	<ul style="list-style-type: none"> <li>• Update list of hazardous activities in consultation with government stakeholders</li> </ul>
5. Protocols to promote safe employment for adolescents	<ul style="list-style-type: none"> <li>• Facilitate the establishment of protocols within the Ministry of Labor that would establish a process for adolescents to obtain a work permit as well as job training and placement.</li> </ul>

Sources: Project workplan, interviews with government stakeholders, discussions with project staff

### 3.1.2 PROJECT STRATEGIES WITHIN THE PANAMANIAN COUNTRY CONTEXT

The project also is directly supporting five different Government of Panama (GoP) initiatives to prevent and eliminate child labor in Panama. Table 4 provides a list of these GoP initiatives and the project strategies designed to strengthen the outcomes.

Table 4: GoP initiatives and project strategies designed to strengthen outcomes

GoP Initiatives to Prevent and Eradicate Child Labor	Project Strategies Designed to Strengthen Outcomes
1. National Plan ( <i>Hoja de Ruta</i> ) for eradication and prevention of child labor – led by Ministry of Labor	<ul style="list-style-type: none"> <li>• Develop National Plan with input from key national stakeholders</li> <li>• Strengthen institutional efforts at the national level aimed at eradicating and preventing child labor</li> </ul>
2. Multi-sectoral protocol ( <i>Rutas de Atención</i> ) for the identification and referral of child labor cases – led by multi-sectoral municipal committee	<ul style="list-style-type: none"> <li>• Develop municipal protocol with input from key municipal stakeholders</li> <li>• Strengthen institutional efforts at the municipal level aimed at eradicating and preventing child labor</li> </ul>
3. National child labor monitoring system – led by Ministry of Labor	<ul style="list-style-type: none"> <li>• Share good practices of Ecuador's child labor monitoring system</li> <li>• Provide technical assistance for the development of a national child labor monitoring system.</li> </ul>
4. List of hazardous activities for children and adolescents	<ul style="list-style-type: none"> <li>• Update list of hazardous activities in consultation with tripartite stakeholders</li> </ul>
5. Protocols to promote safe employment for adolescents	<ul style="list-style-type: none"> <li>• Facilitate the establishment of protocols within the Ministry of Labor that would facilitate an integrated process for adolescents to enroll in an adolescent job registry, obtain a work permit, and receive vocational training and assistance with appropriate job placement.</li> </ul>

## 3.2 VALIDITY OF PROJECT DESIGN

### 3.2.1 LOGICAL INTEGRITY OF PROJECT DESIGN

*To what extent was the project design logical and coherent? Were the objectives/outcomes, targets and timing realistically set?*

The project's seven immediate objectives are linked to 33 outputs, which are linked to a long list of activities — approximately 180 between the two countries. While all three implementing partners expressed an excessive number of project activities, the project's integrated approach does allow for synergies between the activities or for them to contribute to more than one output and outcome..

The logical integrity of the project's design is tested in this section using ILO's Results-based Management (RBM) framework.<sup>8</sup> In a results-based management approach, an organization or project “must manage and measure its performance against the real-world outcomes to which it intends to contribute.”<sup>9</sup> The analysis begins with an overview of the RBM and is followed by an analysis of the design's logic in achieving the desired results.

The RBM approach is based largely on the Logical Framework Approach (LFA), which requires programmers to develop a logical sequence of cause-and-effect events that include the goal, purpose, outputs and inputs.<sup>10</sup> The ILO's RBM approach uses the same cause-and-effect logic to organize the goal or development objective, outcomes, outputs, and indicators. ILO refers to the goal as the development objective, or the highest aspiration toward which the project's immediate objectives contribute, but do not necessarily attain. The immediate objectives are the outcomes or results (policies, knowledge, skills, behaviours or practices) that the project is expected to accomplish. The immediate objectives should make a significant contribution to the project's development objective. The outputs, on the other hand, are the specific products, services, or systems that achieve the outcomes or intermediate objectives, and are achieved by implementing the project activities.<sup>11</sup> A key component of both the LFA and the RBM approaches is the identification of assumptions or risks that may influence the project's success or failure.

The project's logic model depicts the cause-and-effect relationship of the activities, outputs, outcomes and intended impact. Table 5 provides an analysis of the project's logical integrity by assessing the development objective, the key immediate objectives (outcomes), and the key outputs against the criteria described in the ILO's RBM approach.<sup>12</sup> (For a discussion of project outcomes with regard to the project's Theory of Change, see Section 3.2.4.)

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8 International Labor Office, *Applying Results-based Management in the ILO: A Guidebook, Version 2*, Geneva, 2011. [<http://www.ilo.org/public/english/bureau/program/dwcp/download/rbm2.pdf>].

9 *Ibid.*

10 USAID, *Technical Note*, “The Logical Framework”, Number 2, Version 1, December 2012, [[http://usaidlearninglab.org/sites/default/files/resource/files/2012\\_12%20Logical%20Framework%20Technical%20Note\\_final%20\(2\).pdf](http://usaidlearninglab.org/sites/default/files/resource/files/2012_12%20Logical%20Framework%20Technical%20Note_final%20(2).pdf)].

11 International Labor Office, *op cit.*

12 International Labor Office, *op cit.*

**Table 5: Logical Integrity of the Project Design**

Development Objective	Analysis
To strengthen policies and to enhance capacities to combat child labor in vulnerable groups, especially indigenous, Afro-descendants, migrants and persons with disabilities in Ecuador and Panama	The development objective meets the RBM criteria of addressing a condition (child labor) that negatively affects the target population (vulnerable populations in Ecuador and Panama)
Key Outcomes	Analysis
<ol style="list-style-type: none"> <li>1. Strengthened institutional capacity and policies to combat child labor</li> <li>2. Enhanced knowledge, capacity and regulations to promote safe youth employment</li> <li>3. Increased awareness on child labor among vulnerable populations</li> <li>4. Enhanced capacity to collect reliable data on child labor</li> <li>5. Increased awareness of the relationship between child labor and disabilities (Ecuador)</li> <li>6. Shared lessons between and among countries</li> <li>7. Transparency and accountability promoted</li> </ol>	According to the RBM criteria, outcomes should describe the intended changes in policies, knowledge, skills, behavior or practices that contribute to the development objective. Outcomes 1, 2, and 4 meet the RBM criteria since they describe the intended changes in policies that contribute to strengthened public policy and enforcement. Outcomes 3, 5, 6 and 7 meets the RBM criteria to the extent that they aim to change knowledge and practices; however, it is not clear to what extent increasing awareness, sharing lessons, and promoting transparency contribute toward strengthened public policy and enforcement.
Key Outputs Linked to Key Outcomes	Analysis
<ol style="list-style-type: none"> <li>1. National Plan (Road Map) for eradication and prevention of child labor</li> <li>2. Multi-sectoral protocols for the identification and referral of child labor cases</li> <li>3. National child labor monitoring systems</li> <li>4. Updated lists of hazardous activities for children and adolescents</li> <li>5. Community risk assessments to identify hazardous child labor</li> <li>6. Inter-sectorial informational platforms on child labor research and events</li> <li>7. Curricula on child labor for personnel in public institutions</li> <li>8. Awareness-raising events with national and local stakeholders on child labor causes and consequences</li> <li>9. Protocols to promote safe adolescent employment</li> <li>10. Research studies on child labor issues</li> <li>11. Analysis of the relationship between child labor and disabilities (Ecuador)</li> </ol>	All 11 outputs meet the RBM criteria for outputs. They are written as products and have direct causal links to one or more of the key outcomes listed above.

Sources: Project’s logical framework; analysis based on ILO’s *Applying Results-based Management in the ILO: A Guidebook, Version 2*, Geneva, 2011

### 3.2.2 PRACTICALITY OF THE PROJECT DESIGN

*Were the objectives/outcomes, targets and timing realistically set?*

The ILO created a project design that integrated activities proposed under two USDOL Solicitations for Cooperative Agreements: SGA 12-10 that aimed to strengthen policies to combat child labor among vulnerable populations in Ecuador and Panama, and SGA 12-11 that focused on providing direct educational and livelihood services for this same purpose. As such, the ILO attempted to create one large integrated project, in which activities could be linked,

synergies could occur and stronger outcomes could result. Within this proposed framework, the objectives/outcomes, targets and timing were realistically planned. ILO's assumption of being awarded the two projects, however, was risky; ILO was awarded the policy project, but not the direct services project. As a result, ILO's integrated approach linking direct service and policy activities was no longer feasible, and the policy project had to stand on its own. The seven project objectives covering a wide range of activities in a relatively short timeframe were overly ambitious for a lone project lacking its synergistic counterpart. ILO project management stated, in retrospect, that the design should have taken into account that one or the other project proposals might not be funded. This likely would have resulted in a more reasonable number of policy project activities with a more evenly distributed timeline.

### 3.2.3 TWO-COUNTRY APPROACH

*What have been the benefits and challenges of developing and implementing this project in two countries?*

**Two-country approach defined by donor:** USDOL's Solicitation for Cooperative Agreement (SGA 12-10) stated: "In FY 2012, USDOL/ILAB will award up to \$3.5 million for one or more cooperative agreement(s) to strengthen policy and enforcement capacity to reduce child labor among vulnerable populations, including Afro-descendant, indigenous, and migrant populations in Ecuador and Panama."<sup>13</sup> Both Ecuador and Panama have similar ethnic populations vulnerable to child labor as defined in SGA 12-10; this likely served as part of the justification for joining these two countries within the same project.

**Stakeholder Perceptions in Ecuador and Panama:** Stakeholders interviewed in Ecuador were perplexed by a project covering two distinct countries with no history of collaboration between the various ministries, particularly the Ministry of Labor. Ecuadorian stakeholders repeatedly stated that it would have made more sense to have two countries from the Andean region joined within the same project, particularly given their history of collaboration. US Embassy officials in Panama also expressed uncertainty regarding the joining of Ecuador and Panama.

**Advantages of two-country approach:** Project staff stated that similar strategies are being implemented within both countries. Significantly, as one country advances in a particular strategy it is able to pass on its lessons learned to the other country. For example, Ecuador advanced in its development of a child labor monitoring system and was able to pass on its experience to Panama; Panama, on the other hand, developed the roadmap for eradicating and preventing child labor and relayed valuable insight to Ecuador. Based on their respective lessons learned, stakeholders in both countries were able to avoid potential pitfalls in developing and implementing these two key outputs. The project director succinctly summed up this approach: "*We make advancements in one country and apply the lessons learned in the other country.*"

**Disadvantages of two-country approach:** The biggest disadvantage cited by project staff was having adequate key personnel in both countries to carry out and manage project activities. The project has a total of four key personnel: the Chief Technical Advisor (CTA), a child labor specialist, labor law and labor inspection specialist, and a monitoring and evaluation specialist. During the project's first two years, all four key personnel were located in Panama leaving Ecuador largely under the responsibility of the social partners. This impeded the possibility of

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13 USDOL/ILAB, Solicitation for Cooperative Agreement (SGA 12-10), October 2012.

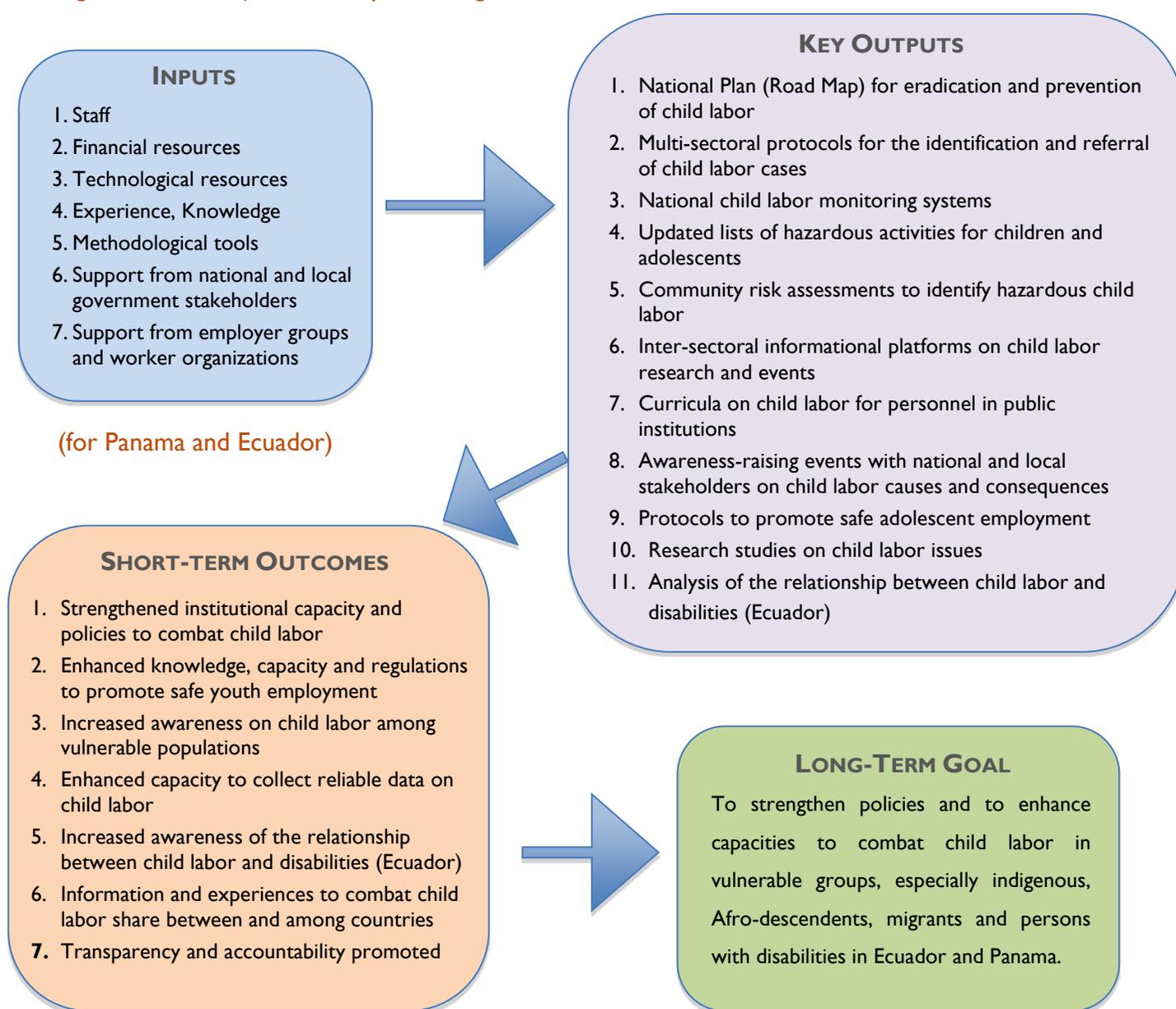
having one key staff person with the necessary country expertise and ability to build relationships with government counterparts. In August 2014, the project requested switching the child labor specialist from Panama to Ecuador. This request was not granted until January 2015.

### 3.2.4 CONSISTENCY WITH THE PROJECT’S THEORY OF CHANGE

*Is the formulated Theory of Change methodologically sound and valid in practical terms as it pertains to the issue of child labor in Panama and Ecuador?*

The project’s Theory of Change (ToC) describes what is needed to achieve the project’s long-term goal, or development objective. Specifically, the ToC explains the process of change by outlining causal linkages between inputs, outputs, outcomes, and the development objective. This is summarized in the following “pathway of change” diagram (Fig. 3).

Figure 3: The Project’s Theory of Change



The project's Theory of Change (ToC) presents in a methodically sound and valid way key project strategies that, when implemented, could lead to the attainment of the project's development objective: strengthening public policy and enforcement to combat child labor in Ecuador and Panama.

### 3.3 PROGRESS AND EFFECTIVENESS

This section assesses the effectiveness of project strategies in response to the questions contained in the Interim Evaluation's Terms of Reference (Annex A). Additional findings pertaining to the project's target numbers also are included.

#### 3.3.1 PROJECT PROGRESS

*At mid-term, is the project on track in terms of meeting its targets and immediate objectives?*

The project's workplan has an ambitious set of 180 activities between the two countries that are designed to achieve project outputs and outcomes. As mentioned in Section 3.2.1, the project's social partners expressed concern with the timely completion of the considerable number of project activities. The ILO project staff agreed that the design is ambitious, but that they are maintaining the focus on achieving the desired outcomes. In doing so, the project is able to combine activities between the various components that complement one another. For example, the multi-sectoral protocol developed at the municipal level was based on the National Plan for the prevention and eradication of child labor. This integrated approach streamlines the activities and strengthens the project outcomes.

The analysis in Tables 6 and 7 will focus on progress made at mid-term in terms of completing key project activities that contribute to the achievement of project outputs and outcomes. Achievement of the activities is measured by (a) degree of compliance with the activity start date, and (b) degree of completion of the activity by its finish date, as stated in the project workplan (see Annex B for workplan and notes on activities implemented either successfully or with difficulty). Progress is noted as either completed, partially completed, started (early stages), or not started.

**Ecuador:** As shown in Table 6, the project has partially completed key activities to achieve eight of the eleven key outputs, although only three of these are awaiting final validation from government officials: the National Plan (*Plan Sectorial*), the Child Labor Monitoring System (SURT), and the list of hazardous activities. Four other partially completed activities are at the stage of disseminating the information or scaling up the methodology: the curriculum on child labor issues, the research studies, the risk assessment methodology, and the guidelines for effective awareness campaigns. There has been little or no progress on activities contributing to the achievement of four other key outputs: the multi-sectoral protocol (*Rutas de Restitución*), the information platform to facilitate the exchange of information on child labor, protocols for promoting safe employment for adolescents, and identification of links between child labor and disabilities.

Table 6: Mid-Term Status of Completing Key Activities in Ecuador

Key Project Outputs and Activities - Ecuador	Status of Achieving Activities
<p>1. <b>National Plan</b> (<i>Plan Sectorial</i>) for eradication and prevention of child labor</p> <ul style="list-style-type: none"> <li>• Develop National Plan with input from key national stakeholders</li> <li>• Strengthen and support institutional efforts at the national level as described in the Plan</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Partially completed:</b> The project developed a National Plan with input from key national stakeholders; it is awaiting final validation by the Ministry of Labor. The project will focus on supporting institutional efforts at the national level within the context of CETIPPAT during the second half of the project.</li> </ul>
<p>2. <b>Multi-sectoral Protocol</b> (<i>Rutas de Restitución de Derechos</i>) for the identification and referral of child labor cases</p> <ul style="list-style-type: none"> <li>• Develop municipal protocol with input from key municipal stakeholders</li> <li>• Strengthen and support institutional efforts at the municipal level as described in the Multi-sectoral Protocol</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Started</b> (early stages): The process was initiated with municipal stakeholders, but several barriers delayed its completion; COMUNIDEC will continue facilitating the process with municipal stakeholders in Guamote and Quinindé in May 2015. Once this is complete, the project will focus on supporting institutional efforts at the municipal level.</li> </ul>
<p>3. <b>National child labor monitoring system</b> (SURTI)</p> <ul style="list-style-type: none"> <li>• Provide technical assistance for the development of child labor monitoring system (SURTI)</li> <li>• Develop SURTI operating manual and management protocol</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Partially completed:</b> The project provided technical assistance for the development of Ecuador's child labor monitoring system (SURTI), and completed SURTI's operation manual; SURTI's management protocol is in process.</li> </ul>
<p>4. <b>List of hazardous activities for children and adolescents</b></p> <ul style="list-style-type: none"> <li>• Update list of hazardous activities in consultation with government stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Partially completed:</b> The list was updated in consultation with tripartite stakeholders and is awaiting final approval from the Ministry of Labor.</li> </ul>
<p>5. <b>Methodology for Conducting Risk Assessments</b> at the municipal level to identify hazardous activities done by children</p> <ul style="list-style-type: none"> <li>• Adapt a guide for how to conduct a risk assessment "step-by-step"</li> <li>• Conduct workshops for municipal counterparts on how to carry out the methodology</li> <li>• Carry out risk assessments with municipal counterparts</li> <li>• Develop informational guides on how to mitigate hazardous activities carried out by children and adolescents</li> <li>• Scale-up and transfer methodology to the national level</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Partially completed:</b> The project adapted and published a step-by-step guide (September 2014) for conducting a risk assessment at the municipal level, and also developed draft guidelines for mitigating hazards for specific activities carried out by children and adolescents (March 2015); there are future plans to scale-up and transfer the methodology to the national level.</li> </ul>
<p>6. <b>Informational platform on child labor issues</b></p> <ul style="list-style-type: none"> <li>• Create an informational platform for sharing activities and research studies contributing to the prevention and eradication of child labor</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Started:</b> The Ministry Coordination of Social Development (MCDS) has agreed to host the platform, but a concrete plan for the platform's design or administration has not yet been developed.</li> </ul>

Key Project Outputs and Activities - Ecuador	Status of Achieving Activities
<p>7. <b>Curriculum on child labor issues</b> targeting public officials</p> <ul style="list-style-type: none"> <li>• Develop a certificated course on child labor (virtual platform)</li> <li>• Follow-up with course participants to assess the application of information learned</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Partially completed:</b> The curriculum was developed and implemented through SECAP's virtual platform; further follow-up is needed to assess the degree to which participants have successfully applied the information learned, as well as determine the cause of high attrition rates in the pilot courses.</li> </ul>
<p>8. <b>Guidelines for conducting effective awareness-raising campaigns</b></p> <ul style="list-style-type: none"> <li>• Provide technical assistance on how to conduct an effective awareness campaign</li> <li>• Collaborate with municipal stakeholders to create an effective awareness campaign that can serve as an example when scaling-up efforts</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Partially completed:</b> The project provided guidance on how to mount an effective awareness campaign in the two targeted municipalities. The project is now focusing on scaling-up and transferring these guidelines to the national level.</li> </ul>
<p>9. <b>Protocols for an integrated approach to promote safe employment for adolescents</b></p> <ul style="list-style-type: none"> <li>• Facilitate the establishment of protocols within the Ministry of Labor that would establish a process for adolescents to obtain integrated services</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Started:</b> The Ministry of Labor is currently engaged in discussions with the project regarding the integrated services for adolescents (<i>Ventanilla Única</i>). The ILO's Youth Employment project is providing additional technical and financial resources to develop and implement the protocols.</li> </ul>
<p>10. <b>Research studies on child labor issues</b></p> <ul style="list-style-type: none"> <li>• Carry out four research studies on child labor issues affecting vulnerable populations</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Partially completed:</b> The project completed six studies on child labor issues in Ecuador (below); the dissemination of the results of these studies is pending. <ol style="list-style-type: none"> <li>(1) "Recommendations for the provision of 'Second Opportunities in Education' for adolescents in Ecuador"</li> <li>(2) "Persons at risk of forced labor and child labor in the municipalities of Quinindé and Esmeraldas, Ecuador"</li> <li>(3) "Evaluation of the impact of child labor on productivity and economic growth in key sectors of the Ecuadorian economy"</li> <li>(4) "Study on the social protection programs implemented by the Ministry of Economic and Social Inclusion (MIES) that contribute to the prevention and eradication of child labor"</li> <li>(5) "Study on knowledge, attitudes and practices on child labor among public officials, business representatives, and communication specialists"</li> <li>(6) "Child labor in Quinindé and Guamote: knowledge, attitudes and practices on child labor among families.</li> </ol> </li> </ul>
<p>11. <b>Links between child labor and disabilities</b></p> <ul style="list-style-type: none"> <li>• Document the relationship between child labor and disabilities</li> <li>• Build awareness of the relationship found</li> <li>• Make policy recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Started:</b> A rapid assessment is currently being conducted in target municipality households that have registered a child with disabilities who is also working. Awareness efforts and policy recommendations have not been initiated.</li> </ul>

**Panama:** As shown in Table 7, the project has partially completed key activities to achieve seven of the 10 key outputs: the National Plan (*Hoja de Ruta*), the multi-sectoral protocol for the identification and referral of child labor cases (*Rutas de atención*), the list of hazardous activities for children and adolescents, the risk assessment methodology, the curriculum on child labor

issues, the guidelines for effective awareness campaigns and the various research studies. It is important to note, however, that three of these outputs are awaiting the expected validation by national counterparts. There has been little or no progress on activities that contribute to the achievement of three other key outputs: the child labor monitoring system (CLMS or *SMTI* in Spanish), the information platform to facilitate the exchange of information on child labor, and protocols for promoting safe employment for adolescents.

**Table 7: Mid-term Status of Completing Key Activities in Panama**

Key Project Outputs and Activities - Panama	Status of Achieving Activities
<p>1. <b>National Plan (<i>Hoja de Ruta</i>) for eradication and prevention of child labor</b></p> <ul style="list-style-type: none"> <li>- Develop National Plan with input from key national stakeholders</li> <li>- Strengthen and support institutional efforts at the national level as described in the Plan</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Partially completed:</b> The project updated the National Plan for 2015 and for the period between 2016 and 2019, with input from key national stakeholders; it is awaiting final validation by the Ministry of Labor. The project is currently providing technical support to stakeholders to implement the plan.</li> </ul>
<p>2. <b>Multi-sectoral Protocol (<i>Rutas de Atención</i>) for the identification and referral of child labor cases</b></p> <ul style="list-style-type: none"> <li>- Develop municipal protocol with input from key municipal stakeholders</li> <li>- Strengthen and support institutional efforts at the municipal level as described in the Multi-sectoral Protocol</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Partially completed:</b> The protocol was completed with the participation of municipal stakeholders in the Comarca Ngäbe Buglé and Pinogana in Darien; it is awaiting official approval by national counterparts. The project will provide technical assistance as the protocols are implemented between July and August 2015.</li> </ul>
<p>3. <b>National child labor monitoring system (SMTI)</b></p> <ul style="list-style-type: none"> <li>- Provide technical assistance for the development of child labor monitoring system (SMTI)</li> <li>- Share lessons learned and good practices from SURTI system and apply to Panama's SMTI</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Not started:</b> Panama was poised to adopt Ecuador's SURTI child labor monitoring system, but was delayed by the time required to complete and launch SURTI in Ecuador. The current plan is to apply the lessons learned from Ecuador to a system designed specifically for Panama. Project management stated that an IT consultant has been identified and will begin work in June 2015 for a period of four months.</li> </ul>
<p>4. <b>List of hazardous activities for children and adolescents</b></p> <ul style="list-style-type: none"> <li>- Update list of hazardous activities in consultation with government stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Partially completed:</b> The list was updated, in consultation with tripartite stakeholders, in April 2014, and is awaiting final approval from the Ministry of Labor.</li> </ul>
<p>5. <b>Methodology for Conducting Risk Assessments</b> at the municipal level to identify hazardous activities done by children</p> <ul style="list-style-type: none"> <li>- Adapt a guide for how to conduct a risk assessment "step-by-step"</li> <li>- Conduct workshops for municipal counterparts on how to carry out the methodology</li> <li>- Carry out risk assessments with municipal counterparts</li> <li>- Develop informational guides on how to mitigate hazardous activities carried out by children and adolescents</li> <li>- Scale-up and transfer methodology to the national level</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Partially completed:</b> The project adapted and published a step-by-step guide (Oct. 2014) for conducting a risk assessment at the municipal level, and also developed draft guidelines for mitigating hazards for specific activities carried out by children and adolescents. Workshops and a pilot risk assessment were carried out in Nov. and Dec. 2014 and informational guides are currently being developed. There are future plans to scale-up and transfer the methodology to the national level..</li> </ul>

Key Project Outputs and Activities - Panama	Status of Achieving Activities
<p>6. <b>Information platform on child labor issues</b></p> <ul style="list-style-type: none"> <li>- Create an informational platform for sharing activities and research studies contributing to the prevention and eradication of child labor</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Not started:</b> Stakeholders have yet to decide upon which institution will host the platform, and who will design it.</li> </ul>
<p>7. <b>Curriculum on child labor issues</b> targeting public officials</p> <ul style="list-style-type: none"> <li>- Develop a certificated course on child labor (classroom course)</li> <li>- Follow-up with course participants to assess the application of information learned</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Partially completed:</b> The student manual has been completed and the instructor manual is pending; INADEH plans to market the course and provide classroom instructors. An actual course has not been implemented as of mid-term.</li> </ul>
<p>8. <b>Guidelines for conducting effective awareness-raising campaigns</b></p> <ul style="list-style-type: none"> <li>- Provide technical assistance on how to conduct an effective awareness campaign</li> <li>- Collaborate with municipal stakeholders to create an effective awareness campaign that can serve as an example when scaling-up efforts</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Partially completed:</b> The project provided guidance on how to mount an effective awareness campaign in the two targeted municipalities; there are future plans to scale-up and transfer these guidelines to the national level.</li> </ul>
<p>9. <b>Protocols for an integrated approach to promote safe employment for adolescents</b></p> <ul style="list-style-type: none"> <li>- Facilitate the establishment of protocols within the Ministry of Labor that would establish a process for adolescents to obtain integrated services</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Started:</b> The Ministry of Labor is currently engaged in discussions with the project regarding the integrated services for adolescents. Project stakeholders have shown interest in the integrated services for adolescents (<i>Ventanilla Única</i>); an inter-institutional committee led by the Ministry of Labor for the design of these services began working in March 2015 and reached an agreement on May 26, 2015. The project is currently focusing on the development of the protocols.</li> </ul>
<p>10. <b>Research studies on child labor issues</b></p> <ul style="list-style-type: none"> <li>- Carry out four research studies on child labor issues affecting vulnerable populations</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Partially completed:</b> The project completed six research studies in Panama (below); the dissemination of the results of these studies is pending.             <ol style="list-style-type: none"> <li>(1) “Recommendations for the provision of ‘Second Opportunities in Education’ for adolescents in Panama”</li> <li>(2) “Analysis of the characteristics of child labor in indigenous communities”</li> <li>(3) “Analysis of the 2012 Child Labor Survey”</li> <li>(4) “Review of the progress in the application of binational agreements between Panama and Costa Rica for the protection of children and adolescents”</li> <li>(5) “Study on knowledge, attitudes and practices on child labor”</li> <li>(6) Study on the incorporation of child labor issues within the framework of the Opportunity Network in Panama.</li> </ol> </li> </ul>

### 3.3.2 DELAYS AND CHALLENGES ENCOUNTERED

*What are the factors contributing to delays, and how far behind are they in terms of target numbers and objectives? Have some sites experienced successes, while others have encountered challenges? Are any adjustments in strategy and/or implementation needed to better meet project objectives?*

**Four project activities** in particular have experienced significant delays in implementation: the development of the informational platform (both countries); the protocols for promoting safe employment for adolescents (both countries); the child labor monitoring system in Panama; and the relationship between child labor and disabilities in Ecuador. The following discussion offers potential insight into the reasons for these delays.

- 1) **Informational Platform:** Both countries have yet to launch the informational platform on child labor issues that offers stakeholders a mechanism for sharing experiences, activities, events and research studies through a unique and user-friendly website. Panama has not identified the institution that will administer the platform, nor has it determined an actual platform design. In Ecuador, MCDS recently signed an agreement to host the platform in Ecuador, but there has been no progress on its actual development. Officials from the National Institute of Statistics and Census (INEC) in both Ecuador and Panama expressed concern over the website being viewed as an authority on child labor statistics and research. The INEC official in Panama was especially outspoken, stating that INEC is the agency responsible for posting official statistics. According to project staff, however, this concern is based mostly on a misunderstanding of the platform's purpose; they are confident that a host institution will be identified in Panama, and the appropriate consultant hired to develop the platform. Aside from raising awareness regarding the platform's purpose, the project staff does not believe that any strategy adjustments are needed.
- 2) **Protocols for Safe Employment for Adolescents:** The project strategy of promoting safe employment for adolescents has progressed perhaps the least. This approach is based on the establishment of a one-stop-shop (*Ventanilla Única*) within the Ministry of Labor, through which youth can obtain or access comprehensive services. These services include registration into a special database, obtaining an appropriate work permit, accessing job training opportunities, and receiving job placement assistance. According to an ILO official in San Jose, this model has been implemented successfully in both Costa Rica and El Salvador. The model can be adapted in coordination with each country's Ministry of Labor to create an appropriate local version. Project staff stated that the Ministries of Labor in Panama and Ecuador initially expressed little interest in adolescent employment issues; they now are making slow progress. During the evaluation interviews, MOL officials from both countries demonstrated genuine interest in addressing adolescent employment priorities but felt that implementation of such a comprehensive system would require more time than afforded by the project's timeline. According to project staff, the implementation of the strategy will require a concerted and dedicated effort in order to create the necessary buy-in, establish the inter-institutional protocols and provide technical assistance during the system's pilot phase. This process recently began in both countries and agreements have been reached in late May 2015 with the Ministries of Labor in Panama and Ecuador to move forward with the development of the protocols.

- 3) **Child Labor Monitoring System in Panama:** During the interim evaluation interviews, representatives from the Ministry of Labor’s Child Labor Unit in Panama (DIRETTIPAT) expressed deep frustration with the delay in implementing the Child labor Monitoring System (SMTI, in Panama). Software and ministry representatives from Ecuador visited Panama in October 2014 to share features of the SURTI system and discuss adjustments that would be needed to adapt SURTI to the Panamanian context. Six months later, the Panamanians were still waiting. As stated by one DIRETTIPAT official, *“We were convinced of SURTI’s qualities, but after waiting six months we now realize that we only may be able to glean the lessons learned from SURTI.”* Project staff stated that the delays were partly due to the cost of adapting the SURTI system. The bids received from various consulting agencies were all higher than what the project could afford. After analyzing the options, the project concluded that it would be best to gather the lessons learned and good practices from the SURTI experience, and apply them to the development of a more efficient and effective child labor monitoring system in Panama. As of June 2015, the project has identified a suitable IT specialist who will begin the process of developing the SMTI in Panama, in coordination with DIRETTIPAT.
- 4) **Child labor and disabilities:** One of the project’s biggest challenges centers on the completion of activities within Component 5: Addressing the links between child labor and disabilities. Under this component, the project is expected to make policy recommendations based on the results of a gap analysis, rapid assessment, and study of existing policies and programs. In addition, the project is expected to mainstream disability concerns into compulsory education, and promote training opportunities and employment for youth with disabilities. As stated by one of the project’s social partners in Ecuador, *“That one component could be an entire project.”* Unfortunately, by mid-term the project had made only minor advancements within this component.

The primary governmental institution responsible for special populations in Ecuador is the Ministry of Economic and Social Inclusion (MIES). Project staff cited the many challenges of working with MIES, whom they described as a “catch-all” ministry overseeing social services for children, adults and seniors, as well as special populations such as those with disabilities. Aside from their broad target population and mission, MIES had a history of high staff turnover. Since 2013 there had been two different ministers and four different heads of special services. Project staff felt that this turnover had seriously inhibited continuity within the ministry. The evaluator was unable to verify MIES’s point of view due to cancellation of the interview shortly before its scheduled time. During the interim evaluation, project staff expressed that adjustments to the project strategy are necessary given the poor progress in working together with MIES. This may require a prioritization of the project strategies that have the greatest potential for achieving the project outcomes and/or collaboration with different governmental institutions that are interested in working jointly on this issue. For example, the project is now planning on carrying out a Rapid Assessment to analyze the characteristics of child labor amongst children with disabilities with MCDS rather than MIES.

The project experienced the same type of setback with staff turnover in the Ministry of Education (MOE), with whom they were supposed to collaborate on the issue of mainstreaming disability concerns into compulsory education (Activities 5.1.3, 5.2.1, 5.2.2). Project management expressed great concern with initiating these activities under component 5, expressing that it would require a tremendous amount of time and suggested a prioritization of

the project activities that have the greatest potential for achieving the project outcomes. The MOE representative interviewed during the mid-term evaluation also expressed concern in initiating these activities given the limited time and resources.

### 3.3.3 PERCEPTIONS OF EFFECTIVENESS BY GOVERNMENT OFFICIALS

*What is the perception of effectiveness by Government officials in both countries regarding the project's outcomes?*

Government stakeholders in both countries expressed a lack of understanding of the project's scope, including the wide range of activities being conducted with multiple government entities. This impeded their ability to provide an opinion on the effectiveness of the project as a whole. Project representatives stated that they have made a concerted effort to provide periodic written and verbal updates to the various stakeholders regarding project activities and progress. In spite of these efforts, however, at least four government representatives interviewed had a limited understanding of project activities outside of those in which they were participating. This included the Ministry of Education (in both countries), SENIAFF (Panama), INEC (both countries) and the Ministry of Labor's labor inspectorate in Panama. Based on interviewees' responses, it is unclear whether the government stakeholders' lack of knowledge of the project is due to unclear communication by project staff or poor use of the information provided to them by project staff.

The following discussion highlights government stakeholders' comments regarding what they perceive as the most effective and least effective project strategies for each country.

- 1) **Most Effective - Ecuador:** Government stakeholders most often mentioned the **updated list of hazardous activities** for children and adolescents as the project's most effective contribution. They felt that their input had been incorporated, and that the list had gained some important additions. They also highlighted the synergy between the list of hazardous activities and project strategies focusing on safe employment for youth.
- 2) **Least Effective - Ecuador:** Government stakeholders in Ecuador who participated in the development of the **National Plan** for the Prevention and Eradication of Child Labor (*Plan Sectorial*) were particularly critical of the process carried out to develop the draft Plan. Stakeholders from two government institutions described the process as both inefficient and **ineffective**. One government stakeholder commented, *"Our input was not taken into consideration. The end result was an unwieldy 150-page document that we simply could not validate as our National Plan."*
- 3) Project representatives confirmed that there were serious difficulties in obtaining stakeholder consensus on the contents of the National Plan. They also conceded that stakeholders were disappointed with the project consultant's first draft of the National Plan, describing the document as "unwieldy" (56 pages of text and 110 pages of annexes). According to project representatives, they now have a more concise "Executive Version" of the National Plan that is pending approval from the Ministry of Labor. The project is optimistic that Ecuador will have a National Plan within the next few months to guide its efforts at eliminating the worst forms of child labor by 2017.
- 4) **Most Effective – Panama:** Government stakeholders in Panama mentioned two strategies they considered to be most effective: the updated **list of hazardous activities**, and the

process for updating the **National Plan** (*Hoja de Ruta*) for eradicating child labor by 2020. Both of these processes were described as effective due to the successful inclusion of stakeholder input. The project consultant who facilitated the National Plan process was described as efficient and timely.

- 5) **Least Effective – Panama:** Several government officials in Panama identified the anticipated child labor monitoring system as the least effective project strategy. As previously mentioned in Section 3.1.1, Panama had to delay its adoption of Ecuador’s SURTI child labor monitoring system due to implementation delays that occurred in Ecuador. As a result, Panama has not yet begun its own process. The current plan is to take lessons learned and good practices from Ecuador’s SURTI and apply them to a new child labor monitoring system designed specifically for Panama.
- 6) **Effectiveness of the Project’s Social Partners:** Local government representatives in both Ecuador and Panama commented on the important role played by the project’s social partners (Casa Esperanza, Esquel and COMUNIDEC) in gaining community buy-in and trust with regard to child labor issues and policies. Stakeholders in Ecuador recognized the benefit of aligning with social partners who had extensive community organizing experience, but also mentioned the confusion caused by having representatives from three different organizations plan and implement the project’s activities. In Panama, several national stakeholders noted the strength of the alliance between ILO and Casa Esperanza: ILO was highly regarded for its policy and capacity-building work, while Casa Esperanza was praised for its extensive work on children’s issues, particularly child labor.

### 3.3.4 PROGRESS MADE IN CONTRIBUTING TO DOL CAPACITY INDICATOR

*What is the progress made thus far in contributing to the DOL capacity indicator? Are there any possible areas of adjustment to help the project reach life of project targets?*

The USDOL-specific common indicators on capacity building include the adaptation of the legal framework to meet international labor standards, establishment of a child labor monitoring system (CLMS), institutionalization of research on child labor issues, and institutionalization of training on child labor or forced labor issues within government agencies. The following discussion describes the project’s contribution to each of these DOL capacity indicators.

**Adaptation of Legal Framework:** The indicators defined by USDOL include the development and adoption of a list of hazardous occupations for children. In both Ecuador and Panama, the lists of hazardous occupations for children were updated in consultation with tripartite stakeholders and are awaiting final approval/adoption from their respective Ministries of Labor.

**Establishment of a child labor monitoring system:** To meet this indicator, the CLMS or CLMS plan must be established, and all stakeholders have formally agreed to support the CLMS plan and implementation. In Ecuador, the project provided technical assistance for the development of the child labor monitoring system (SURTI). The Ministry of Labor is now in the process of formally approving and validating the SURTI system. In Panama, the project is taking a more active role in the development of the CLMS in close coordination with DIRETIPPAT, but its completion is not expected before the end of 2015.

**Institutionalization of Research:** In accordance with the indicators defined by USDOL, institutionalization of research may be demonstrated by the implementation of a national child

labor survey. Both Ecuador and Panama completed a national child labor survey in 2012; however, the project did not make any specific contributions toward its design or implementation. In 2014, however, the project did provide technical assistance to the National Institute for Statistics and Census (INEC) in Panama in preparation for the survey that began in October 2014. According to INEC in Panama, the project's feedback contributed toward improvements in the questionnaire.

**Institutionalization of Training:** According to the indicators defined by USDOL, institutionalization of training may be demonstrated by the development of an annual training program and budget for labor inspectors. The project has made significant progress in Ecuador, where they developed and piloted a training program targeting all public officials within the Ministry of Labor as well as other ministries, in conjunction with the Ecuadorian Professional Training Institute (SECAP). SECAP and the project developed an online training program on child labor issues that was piloted in 2015 with 160 participants. According to representatives of SECAP, the online course has been integrated into the curriculum and will be offered each trimester, based on public demand. In Panama, a similar model is being implemented through the National Institute of Professional Training for Human Development (INADEH), although this will be a classroom course rather than an online course.

### 3.3.5 COORDINATION WITH EDUCAFUTURO PROJECT

*How has the project coordinated activities with the Partners of Americas EducaFuturo project?*

According to USDOL's Solicitation for Cooperative Agreement (SGA 12-10), the project titled "Strengthen Policy and Enforcement to Combat Child labor among Vulnerable Populations in Ecuador and Panama" was intended to complement another project being implemented by Partners of the Americas (PoA) that supports the direct delivery of education and livelihood services for the same purpose. As such, the donor expected the two projects to coordinate efforts and create synergy between their respective activities, particularly given the overlap in target municipalities in both Ecuador and Panama. Although representatives of both projects have participated in meetings to share details of one another's activities, there has been very little synergy to date. PoA's new director as of April 2015 and the ILO project director have expressed a renewed commitment toward improving coordination, particularly in the area of child labor and disabilities.

### 3.3.6 STAKEHOLDER ENGAGEMENT

*To what extent has the project succeeded in engaging with key stakeholders, including the Governments of Ecuador and Panama at the national, regional and local levels?*

The Ministry of Labor is the project's primary counterpart in both countries. However, the project is working with other national and municipal counterparts for five of the seven project components. Table 8 identifies the list of key government counterparts, followed by a discussion of each counterpart's degree of engagement.

**Table 8: The Project’s Government Counterparts**

Project Components	Key Government Counterparts
1. Strengthened institutional capacity and policies to combat child labor	<ul style="list-style-type: none"> <li>• Ministry of Labor in Ecuador (MdT), Project for the Eradication of Child labor (PETI)</li> <li>• Ministry of Labor in Panama (MITRADEL), Child labor Unit (DIRETTIPAT)</li> <li>• Ministry Coordination of Social Development (MCDS) in Ecuador</li> <li>• Ministry of Economic and Social Inclusion (MIES) in Ecuador</li> <li>• Ministry of Social Development (MIDES) in Panama</li> <li>• Professional Training Institute in Ecuador (SECAP)</li> <li>• National Institute of Professional Training for Human Development in Panama (INADEH)</li> </ul>
2. Enhanced knowledge, capacity and regulations to promote safe youth employment	<ul style="list-style-type: none"> <li>• MdT, PETI and Employment units</li> <li>• MITRADEL, DIRETTIPAT and Employment units</li> </ul>
3. Increased awareness on child labor among vulnerable populations	<ul style="list-style-type: none"> <li>• National counterparts in Ecuador and Panama: MdT, MITRADEL, MINEDUC, MEDUCA</li> <li>• Municipal counterparts include representatives from the local ministries of labor, education and health in both countries</li> </ul>
4. Enhanced capacity to collect reliable data on child labor	<ul style="list-style-type: none"> <li>• MdT, PETI; MITRADEL, DIRETTIPAT</li> <li>• MITRADEL, DIRETTIPAT</li> <li>• National Institute for Statistics and Census (INEC) in Panama and Ecuador</li> </ul>
5. Increased awareness of the relationship between child labor and disabilities (Ecuador)	<ul style="list-style-type: none"> <li>• MdT, PETI</li> <li>• MINEDUC (Ecuador)</li> <li>• MIES in Ecuador</li> <li>• Municipal counterparts that include representatives from the local ministries of labor, education, social inclusion and health in Ecuador</li> </ul>
6. Shared lessons between and among countries	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
7. Transparency and accountability promoted	<ul style="list-style-type: none"> <li>• N/A</li> </ul>

**Success and Barriers in Stakeholder Engagement:** The project has successfully engaged the Ministry of Labor, child labor units in both countries. Mid-term evaluation interviews with representatives from PETI and DIRETTIPAT revealed a high level of commitment, interest and participation in project activities. This was in contrast to the level of commitment and engagement shown by MIES in Ecuador, and to a lesser degree, MIDES in Panama. Both MIES and MIDES play an important role in the prevention and eradication of child labor in their respective countries; however, the project has had numerous difficulties in securing their engagement. As mentioned in Section 3.3.2, MIES in Ecuador has experienced unusual staff turnover, thereby hindering any sort of continuity between the project and the MIES counterpart. In Panama the project has had more success interacting with MIDES, as demonstrated by the completion of a joint study on the “Network of Opportunities” to integrate child labor themes into the existing social services programs carried out by MIDES. At the municipal level, greater stakeholder engagement has been demonstrated in Panama with the participation of multiple stakeholders to create the multi-sectoral protocols. In addition, municipal stakeholders in both

Ecuador and Panama have participated in the risk assessment of hazardous activities as well as awareness-raising activities and workshops.

### 3.4 EFFECTIVENESS OF PROJECT MONITORING

*What is the effectiveness and ease of use of the project’s monitoring and reporting tools?*

Performance monitoring ensures that a project is being implemented as planned. It documents whether activities are on-track for completion, and if desired results are occurring. A project’s performance monitoring system centers on its performance monitoring plan (PMP), including data collection and reporting methods and tools, data analysis, evaluations and data quality assessments.<sup>14</sup> The following discussion provides an analysis of (a) the integrity of the project’s PMP, (b) the reliability of the data collected, and (c) ways in which the project has used the data to guide or adjust project strategies.

#### 3.4.1 PERFORMANCE MONITORING PLAN

The project’s performance monitoring plan (PMP) was the result of a team effort between the grantee and the donor. Together they created a plan that provided a detailed definition of each performance indicator to be tracked; the source, method of data collection and schedule of collection for all required data; and the person responsible for the collection process.<sup>15</sup>

According to USAID monitoring guidelines, performance indicators should address the direct products and services delivered by a program (outputs), and the results of those products and services (outcomes).<sup>16</sup> Table 9 provides an analysis of the integrity of the project’s PMP according to USAID criteria. (See Annex F Performance Monitoring Plan.)

**Table 9: Assessing the Integrity of the Project’s Performance Monitoring Plan (PMP)**

PMP Criteria	Analysis
1. <b>Performance indicators:</b> clearly defined; direct & objective; measure both outputs and outcomes	<ul style="list-style-type: none"> <li>Performance indicators have been established for both outputs (43 output indicators) and outcomes (18 outcome indicators)</li> <li>Each of the output and outcome indicators is clearly defined, along with its unit of measurement</li> </ul>
2. <b>Data collection methodology:</b> The data source, method of data collection, and schedule of data collection frequency are established	<ul style="list-style-type: none"> <li>Data collection methodology (data source, method/approach, frequency, schedule) has been established</li> </ul>
3. The persons responsible for data availability and data collection are identified	<ul style="list-style-type: none"> <li>Both the institution/person responsible for data availability and person responsible for data collection are identified</li> </ul>

Source: USAID. “Performance Management and Evaluation Tips: Preparing a Performance Monitoring Plan.” No. 7, 2010, [http://pdf.usaid.gov/pdf\\_docs/pnadw107.pdf](http://pdf.usaid.gov/pdf_docs/pnadw107.pdf)

14 USAID. “Performance Management and Evaluation Tips: Preparing a Performance Monitoring Plan.” No. 7, 2010, [http://pdf.usaid.gov/pdf\\_docs/pnadw107.pdf](http://pdf.usaid.gov/pdf_docs/pnadw107.pdf)

15 *Ibid*

16 USAID. “Performance Management and Evaluation Tips: Selecting Performance Indicators.” No 6, 2009, [http://redlac.org/usaiddguidance\\_on\\_selecting\\_performance\\_indicators.pdf](http://redlac.org/usaiddguidance_on_selecting_performance_indicators.pdf).

### **3.4.2 RELIABILITY OF DATA COLLECTED**

*How reliable is the data collected and reported?*

To increase the reliability of the data collected and reported, the project gathers data from multiple internal and external sources. Together these sources serve to verify progress or completion of a particular output or outcome. For example, upon completion of a particular output, the project delivers the product and produces an official letter to the corresponding institution stating that the product has been completed and delivered. The institution returns a copy of the letter with an official seal confirming receipt of the product and date of delivery. For training events, the project collects supporting evidence such as training agendas and sign-in/sign-out sheets to verify attendance of the participants and course completion. These results are systematically reported in the biannual Technical Progress Reports.

### **3.4.3 USE OF DATA COLLECTED**

*How is this data being used to assist in project implementation?*

**Internal Management:** The data collected are used for internal management of project progress. They are reviewed at least biannually during the “Bi-national Workshops” attended by staff from Ecuador and Panama. The main purpose of these workshops is to determine whether adjustments are needed in the project strategy to achieve outputs and outcomes more effectively and efficiently. The data collected also are used for communicating with institutional counterparts and other stakeholders regarding project progress. Specific counterparts such as the Ministry of Labor then can use the data for their own purpose of demonstrating achievements and institutional strengthening.

**Baseline KAP Survey:** At the start of project implementation, a KAP (knowledge, attitudes, practices) survey was conducted among public officials, private sector representatives, and households in the project's rural and urban intervention areas in Ecuador and Panama. The project used the results of the KAP Survey to do the following:

- 1) Design awareness campaigns in both Ecuador and Panama.
- 2) Address information gaps in trainings for public officials on child labor issues.
- 3) Develop multi-sectoral protocols at the municipal level, specifically targeting household activities carried out by children.
- 4) Propose the incorporation of specific child labor issues into MIDES’s policy strategies in Panama for the prevention and eradication of child labor.

While the results of the KAP survey were appropriately used to assist in project planning and implementation, a follow-up KAP survey at the end of the project was not included in the project design.

### 3.5 EFFICIENCY

*Are the project strategies efficient in terms of the financial and human resources used as compared to its outputs? Are there any alternative strategies that would be more efficient and equally effective?*

To assess efficiency, the evaluator analyzed the amount and percentage of resources allocated to the different line items in the project budget along with the expenditure rate for these line items. She also solicited comments from project staff and other stakeholders regarding their perceptions of project efficiency.

#### 3.5.1 ALLOCATION OF RESOURCES

Table 10 shows the allocation of resources to the different line items as reported in the project budget. The single largest line item is for the project management and support team (approximately 45 percent) consisting of the CTA and five other full-time staff in Ecuador and Panama. Approximately 24 percent of the budget is associated with conducting output-based activities. The ILO overhead accounts for 12 percent of the total budget. The remaining line items each account for 1 percent to 5 percent of the total budget, for a total of 19 percent.

**Table 10: Allocation of Resources to Budget Line Items**

Item	Amount (USD)	Percent
Direct Labor Costs	\$1,562,450.00	45%
Equipment	\$19,700.00	< 1%
Other Office Expenses	\$145,084.00	4%
Output-based Activities	\$840,947.00	24%
Monitoring and Evaluation	\$70,000.00	2%
Travel and Missions	\$181,669.00	5%
Audit Expenses	\$130,000.00	3%
Provision for Cost Increase	\$147,493.00	4%
ILO Overhead	\$402,657.00	12%
Total	\$3,500,000.00	100%

Source: Project budget provided to evaluator, May 2015

In comparison to five other ILO projects evaluated in the past two years, the amounts allocated to the various line items of the current project are consistent with those found in the other ILO projects. The 24 percent budget allocation for output-based activities is lower than child labor projects that provide direct services, the latter of which can be upwards of 40 percent of the project budget.

#### 3.5.2 EXPENDITURE RATE

The expenditure or distribution rate for each line item in the project budget is presented in Table 11. As of May 2015, the project had spent 37 percent of its total budget over a 29-month period (or 60 percent of the total life of the project), with 19 months remaining. Based on this information, the project appeared to be underspent by 23 percent at the time of the interim

evaluation. The available data did not include the 2015 budget items for the social partners, (Esquel, Casa Esperanza and COMUNIDEC), which will be released at the end of June 2015. This will add up to approximately \$49,000 USD, and the 29-month expenditure rate would increase to 40 percent. According to ILO project management, if encumbrances (activities in process) are factored in, the figure rises to 64 percent.

At mid-term, expenditure rates for each line item are expected to be somewhere near 50 percent. As shown in Table 11, expenditure rates for all items except direct labor costs and equipment represent a significant degree of underspending. The line item for audits has not been expensed; according to project staff, the costs will be assumed by an external source. Project staff attributed the low expenditure rates during the first two years to several factors: (1) a nine-month period of low activity in Panama in anticipation of the change of government and thereby change in counterparts; (2) the weak ILO presence in Ecuador prior to January 2015, which affected the ability to continually follow-up with government counterparts and make more significant advancements; and (3) the high turnover of key counterparts within the Ministry of Economic and Social Inclusion (MIES), which specifically impeded the advancement of activities focused on the links between child labor and disabilities.

**Table 11: Expenditure Rates by Budget Line Item**

Item	Budgeted (USD)	Expensed (as of May 2015)	Expenditure Rate
Direct Labor Costs	\$1,562,450.00	\$801,926.41	51%
Equipment	\$19,700.00	\$14,249.82	72%
Other Office Expenses	\$145,084.00	\$44,143.70	30%
Output-based Activities	\$840,947.00	\$202,400.50	24%
Monitoring and Evaluation	\$70,000.00	\$11,399.76	16%
Travel and Missions	\$181,669.00	\$72,666.92	40%
Audit Expenses	\$130,000.00	\$0.00	0%
Provision for Cost Increase	\$147,493.00	\$7,133.00	5%
ILO Overhead	\$402,657.00	\$152,260.66	38%
Total	\$3,500,000.00	\$1,306,180.77	37%

Source: Project budget provided to evaluator, May 2015

### 3.5.3 IMPRESSIONS OF EFFICIENCY

The efficient use of time to achieve project outcomes is especially important in projects whose focus is on policy initiatives. The evaluator included questions in the interviews designed to solicit the opinion of staff and key stakeholders regarding project efficiency. Most stakeholders stated that they did not have access to financial information and therefore could not offer an opinion; however, two key governmental stakeholders in Ecuador felt that the development of the National Plan required significant time on the part of the stakeholders, without satisfactory results. Project staff in Ecuador felt that the process for developing multi-sectoral protocols at the municipal level was inefficient due to problems with the consultant as well as turnover of key municipal government officials.

In spite of these obstacles the project has made considerable progress toward achieving the majority of the project objectives within the stated timeframe and budget. According to USAID policy experts, the policy reform process is “an evolving, iterative, multistage process that requires patience, mutual respect, and enduring commitment.” Policy experts emphasize the importance of allowing enough time for key constituencies to participate in the policy dialogue, to evaluate options, and to become fully engaged and invested in the policy process.<sup>17</sup>

### 3.6 SUSTAINABILITY

#### 3.6.1 SUSTAINABILITY OF PROJECT INITIATIVES

*What specific strategies have been integrated into the project design to increase the likelihood of sustainability of project initiatives? Will they likely be effective?*

The sustainability of project initiatives was built into the initial design, implementation and monitoring of all seven project components. To outline the sustainability strategy, the project created a matrix defining the conditions for sustainability, further action by institutions and partners involved, the process for monitoring progress of sustainability elements, and the status of the sustainability elements. The matrix is included in each biannual TPR; however, there has not been an update of the status of the sustainability elements since the matrix was initially prepared in March 2013. Table 12 provides the contents of the matrix prepared in March 2013, with an update in the far right column on the status of sustainability elements based on the mid-term evaluation review.

**Table 12: Sustainability Matrix with Updated Progress in Achieving Sustainability Elements**

Project Component	Conditions for Sustainability	Further action by institutions and partners involved	Monitoring progress of sustainability elements	Progress in achieving sustainability elements (updated May 2015)
Strengthening Institutional Capacity and Policies to Combat Child Labor	Policy development and enhanced institutional capacities are available for a joint and effective action against child labor	Institutions develop annual operational plans for the provision of services to identified child labor cases	Monitoring through periodic review of advances and on-site verification of availability of public services	<ul style="list-style-type: none"> <li>National Plan to Prevent and Combat Child Labor in Ecuador designed and currently being validated</li> <li>National Plan in Panama (2015-2019) designed and currently being validated</li> </ul>
Safe Youth Employment	Public national and local programs adjusted to offer safe work opportunities for youth	Periodic review of hazardous conditions and labor market opportunities, and adaptation of the job promotion services to those conditions	Technical assistance, periodic visits and institutional reports on job promotion services for youth	<ul style="list-style-type: none"> <li>Public programs that work on youth employment issues identified in Panama at the national and local levels</li> <li>Process initiated to develop an inter-institutional strategy at the local and national levels to promote safe youth employment in Ecuador and Panama</li> </ul>

17 USAID, “Policy Reform Lessons Learned: A Review of Economic Growth Related Policy Reform Activities in Developing Countries,” June 2007. [http://www.publicprivatedialogue.org/papers/USAID\\_Policy%20Reform\\_Lessons\\_Learned.pdf](http://www.publicprivatedialogue.org/papers/USAID_Policy%20Reform_Lessons_Learned.pdf)

Project Component	Conditions for Sustainability	Further action by institutions and partners involved	Monitoring progress of sustainability elements	Progress in achieving sustainability elements (updated May 2015)
Raising Awareness (proposed modification)	Better understanding of child labor causes and consequences, and enhanced capacity of national and local stakeholders for designing and implementing awareness-raising and social mobilization strategies to reduce and eradicate child labor	Adaptation of current, or development of new, awareness-raising and social mobilization strategies to reduce child labor	Periodic monitoring on the comprehension of child labor causes and consequences, as well as design and implementation of awareness-raising campaigns.	<ul style="list-style-type: none"> <li>• KAP surveys completed in Ecuador and Panama</li> <li>• Analysis of effectiveness of awareness campaigns completed</li> <li>• National campaign completed in Panama</li> <li>• Local campaigns completed in Panama and in process of completion in Ecuador</li> <li>• Design for national governmental campaign in Panama completed</li> <li>• Discussions for design of national governmental campaign in Ecuador in process</li> </ul>
Supporting Child Labor Monitoring Systems and the collection of reliable data on child labor	Enhanced qualitative and quantitative knowledge based on child labor	Integration of child labor items and questions in data gathering instruments	Periodic review of the data collection instruments and the use of information on child labor	<ul style="list-style-type: none"> <li>• Analysis of current status of child labor in Ecuador completed by governmental officials</li> <li>• Child labor survey in Ecuador for 2016 planned and to be implemented with government funding</li> <li>• Child labor survey in Panama implemented with government funding</li> <li>• Child labor monitoring system (CLMS) in Ecuador completed and currently in process of implementation at national and local levels</li> <li>• CLMS in Panama currently in design process</li> <li>• Design and integration of informational platform in Ecuador currently being completed</li> <li>• Informational platform in Panama currently being negotiated</li> </ul>
Addressing the links between child labor and disability	Disability concerns mainstreamed into policies and legal frameworks	Institutions review and adapt their services and practices for the inclusion of the concerns of child labor and disabilities in their operations	Periodic monitoring on the inclusion of child labor and disabilities concerns as part of the policies and practices of public agencies	<ul style="list-style-type: none"> <li>• Few advancements on this issue; studies are presenting recommendations that governmental institutions can incorporate into public policies and relative legal frameworks that address child labor and disability</li> </ul>

Project Component	Conditions for Sustainability	Further action by institutions and partners involved	Monitoring progress of sustainability elements	Progress in achieving sustainability elements (updated May 2015)
Sharing lessons between and among countries	Experiences and lessons learned from other Latin American countries reviewed	Institutions review and adapt their services to include lessons learned and best practices from other Latin American countries	Technical assistance for incorporating best practices and lessons learned on child labor from other Latin American countries	<ul style="list-style-type: none"> <li>• Guide for sharing lessons learned and good practices with a sustainable- and results-based focus has been developed and disseminated among project stakeholders</li> <li>• Process of developing CLMS in Ecuador (SURTI) shared with governmental authorities in Panama</li> <li>• Multi-sectoral protocols in Ecuador adapted for the creation of multi-sectoral protocols in Panama</li> <li>• Experience of implementing national committees in Argentina in the process of adaptation in Ecuador</li> </ul>
Promoting transparency and accountability	Involvement of key stakeholders and project ownership creation	Public agencies promote the involvement of relevant key stakeholders in the development of relevant child labor services	Technical assistance and periodic meetings for providing information on actions developed by the project	<ul style="list-style-type: none"> <li>• Periodic meetings conducted at the national level in Ecuador and Panama to inform stakeholders of project activities</li> <li>• Periodic meetings conducted at local level in Ecuador and Panama with active participation of municipal leaders and local governmental institutions</li> <li>• Participation in the national inter-institutional committees to eradicate child labor in Ecuador (CIETI) and Panama (CETIPPAT) to present project activities and results</li> </ul>

Source: Technical Progress Report (TPR), October 2014, and discussions with project staff

The project has made significant progress toward achieving the sustainability elements established for (a) strengthening institutional capacity and policies to combat child labor, (b) establishing a child labor monitoring system in each country, (c) sharing lessons between and among countries, and (d) promoting transparency and accountability. The sustainability elements for safe youth employment and the links between child labor and disabilities are lagging considerably given that the project is more than halfway completed. Finally, the strategy for the awareness component is in the process of being redesigned to focus on the sustainability elements highlighted in red.

### 3.6.2 INCREASING POTENTIAL FOR SUSTAINABILITY

*What additional steps should be taken in order to enhance the sustainability of project initiatives?*

Stakeholders in Ecuador and Panama identified several barriers to achieving sustainability of the project initiatives. Table 13 identifies these barriers and the strategies suggested for overcoming these barriers.

**Table 13: Barriers to Sustainability and Strategies for Overcoming These Barriers**

Barriers to Sustainability	Strategies for Overcoming Barriers
<p>1. <b>Change of Government:</b> Public policy priorities and advancements that contribute to the eradication of child labor oftentimes are dismantled with a change in government; this necessitates a reinitiation of the entire process. This is especially challenging when the change of government occurs after the first year of implementation.</p>	<ul style="list-style-type: none"> <li>- Empower civil society members at the local level to serve as a continuum in efforts to advocate for local and national policies for the prevention and eradication of child labor. Create agreements to ensure that the lines of action targeting child labor continue with changes in government officials.</li> </ul>
<p>2. <b>Turnover of government counterparts:</b> Some governmental institutions experience high turnover in personnel; this dilutes efforts to strengthen these institutions when some personnel have participated in capacity-building activities and others have not.</p>	<ul style="list-style-type: none"> <li>- Institutionalize capacity-building efforts within governmental institutions to address critical knowledge gaps.</li> </ul>
<p>3. <b>Child labor statistics and profiles are not reflective of local communities:</b> Information regarding child labor rates and hazardous activities are disaggregated to the provincial level, but do not necessarily reflect issues at the municipal or community levels. This impedes the creation of specific, statistically based policies at the local level for the prevention and eradication of child labor.</p>	<ul style="list-style-type: none"> <li>- Disseminate municipal and community level information or statistics generated by national governmental institutions to the corresponding municipal and community governments. This will be facilitated by the CLMS once it becomes operational.</li> </ul>
<p>4. <b>Cultural tolerance:</b> Cultural tolerance of child labor persists, especially among the targeted vulnerable populations.</p>	<ul style="list-style-type: none"> <li>- Continue to plan and implement ongoing awareness-raising activities involving key community leaders; continue with strategies that take into account the cultural and linguistic context of the targeted local population.</li> </ul>

Source: Interim Evaluation Stakeholder Meetings April 22 and 24, 2015

Stakeholders identified changes in government as a major barrier to project implementation. Project staff stated that a change in Ecuador's government in May 2013 resulted in a shift of priorities within the National Plan. This, in turn, led to the dismantling of the government leadership on the topic of disabilities within the Office of the Vice-President. Within the new government structure, several institutions were responsible for addressing disability issues; this impeded coordination with key counterparts. The momentum gained during the first year of the project was lost, and the process of introducing project goals and achieving buy-in had to begin

once again. This was exemplified by the case of one governmental counterpart in Ecuador who experienced two different ministers and four different project counterparts within the project's first two years. In this type of situation, civil society members can play an instrumental role by creating a continuum between government officials in order to ensure, through communication with their elected officials, that any actions in-process continue.

In Panama, the circumstances have been slightly different. Panama's political campaign began in January 2014, one year after the project began. During the campaign, key government counterparts, including the Ministry of Labor, had to significantly reduce the amount of time allocated to coordination of activities with project staff. Thus, the project was unable to make new advancements until new authorities took office in September 2014.

## **IV LESSONS LEARNED AND GOOD PRACTICES**

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A lesson learned can be based on a positive experience, such as a successful outcome, or a negative experience, such as a malfunctioning process or other undesirable result. A lesson learned may evolve into a good practice if the benefits are deemed worthwhile for replication or scaling-up. The following lessons learned and good practices are based on the findings of the interim evaluation. These are organized by (a) lessons that apply to the project design, and (b) lessons that apply to implementation strategies.

### **PROJECT DESIGN**

Implementing project strategies that have been specifically designed to strengthen existing government initiatives for the prevention and eradication of child labor increases government buy-in and participation.

Implementing similar strategies in two countries within the same project allows for one country to benefit from the lessons learned of the other country on any given project strategy as it is implemented, thereby improving its probability of success.

A complex project design that includes an overly large number of project activities can result in the superficial implementation of those activities, rather than one that is afforded the time and resources necessary to determine changes in knowledge, attitudes or practices.

Coordinating efforts between two projects whose goals complement one another and who are identified to work in an integrative fashion requires a synchronized project design with clear articulation of areas in which combined efforts are most likely to create the desired synergies.

Working as a donor/implementer team to create the performance monitoring plan (PMP) can result in a practical, operational plan that is more likely to guide project implementation strategies with success. This is an emerging good practice that can be replicated in similar projects that do not have the process of developing a comprehensive monitoring and evaluation plan (CMEP) facilitated by an external contractor.

### **IMPLEMENTATION STRATEGIES**

Starting a project shortly before governmental elections can result in the loss of valuable project time by requiring a reintroduction of project objectives and the reestablishment of important relationships with newly elected officials.

Working with a governmental counterpart that has a known history of instability or turnover may require a reorientation of strategy or priority in order to better meet project objectives.

Implementing a democratic process among various governmental institutions to create a specific product requires the skills of a competent facilitator that can keep stakeholders informed of the process and can demonstrate how their input has been taken into account.

Choosing social partners with long-term direct service and community organizing experience can facilitate cooperation between government counterparts at the local level.

Training courses that are implemented through a virtual platform may require an introductory module so that students may familiarize themselves with the platform prior to the course's initiation.

A multi-country approach requires at least one key staff person in each country with the necessary country expertise and ability to negotiate and build relationships with government counterparts. This can help to ensure the successful implementation of project strategies over time in a potentially changing political environment.

## V CONCLUSIONS

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### 4.1 RELEVANCE

The project strategies directly support five Government of Ecuador policy initiatives and five Government of Panama initiatives that are designed to strengthen institutional capacity and policies to combat child labor, enhance regulations to promote safe youth employment, and increase awareness on child labor issues among vulnerable populations. These initiatives are fundamental building blocks in the countries' efforts to prevent and eradicate child labor in Ecuador and Panama by 2017 and 2020, respectively.

### 4.2 VALIDITY OF THE PROJECT DESIGN

The project design demonstrates a logical cause-and-effect relationship between the activities, outputs, outcomes and intended impact that is based on the Results-based Management (RBM) approach. This strategic design allows the project to manage and measure its performance against the outcomes to which it intends to contribute. In addition, the project's Theory of Change presents in a methodically sound and valid way key project strategies that, when implemented, could lead to the attainment of the project's development objective.

At the same time, the project's ambitious design of seven components and 180 activities may have affected the degree of influence of certain implementation strategies. The unique aspect of the project design is the component focusing on the links between child labor and disabilities, yet this is the one component that has made the least progress. A project design with fewer components and activities would allow project staff to give more focused attention to these groundbreaking, yet time-intensive components, as well as the ability to work more closely with fewer government counterparts.

The two-country approach of the project design was in direct response to the Solicitation for Cooperative Agreement. While the inclusion of two countries was meant to promote exchanges between Panama and Ecuador, as well as other countries in Latin America as part of the existing South-South and Horizontal Cooperation agendas, the apparent differences between these two countries have made it difficult to create the synergies envisioned. This has resulted in a project design based on a single strategy, but one that is being implemented as two smaller interventions within one larger project.

### 4.3 PROJECT PROGRESS AND EFFECTIVENESS

At mid-term, the project has made significant advancements in several areas in a relatively short period of time, all of which support the overall achievement of project outputs and outcomes. The project components experiencing the greatest progress include (1) the updated list of hazardous activities in both Ecuador and Panama, (2) the National Plan for the Prevention and Eradication of Child Labor in both countries, (3) the Child Labor Monitoring System in Ecuador, and (4) the research studies on child labor issues. At the same time, some initiatives have shown little progress to date, e.g. addressing the links between child labor and disability, due in part to (a) insufficient time to fully engage government counterparts to obtain their buy-in and participation; (b) frequent turnover of key government counterparts, thus hobbling the collaboration momentum gained with the previous counterpart; and (c) lack of political will to

support project initiatives. These barriers will require the project to make a concerted and dedicated effort to get these intervention strategies back on track, or adjust the strategies such that they become a more manageable and feasible part of the overall project design. Such adjustments will better enable the project to achieve its objectives during the life of the project.

It is unclear whether the government stakeholders' lack of knowledge of the project is due to unclear communication by project staff or poor use of the information provided to them by project staff. Follow-up is necessary in order to determine the exact cause of this apparent disconnect.

Efforts to coordinate the present project with the concurrent PoA direct service project have resulted in little synergy to date. This lack of coordination has stemmed, in part, from the initial development of two separate project designs, and has represented a missed opportunity to unite policy and direct service activities in a complementary and synchronized fashion.

#### **4.4 PERFORMANCE MONITORING**

The project's performance monitoring plan (PMP) is comprehensive and detailed. The joint effort between the grantee and donor has resulted in an ideal combination of output and outcome indicators as well as the key components of the data collection process. The project's PMP serves as an exemplary monitoring tool that could be adapted and replicated in other similar projects.

The project has a data collection system in place that includes both internal and external data sources that, together, can enhance the reliability of data collected to verify completion of outputs and outcomes.

The baseline data documenting stakeholders' knowledge, attitudes and practices (KAP) has been appropriately used for project planning purposes; however, the absence in the project design of a follow-up KAP survey impedes the ability to measure impact.

#### **4.5 EFFICIENCY**

The project strategies appear to be operating efficiently, with an expenditure rate of approximately 40 percent over a 29-month period (or 60 percent of the total life of the project). This suggests some underspending, but if encumbrances are factored in, the figure rises to a more accurate reflection of 64 percent.

The efficient use of time to achieve project outcomes is especially important in projects whose focus is on policy initiatives. While the project did lose valuable time during the development of the National Plan and multi-sectoral protocol in Ecuador, as well as the anticipated change of government in Panama, the achievements to date would be considered both effective and efficient by USAID policy experts who recognize and emphasize the time, patience and commitment necessary for policy reform. Unfortunately this ideal strategy often conflicts with the timelines established by the donors who often want more immediate results, even when it involves policy reform.

## **4.6 SUSTAINABILITY**

The project has made significant progress toward achieving the sustainability elements established for (a) strengthening institutional capacity and policies to combat child labor, (b) establishing a child labor monitoring system in each country, (c) sharing lessons between and among countries, and (d) promoting transparency and accountability. The sustainability elements for safe youth employment and the links between child labor and disabilities are lagging considerably, given that the project is more than halfway completed. The sustainability strategy for the awareness component is appropriately being re-designed to institutionalize the most effective strategies for awareness campaigns.

The project has identified at least four barriers to achieving sustainability of project initiatives, and has identified appropriate strategies for overcoming these barriers. However, at least one of these strategies (addressing the links between child labor and disabilities) may require more time and effort than the project can afford. The other four strategies appear to be feasible in terms of the project's stated timeline and budget.

## VI RECOMMENDATIONS

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The following recommendations are based on the findings and conclusions of the interim evaluation. They are intended to provide the project, USDOL and the ILO with actions that can further strengthen project outcomes and/or be applied to similar projects.

- 1) **Prioritize the need to get back on track:** The project should make a concerted and dedicated effort to get back on track the three intervention strategies that have shown little or no progress (informational platform, safe employment for adolescents, and links between child labor and disabilities). The project should set as a priority those activities that are most likely to lead to attainment of key outputs and outcomes in the time remaining. Specifically, the project should focus on the following:
  - a. Informational platform on child labor issues
    - Define institutional responsibility for administering the platform in Panama.
    - Complete the collaboration agreement with MCDS in Ecuador.
    - Provide technical services for the design of the platform in both countries.
    - Test the platform and finish the production phase.
    - Divulge the platform among stakeholders.
  - b. Promoting safe employment for adolescents
    - Develop a mechanism in conjunction with the Ministry of Labor in both Panama and Ecuador for promoting employability and entrepreneurial skills for adolescents.
    - Include the participation of key governmental stakeholders, vocational training institutes as well as adolescents in the development of strategies.
  - c. Addressing the links between child labor and disabilities (Ecuador)
    - Prioritize those activities that are feasible and will help achieve the objective of addressing the links between child labor and disabilities. Specifically, the project should discuss with DOL the possibility of modifying Activities 5.1.3, 5.2.1, 5.2.2 in light of the Government of Ecuador’s hesitation to initiate these activities; the time and resources that would be needed to have a successful outcome; and the fact that other, more feasible, activities are sufficient in order to achieve the objective.
    - Complete the Rapid Assessment on the characteristics of Child Labor and Disabilities at the household level in coordination with MCDS and the direct service project that is being implemented by Partners of the Americas.
    - Establish an agreement with INEC (or other partner) for the analysis of the child labor statistical data for identifying linkages with disabilities.
    - Develop an analysis of available public policies on disabilities and child labor; identify gaps and made recommendations for addressing them.

- Integrate a focus on disabilities within the Ministry of Labor’s employment strategy.
- 2) **Assess and address government stakeholders’ gap in understanding of project design:** Determine the cause of project stakeholders’ lack of knowledge of the project’s larger scope and corresponding activities. Develop and implement a plan to correct communication issues, based on the causes identified.
  - 3) **Develop criteria for the selection of skilled facilitators:** The ILO should include facilitation skills as part of its criteria for the selection of consultants who are expected to develop key products. The ideal facilitator should have sufficient technical and interpersonal skills to effectively engage stakeholders, facilitate their input and demonstrate how their feedback has been incorporated. Stakeholders’ active participation in the development of key products should help foster institutional buy-in and collaboration, and enhance project outcomes.
  - 4) **Create a more effective and manageable project design at the inception phase:** Future ILO initiatives should create a project scope that contains fewer components to allow the development and implementation of a more reasonable number of activities. This will enhance the probability of achieving project outputs and outcomes in an effective and timely manner.
  - 5) **Coordinate and align policy and direct service projects:** For policy and direct service projects that are intended to work in a complementary fashion, USDOL should consider identifying specific areas for coordination at the design phase, in order to create synergies and enhance the results of both projects.
  - 6) **Implement a follow-up KAP survey at the end of the project:** The project should implement a follow-up KAP survey in order to measure changes in knowledge, attitudes and practices of government officials and other key stakeholders as a result of project interventions. The project may want to consider the feasibility of including a counterfactual in the follow-up survey (a specific sample not engaged in the project) to enhance the survey’s assessment of impact.
  - 7) **Commit to long-term financial support of policy projects:** USDOL should consider extending the timeframe of financial support for projects whose focus is on policy initiatives. There must be sufficient time allotted for constituents to evaluate options, and to become fully engaged and invested in the policy process.

## **ANNEXES**

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# Annex A: Terms of Reference

## I. BACKGROUND AND JUSTIFICATION

The Office of Child Labor, Forced Labor, and Human Trafficking (OCFT) is an office within the Bureau of International Labor Affairs (ILAB), an agency of the U.S. Department of Labor (USDOL). OCFT activities include research on international child labor; supporting U.S. government policy on international child labor; administering and overseeing cooperative agreements with organizations working to eliminate child labor around the world; and raising awareness about child labor issues.

*Since 1995, the U.S. Congress has appropriated over \$900 million to USDOL for efforts to combat exploitive child labor internationally. This funding has been used to support technical cooperation projects to combat exploitive child labor in more than 90 countries around the world. Technical cooperation projects funded by USDOL range from targeted action programs in specific sectors of work to more comprehensive programs that support national efforts to eliminate child labor. USDOL-funded child labor elimination projects generally seek to achieve five major goals:*

- 1) Reducing exploitative child labor, especially the worst forms through the provision of direct educational services and by addressing root causes of child labor, including innovative strategies to promote sustainable livelihoods of target households;
- 2) Strengthening policies on child labor, education, and sustainable livelihoods, and the capacity of national institutions to combat child labor, address its root causes, and promote formal, non-formal and vocational education opportunities to provide children with alternatives to child labor;
- 3) Raising awareness of exploitative child labor and its root causes, and the importance of education for all children and mobilizing a wide array of actors to improve and expand education infrastructures;
- 4) Supporting research, evaluation, and the collection of reliable data on child labor, its root causes, and effective strategies, including educational and vocational alternatives, microfinance and other income generating activities to improve household income; and
- 5) Ensuring the long-term sustainability of these efforts.

The approach of USDOL child labor elimination projects – decreasing the prevalence of exploitive child labor through increased access to education and improving the livelihoods of vulnerable families – is intended to nurture the development, health, safety, and enhanced future employability of children engaged in or at-risk of entering exploitive labor.

USDOL-funded child labor elimination projects are designed to ensure that children in areas with a high incidence of child labor are withdrawn and integrated into educational settings, and that they persist in their education once enrolled. In parallel, the program seeks to avert at-risk children from leaving school and entering child labor. The projects are based on the notion that the elimination of exploitative child labor depends, to a large extent, on improving access to, quality of, and relevance of education. Without improving educational quality and relevance, children withdrawn/prevented from child labor may not have viable alternatives and could resort to other forms of hazardous work.

In FY2010, Congress provided new authority to ILAB to expand activities related to income generating activities, including microfinance, to help projects expand income generation and address poverty more effectively. The addition of this livelihood focus is based on the premise that if adult family members have sustainable livelihoods, they will be less likely to have their dependent children work and more likely to keep them to school.

The approach of USDOL child labor elimination projects – decreasing the prevalence of exploitive child labor through increased access to education and improving the livelihoods of vulnerable families – is intended to nurture the development, health, safety, and enhanced future employability of children engaged in or at-risk of entering exploitive labor.

## PROJECT CONTEXT

**Panama** has made moderate advancements in its effort to eliminate the worst forms of child labor. In 2013, the Government of Panama increased the number of labor inspectors, extended the Roadmap toward the Elimination of Child Labor to cover the period 2013-2014, and released the results of the 2012 Survey on Child Labor. Nevertheless, children continue to engage in child labor.<sup>18</sup>

In 2012 the UNESCO Institute for Statistics estimated that 4.5 percent of all Panamanian children between the ages of 5 to 14 engaged in child labor.<sup>19</sup> However, according to the Government of Panama’s 2012 Survey on Child Labor, rates among children in autonomous indigenous areas are much higher.<sup>20</sup> Contributing factors to this higher rate of child labor among indigenous children include barriers to accessing education services due to significant distances to reach school and/or migration to work in agriculture. Farm owners often pay wages according to the amount harvested, leading families to bring their children to work alongside them to harvest greater amounts of crops including coffee, melons, tomatoes and bananas. Children carrying out these types of agricultural tasks often must carry heavy loads, work in extreme weather conditions, and/or endure exposure to pesticides.<sup>21</sup>

In 2013, **Ecuador** made significant advancements in efforts to eliminate the worst forms of child labor. The Government launched the Unified Child Labor Registration System (SURT) and prioritized eradicating child labor in agriculture as well as street begging. It increased the number of Grants for Human Development beneficiaries to 1.5 million families. It also increased the budget for labor inspections by 42 percent, and conducted a child labor survey that included domestic child labor. In addition, the Government issued a decree requiring that all Government procurement contracts with the private sector include a provision prohibiting the use of child labor. However, children in Ecuador continue to be engaged in child labor, including in agriculture and street work. Ecuador still faces resource constraints that prevent labor inspectors from conducting inspections and enforcing child labor laws.<sup>22</sup>

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18 USDOL, “Findings on the Worst Forms of Child Labor in Panama,” 2013. <http://www.dol.gov/ilab/reports/child-labor/panama.htm>

19 UNESCO Institute for Statistics, 2014. <http://www.uis.unesco.org/Pages/default.aspx?SPSLanguage=EN>.

20 Contraloría General de la República de Panamá - Instituto Nacional de Estadísticas y Censo. Comentarios de la Encuesta de Trabajo Infantil (ETI) 2012, [https://www.contraloria.gob.pa/inec/publicaciones/Publicaciones.aspx?ID\\_SUBCATEGORIA=61&ID\\_PUBLICACION=518&ID\\_IDIOMA=1&ID\\_CATEGORIA=5](https://www.contraloria.gob.pa/inec/publicaciones/Publicaciones.aspx?ID_SUBCATEGORIA=61&ID_PUBLICACION=518&ID_IDIOMA=1&ID_CATEGORIA=5)

21 International Labour Office. “Children in Hazardous Work: What We Know, What We Need to Do.” Geneva, 2011.

22 USDOL, “Findings on the Worst Forms of Child Labor in Ecuador,” 2013. <http://www.dol.gov/ilab/reports/child-labor/ecuador.htm>

There is a strong commitment in both Ecuador and Panama to combat child labor. Both countries have set national goals to eliminate the worst forms of child labor by 2015. Ecuador is currently updating its National Plan for the Progressive Elimination of Child Labor (2008– 2013) and Panama has set the goal of eliminating all child labor by 2020 in its National Road Map. Both countries have National Committees for the Prevention of Child Labor.

## **PROJECT-SPECIFIC INFORMATION**

The “Building Effective Policies Against Child Labor in Panama and Ecuador” is a 4-year, \$3.5 million project that is funded by USDOL and implemented by the International Labor Organization, International Program on the Elimination of Child Labor (ILO-IPEC). The project aims to work with the Government of Ecuador and the Government of Panama to strengthen policies to combat child labor and the capacity to enforce such policies and related laws. The project will strengthen the capacity of national, provincial and municipal governments to coordinate and implement policy and enforcement efforts to combat child labor among vulnerable children in target sectors and in geographical areas of intervention. In Ecuador the project will work in Chimborazo and Esmeraldas. In Panama, the project will work in Pinogana and Comarca Ngäbe Buglé.

The Project will use a research and knowledge enhancement strategy to identify and assess the existing gaps in current policies to combat child labor. It will also focus on the social protection programs in the two countries, especially those that relate to indigenous peoples, Afro-descendants, migrants and persons with disabilities.

The project’s intermediate objectives/outcomes are the following:

- IO.1. Strengthening institutional capacity and policies to combat child labour.
- IO.2. Promoting safe youth employment.
- IO.3. Raising awareness against child labour.
- IO.4. Supporting child labour monitoring systems and the collection of reliable data on child labour.
- IO.5. Addressing the links between child labour and disability.
- IO.6. Sharing lessons between and among countries.
- IO.7. Promoting transparency and accountability.

## **II. PURPOSE AND SCOPE OF EVALUATION**

### **INTERIM EVALUATION PURPOSE**

The main purposes of the interim evaluation are:

- a. To examine the progress of the project thus far toward meeting its targets and objectives;
- b. To assess aspects of the project that are showing challenges in implementation, or that may benefit from a deeper analysis;
- c. To provide recommendations, particularly in areas where the project is encountering challenges, on what adjustments the project could implement to improve its effectiveness for the remaining period of the cooperative agreement;

- d. To document emerging potential good practices.

The interim evaluation should provide stakeholders with information to assess and revise workplans, strategies, objectives, partnership arrangements and resources, as needed.

## **SCOPE**

The scope of the interim evaluation includes a review and assessment of all activities carried out under the USDOL Cooperative Agreement with the International Labor Organization. All activities that have been implemented from project launch through time of evaluation fieldwork should be considered. The evaluation will assess the positive and negative changes produced by the project—intended and unintended, direct and indirect— as well as any changes in the social and economic environment in the country, as reported by respondents.

## **INTENDED USERS**

The evaluation will provide OCFT, the grantee, project stakeholders, and other stakeholders working to combat child labor more broadly, an assessment of the project’s experience in implementation and its effects on project beneficiaries. The evaluation findings, conclusions and recommendations will serve to inform any project adjustments that may need to be made, and to inform stakeholders in the design and implementation of subsequent phases or future child labor elimination projects as appropriate. The evaluation report will be published on the USDOL website, so the report should be written as a standalone document, providing the necessary background information for readers who are unfamiliar with the details of the project.

## **EVALUATION QUESTIONS**

To serve these purposes, this external interim evaluation will focus on the purpose outlined above and the validity of the project’s design, the relevance of the project’s services to the target groups’ needs, the project’s efficiency and effectiveness, and the potential for sustainability. These criteria are explained in detail below by addressing their associated questions. Additional questions may also be analyzed as determined by the stakeholders and evaluator before and during the mission.

### Relevance

1. To what extent has the project harmonized its public policy interventions with existing government initiatives in both Panama and Ecuador? Are these interventions consistent with the needs expressed by the Governments of Panama and Ecuador?

### Validity of Project Design

2. To what extent was the project design logical and coherent? Were the objectives/outcomes, targets and timing realistically set?
3. What have been the benefits and challenges of developing and implementing this project in two countries?
4. Is the formulated Theory of Change methodologically sound and valid in practical terms as it pertains to the issue of child labor in Panama and Ecuador?

### Project Progress and Effectiveness

5. At mid-term, is the project on track in terms of meeting its targets and immediate objectives? Have some sites experienced successes, while others encounter challenges?

What other challenges has the project encountered in doing so? Are any adjustments in strategy and/or implementation needed to better meet project objectives?

6. What are the factors contributing to (1) delays, and how far behind are they in terms of target numbers and objectives; and (2) successes and challenges?
7. What is the perception of effectiveness by Government officials in both countries regarding the project's outcomes? Specific efforts may include the following:
  - i. Adaptation of the legal framework to meet international labor standards
  - ii. Formulation and adoption of specific policies, plans and programs to combat child labor
  - iii. Inclusion of child labor concerns in relevant development, education, anti-poverty, and other social policies and programs
  - iv. Establishment of a child labor monitoring system (CLMS)
  - v. Institutionalization of child labor and forced labor research (including evaluation and data collection)
  - vi. Institutionalization of training on child labor issues within government agencies?
8. What is the progress made thus far in contributing to the DOL capacity indicator? Are there any possible areas of adjustment to help the project reach life of project targets?
9. What is the effectiveness and ease of use of the project's monitoring and reporting tools? How reliable is the data collected and reported? How is this data being used to assist in project implementation?
10. How has the project coordinated activities with the Partners of Americas EducaFuturo project?
11. To what extent has the project succeeded in engaging with key stakeholders, including the Governments of Ecuador and Panama at the national, regional and local levels?
12. Taking into account what the project has already done to address problems and reach targets; does the evaluator see any additional areas to be addressed?

#### Efficiency

13. Are the project strategies efficient in terms of the financial and human resources used as compared to its outputs? What alternatives are there?

#### Sustainability

14. What specific strategies have been integrated into the project design to increase the likelihood of sustainability of project initiatives? Will they likely be effective?
15. What additional steps should be taken in order to enhance the sustainability of project initiatives?

### **III. EVALUATION METHODOLOGY AND TIMEFRAME**

The evaluation methodology will consist of the following activities and approaches:

#### **A. APPROACH**

The evaluation approach will be qualitative, and use project documents including PMP data to provide quantitative information. Qualitative information will be obtained through field visits, interviews and focus groups as appropriate. Opinions coming from beneficiaries (teachers, parents and children) will improve and clarify the use of quantitative analysis.

Quantitative data will be drawn from the PMP and project reports to the extent that it is available and incorporated in the analysis. The evaluation approach will be independent in terms of the membership of the evaluation team. Project staff and implementing partners will generally only be present in meetings with stakeholders, communities, and beneficiaries to provide introductions. The following additional principles will be applied during the evaluation process:

1. Methods of data collection and stakeholder perspectives will be triangulated for as many as possible of the evaluation questions.
2. Efforts will be made to include parents' and children's voices and beneficiary participation generally, using child-sensitive approaches to interviewing children following the ILO-IPEC guidelines on research with children on the worst forms of child labor (<http://www.ilo.org/ipecinfo/product/viewProduct.do?productId=3026>) and UNICEF Principles for Ethical Reporting on Children ([http://www.unicef.org/media/media\\_tools\\_guidelines.html](http://www.unicef.org/media/media_tools_guidelines.html)).
3. Gender and cultural sensitivity will be integrated in the evaluation approach.
4. Consultations will incorporate a degree of flexibility to maintain a sense of ownership of the stakeholders and beneficiaries, allowing additional questions to be posed that are not included in the TOR, whilst ensuring that key information requirements are met.
5. As far as possible, a consistent approach will be followed in each project site, with adjustments made for the different actors involved, activities conducted, and the progress of implementation in each locality.

## **B. INTERIM EVALUATION TEAM**

The evaluation team will consist of:

### 1. The international evaluator

One member of the project staff may travel with the team to make introductions. This person is not involved in the evaluation process.

The international evaluator will be responsible for developing the methodology in consultation with Management Systems International, USDOL, and the project staff; directly conducting interviews and facilitating other data collection processes; analysis of the evaluation material gathered; presenting feedback on the initial findings of the evaluation to the national stakeholder meeting and preparing the evaluation report.

## **C. DATA COLLECTION METHODOLOGY**

### 2. Document Review

- Pre-field visit preparation includes extensive review of relevant documents
- During fieldwork, documentation will be verified and additional documents may be collected
- Documents may include:
  - PMP documents
  - Project document and revisions,
  - Cooperative Agreement,
  - Technical Progress and Status Reports,
  - Project Results Frameworks and Monitoring Plans,

- Workplans,
- Correspondence related to Technical Progress Reports,
- Management Procedures and Guidelines,
- Research or other reports undertaken (baseline studies, etc.), and
- Project files as appropriate.

### 3. Question Matrix

Before beginning fieldwork, the evaluator will create a question matrix, which outlines the source of data from where the evaluator plans to collect information for each TOR question. This will help the evaluator make decisions as to how they are going to allocate their time in the field. It will also help the evaluator to ensure that they are exploring all possible avenues for data triangulation and to clearly note where their evaluation findings are coming from. If timing allows, please share the question matrix with USDOL.

### 4. Interviews with stakeholders

Informational interviews will be held with as many project stakeholders as possible. The evaluation team will solicit the opinions of educators, government representatives, legal authorities, union and NGO officials, the action program implementers, and program staff regarding the project's accomplishments, program design, sustainability, and the working relationship between project staff and their partners, where appropriate.

Depending on the circumstances, these meetings will be one-on-one or group interviews. Technically, stakeholders are all those who have an interest in a project, for example, as implementers, direct and indirect beneficiaries, community leaders, donors, and government officials. Thus, it is anticipated that meetings will be held with:

- OCFT staff responsible for this evaluation and project prior to the commencement of the field work
- Implementers at all levels
- Headquarters, Country Director, Project Managers, and Field Staff of Grantee and Partner Organizations
- Government Ministry Officials and Local Government Officials who have been involved in or are knowledgeable about the project
- Community leaders, members, and volunteers
- International NGOs and multilateral agencies working in the area
- Other child protection and/or education organizations, committees and experts in the area
- U.S. Embassy staff members

### 5. Field Visits

The evaluator will visit a selection of project sites. The final selection of field sites to be visited will be made by the evaluator. Every effort should be made to include some sites where the project experienced successes and others that encountered challenges, as well as a good cross section of sites across targeted CL sectors. During the visits, the evaluator will observe the activities and outputs developed by the project. Group and individual interviews will be conducted with representatives from local governments, NGOs, community leaders and educators.

## **D. ETHICAL CONSIDERATIONS AND CONFIDENTIALITY**

The evaluation mission will observe utmost confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure a maximum freedom of expression of the implementing partners, stakeholders, communities, and beneficiaries, implementing partner staff will generally not be present during interviews. However, implementing partner staff may accompany the evaluator to make introductions whenever necessary, to facilitate the evaluation process, make respondents feel comfortable, and to allow the evaluator to observe the interaction between the implementing partner staff and the interviewees.

## **E. STAKEHOLDER MEETING**

Following the field visits, a stakeholders' meeting will be conducted by the evaluator that brings together a wide range of stakeholders, including the implementing partners and other interested parties. The list of participants to be invited will be drafted prior to the evaluator's visit and confirmed in consultation with project staff during fieldwork.

The meeting will be used to present the major preliminary findings and emerging issues, solicit recommendations, and obtain clarification or additional information from stakeholders, including those not interviewed earlier. The agenda of the meeting will be determined by the evaluator in consultation with project staff. Some specific questions for stakeholders may be prepared to guide the discussion and possibly a brief written feedback form.

The agenda is expected to include some of the following items:

1. Presentation by the evaluator of the preliminary main findings
2. Feedback and questions from stakeholders on the findings
3. Opportunity for implementing partners not met to present their views on progress and challenges in their locality
4. Possible Strengths, Weaknesses, Opportunities and Threats (SWOT) exercise on the project's performance
5. Discussion of recommendations to improve the implementation and ensure sustainability. Consideration will be given to the value of distributing a feedback form for participants to nominate their "action priorities" for the remainder of the project.

A debrief call will be held with the evaluator and USDOL after the stakeholder workshop to provide USDOL with preliminary findings and solicit feedback if necessary.

## **F. LIMITATIONS**

Fieldwork for the evaluation will last two weeks, and the evaluator will not have enough time to visit all project sites. As a result, the evaluator will not be able to take all sites into consideration when formulating their findings. All efforts will be made to ensure that the evaluator is visiting a representative sample of sites, including some that have performed well and some that have experienced challenges.

This is not a formal impact assessment. Findings for the evaluation will be based on information collected from background documents and in interviews with stakeholders, project staff, and beneficiaries. The accuracy of the evaluation findings will be determined by the integrity of information provided to the evaluator from these sources.

Furthermore, the ability of the evaluator to determine efficiency will be limited by the amount of financial data available. A cost-efficiency analysis is not included because it would require impact data which is not available.

## G. TIMETABLE

The tentative timetable is as follows. Actual dates may be adjusted as needs arise.

Task	Date
ToR Template submitted to Contractor	12-15-14
Background project documents sent to Contractor	2-9-15
Draft TOR sent to OCFT	2-12-15
Identify a list of stakeholders	2-13-15
Logistics call-Discuss logistics and field itinerary	2-20-15
Finalize field itinerary and stakeholder list for workshop	3-6-15
Finalize TOR with USDOL and submit to Grantee	3-6-15
Question matrix submitted by evaluator	3-13-15
Cable clearance information submitted to USDOL	3-13-15
Fieldwork	4-6-15 to 4-24-15
Post-fieldwork debrief call	5-4-15
Draft report to MSI for Quality Control review	5-14-15
Draft report to USDOL and grantee for 48 hour review	5-18-15
Draft report to DOL and grantee for comments	5-20-15
Comments due from DOL and grantee	6-3-15
Report revised and sent to MSI for quality review	6-7-15
Revised report to USDOL	6-9-15
USDOL approval to finalize report	6-16-15
Final report to USDOL	6-30-15

## IV. EXPECTED OUTPUTS/DELIVERABLES

Ten working days following the evaluator's return from fieldwork, a first draft evaluation report will be submitted to the Contractor. The report should have the following structure and content:

- I. Table of Contents
- II. List of Acronyms
- III. Executive Summary (providing an overview of the evaluation, summary of main findings/lessons learned/good practices, and key recommendations)
- IV. Evaluation Objectives and Methodology
- V. Project Description and Results to Date
- VI. Evaluation Questions and Findings
  - A. Answers to each of the evaluation questions, with supporting evidence included
- VII. Conclusions, Good Practices and Recommendations
  - A. Conclusions – interpretation of the facts, including criteria for judgments
  - B. Good Practices
  - C. Key Recommendations - critical for successfully meeting project objectives – judgments on what changes need to be made for future programming

VIII. Annexes - including list of documents reviewed; interviews/meetings/site visits; stakeholder workshop agenda and participants; TOR; etc.

The total length of the report should be approximately 30 pages for the main report, excluding the executive summary and annexes.

The first draft of the report will be circulated to OCFT and key stakeholders individually for their review. Comments from stakeholders will be consolidated and incorporated into the final reports as appropriate, and the evaluator will provide a response to OCFT, in the form of a comment matrix, as to why any comments might not have been incorporated.

While the substantive content of the findings, conclusions, and recommendations of the report shall be determined by the evaluator, the report is subject to final approval by ILAB/OCFT in terms of whether or not the report meets the conditions of the TOR.

## **V. EVALUATION MANAGEMENT AND SUPPORT**

MSI evaluator Michele Gonzalez Arroyo will carry out this evaluation. Ms. Gonzalez Arroyo has 13 years of experience conducting evaluations of international development projects focusing on child labor, labor capacity building and occupational safety and health. She also has over 20 years of practical experience planning, implementing, and evaluating occupational safety and health education programs for marginalized workers including women, youth, and migrants.

The evaluator will work with OCFT, MSI, ILO and its local partners to evaluate this project.

MSI will provide all logistical and administrative support for its evaluator, including travel arrangements (plane and hotel reservations, purchasing plane tickets, providing per diem) and all materials needed to produce all deliverables. MSI will also be responsible for the management and technical oversight necessary to ensure consistency of methods and technical standards and to provide complete copy editing and formatting of the final report.

## Annex B: Project Workplan

Immediate objective No. 1	Strengthening institutional capacity and policies to combat child labour.						
Objectives/outputs/activities <small>(As listed in project document or summary outline)</small>	Start dates		Finish dates		Status	Resp. person	Remarks
	Planned	Actual	Planned	Actual			
<b>Output 1.1:</b> Improved implementation of selected policies to combat child labour and monitoring systems in Ecuador.							
<u>Activity 1.1.1:</u> Exchange of experiences between Peru, Colombia and Ecuador to design a National Strategy for the Prevention and Elimination of Child Labour in coordination with the National Plan Buen Vivir 2013-2017. On the basis of a results- based approach, a budget, indicators and targets will be allocated.	01.04.13	24.07.14	30.06.13	15.08.14	Completed	ILO	
<u>Activity 1.1.2:</u> Collect information and inputs from key stakeholders in the government for the design of the Strategy for the Prevention and Elimination of Child Labour with a results-based approach	01.04.13	04.09.13	30.09.13	31.03.14	Completed	ILO	
<u>Activity 1.1.3:</u> Hold consultations for the validation of the Strategy for the Prevention and Elimination of Child Labour with the Interagency Committee.	01.10.13	06.03.14	31.12.13	26.09.14	Completed	ILO	The government made a request to include several recommendations that will require a new validation process. The update will be completed by May 2015 and is expected to have the National Plan approved by June 2015.
<u>Activity 1.1.4:</u> Design of a multi-sectoral protocol for the identification and referral of child labour cases that indicates the path for comprehensive direct care that public institutions have to follow for the restitution of children's rights	01.01.14	15.08.14	31.03.14		On going	ILO	The process for the development of local protocols for child labour cases was delayed because of two particular reasons: first, the impossibility from the external consultant to complete the task and the political situation in Quindé.
<u>Activity 1.1.5:</u> Advocate for the adoption of the multi-sectoral protocol.	01.01.14	15.09.14	30.09.14		On going	ILO	Both authorities in Guamote and Quindé are full aware and supportive on this process.

<u>Activity 1.1.6:</u> Implement the multi-sectoral protocol in two pilots at the local level (Chimborazo y Esmeraldas) of a sample of identified cases through the Municipal Child Labour Monitoring and Registry System in coordination with the Municipal Committee on children and adolescents to test efficiency and to make adjustments	01.10.14	15.08.14	30.06.15		On going	ILO	The process for the development of local protocols for child labour cases was delayed because of two particular reasons: first, the impossibility from the external consultant to complete the task and the political situation in Quinindé.
<u>Activity 1.1.7:</u> Implement the National Child Labour Monitoring System (CLMS) and Registry of the Worst Forms of Child Labour (based on the Colombian model), which includes the formulation of indicators, design of operation manuals, software and design of interface.	01.01.15	28.08.14	30.03.15		On going	ILO	On March 2015, the Ministry of Labor requested technical support for the development of the management procedure guidelines. The project is working on the process for building the required document.
<u>Activity 1.1.8:</u> Adapt and implement the municipal version of the CLMS (MCLMS) in two municipalities in the provinces of Chimborazo and Esmeraldas. (The municipalities will be selected post award with the Government).	01.04.15	28.08.14	31.12.15		On going	ILO	On December 2014, the project requested authorization for the use of the CLMS (SURT!) at the local level. The Ministry of Labor indicated their approval as a pilot test prior to the deployment of the system in other areas.
<u>Activity 1.1.9:</u> Carry out a national and local training program in selected areas (1 municipality per province) on the identification, processing (data entry, consistency and analysis of information) and preparation of reports on the National Child Labour Monitoring System and Registry of the Worst Forms of Child Labour.	01.01.16		31.03.16		Not Started	ILO	
<u>Activity 1.1.10:</u> Regularly review the database and provide guidance to the local authorities responsible for data entry in order to ensure consistency and quality of data.	01.04.16		26.12.16		Not Started	ILO	
<b>Output 1.2:</b> : Improved implementation of selected policies to combat child labour and monitoring systems in Panama							
<u>Activity 1.2.1:</u> Hold workshops to review and improve the 2011-2013 Programming of the Road Map with the existing roundtable per priority theme of the Road Map.	01.04.13	01.08.13	30.06.13	30.10.13	Completed		Casa Esperanza

<p><u>Activity 1.2.2:</u> Hold national workshops for the validation of the Road Map based on the review of the 2011-2013 Programming (Activity 1.2.1).</p>	01.07.13	<b>01.12.13</b>	30.09.13		<b>On going</b>	Casa Esperanza	<p>The project is supporting the National Steering Committee (CETIPPAT) on the development of a new programming for the Roadmap. The program will have to focus. The first one will be for 2015 and the second for the 2016-2019 period.</p> <p>El proyecto apoyó al CETIPPPAT en la elaboración del documento para la Operativización de la Hoja de Ruta período 2014. En la actualidad se apoya la elaboración de la nueva programación de la Hoja de Ruta para dos periodos: 2015 y para 2016-2019.</p> <p>La consultoría está en la fase final de validación del proceso. Se tiene previsto culminar en abril 2015.</p>
<p><u>Activity 1.2.3:</u> Advocate with the responsible authorities of the Road Map to renew their institutional commitment, to assign responsible officials and to allocate a budget.</p>	01.04.13	<b>06.01.14</b>	31.12.13		<b>On going</b>	Casa Esperanza	<p>The proposed planning will be completed by April 2015 and officially launched in June 2015.</p> <p>Se espera que la programación sea lanzada oficialmente en Junio 2015.</p>
<p><u>Activity 1.2.4:</u> Design a multisectoral protocol for the identification and referral of child labour cases that indicates the path for comprehensive direct care that the public have to follow for the restitution of children's rights.</p>	01.10.13	<b>01.06.13</b>	31.12.13		<b>On going</b>	Casa Esperanza	<p>A draft of the local protocol for child labour cases has been completed. The content has been validated at the local level with key stakeholders.</p> <p>Al inicio de ejecución del proyecto, el Gobierno nacional ya había diseño y desarrollo de un protocolo en el marco del CETIPPAT con apoyo de Fundación Telefónica, por lo que el proyecto brindó asistencia técnica a esta iniciativa, la cual se validó y aprobó en julio 2013; y se publicó en diciembre 2013.</p> <p>Se trabaja con las Rutas de Atención de Casos de TI para la restitución de derechos en Nole Duima y Pinogana. Este documento ha sido validado con los actores locales.</p> <p>Se encuentra en fase final, prevista para culminar en agosto de 2015.</p>

<u>Activity 1.2.5:</u> Advocate for the adoption of the multisectoral protocol.	01.10.13	<b>30.06.14</b>	30.06.14		<b>On going</b>	Casa Esperanza	Se espera tener las Rutas completadas en agosto de 2015.
<u>Activity 1.2.6:</u> : Implement the multisectoral protocol in two pilot municipalities (Comarca Ngäbe and Darién) in a sample of identified cases through the Municipal Child Labour Monitoring and Registry System in coordination with the Municipal Committees on children and adolescents to test efficiency and to make adjustments.	01.07.14		31.03.15		<b>Not Started</b>	Casa Esperanza	Previsto para iniciar en octubre de 2015 y terminar en marzo 2016.
<u>Activity 1.2.7:</u> Implement the National Child Labour Monitoring System (CLMS) and Registry of the Worst Forms of Child Labour (based on the Colombian model), which includes the formulation of indicators, design of operation manuals, software and design of interface	01.04.15	20.10.14	30.06.15		<b>On going</b>	Casa Esperanza	<p>The first steps were the presentation of the SURTI experience in Panama, developed by a representative from the Ministry of Labor. Based on the elements described in the presentation, the project developed the Terms of Reference for the development of the CMLS in Panama.</p> <p>Se dio inicio a este proceso, con la transferencia ofrecida por funcionaria del MRL sobre la experiencia del SURTI en Ecuador. Con base a esta transferencia y la revisión de productos de la consultoría realizada en Ecuador, el proyecto elaboró los TDR para el CMLS en Panama.</p> <p>Se espera iniciar la contratación de el/la especialista en el mayo y deberá estar terminado en septiembre 2015.</p>
<u>Activity 1.2.8:</u> Adapt and implement the municipal version of the CLMS (MCLMS) in two municipalities in the Comarca Ngäbe and Darién. (The exact municipalities will be selected post award with the Government).	01.07.15		30.09.15		<b>Not Started</b>	ILO	

<u>Activity 1.2.9:</u> Carry out a national and local training program in selected areas (1 municipality per province) on the identification, processing (data entry, consistency and analysis of information) and preparation of reports on the National Child Labour Monitoring System and Registry of the Worst Forms of Child Labour.	01.10.15		31.12.15		<b>Not Started</b>	Casa Esperanza	El entrenamiento se realizará en octubre 2015.
<u>Activity 1.2.10:</u> Follow-up visits to the local authorities who are responsible for data entry in order to ensure consistency and quality of data.	01.01.16		30.09.16		<b>Not Started</b>	Casa Esperanza	Se hará una vez se culmine el entrenamiento y se mantendrá el proceso durante la implementación del proyecto.
<u>Activity 1.2.11:</u> Carry out a consultative review and an assessment of the progress in the implementation of bilateral agreements between Panama and Costa Rica on migration and child labour and prepare recommendations to improve the implementation.	01.01.14	<b>27.01.14</b>	31.03.14	<b>15.05.14</b>	<b>Completed</b>	Casa Esperanza	Se cuenta con un estudio sobre la situación de los acuerdos bilaterales el cual fue elaborado en el 2014. El estudio fue presentado a MITRADEL para su consideración y aprobación. El mismo contiene recomendaciones de acciones tendientes al cumplimiento de los acuerdos.
<u>Activity 1.2.12:</u> Conduct two technical bilateral meetings between Ministries of Labour of Panama and Costa Rica to analyse progress in the implementation of agreements about migration and child labour and the adoption of agreements for more effective implementation.	01.04.14		30.06.15		<b>Not Started</b>	Casa Esperanza	<p>The Panamanian Government created a tripartite commission for migration. The ILO Office in San Jose provided support for making recommendations to the Panamanian Government for including child labour as part of the agenda.</p> <p>Esta actividad es una continuidad de la 1.2.11. Una vez MITRADEL acoja las recomendaciones, se requiere convocar a las contrapartes vinculadas a la ejecución del acuerdo (MINSAL, MITRADEL, MEDUCA, MIDES, SENNIAF, Migración y Ministerio de Relaciones Exteriores). Esta actividad está prevista para completarse en septiembre de 2015.</p> <p>El gobierno panameño creó una comisión tripartita sobre migración.</p>
<u>Activity 1.2.13:</u> Reach follow-up to agreements of bilateral meetings and provide technical support to Ministries for compliance.	01.04.14		26.12.16		<b>Not Started</b>	Casa Esperanza	Esta actividad requiere que se complete la 1.2.12.

<b>Output 1.3:</b> Enhancing technical capacities through training and education in Ecuador							
<u>Activity 1.3.1:</u> Adapt the curriculum of the Diploma on Child Labour for national, regional and local public officials, employers and workers, based on the Diploma of the Universidad de las Américas (UDELAS) of Panama, to be replicated in Ecuador with university endorsement.	01.04.13	01.09.13	30.06.13	30.04.2014	Completed	Fundación Esquel	
<u>Activity 1.3.2:</u> Carry out, through of a Public-Private Partnership with the Network of Enterprises in Ecuador, the first edition of the "In-Person" Diploma on Child Labour.	01.10.13		30.09.14		Not Started	Fundación Esquel	
<u>Activity 1.3.3:</u> Develop an on-line version of the Diploma on Child Labour for distance learning, addressed in particular to local authorities and local leaders.	01.07.13	01.09.13	31.12.13		On going	Fundación Esquel	The second edition of the online training for public officers responsible for the provision of services to children engaged in child labour began in coordination with SECAP.
<u>Activity 1.3.4:</u> Carry out, in form of a Public-Private Partnership with the Network of Enterprises in Ecuador, the first edition of the virtual Diploma on Child Labour addressed in particular to local authorities and local leaders.	01.10.14		30.09.15		Not Started	Fundación Esquel	
<u>Activity 1.3.5:</u> Design a training of trainers program on strategies for the prevention and elimination of child labour.	01.04.14	20.03.14	30.09.14	31.03.15	Completed	Fundación Esquel	The content of the training module has been completed.
<u>Activity 1.3.6:</u> Implement a pilot of training of trainers in intervention areas in Ecuador with Local Support Committees and local authorities.	01.10.14	02.03.15	30.09.15		On going	Fundación Esquel	The project agreed with the Ministry of Labor for developing the pilot training in three areas: Quito, Riobamba and Esmeraldas.
<b>Output 1.4:</b> Enhancing technical capacities through training and education in Panama.							

<p><u>Activity 1.4.1:</u> Update the content of the curriculum of the Diploma on Child Labour of the Universidad de las Américas (UDELAS), addressed to national, regional and local public officials, employers and workers.</p>	01.04.13	27.09.13	30.06.13		On going	Casa Esperanza	<p>The project collaborated with INADEH in the development of the official curricula for the child labor eradication module. Further steps were not feasible to be completed due to the change of authorities.</p> <p>El proyecto con la colaboración del INADEH desarrolló una currícula oficial para el módulo de erradicación del Trabajo Infantil. El proceso quedó suspendido debido a los cambios que se dieron de autoridades en la institución. Desde la instalación de las nuevas autoridades han habido tres directores. Se han retomado las coordinaciones con el último director asignado. Se prevé culminar el diseño del módulo y el manual del participante en Agosto de 2015.</p>
<p><u>Activity 1.4.2:</u> Carry out, through of a Public-Private Partnership with SUMARSE and CONEP, the first edition of the "In-Person" Diploma on Child Labour.</p>	01.10.13	19.01.14	30.09.14	26.04.14	Completed	Casa Esperanza	<p>El proyecto apoyó a CONEP en la organización y desarrollo de 2 seminarios: 1 para técnicos especialistas en trabajo infantil, y el otro para personas que actúan como "auditores" del cumplimiento de las guías para ETI en empresas seleccionadas.</p>
<p><u>Activity 1.4.3:</u> Develop an online version of the Diploma on Child Labour for distance learning, especially addressed to local authorities and leaders, and technical government officials.</p>	01.07.13		31.12.13		Not Started	Casa Esperanza	<p>Se cuenta con el diseño de la currícula del módulo de erradicación del trabajo infantil. El módulo virtual (o presencial según lo decida INADEH) debe iniciar en septiembre de 2015 y culminar en noviembre 2015.</p>
<p><u>Activity 1.4.4:</u> Carry out, in form of a Public-Private Partnership with SUMARSE and CONEP, the first edition of the virtual Diploma on Child Labour, addressed in particular to local authorities and leaders.</p>	01.10.14		30.09.15		Not Started	Casa Esperanza	<p>Sumarse promoverá el curso entre sus empresas afiliadas como una estrategia de prevención de TI en el sector privado, como parte de sus acciones de RSE.</p>
<p><u>Activity 1.4.5:</u> Design a training of trainers program on strategies for the prevention and elimination of child labour.</p>	01.04.14		30.09.14		Not Started	Casa Esperanza	<p>The training will begin after the development of the study guides for teachers and students. This process will begin in May 2015.</p> <p>El proceso del diseño iniciará en el mes de Mayo y culminará en junio 2015.</p>

<u>Activity 1.4.6:</u> Implement a pilot of training of trainers in intervention areas in Panama with Local Support Committees and local authorities.	01.10.14		30.09.15		Not Started	Casa Esperanza	<p>The project will support INADEH in the training of professionals with experience in child labour who will become the trainers in the module.</p> <p>El proyecto apoyará al INADEH en el entrenamiento de profesionales con experiencia en trabajo infantil quienes se convertirán en los entrenadores.</p> <p>La capacitación está prevista para agosto 2015</p>
<b>Output 1.5:</b> Mainstreaming the child labour approach in policies and programs to combat poverty in Ecuador							
<u>Activity 1.5.1:</u> Conduct an assessment of the impact of child labour on productivity and economic growth in key sectors of the economy (such as agriculture, livestock and fishing and tourism). With the inputs of the study, prepare fact sheets to carry out advocacy campaigns in key public sectors (Ministry of Economics, Education, Health, Agriculture, Social Inclusion, etc. - see also Component 3).	01.10.13	<b>01.11.13</b>	31.03.14	26.09.14	<b>Completed</b>	Fundación Esquel	The study was completed and delivered to MIES as an input for their child labor eradication program.
<u>Activity 1.5.2:</u> Analyse the conditional cash transfer model of Human Development Grant and prepare a technical proposal about alternatives for differentiated grants to improve effectiveness of the child labour related indicators (such as completion of secondary education, etc.)	01.01.14	<b>22.09.14</b>	30.09.14		<b>On going</b>	Fundación Esquel	The proposal for analysing and proposing improvements to the child labor eradication strategy was designed for MIES more than 5 months ago. But nevertheless, the proposal was discussed in several occasions, it's been impossible to move forward.
<u>Activity 1.5.3:</u> Prepare a technical proposal to improve the identification of child labour in the single registry form for beneficiaries of the Human Development Grant program.	01.10.14		31.12.14		Not Started	ILO	
<u>Activity 1.5.4:</u> Carry out follow-up and advocate for the adoption of the proposed models in Activities 1.5.2 and 1.5. 3	01.10.14		26.12.16		Not Started	Fundación Esquel	
<b>Output 1.6:</b> Mainstreaming the child labour approach in policies and programs to combat poverty in Panama							
<u>Activity 1.6.1:</u> Replicate the assessment identified in Activity 1.5.1 for advocacy in Panama.	01.10.13	<b>28.08.13</b>	31.03.14	<b>06.09.13</b>	<b>Completed</b>	Casa Esperanza	

<p><u>Activity 1.6.2:</u> Analyse the conditional cash transfer model of the Opportunities Network and prepare a technical proposal about alternatives for differentiated grants to improve effectiveness in child labour related indicators (completion of secondary education, etc.).</p>	01.01.14	17.06.13	30.09.14	29.12.14	Completed	Casa Esperanza	<p>The project presented a document describing a strategy for integrating the child labor approach in the operations of the Opportunities Network. The proposal was presented to the Coordination of the Opportunities Network and the Minister of Social Development.</p> <p>El proyecto presentó al MIDES una propuesta describiendo una estrategia para integrar el trabajo infantil en las operaciones de la Red de Oportunidades. Este proceso se inició con el gobierno pasado y se ha presentado al nuevo gobierno. La propuesta fue presentada al actual Ministro del MIDES y Secretaria Ejecutiva de la Red de Oportunidades y se está a la espera de su respuesta</p>
<p><u>Activity 1.6.3:</u> Prepare a technical proposal to improve the identification of child labour in the registry form of beneficiaries of the Opportunities Network.</p>	01.10.14	17.06.13	31.12.14		On going	Casa Esperanza	<p>The document presented to MIDES includes a recommendation for the incorporation of the Child Labour variable as part of the Opportunities Network questionnaires.</p> <p>Se cuenta con propuesta de recomendaciones para incorporar la variable de TI en el cuestionario de la Red de Oportunidades.</p>
<p><u>Activity 1.6.4:</u> Follow-up and advocate for the adoption of the proposed models in Activities 1.6.2 and 1.6.3.</p>	01.10.13		26.12.16		Not Started	Casa Esperanza	<p>The project held conversations with the Minister of Social Development and the Coordination of the Opportunities Network for collecting their inputs on the proposal and advocate for the official adoption of the recommendations.</p> <p>Se tiene previsto la firma de convenio, según se ha acordado con altas autoridades del MIDES. Se espera que la propuesta presentada sea adoptada en junio 2015.</p>
<p><b>Output 1.7:</b> Strengthened capacity of Labour Inspectorate in Ecuador</p>							

<u>Activity 1.7.1:</u> Carry out an in-service training program for national and provincial level labour inspectors on processing and analysing the information of the SINEI child labour module in order to improve their prevention capacities and to give follow-up to sanction procedures.	01.01.14	<b>22.09.14</b>	31.03.14		<b>On going</b>	ILO	The project is developing a proposal for incorporating child labour as part of the labor inspection procedure. The proposal is being developed with technical support from the ILO Office for Andean Countries.
<u>Activity 1.7.2:</u> Implement 2 pilots on monitoring and follow-up combining labour inspectors and community participants (see activities 1.1.6. and 1.1.8) in the provinces of Esmeraldas and Chimborazo. (The municipalities will be selected post- award with the Government).	01.04.14		30.09.14		Not Started	ILO	
<u>Activity 1.7.3:</u> Develop, design and print the training module for inspectors on more frequent and risky occupations which will be derived from hazardous child labour list.	01.04.14		30.06.15		Not Started	ILO	
<u>Activity 1.7.4:</u> Develop an on-line version of the training module on more frequent and hazardous occupations (based on Activity 1.7.3.)	01.04.15		30.09.15		Not Started	ILO	
<b>Output 1.8:</b> Strengthened capacity of Labour Inspectorate in Panama							
<u>Activity 1.8.1:</u> Carry out an in-service training program for national and provincial level inspectors to enhance their capacities for processing and analysing administrative information on child labour (includes training and adaptation of registry form and tools).	01.01.14	<b>01.08.14</b>	31.03.14		<b>On going</b>	Casa Esperanza	<p>A proposal for incorporating child labour as part of the labor inspection procedure was developed with technical support from the ILO Office in San Jose. The proposal is being programmed with the active participation of the labor inspection. Up to date, 2 workshops have been developed for defining the approach of the process and work is in progress.</p> <p>Se cuenta con una propuesta para incorporar trabajo infantil como parte del procedimiento de inspección laboral en todos los departamentos. Actualmente el departamento de inspección de menores es el único responsable de esta acción. La propuesta en referencia fue elaborada con apoyo técnico de la oficina de San José. La propuesta se está trabajando de manera participativa con los inspectores laborales. Se han realizado 2 talleres para este</p>

							proceso. La actividad inició en febrero de 2015 y estará completada en septiembre 2015
<u>Activity 1.8.2:</u> Implementation of 2 pilots on monitoring and follow-up combining labour inspectors and community participants (see Activities 1.2.6. and 1.2.8) in Comarca Ngäbe and Darién. (The municipalities will be selected post-award with the Government).	01.04.14		30.09.14		On going	Casa Esperanza	The proposal under development with the Labor Inspection includes pilots in different areas: Pinogana, Chiriquí, Los Santos and Herrera, with the purpose of validating the modifications made to the labor inspection procedure.  Se llevarán a cabo pilotos en: Pinogana, Chiriquí, Los Santos y Herrera, con el propósito de validar el procedimiento de inspección. La actividad inició en febrero de 2015 y estará completada en septiembre 2015.
<u>Activity 1.8.3:</u> Develop, design and print the training module for inspectors on more frequent and risky occupations which will be derived from hazardous child labour list.	01.04.14		30.06.15		Not Started	Casa Esperanza	Esta actividad no ha iniciado, ya que se está a la espera de la aprobación oficial del listado de trabajo infantil. El diseño será desarrollado basado en la lista TIP.  Se prevé que el listado esté aprobado para junio 2015.
<u>Activity 1.8.4:</u> Develop an on-line version of the training module on more frequent and hazardous occupations (based on Activity 1.8.3.)	01.10.13		30.09.15		Not Started	Casa Esperanza	Esta actividad iniciará en septiembre y estará completada en diciembre 2015.
<u>Activity 1.8.5:</u> Arrange an exchange visit between labour inspectors from Panama and Ecuador to share SINEL and discuss the possibility to replicate it in Panama in order to improve the referral system and to improve the application of administrative sanctions for child labour.	01.07.13		30.09.13		Not Started	Casa Esperanza	Se trasladan para el año 2016.
<u>Activity 1.8.6:</u> Follow-up and advocate the inclusion of adjustments to the labour inspection system as a result of the exchange with Ecuador.	01.10.13		31.12.15		Not Started	Casa Esperanza	Se trasladan para el año 2016
<b>Output 1.9:</b> Improved and harmonized legislation in Ecuador							

<u>Activity 1.9.1:</u> Update the Hazardous Child Labour list, based on primary sources (such risk assessments - Component 2), secondary information (child labour surveys) and the results of the consultation processes at local and national levels.	01.10.14	<b>10.03.14</b>	31.12.14	<b>29.12.15</b>	<b>Completed</b>	Fundación Esquel	A proposal for updating the hazardous child labour list was completed and officially presented to the Ministry of Labor.
<u>Activity 1.9.2:</u> Conduct tripartite consultations for the validation of the updated Hazardous Child Labour List.	01.01.15		31.03.15		Not Started	Fundación Esquel	Conversations with the Ministry of Labor lead to a discussion on the possibility of developing tripartite consultations. Nevertheless, their perspective is not to make tripartite consultations as they are not required by the national law.
<u>Activity 1.9.3:</u> Analyse and review the national legislation in order to have a single list of hazardous work for labour inspectors at national level and draw up a recommendation for referral of disability cases that such activities may cause.	01.04.15		31.12.15		Not Started	Fundación Esquel	
<u>Activity 1.9.4:</u> Advocate with MRL and CNNA to adopt an adolescent workers registry.	01.01.14		30.06.16		Not Started	Fundación Esquel	
<u>Activity 1.9.5:</u> Promote the exchange of experiences among technical staff in the Ministries of Labour of Uruguay, Peru and Colombia through virtual seminars.	01.04.14	<b>31.07.14</b>	30.06.16		<b>On going</b>	Fundación Esquel	
<u>Activity 1.9.6:</u> Exchange experiences on the youth employment registry (in particular about the adolescent workers registry) among Ministries of Labour of Uruguay, Peru and Colombia.	01.10.15		31.12.15	14.08.14	Completed	Fundación Esquel	
<u>Activity 1.9.7:</u> Provide technical follow-up and advocate for the adoption of Hazardous Child Labour List, a harmonization of the legal framework and the creation of an adolescent workers' registry.	01.04.14	12.01.15	26.12.16		On going	Fundación Esquel	The project held several meetings with the Ministry of Labor for incorporating their comments and recommendations that would lead to the adoption of the Hazardous Child Labour List.
<b>Output 1.10:</b> Improved and harmonized legislation in Panama							

<u>Activity 1.10.1:</u> Update the Hazardous Child Labour list, based on primary sources (such as risk assessments - Component 2), secondary information (child labour surveys) and the results of the consultation processes at local and national levels.	01.10.14	<b>01.11.13</b>	31.12.14	<b>31.03.14</b>	<b>Completed</b>	Casa Esperanza	Esta actividad se completó en el mes de marzo de 2014.
<u>Activity 1.10.2:</u> Conduct tripartite consultations for the validation of the updated Hazardous Child Labour list.	01.01.15	<b>01.09.14</b>	31.03.15		<b>On going</b>	Casa Esperanza	The project provide technical support to the tripartite consultation process with CONATO. CONUSI and CONEP did not require support from the project.  El proyecto brindó apoyo técnico para las consultas tripartitas con CONATO. En tanto que CONUSI y CONEP no requirieron este apoyo de parte del proyecto.  Esta actividad está prevista para culminarse en junio 2015.
<u>Activity 1.10.3:</u> Harmonize laws in order to eliminate inconsistencies between the Labour Code and Hazardous Child Labour List.	01.04.15		31.12.15		Not Started	Casa Esperanza	Se tienen los TDR listos y se espera que este proceso esté concluido el 30 de julio de 2015.
<u>Activity 1.10.4:</u> Hold bi-national workshops to exchange experiences with Ecuador, in particular to exchange about the adolescent workers registry in Ecuador with the aim to transfer this model to Panama through a learning path.	01.04.16		30.06.16		Not Started	Casa Esperanza	Se trasladan para el año 2016.
<u>Activity 1.10.5:</u> Provide technical follow-up and advocate for the adoption of Hazardous Child Labour List, a harmonization of the legal framework and the creation of an adolescent workers' registry.	01.04.14	<b>08.04.14</b>	26.12.16		<b>On going</b>	ILO	The project has been coordinating closely with DIRETIPPAT in order to support them in the steps for the adoption of the Hazardous Child Labour List.
Immediate objective No. 2	Promoting safe youth employment.						
Objectives/outputs/activities	Start dates		Finish dates		<b>Status</b>	Resp. person	<b>Remarks</b>
(As listed in project document or summary outline)	Planned	<b>Actual</b>	Planned	Actual			
<b>Output 2.1: Enhanced knowledge and tools on hazardous child labour activities and conditions and OSH in targeted sectors in Ecuador</b>							

Activity 2.1.1: Translate manuals on how to carry out community risk assessments and conduct training with key stakeholders (workers' and employers' organizations, Interagency Committee members) in target municipalities on identifying hazards and risks faced by adolescent workers, including disabilities, and propose measures for risk reduction and safer alternatives in each sector.	01.04.13	<b>01.12.13</b>	31.12.15	20.11.14	<b>Completed</b>	ILO	The project organized a workshop for presenting the community risk assessment methodology. In the meeting, representatives from the Ministry of Health and the Agriculture Chamber for the First Zone expressed their interest for applying the methodology on their own.
Activity 2.1.2: Conduct six community-based risk assessments with stakeholders (working adolescents, employers, workers, local authorities, basic health workers, parents, teachers, indigenous peoples, Afro-descendants, migrants and disabilities groups) on working conditions of children in target sectors including but not limited to sectors such as fishing, flowers, construction, small-scale agriculture, and identify measures for risk reduction and safer alternatives in each sector.	01.10.13	<b>01.08.14</b>	30.06.16		<b>On going</b>	COMUNIDEC	A draft version of the risk analysis and information brochure is available. The project developed 6 brochures, 3 for Guamote and 3 for Quindindé.
Activity 2.1.3: On the basis of the results of the risk assessment conduct separate sector-specific workshops with key Ministries, employers, workers and relevant stakeholders at local and national levels to discuss the findings of the risk assessment and propose recommendations for corrective measures and enforcement of law.	01.01.14		30.09.16		<b>Not Started</b>	COMUNIDEC	
Activity 2.1.4: Use ILO tools including Safe Work for Youth Kit to create and validate an independent Curriculum (such as guidelines and manuals) with sector specific guidelines for specific audiences (labour inspectors, Municipal Committees, employers' and workers' organizations, agriculture extension workers, organizations representing vulnerable groups and, translate it into indigenous languages and promote its integration into SECAP.	01.10.13		30.09.16		<b>Not Started</b>	ILO	

Activity 2.1.5: Conduct three community consultations with indigenous, Afro-descendants, migrants and disability organizations, teachers, parents, basic health workers, children and youth to develop local lists of hazardous work in sectors including but not limited to small-scale agriculture and fishing as an input for the updating process of the national hazardous work list.	01.10.13	<b>04.08.14</b>	31.03.14	31.10.14	<b>Completed</b>	COMUNIDEC	The activity was completed as part of the risk analysis process.
Activity 2.1.6: In coordination with MRL, MAGAP and ME, use ILO methodologies on occupational risks and hazards for youth and their parents and design with the participation of working adolescents and parents OSH fact sheets and other materials such as interactive mapping exercises, visual materials to identify hazards to promote youth friendly employment.	01.10.13		30.09.14		<b>Not Started</b>	ILO	
Activity 2.1.7: Using the successful experience in Brazil develop/adapt and validate OSH and youth workers guidelines for basic health providers on identification of injuries, illness and disabilities caused by hazardous labour.	01.10.13		30.09.14		<b>Not Started</b>	ILO	
Activity 2.1.8: In coordination with MRL, MAGAP and ME, develop a community-oriented training course to prepare local professionals on how to identify physically or psychologically unsafe conditions, how to eliminate unsafe situations and/or provide safer alternatives for young workers.	01.10.13		31.03.15		<b>Not Started</b>	ILO	
<b>Output 2.2: : Enhanced Knowledge and tools on hazardous child labour activities and conditions and OSH in targeted sectors in Panama</b>							
Activity 2.2.1: Translate manuals on how to carry out community risk assessments and conduct training with key stakeholders (workers' and employers' organisations, CETIPPAT) in target Municipalities and in Comarca on identifying hazards and risks faced by adolescent workers, including disabilities, and propose measures for risk reduction and safer alternatives in each sector.	01.04.13	<b>01.12.13</b>	31.12.15	15.01.15	<b>Completed</b>	Casa Esperanza	<p>The translation of the methodology was completed with two workshops. The first one with representatives from agencies actively participating in the process for updating the hazardous activities list and the labor inspection.</p> <p>La traducción de la metodología se realizó en diciembre de 2013.</p> <p>Se realizaron 2 talleres de transferencia de la metodología en el 2014 y 2015: la primera con representantes de las</p>

							instancias que participan activamente en la actualización de la lista TIP; y la segunda con los inspectores de trabajo infantil y el personal técnico de la DIRETIPAT.
Activity 2.2.2: Conduct six community-based risk assessments with stakeholders (working adolescents, employers, workers, local authorities, basic health workers, parents, teachers, indigenous peoples, Afro-descendants, migrants and disabilities groups) on working conditions of children in target sectors including but not limited to sectors such as fishing, flowers, construction, small-scale agriculture, and identify measures for risk reduction and safer alternatives in each sector.	01.10.13	<b>25.11.14</b>	30.06.16	15.01.15	<b>On going</b>	Casa Esperanza	<p>A draft version of the risk analysis and information brochure is available. The project developed 6 brochures, 3 for Pinogana and 3 for Nole Duima.</p> <p>Se cuenta con una versión borrador de los análisis de riesgo e información para 6 brochures, 3 para Pinogana y 3 para Nole Duima.</p> <p>Se prevé que esta actividad estará completada en junio de 2015.</p>
Activity 2.2.3: On the basis of the results of the risk assessment, conduct separate sector- specific workshops with key Ministries, employers, workers and other relevant stakeholders at local and national levels to discuss the findings of the risk assessment and propose recommendations for corrective measures and the enforcement of law.	01.10.13		30.06.16		<b>Not Started</b>	Casa Esperanza	Se realizarán 2 talleres entre julio y octubre de 2015.
Activity 2.2.4: Use ILO tools including the Safe Work for Youth Kit and other existing tools to create and validate an independent curriculum (such as guidelines and manuals) with sector specific guidelines for specific audiences (labour inspectors, Municipal committees, employers' and workers' organizations, agriculture extension workers, organizations representing vulnerable groups) and translate it into indigenous languages and promote its integration into SECAP.	01.01.14		30.09.16		<b>Not Started</b>	Casa Esperanza	Esta actividad está prevista para iniciar en agosto de 2015 y debe terminar en noviembre de 2015.
Activity 2.2.5: Conduct three community consultations with indigenous, Afro-descendant, migrants and disability organizations, teachers, parents, basic health workers, children and youth to develop local lists of hazardous work in sectors including but not limited to small-	01.10.13		31.03.14		<b>Not Started</b>	COMUNIDEC	

scale agriculture and fishing as an input for the updating process of the national hazardous work list.							
Activity 2.2.6: Use ILO tools including the Safe Work for Youth Kit to create and validate an independent curriculum (such as guidelines and manuals) with sector specific guidelines for specific audiences (labour inspectors, Municipal Committees, employers' and workers' organizations, organizations representing vulnerable groups) and translate them into indigenous languages and promote integration in INADEH.	01.10.13		30.09.16		<b>Not Started</b>	ILO	
Activity 2.2.7: Use the successful experiences in Brazil to develop/adapt and validate OSH and youth workers guidelines for basic health providers on the identification of injuries, illnesses and disabilities caused by hazardous child labour.	01.10.13		30.09.14		<b>Not Started</b>	ILO	
Activity 2.2.8: In coordination with MITRADEL, MIDA and MEDUCA, develop visual materials (such as videos and photos) for parents, teachers, and community leaders including in indigenous languages that help them to assess and remediate hazards in the informal sector.	01.10.13		30.09.14		<b>Not Started</b>	ILO	
<b>Output 2.3: Enhanced knowledge and tools on hazardous child labour activities and conditions and OSH in targeted sectors in Ecuador</b>							
Activity 2.3.1: Promote the inclusion of hazardous child labour and OSH concerns of youth workers in OSH Committees of enterprises of target sectors, and other interested enterprises.	01.10.13		30.09.16		<b>Not Started</b>	ILO	
Activity 2.3.2: In coordination with MRL, train inspectors, workers' and employer's organizations and basic health providers, Municipal Committees, in target areas on the developed guidelines for each audience (Output 2.1).	01.07.14		30.09.16		<b>Not Started</b>	Fundación Esquel	

Activity 2.3.3: Hold workshops and community activities with members of target Municipal Committees, community organizations (indigenous, Afro-descendant and disability groups), parents, youth groups on guidelines and fact sheets for youth employment and OSH in the informal sector.	01.07.14		30.09.16		<b>Not Started</b>	Fundación Esquel	
<b>Output 2.4: Improved enforcement of OSH laws for youth workers in Panama</b>							
Activity 2.4.1: Promote the inclusion of hazardous child labour and OSH concerns of youth workers in OSH Committees of enterprises of target sectors, and other interested enterprises.	01.10.13	<b>21.03.14</b>	30.09.16		<b>On going</b>	ILO	
Activity 2.4.2: In coordination with MITRADEL, train inspectors, workers' and employer's organizations, municipal committees and basic health providers in target areas on the developed guidelines for each audience (Output 2.2).	01.07.14		30.09.16		<b>Not Started</b>	Casa Esperanza	Con base al resultado de la actividad 2.2.4 se hará el entrenamiento previsto para iniciar en el mes de enero 2016 y debe terminar en el mes de marzo de 2016.
Activity 2.4.3: Hold workshops and community activities with members of target Municipal Committees, community organizations (indigenous, Afro-descendant and disability groups), youth groups on guidelines and fact sheets for youth employment and OSH in the informal sector.	01.07.14		30.09.16		<b>Not Started</b>	Casa Esperanza	Se tiene previsto iniciar esta actividad en el mes de enero de 2016 y debe culminar en el mes de marzo 2016.
<b>Output 2.5: Strategy to link children with existing programs to protect them from hazardous work and train them for safe work in Ecuador</b>							
Activity 2.5.1: Develop and include in the CLMS platform a module on safe youth employment which includes counselling services for adolescents looking for employment or training and which also monitors them ("one stop shop")	01.01.14		30.09.16		<b>Not Started</b>	ILO	
Activity 2.5.2: Promote an agreement with Network of Enterprises ( Red de Empresas ), coordinated by MRL, for the implementation of a workplace experience and job skills training for adolescents between 15-17 years that have been withdrawn from hazardous child labour, based on Jovenes Productivos model.	01.07.14		30.09.16		<b>Not Started</b>	ILO	

Activity 2.5.3: In coordination with MRL and participating enterprises, provide technical assistance to the Jovenes Productivos Program on linking their disabilities component to child labour concerns and extending the program to other sectors.	01.07.14		30.09.16		<b>Not Started</b>	ILO	The Project is working in coordination with an initiative from the ILO for promoting youth employment among vulnerable populations that will include the development of an innovative mechanism for job placement for young people that will be coordinated with employers organizations.
Activity 2.5.4: Include agreements in Codes of Conducts with enterprises of the target sectors to change the conditions of adolescent workers in hazardous labour, on the basis of the risks identified in each target sector.	01.01.15		30.09.16		<b>Not Started</b>	ILO	
Activity 2.5.5: Encourage a strategic alliance between the Red Socio Empleo and SECAP to ensure access and retention of adolescents withdrawn from hazardous child labour, particularly indigenous, migrants, Afro-descendants and youth affected by disabilities to jobs skills training and promote labour market inclusion in member enterprises.	01.01.14		30.09.16		<b>Not Started</b>	ILO	
<b>Output 2.6: Strategy to link children with existing programs to protect them from hazardous work and train them for safe work in Panama</b>							
Activity 2.6.1: Develop and include in the CLMS platform a module on safe youth employment which includes counselling services for adolescents looking for employment or training and which also monitors them ("one stop shop")	01.01.14		30.09.16		<b>Not Started</b>	ILO	
Activity 2.6.2: In coordination with MIDES, MITRADEL and CONEP develop a referral mechanism for adolescents withdrawn from hazardous child labour to the Program Padrino Empresario and promote the widening of the geographical coverage, with an emphasis on access for vulnerable groups, as well as an increase in the number of participating enterprises.	01.01.14		30.09.16		<b>Not Started</b>	ILO	
Activity 2.6.3: Include agreements in the Codes of Conducts with enterprises of the target sectors to change the conditions of adolescent workers in hazardous labour, on the basis of the risks identified in each target sector.	01.01.15		30.09.16		<b>Not Started</b>	Casa Esperanza	CE promociona su trabajo en 150 empresas para fortalecer su RSE en prevención y erradicación de TI. Se está en proceso de sensibilización. Se espera que en el mes de abril de 2016 se complete esta actividad.

Activity 2.6.4: Advocate with INADEH to allow access of minors between 14-17 to jobs skills training courses.	01.04.13		30.09.16		Not Started	ILO	
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Immediate objective No. 3		Raising awareness against child labour.					
Objectives/outputs/activities (As listed in project document or summary outline)	Start dates		Finish dates		Status	Resp. person	Remarks
	Planned	Actual	Planned	Actual			
<b>Output 3.1:</b> Raising awareness and social demand for the eradication of child labour in Ecuador							
<u>Activity 3.1.1:</u> Evaluate the results of national campaigns on the prevention and eradication of child labour.	01.10.13	23.12.13	31.12.13	31.08.14	Completed	Fundación Esquel	
<u>Activity 3.1.2:</u> Support the Government to design campaigns according to the results of the evaluation.	01.01.14		31.03.14		Not Started	Fundación Esquel	
<u>Activity 3.1.3:</u> Carry out a Knowledge, Attitudes and Behaviour survey with people in priority communities.	01.07.13	01.04.14	30.09.13	30.09.14	Completed	COMUNIDEC	
<u>Activity 3.1.4:</u> Hold participatory workshops for the design of awareness raising activities by areas of intervention at the local level.	01.01.13	11.11.14	31.12.14		On going	COMUNIDEC	COMUNIDEC is working with Authorities of the CCPD in Guamote and Quindé for developing materiales and involved actively the Youth Committees organized by the municipal authorities in both municipalities, as well a School Centers representatives.
<u>Activity 3.1.5:</u> Develop information materials (stories, life stories, press releases, web-banners in social networks) for specific campaigns.	01.04.13	01.11.13	30.09.16		On going	Fundación Esquel	

<u>Activity 3.1.6:</u> Design and implement a radio campaign in the intervention communities.	01.07.13	<b>11.11.14</b>	31.03.16		<b>On going</b>	COMUNIDEC	The design of the radio campaign was finalized in March 2015 and will be implemented in May and June in Guamote and Quinindé. The project will request support from the US Embassy in Ecuador for using their radio network for spreading the message.
<u>Activity 3.1.7:</u> Design and implement "Cultural Caravans" in each project area following the approach of the Community Arts Manual.	01.04.13		30.09.16		Not Started	COMUNIDEC	
<u>Activity 3.1.8:</u> Promote the mobilization of stakeholders through alliances with strategic partners so as to ensure sustainable action for children's rights.	01.01.14		30.09.16		Not Started	Fundación Esquel	
<b>Output 3.2:</b> Raising awareness and social demand for the eradication of child labour in Panama							
<u>Activity 3.2.1:</u> Carry out a Knowledge, Attitudes and Behaviour survey with people in priority communities.	01.10.13	01.07.13	30.06.14	<b>31.03.14</b>	<b>Completed</b>	Casa Esperanza	Este estudio CAP fue un insumo importante para el diseño de la campaña de sensibilización 2014.
<u>Activity 3.2.2:</u> Participatory workshops for design of awareness actions by area of intervention at the local level.	01.01.13	<b>25.03.15</b>	31.12.14		<b>On going</b>	Casa Esperanza	The Ministry of Labor in Panamá is developing a national awareness raising campaign and requested support from the project for improving the expected effects.  MITRADEL, tomando en cuenta la experiencia del proyecto en la campaña realizada en el 2014, ha solicitado apoyo para elaborar una campaña nacional de sensibilización al nivel nacional y local.

<p><u>Activity 3.2.3:</u> Develop informational materials (stories, life stories, press releases, Web banner) and Administration service social networks for specific campaigns.</p>	01.04.13	<b>05.08.14</b>	30.09.16		<b>On going</b>	Casa Esperanza	<p>Como parte de la Campaña interinstitucional Casa Esperanza/OIT “El Trabajo que no Forma Deforma” realizada en el 2014, el proyecto diseño un libro (currículo infantil) que con imágenes, representa actividades que pueden ser aceptables para niños y otras que pueden ser perjudiciales. Se elaboró material informativo que sustenta la campaña, el cual fue difundido por diversos medios: prensa, radio y televisión y vallas publicitarias (mupies), y a través de una estrategia en redes sociales (Twitter y Facebook).</p> <p>De igual manera, se realizó un video.</p>
<p><u>Activity 3.2.4:</u> Design and implementation of a radio campaign in the intervention communities.</p>	01.07.13	<b>05.08.14</b>	31.03.16		<b>On going</b>	Casa Esperanza	<p>La campaña de sensibilización realizada en el 2014 incluía 2 cuñas radiales (español y lengua indígena ngäbere), con el propósito de diferenciar entre trabajo formativo y trabajo infantil. En la nueva campaña 2015 se tiene previsto contar con una cuña radial en Ngäbe.</p>
<p><u>Activity 3.2.5:</u> Design and implementation of Cultural Caravans in each project area with the approach of the Community Arts Manual</p>	01.01.14		31.03.16		Not Started	Casa Esperanza	<p>Se tienen elaborado los TDR para la implementación de las caravanas rurales durante el mes de junio y julio en 3 áreas: Comarca Ngäbe Bugle, Colon y Darién</p>
<p><u>Activity 3.2.6:</u> Promote the mobilization of stakeholders through alliances with strategic partners so as to ensure sustainable action for children's rights, taking into account milestones in the country and the World Day against Child Labour.</p>	01.07.13	<b>11.10.13</b>	30.09.16		<b>On going</b>	ILO and Casa Esperanza	<p>La campaña de sensibilización 2014 fue divulgada en los medios televisivos y radiales siguientes: Canal 2, Hosanna Visión, SERTV, CANAL 11 FETV y CANAL 5, así como en las Emisoras: Hosanna Radio, YXY 92.9, FM CORAZON y SUPER Q. De igual manera, se han realizado presentaciones a actores claves para divulgar los resultados de los estudios CAPs. Así como se participa en las actividades en el marco del mes de junio.</p>

<b>Output 3.3: Key stakeholders sensitized in Ecuador</b>							
<u>Activity 3.3.1:</u> Carry out a Knowledge, Attitudes and Behaviour survey with public officials in specific sectors of the national government and local media executives, journalists and academics.	01.07.13	<b>23.12.13</b>	31.12.13	<b>17.04.14</b>	<b>Completed</b>	Fundación Esquel	
<u>Activity 3.3.2:</u> Design an advocacy strategy and marketing campaign directed at public officials, media executives, journalists and academics at both the national and local level.	01.07.13	<b>01.07.14</b>	31.12.13		<b>On going</b>	Fundación Esquel	
<u>Activity 3.3.3:</u> Design and produce awareness-raising and dissemination materials for direct marketing in social media and social networking (flash mobs, murals, talks, personalized visits and messages).	01.10.13	<b>24.03.14</b>	26.12.16		<b>On going</b>	Fundación Esquel	
<u>Activity 3.3.4:</u> Develop reader-friendly and accessible versions of research and studies that demonstrate the effect of child labour on productivity and growth, to be used as promotional material for stakeholders.	01.01.14	01.01.15	31.03.16		On going	Fundación Esquel	
<u>Activity 3.3.5:</u> Design and carry out two workshops with journalists to learn first-hand about the reality of child labour and its risks in selected areas (this may include visiting project sites of the project developed under SGA 12-11).	01.04.14		30.06.15		<b>On going</b>	Fundación Esquel	
<b>Output 3.4: Key stakeholders sensitized in Panama</b>							
<u>Activity 3.4.1:</u> Carry out a Knowledge, Attitudes and Behaviour survey with public officials in specific sectors of the national government and local media executives, journalists and academics.	01.07.13	<b>01.07.13</b>	31.12.13	<b>31.03.14</b>	<b>Completed</b>	Casa Esperanza	Este estudio CAP fue un insumo importante para el diseño de la campaña de sensibilización 2014 y se utilizará también para la campaña 2015.
<u>Activity 3.4.2:</u> Design an advocacy strategy and marketing campaign directed at public officials, media executives, journalists and	01.07.13	<b>01.04.14</b>	31.12.13	<b>05.08.14</b>	<b>Completed</b>	Casa Esperanza	La campaña de sensibilización y movilización social fue presentada el 5 de agosto de 2014, con la participación

academics at both the national and local level.							de representantes del sector público, la embajada de los USA en Panamá, medios de comunicación, y otros actores claves
<u>Activity 3.4.3:</u> Design and produce awareness-raising and dissemination materials for direct marketing in social media and social networking (flash mobs, murals, talks, personalized visits and messages).	01.10.13	<b>01.04.14</b>	31.03.16	<b>05.08.14</b>	<b>Completed</b>	Casa Esperanza	Se elaboraron materiales de sensibilización, como parte de la campaña: banners, muppies y se hizo difusión en redes sociales con el eslogan: "el trabajo que no forma, deforma"
<u>Activity 3.4.4:</u> Develop reader-friendly and accessible versions of research and studies that demonstrate the effect of child labour on productivity and growth, to be used as promotional material for stakeholders.	01.10.13		31.03.16		Not Started	Casa Esperanza	En el 2016 se realizarán los materiales promocionales.
<u>Activity 3.4.5:</u> Design and carry out two workshops with journalists to learn first-hand about the reality of child labour and its risks in selected areas (this may include visiting project sites of the project developed under SGA 12-11)	01.04.14	<b>15.05.14</b>	30.06.15		<b>On going</b>		Se llevó a cabo un primer taller con periodistas en la ciudad de David, provincia de Chiriquí, dada la importancia que tiene la cosecha de café en la zona. El día 30 de junio de 2015 se tiene programado llevar a cabo dos eventos con periodistas, como cierre de las acciones del mes de junio. Un desayuno en la capital y se realizará una actividad en la Comarca Ngäbe Buglé (se espera que participen en dicho eventos periodistas reconocidos de la ciudad capital como de la provincia de Chiriquí). Dicho evento en Comarca tendrá como objetivo presentar los resultados del estudio realizado por el Proyecto denominado "Características y Naturaleza del Trabajo Infantil en las comarcas Indígenas en Panamá", enfatizando las causas y consecuencias del trabajo infantil. La otra actividad se realizará en el municipio de Colón, para abordar el tema de "Causas y Consecuencias del Trabajo Infantil".

Immediate objective No. 4	Supporting child labour monitoring systems and the collection of reliable data on child labour						
Objectives/outputs/activities (As listed in project document or summary outline)	Start dates		Finish dates		Status	Resp. person	Remarks
	Planned	Actual	Planned	Actual			
<b>Output 4.1: Data collection in Ecuador</b>							
<p><u>Activity 4.1.1:</u> Provide technical assistance and advocate to include questions on child labour and associated factors in the school census and in school achievement surveys, and process, analyse and disseminate results following the good practice of the Ministry of Education in El Salvador.</p>	01.01.13		30.09.16		Not Started	ILO	<p>In February 2015, the experience of El Salvador's Ministry of Education related to the inclusion of economic activities within the School Census was presented to Colombia, Ecuador and Panama counterparts. Yet there was a lot of interest none of them asked for technical assistance on this matter.</p>
<p><u>Activity 4.1.2:</u> Provide technical assistance and advocacy to include additional questions about disability in ENEMENDUR in order to enhance the knowledge on the relation between, as well as the consequences of child labour and disability. In addition, the project will recommend the inclusion of questions about whether parents are former child labourers.</p>	01.01.13	17.09.13	30.09.16		On going	ILO	
<p><u>Activity 4.1.3:</u> Provide technical assistance and advocate to include questions on child labour and family background, with an emphasis on hazardous work in the school achievement tests.</p>	01.01.13	01.11.13	30.09.16		On going	ILO	<p>The Ministry of Education in Ecuador showed interest on the Salvadoran experience but during the period, conversations were ongoing.</p>
<p><u>Activity 4.1.4:</u> Provide technical assistance and advocacy to MRL and MIES for the strengthening of the questions on child labour in the Social Register (Unique Registration System of Beneficiaries) based on experiences of Brazil, Peru and Colombia.</p>	01.10.13		30.09.16		On going	ILO	<p>The project continued conversations with the Ministry of Economic and Social Inclusion without success.</p>

<p><u>Activity 4.1.5:</u> Using ILO methodologies and tools, support MRL to create an online national child labour platform that will include data generated by the Municipal Child labour Monitoring System (MCLMS, Activity 1.1.8).</p>	01.10.13	<b>21.03.14</b>	30.06.16		<b>On going</b>	ILO	The Project is coordinating the signing of an agreement between the ILO and MCDS for running the child labor platform as part of a bigger information system actually available in MCDS.
<p><u>Activity 4.1.6:</u> Provide technical assistance to Health Authorities to design a single registration form including questions on the causes of the injuries and carry out a study to relate illnesses with child labour.</p>	01.04.14		31.03.15		Not Started	ILO	
<p><u>Activity 4.1.7:</u> Collect and report data as part of performance monitoring requirements.</p>	01.01.13	<b>01.10.13</b>	26.12.16		<b>On going</b>	ILO	This action is being developed as a mainstreamed element of the project's strategy.
<b>Output 4.2:</b> Data collection in Panama							
<p><u>Activity 4.2.1:</u> Provide technical assistance and advocate to include questions about disability in ETI in order to enhance the knowledge on the relationship between, as well as the consequences of child labour and disability, based on the experience in Ecuador. In addition, the project will recommend the inclusion of questions about whether parents are former child labourers.</p>	01.01.13	<b>05.06.13</b>	30.09.16		<b>On going</b>	ILO	
<p><u>Activity 4.2.2:</u> Provide technical assistance and advocate to include questions on child labour (sector, working hours) and associated factors in the school census and in school achievement surveys, and to process, analyse and disseminate results following the good practice of the Ministry of Education in El Salvador.</p>	01.01.13	20.09.13	30.09.16		On going	ILO	In February 2015, the experience of El Salvador's Ministry of Education related to the inclusion of economic activities within the School Census was presented to Colombia, Ecuador and Panama counterparts.

<p><u>Activity 4.2.3:</u> Provide technical assistance and advocate to the Red de Oportunidades Program to include or adjust questions on child labour, with an emphasis on hazardous work in their beneficiary identification registers in order to identify and refer children.</p>	01.01.13	<b>17.06.13</b>	30.09.16		<b>On going</b>	ILO	<p>The document was presented to MIDES for their approval. After receiving confirmation, the project will provide technical support for the development of tools for addressing child labor within the beneficiaries of the Red de Oportunidades Program.</p>
<p><u>Activity 4.2.4:</u> Using ILO methodologies and tools, support MITRADEL to create an online national child labour platform that will include data generated by the Municipal Child labour Monitoring System (MCLMS, Activity 1.2.8).</p>	01.10.13	<b>27.02.15</b>	30.06.16		<b>On going</b>	ILO	<p>Conversations with INEC's authorities regarding the possibility for operating the Child Labour Platform are underway for achieving an agreement on the inclusion of the platform as part of CETIPPAT info.</p>
<p><u>Activity 4.2.5:</u> Provide technical assistance to Health Authorities to design a single registration form including questions on the causes of the injuries and carry out a study to relate illnesses with child labour.</p>	01.04.14		31.03.15		Not Started	ILO	<p>Despite the project's efforts for providing technical assistance on this area, Health Authorities did not show interest on modifying their forms.</p>
<p><u>Activity 4.2.6:</u> Collect and report data as part of performance monitoring requirements.</p>	01.01.13		26.12.16		Not Started	ILO	<p>This action is being developed as a mainstreamed element of the project's strategy.</p>
<p><u>Activity 4.2.7:</u> Provide technical assistance and advocate to include questions about disability, child labour and family background, in school achievement tests in order to enhance the knowledge on the consequences of child labour on performance at school.</p>	01.01.13	<b>20.09.13</b>	26.12.16		<b>On going</b>	ILO	<p>In February 2015, the experience of El Salvador's Ministry of Education related to the inclusion of economic activities within the School Census was presented to Colombia, Ecuador and Panama counterparts.</p>
<p><b>Output 4.3:</b> Research and knowledge in Ecuador</p>							

<u>Activity 4.3.1</u> : Carry out a study on the relationship between disability, poverty, vulnerable groups and child labour in order to propose recommendations for policies and programs that could address education needs, social support, and employability options for children who have acquired permanent disabilities as a result of child labour. (Applies both Panama and Ecuador).	01.04.13		30.06.13		Not Started	ILO	
<u>Activity 4.3.2</u> : Carry out research of the links between child labour (hazardous work) and youth employment in order to propose recommendations for "second chance education opportunities" (comparative study between Panama and Ecuador).	01.07.13	01.12.13	30.09.13		On going	ILO	Se cuenta con un documento que sera revisado tomando en cuenta la nueva estrategia de educación en Ecuador.
<u>Activity 4.3.3</u> : Carry out a study to validate methodologies to ensure a child labour free value chain.	01.07.14		30.09.14		Not Started	ILO	
<u>Activity 4.3.4</u> : Carry out a study on the characteristics and nature of child labour amongst Afro-descendant populations.	01.07.13	19.03.14	31.12.13	01.08.14	Completed	ILO	
<u>Activity 4.3.5</u> : Carry out specific research on topics to be defined after award and develop good practice document.	01.04.13		31.03.16		Not Started	ILO	
<b>Output 4.4: Research and knowledge in Panama</b>							
<u>Activity 4.4.1</u> : Carry out research of the links between child labour (hazardous work) and youth employment in order to propose recommendations for "second chance education opportunities" (comparative study between Panama and Ecuador).	01.07.13	01.12.13	30.09.13		On going	ILO	An working paper was prepared in previous periods. A proposal for developing this study as a joint activity with Educafuturo has been presented.

<u>Activity 4.4.2</u> : Carry out a study to validate methodologies to ensure a child labour free value chain.	01.07.14	18.09.13	30.09.14	31.08.14	Completed	ILO	
<u>Activity 4.4.3</u> : Carry out a study on the characteristics and nature of child labour amongst indigenous populations.	01.07.13	01.12.13	31.12.13	31.03.14	Completed	ILO	
<u>Activity 4.4.4</u> : Carry out specific research on topics to be defined after award and develop a good practice document.	01.04.13	06.09.13	31.03.16		On going	ILO	
<b>Immediate objective No. 5</b>	Addressing the links between child labour and disability.						
<b>Objectives/outputs/activities</b> (As listed in project document or summary outline)	<b>Start dates</b>		<b>Finish dates</b>		<b>Status</b>	<b>Resp. person</b>	<b>Remarks</b>
	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>			
<b>Output 5.1: Building the knowledge base on the interrelationship between child labour and disabilities</b>							
<u>Activity 5.1.1</u> : Carry out a gap analysis of existing policies and laws on disabilities and other related policies that address the need of households and child labourers affected by disabilities.	01.07.13	01.03.15	31.12.13		On going	ILO	A qualitative study on the characteristics of household combining child labor and disabilities is being developed. The project made a proposal to Educafuturo for developing this study as joint initiative.
<u>Activity 5.1.2</u> : Carry out a rapid assessment (RAS) to analyse the main characteristics of child labour amongst children with a disability, its relation with the family background and the causes and potential consequences of child labour.	01.07.13	01.03.15	30.09.14		On going	ILO	A qualitative study on the characteristics of household combining child labor and disabilities is being developed. The project made a proposal to Educafuturo for developing this study as joint initiative.
<u>Activity 5.1.3</u> : Improve inclusive education modules for teachers to address disabilities in the classroom in order to ensure relevant learning and retention for all students.	01.04.14		30.06.15		Not Started	ILO	

<u>Activity 5.1.4:</u> Provide assistance on the inclusion of information on disabled children into the school registries.	01.04.14		30.06.15		Not Started	ILO	
<b>Output 5.2:</b> Mainstreaming of disability concerns into compulsory education promoted							
<u>Activity 5.2.1:</u> Develop guidelines for the creation of an inclusive environment in the Accelerated Basic Education Cycle (Ciclo Básico Abreviado).	01.04.14		31.03.15		Not Started	Fundación Esquel	Coordinations with the Ministry of Education were held in order to support them on the development of an educational model on social inclusion, but authorities were changed and work could not continue up to date.
<u>Activity 5.2.2:</u> Provide technical assistance to MIES to review and modify the Human Development Grant program and its disability focus.	01.01.15		30.09.15		Not Started	Fundación Esquel	
<b>Output 5.3:</b> Training opportunities and youth employment for adults and adolescents affected by disabilities promoted							
<u>Activity 5.3.1:</u> Conduct an analysis of potential labour market and self-employment opportunities for adults or adolescents with disabilities.	01.01.14	<b>04.03.15</b>	30.09.14		<b>On going</b>	Fundación Esquel	The project will use the products from the Youth Employment initiative developed by the ILO with Swedish Funds for identifying employment opportunities and will produce a document by May 2015.
<u>Activity 5.3.2:</u> Develop a curriculum specially tailored to the learning needs of adolescents with disabilities in the SECAP program.	01.07.13		30.06.14		Not Started	Fundación Esquel	
<u>Activity 5.3.3:</u> Provide assistance to MRL to include disability concerns into employment placement strategies.	01.01.14		30.09.14		Not Started	Fundación Esquel	
<b>Output 5.4:</b> Documentation of and campaign on the linkages between disabilities and child labour							
<u>Activity 5.4.1:</u> Produce and disseminate a document with recommendations on policy strategies to combat child labour in households affected by disability.	01.10.15		30.09.16		Not Started	Fundación Esquel	

<u>Activity 5.4.2</u> : Support MRL to create a national adolescent workers registry that includes disabilities.	01.01.14		30.06.14		Not Started	ILO	
<u>Activity 5.4.3</u> : Include information on disability in training of trainers programs on child labour (Activities 1.3.5 and 1.4.5) for community leaders, local authorities, workers' and employers' organizations.	01.04.14	<b>21.04.14</b>	30.09.14	<b>30.09.14</b>	<b>Completed</b>	Fundación Esquel	
<u>Activity 5.4.4</u> : Include a disability variable in the local MCLMS (Activity 1.1.8).	01.01.15	<b>01.01.15</b>	31.03.15	<b>05.03.15</b>	<b>Completed</b>	ILO	The CLMS in Ecuador included a variable for identifying children with disabilities engaged in Child Labour.
<u>Activity 5.4.5</u> : Design and implement public awareness and local mobilization campaigns at the national level and in the areas of intervention on hazardous child labour that may lead to disability.	01.01.14		30.09.16		Not Started	Fundación Esquel	

<b>Immediate objective No. 6</b>	Sharing lessons between and among countries						
<b>Objectives/outputs/activities</b> (As listed in project document or summary outline)	<b>Start dates</b>		<b>Finish dates</b>		<b>Status</b>	<b>Resp. person</b>	<b>Remarks</b>
	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>			
<b>Output 6.1: Enhanced capacities of public and private actors to prevent and eliminate child labour through South-South and Horizontal Cooperation</b>							
<u>Activity 6.1.1</u> : Design a model for exchanging of good practices and lessons learned that incorporates an effective and sustainable approach to planning.	01.04.13	<b>15.10.13</b>	30.06.13	<b>31.03.15</b>	<b>completed</b>	ILO	The Guide for exchanging good practices was completed in March. The document is intended as a tool for implementing good practices and experiences under the south-south cooperation scheme.

<p><u>Activity 6.1.2:</u> Support institutions in both countries to document and prepare presentation materials on good practices that can be exchanged and shared in the framework of the existing South-South Agenda.</p>	01.07.13	<b>15.06.13</b>	31.12.13		<b>On going</b>	Casa Esperanza	<p>Se apoyo a MITRADEL en actividad de intercambio realizado en el 2013, en Seminario Intercambio de buenas prácticas en Temas de Trabajo Decente, Brasilia, 24 al 27 de junio de 2013, Panamá: Erradicación del trabajo infantil en Comarcas Indígenas.</p> <p>Se cuenta con la guía para el intercambio de buenas prácticas que elaboró el Proyecto (OIT) recientemente (marzo 2015), la cual facilitará el proceso de intercambio de buenas prácticas que se deriven del proyecto</p>
<p><u>Activity 6.1.3:</u> Create and sustain virtual learning communities (communities of practice) for the exchange of knowledge on child labour and disability, safe youth employment, new methodologies of knowledge generation, indigenous peoples, child labour and migration.</p>	01.07.13	<b>01.11.13</b>	31.12.13		<b>On going</b>	Fundación Esquel	<p>The website hosting the Child Labour Eradication Gazette has been updated for including discussion forums.</p>
<p><u>Activity 6.1.4:</u> Conduct eight virtual seminars (two per year) on labour inspection, design and implementation of decentralized public policies on child labour, the role of local governments, building Public-Private Partnerships, youth employment, disability and child labour, safety and health at work and awareness raising.</p>	01.04.13	<b>19.02.14</b>	30.09.16		<b>On going</b>	ILO	
<p><u>Activity 6.1.5:</u> Support the exchange of information and missions to share successful experiences with labour inspectorates between Panama, Ecuador, Colombia, Argentina, Peru and Brazil in coordination with the USDOL-funded regional project on Horizontal Cooperation implemented by the ILO.</p>	01.10.14		31.12.14		Not Started	ILO & Casa Esperanza	<p>Se hará en el primer trimestre del 2016.</p>

<u>Activity 6.1.6:</u> Organize an exchange visit to Colombia to learn about the child labour identification and registration system.	01.04.15		30.06.15		Not Started	Fundación Esquel	Based on advances of the development of the Child Labour Monitoring System in Ecuador. This exchange visit is no longer relevant. Instead, the project will provided support for visits of Ecuadorian and Panamanian technicians.
<u>Activity 6.1.7:</u> Carry out an event in Ecuador with the participation of other Latin American countries on successful policy strategies and models of intervention to combat child labour in households affected by disabilities.	01.04.16		30.06.16		Not Started	Fundación Esquel	
<u>Activity 6.1.8:</u> Share the monitoring plan of good practices during the duration of the project and identify which ones were replicated effectively.	01.01.14		30.09.16		Not Started	ILO	The project is coordinating with the Regional Information System on Child Labour for using their bank of experiences as a key input for promoting the south-south cooperation that will be promoted by the project.

<b>Immediate objective No. 7</b>	Promoting transparency and accountability.						
<b>Objectives/outputs/activities</b> (As listed in project document or summary outline)	<b>Start dates</b>		<b>Finish dates</b>		<b>Status</b>	<b>Resp. person</b>	<b>Remarks</b>
	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>			
<b>Output 7.1:</b> Public information and transparency in Ecuador promoted							
<u>Activity 7.1.1:</u> Sign agreements with ministries responsible for interagency coordination on child labour related policies as well as with local governments in the intervention areas.	01.01.13	<b>01.04.13</b>	30.06.13		<b>Completed</b>	Fundación Esquel	Agreements with institutional counterparts of Guamote, Quinindé and SECAP were signed. So far, a new agreement is not needed.
<u>Activity 7.1.2:</u> Carry out national and local events to present results of assessments, research, good practices, successful models of intervention, turnover of deliverables, etc.	01.04.13	<b>19.03.13</b>	30.09.13		<b>On going</b>	Fundación Esquel	

<u>Activity 7.1.3:</u> Develop and disseminate information materials (for print and radio) on project activities and outcomes as well as on the institutions responsible for project implementation, including contact information, in Spanish and in indigenous languages as needed.	01.04.13	<b>01.09.13</b>	30.09.16		<b>On going</b>	Fundación Esquel	
<u>Activity 7.1.4:</u> Develop and disseminate virtual outreach products (reader-friendly versions of outcome reports, articles on project progress and outcomes, motivational banners, etc.) to be posted on the websites of partner NGOs and the SIRTl Network.	01.07.13	<b>01.08.14</b>	26.12.16		On going	Fundación Esquel	
<u>Activity 7.1.5:</u> Project staff to participate in online forums for discussion of the Latin American Network on Child Labour to account for the progress and innovations achieved by the project on child labour policies.	01.01.14		26.12.16		Not Started	Fundación Esquel	
<b>Output 7.2:</b> Public information and transparency in Panama promoted							
<u>Activity 7.2.1:</u> Sign agreements with ministries responsible for interagency coordination on child labour related policies as well as with local governments in the intervention areas.	01.01.13	<b>04.09.13</b>	30.06.13		<b>On going</b>	Casa Esperanza	Al inicio del proyecto se elaboraron los borradores de los acuerdos; sin embargo, en el proceso de acercamiento con las instituciones, éstas indicaron que no era necesario. Con este nuevo gobierno se espera la firma de un acuerdo con el Ministerio de Desarrollo Social (MIDES), en el mes de junio 2015.

<p><u>Activity 7.2.2:</u> Carry out national and local events to present results of assessments, research, good practices, successful models of intervention, turnover of deliverables, etc.</p>	01.04.13	05.07.13	30.09.16		On going	Casa Esperanza	<p>Se han realizado jornadas para la presentación de los estudios CAP en ciudad de Panamá y David.</p> <p>Adicionalmente, se han realizado otras actividades para compartir los avances y presentar resultados del proyecto en los territorios y al nivel local.</p> <p>En junio se hará la presentación del estudio del MIDES y el de las Rutas Locales de Atención.</p>
<p><u>Activity 7.2.3:</u> Develop and disseminate information materials (for print and radio) on project activities and outcomes as well as on the institutions responsible for project implementation, including contact information, in Spanish and in indigenous languages as needed.</p>	01.04.13	05.07.13	30.09.16		On going	Casa Esperanza	<p>Se ha diseminado información sobre el proyecto en la página de facebook de Casa Esperanza.</p> <p>Se tiene previsto elaborar material impreso para el mes de junio.</p>
<p><u>Activity 7.2.4:</u> Develop and disseminate virtual outreach products (reader-friendly versions of outcome reports, articles on project progress and outcomes, motivational banners, etc.) to be posted on the websites of partner NGOs and the SIRTI Network.</p>	01.07.13	05.07.13	26.12.16		On going	Casa Esperanza	<p>The document: "A Stepwise Approach to Risk Assessment for Hazardous Child Labour" was published by MITRADEL through their web page.</p> <p>En el marco de la campaña nacional el trabajo que no forma deforma, se diseño una página web "www.alto al trabajo infantil.com" con el objetivo de sensibilizar a los usuarios online. La página además de contener información sobre las causas y consecuencias del trabajo infantil, contiene una encuesta para que cada usuario valore cuanto conoce del trabajo infantil, con la finalidad de sensibilizar al público en general (<a href="http://www.altoaltrabajoinfantil.com/">http://www.altoaltrabajoinfantil.com/</a>)</p>
<p><u>Activity 7.2.5:</u> Project staff to participate in online forums for discussion of the Latin American Network on Child Labour to account for the progress and innovations achieved by the project on child labour policies.</p>	01.04.14		26.12.16		Not Started	Casa Esperanza	
<p><b>Output 7.3:</b> Community participation in Ecuador promoted</p>							

<u>Activity 7.3.1:</u> Conduct community consultation workshops with the Local Support Committees to support decision-making and/or report on the progress of the intervention and monitor performance.	01.04.13	<b>01.10.13</b>	26.12.16		<b>On going</b>	Fundación Esquel	
<u>Activity 7.3.2:</u> Workshops and training sessions on community organization and participation.	01.07.13		30.09.16		Not Started	Fundación Esquel	
<b>Output 7.4:</b> Community participation in Panama promoted							
<u>Activity 7.4.1:</u> Conducting community consultation workshops with the Local Support Committees to support decision-making and / or report on the progress of the intervention and monitor performance.	01.04.13	<b>26.09.13</b>	26.12.16		<b>On going</b>	Casa Esperanza	<p>Three local workshops were developed in Pinogana (Darién), Nole Duima (Comarca Ngäbe Buglé) and Colón for presenting and validating the project's local strategy and advances.</p> <p>El proyecto llevo a cabo consultas comunitarias con la administración pasada y la nuevas autoridades en los dos municipios de intervención para el desarrollo de las rutas locales de atención.</p> <p>En el último período oct 14 -abril 15, se llevaron a cabo 3 talleres locales 1 en Pinogana (Darién), 1 NoleDuima (Comarca Ngäbe Buglé) and 1 en Colón para presentar avances y planificación de acciones futuras.</p>
<u>Activity 7.4.2:</u> Carry out workshops and training sessions on community organization and participation.	01.07.13		30.09.16		Not Started	Casa Esperanza	<p>El proyecto ha desarrollado cinco talleres (2 en Nole Duima y 3 en Pinogana) sobre Rutas de Atención y Análisis Comunitarios de Riesgos, con la participación de 112 personas, para compartir y validar herramientas</p>

## Annex C: Interview Question Matrix

Question	Relevant stakeholder group						
	ILO Project Staff	Ministry of Labor	Other Gov't entities	Employer Sector	Labor Sector	NGOs	ILO Global
<b>Relevance</b>							
<b>1. Strategic Fit:</b> What are the child labor policy priorities for Ecuador and Panama? How is the project contributing to help achieve these priorities?	x	x	x			x	x
<b>Validity of Project Design</b>							
<b>2. Project Design:</b> What are the strengths and weaknesses of the project design? Is there anything that you would do differently?	x						
<b>3. Targets and Timeframe:</b> Were the targets and time frame realistically set? Why or why not?	x	x				x	x
<b>4. Theory of Change:</b> How does the project design foster the necessary conditions for the expected child labor policy changes to occur?	x						
<b>5. Two Countries:</b> What have been the benefits and	x	x	x			x	x

challenges of implementing the project in two countries? How has the project been able to overcome these challenges? Which challenges still remain?							
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Project Progress and Effectiveness							
<p><b>6. Project Status:</b> Is the project on track with meeting its targets? Is one country/project area experiencing more success/difficulty than another? What are some of the factors contributing to project delays, success or challenges? Is there a need to adjust strategies to better meet project objectives?</p>	x	x	x				x
<p><b>7. Perceptions of effectiveness:</b> What is the project's biggest achievement? What perception do gov't stakeholders have of the project's effectiveness to help increase country capacity at the local, regional or national level to combat child labor?</p>	x	x	x	x	x	x	x
Project Monitoring							
<p><b>8. Data collection:</b> Are project monitoring tools effective and easy to use? How does the project ensure the reliability of the data collected? How is the data used for guiding project activities or for making important</p>	x						

management decisions? Is there any data that should be collected that could be more useful for project management decision or that could provide better evidence of change/results?							
<b>9. Coordination:</b> How has the project coordinated activities with the POA EducaFuturo project?	x	x	x			x	x

<p><b>10. Stakeholder engagement:</b> How have</p>							
<p><b>Efficiency of Resource Use</b></p>							
<p>national levels participated in the planning and implementation of project activities? Has their participation demonstrated ownership/buy-in of project strategies? What can the project do to increase stakeholder engagement?</p>	x	x	x			x	x
<p><b>11. Other issues affecting progress:</b> Are there other issues that are impeding the project's progress? How are they being addressed?</p>	x	x	x	x	x	x	x

<p><b>12. Resource Efficiency:</b> Have project resources been used efficiently in order to achieve project outcomes? Are there any more efficient and equally effective alternatives?</p>	x	x				x	x
<p><b>13. Time Efficiency:</b> Is the project implementation on or behind schedule? What was the cause of any delays? How can they be overcome?</p>	x	x				x	x
<b>Sustainability</b>							
<p><b>14. Sustainability:</b> Which aspects of the project appear to be sustainable?</p>	x	x	x	x	x	x	x

What is the project doing now to increase the likelihood of sustainability?							
<b>15. Stakeholder commitment:</b> What is the long-term commitment of stakeholders? What additional steps should be taken in order to increase stakeholder commitment?	x	x	x	x	x	x	x
<b>Lessons Learned and Good Practices</b>							
<b>Lessons Learned:</b> What lessons can be learned to date about the project's accomplishments and weaknesses in terms of effectiveness and sustainability of interventions?	x	x	x	x	x	x	x
<b>Good Practices:</b> If you had to design a similar project in the future, what would you do the same way? What would you do differently?	x	x	x	x	x	x	x

## **Annex D: List of Persons Interviewed**

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## **Annex E: Schedule of Evaluation Activities**

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## Annex F: Performance Monitoring Plan

OUTCOMES			Outcome /Outcome Indicators	Indicator Definitions and Unit of Measurement	Data Source	Method / Approach of data collection or calculation	Schedule / Report Frequency	Institutions or Persons responsible of data availability	Data Analysis / Use	Responsible Person
1.1	Policy coherence on Child Labor Relevant Policies and Programs at national and local levels	OCI-1.1.1	The National Steering Committee <u>has adopted</u> a policy, plan or program on WFCL or a specific WFCL. (USDOL Common Indicator).	<b>Definitions:</b> The National Steering Committee had issued an official document for the approval of the Policy Instrument that includes budgeted allocations. <b>Unit of Measurement:</b> A formal – and official- document.	Copy of the Steering Committee’s Act of Approval + Official document from the Steering Committee.	Collect copy of official document and the Steering Committee’s Act of Approval.	Twice: (March 2014 and September 2015)	Ministry of Labor Relations Ministry of Labor and Development	Strategic and Performance Management of Project	Project’s CTA + Labor Inspection Officer
		OCI-1.1.2	CLMS operates at the national and local level meeting international standards.	<b>Definitions:</b> A national monitoring system that records child labor cases, including the situation of children and the services provided for their withdrawal, on a regular basis. <b>Unit of Measurement:</b> A National CLMS recording cases	Official records from the Child Labor Monitoring Systems	Collect statistical data produced by the CLMS	Yearly (March 2015 and 2016)	Ministry of Labor Relations Ministry of Labor and Development	Strategic and Performance Management of Project	Project’s CTA + Monitoring and Evaluation Officer
1.2	Strengthened capacity of social actors to combat child labor	OCI-1.2	An online Training module on Child Labor and a training of trainers module on strategies for the prevention and eradication of child labor adopted and institutionalized.	<b>Definitions:</b> A virtual training program on Child Labor for the prevention and eradication of child labor, created as part of the operating scheduling regular training activities in Ecuador (MRL), and in Panama (MITRADEL) with budget allocations. <b>Unit of Measurement:</b> Online Training module	Training course topics + Signed lists of participants + Document of Formal Adoption	Review of records and reports from the Human Resource or Training Unit. Collect copies of the training materials and calendar	Every 6 months (2014 and 2015)	Ministry of Labor Relations Ministry of Labor and Development	Strategic and Performance Management of Project	Project’s CTA

1.3	Mainstreaming the child labor approach in policies and programs to combat poverty.	OCI-1.3	Programs to combat poverty include child labor as criteria of vulnerability, in their implementation strategies as well as in the data collection instruments.	<b>Definitions:</b> Official decision to incorporate, through a formal procedure, the child labor variable in their implementation strategies; as well as in its data collection instruments, including the instruments for registration of beneficiaries. <b>Unit of Measurement:</b> An official document	Official document + reports from Social Protection programs.	Collect the official document and review of reports from Social Protection programs. Interviews with focal points in MIES.	Every 6 months (2014, 2015 and 2016)	Social and Economical Inclusion Ministry Social and Economical Development Ministry	Strategic and Performance Management of Project	Project's CTA + Monitoring and Evaluation Officer
1.4	Enhanced capacities of national and local authorities to enforce child labor policies and regulations	OCI-1.4	Training programs for labor inspectors on more frequent and risky occupations (in person and virtual) developed and institutionalized.	<b>Definitions:</b> A training program for Labor Inspectors on most frequently hazardous occupations created as part of the operating scheduling regular training activities, with budget allocations. <b>Unit of Measurement:</b> A Training program	Training course topics + Signed lists of participants + Document of Formal Adoption	Review of records and reports from the Human Resource or Training Unit. Collect copies of the training materials and calendar	Every 6 months (2014 and 2015)	Ministry of Labor Relations Ministry of Labor and Development	Strategic and Performance Management of Project	Project's CTA
1.5	Enhanced regulatory and legal frameworks on child labor	OCI-1.5.1	List of hazardous occupations for children developed and adopted (USDOL Common Indicator)	<b>Definitions:</b> An updated list of hazardous occupations for children and adolescents, published in the Official Gazette in Ecuador and Panama. <b>Unit of Measurement:</b> An official updated list of hazardous occupations for children and adolescents.	Official Document containing the list of hazardous child labor.	Review of the national gazette.	Every 6 months until completed (2014 and 2015)	Ministry of Labor Relations Ministry of Labor and Development	Strategic and Performance Management of Project	Project's CTA + Labor Inspection Officer

		OCI-1.5.2	A new law or other legal instrument to harmonize legislation according to international standards approved and published in The Gazette.	<p><b>Definitions:</b> A set of provisions that harmonize the legal framework in Ecuador and in Panama based on international standards, published in the Official Gazette in Ecuador and Panama.</p> <p><b>Unit of Measurement:</b> Legal instrument</p>	Official Document containing harmonized regulations on Child Labor.	Review of the national gazette	Every 6 months (2015 and 2016)	Ministry of Labor Relations Ministry of Labor and Development	Strategic and Performance Management of Project	Project's CTA
2.1	Enhanced knowledge and tools on hazardous child labor activities and conditions and OSH in targeted sectors	OCI-2.1	Number of measures for risk reduction and safer alternatives for adolescent workers, developed by the project, adopted by target municipalities.	<p><b>Definitions:</b> Measures for risk reduction and safer alternatives for adolescent workers generated by the project through the community risk assessments, that have been adopted in the two targeted municipalities in Ecuador and in Panama.</p> <p><b>Unit of Measurement:</b> Number of measures for risk reduction and safer alternatives</p>	Public records or reports (digital or printed) on adolescent workers and safer alternatives for adolescent workers divulged by relevant institutions. + Official documents from relevant institutions	Review of public records on adolescent workers. Collect the official document and review of reports on adolescent workers /and safer alternatives for adolescent workers. + Interviews with institutional focal points on Child Labor	Every 6 months (2014, 2015 and 2016)	MRL, MIES, MCDS MITRADEL	Strategic and Performance Management of Project	Project's CTA
2.2	Enhanced capacity for national and local identification and withdrawal from hazardous work and OSH interventions.	OCI-2.2	1 virtual training program for public officials and key community stakeholders on the identification, prevention and mitigation of risks of child labor developed and institutionalized by vocational training agencies.	<p><b>Definitions:</b> An online training program for personnel from institutions and community stakeholders for the identification, prevention and mitigation of risks of child labor in Ecuador developed by SECAP and INADEH in Panama, as part of the operating scheduling regular training activities, with budget allocations.</p> <p><b>Unit of Measurement:</b> A virtual training program</p>	Training course topics + Signed lists of participants	Review of Records from the Human Resource or Training Unit	Yearly (September 2014 and 2015)	Ministry of Labor Relations Ministry of Labor and Development	Strategic and Performance Management of Project	Project's CTA

2.3	Public national and local programs adjusted to offer safe work opportunities or training for youth.	OCI-2.3	Number of Public national and local programs adjusted to offer safe work opportunities or training for youth.	<p><b>Definitions:</b> Public national and local programs adjusted to offer safe work opportunities or training for youth (adolescents (15 to 17 years old))</p> <p><b>Unit of Measurement:</b> Number of Public national and local programs</p>	Official records of Public national and local programs adjusted to offer safe work opportunities or training for youth	<p>Review of statistical data on employment services and training opportunities</p> <p>Comparison of data between two periods.</p>	Yearly (September 2014, 2015 and 2016)	Ministry of Labor Relations Ministry of Labor and Development	Strategic and Performance Management of Project	Project's CTA
3.1	Increased awareness on child labor, its impact, potential solutions and the importance of education	OCI-3.1	Number of communities which on their own resources, awareness activities for eradicating child labor in the intervention areas, in local language and considering the situation of vulnerable populations: Afro-descendant, indigenous groups, are carried out.	<p><b>Definitions:</b> Local communities in the targeted areas, in which authorities representatives from local and national institutions, and community stakeholders such as local leaders, parents, NGOs, and other; carried out child labor awareness raising activities (participatory workshops, lectures, cultural activities and others actions), covered with their own resources in Ecuador and Panama.</p> <p><b>Unit of Measurement:</b> Number of local communities.</p>	<p>Awareness Raising materials and information + Signed lists of participants in awareness raising activities in local communities</p>	<p>Review of records on awareness raising activities from local authorities and stakeholders.</p> <p>Collection of data at the local level will take place during field visits.</p>	Every 6 months (2014, 2015 and 2016)	MRL, MIES, CNNA, DINAPEN, MINEDU, MCDS, MITRADEL, MIDES and local authorities	Strategic and Performance Management of Project	Project's CTA

3.2	Enhanced capacity of national and local stakeholders to reduce and eradicate Child Labor.	OCI-3.2	Number of national and local key stakeholders carrying out advocacy actions against child labor, on their own resources.	<p><b>Definitions:</b> Representatives from national and local organizations, carrying out advocacy activities on child labor topics (workshops, lectures, cultural activities and others), in their headquarters, that are covered with their own resources, and using materials developed by the project.</p> <p><b>Unit of Measurement:</b> Number of persons</p>	Advocacy materials and information + Signed lists of participants in advocacy actions.	<p>Review of records on advocacy activities from national and local stakeholders.</p> <p>Collection of data at the national and local level will take place during field visits.</p>	Every 6 months (2014, 2015 and 2016)	MRL, MIES, CNNA, DINAPEN, MINEDU, MCDS MITRADEL, MIDES, MEDUCA, local authorities and NGOs	Strategic and Performance Management of Project	Project's CTA
4.1	Child labor included in government national data collection surveys or registers.	OCI-4.1	Number of government national surveys and registers developed by relevant institutions, including the variable of child labor or incorporate adjustments to make them more effective.	<p><b>Definitions:</b> Collection of information on child labor conducted by institutions responsible for data collection through specific instruments (such as surveys) or registers which include the variable of child labor or incorporate adjustments to make them more effective, or specific questions about child labor as a result of project's proposals in Ecuador and Panama</p> <p><b>Unit of Measurement:</b> Number of National surveys and institutional records</p>	Data collection questionnaires of national surveys and or institutional records.	Review of data collection instruments (questionnaires) or institutional records	Every 6 months (2014 and 2015)	MRL, MIES, MINEDU, MCDS, INEC MITRADEL, MIDES, MEDUCA, INEC	Strategic and Performance Management of Project	Project's CTA + Monitoring and Evaluation Officer

4.2	Enhance quantitative and qualitative knowledge base	OCI-4.2	Number of national institutions that systematically adapted their strategies for eradicating child labor based on information and recommendations from specific studies and statistics.	<p><b>Definitions:</b> National institutions that modify their interventions on child labor based on information collected through studies or statistics. Modifications can include the selection on specific territories for intervention, updating the content or frequency of their services and establishing linkages with other public and private institutions, among others.</p> <p><b>Unit of Measurement:</b> Number of national institutions.</p>	Official documents indicating modification of institutional activities	Review of institutional records + Interviews with institutional focal points on Child Labor	Every 6 months (2014 and 2015)	Ministry of Labor Relations Ministry of Labor and Development	Strategic and Performance Management of Project	Project's CTA + Monitoring and Evaluation Officer
5.1	Disability concerns mainstreamed into policies and legal frameworks	OCI-5.1	Number of recommendations of policy strategies to combat child labor in households affected by disabilities, developed by the project, adopted by relevant institutions in Ecuador.	<p><b>Definitions:</b> Policy recommendations developed by the project to combat child labor in households affected by disabilities that have been adopted by the relevant institutions.</p> <p><b>Unit of Measurement:</b> Number of recommendations</p>	Official documents from relevant institutions	Review of institutional records + Interviews with institutional focal points on Child Labor	Every 6 months (2014, 2015 and 2016)	MRL, MIES and MCDS	Strategic and Performance Management of Project	Project's CTA
5.2	Enhanced offer of education for children affected by disabilities.	OCI-5.2	1 Curriculum specially tailored to the learning needs of adolescents with disabilities implemented and institutionalized by SECAP.	<p><b>Definitions:</b> A vocational training course tailored to the learning needs of adolescents with disabilities developed by SECAP as part of the operating scheduling regular training activities, with budget allocation.</p> <p><b>Unit of Measurement:</b> A curriculum of a vocational training course for adolescents with disabilities</p>	Public records (digital or printed) of training courses + materials and information + Signed lists of participants	Review of public records in SECAP + Interviews with SECAP's focal point on child labor	Every 6 months (2014, 2015 and 2016)	SECAP and Ministry of Education	Strategic and Performance Management of Project	Project's CTA

6.1	Ecuador, Panama and other Latin American countries have included on their public policies elements of good practices or intervention models for the prevention and eradication of child labor, based on exchanges of experiences and lessons learned.	OCI-6.1	Number of countries in Latin America that have included in their public policies elements of good practices developed by the project intervention and others in the context of the South-South agenda.	<p><b>Definitions:</b> Elements of good practices for combating child labor that have been included in the policies of countries in Latin America, as a results of project interventions and other projects in the context of the South - South agenda, due to the exchange of experiences and lessons learned, between authorities.</p> <p><b>Unit of Measurement:</b> A document containing elements of good practices or models for combating child labor.</p>	A document containing elements of practices or model + public records (digital or printed) of practices or models	<p>Review of public records (digital or printed) of practices or models</p> <p>Interviews with institutional focal points on child labor</p>	Every 6 months (2015 and 2016)	Ministry of Labor Relations Ministry of Labor and Development	Accountability and Strategic Management of Project	Project's CTA + Monitoring and Evaluation Officer
7.1	Public information and transparency promoted.	OCI-7.1	National and local coordinators of the Child Labor Committee, municipal authorities, and other local key stakeholders informed on objectives and results achieved by the project.	<p><b>Definitions:</b> It refers to the national and local coordinators of the Child Labor Committee, municipal authorities and other key stakeholders, who participated in the meetings of the National Steering Committee that includes within their agendas, a specific point related to the submission of progress reports of projects on child labor</p> <p><b>Unit of Measurement:</b> Number of National and local coordinator of the Child Labor Committee and municipal authorities</p>	Public records (digital or printed) of Meeting Minutes + Official Agendas + materials and information + Signed lists of participants	<p>Review of public records of NSC meetings</p> <p>Interviews with institutional focal points on child labor</p>	Every 6 months (2014, 2015 and 2016)	Ministry of Labor Relations Ministry of Labor and Development	Accountability and Strategic Management of Project	Project's CTA

OUTPUTS	Output /Output Indicators	Indicator Definitions and Unit of Measurement	Data Source	Method / Approach of data collection or calculation	Schedule / Report Frequency	Institutions or Persons responsible of data availability	Data Analysis / Use	Responsible Person
1.1 <b>Selected policies to combat child labor and monitoring systems in Ecuador reviewed and updated</b>	OPI-1.1.1E	1 National Strategy for Eradication and Prevention of Child Labor in Ecuador designed -in accordance to international standards- for the National Steering Committee (Mesa Nacional para la Prevención y Erradicación del Trabajo Infantil).	Document + Copy of the Steering Committee's Act of Approval	Collect document produced by national consultant and act from the NSC	Once: March 2014	National Consultant + Labor Inspection Officer + MRL Officials	Strategic and Performance Management of Project	Project's CTA + Labor Inspection Officer
	OPI-1.1.2E	1 multi-sectoral protocol for the identification and referral of child labor cases in Ecuador developed and ready for implementation in two pilots at the local level (Chimborazo y Esmeraldas)	Document + Copy of the Steering Committee's Act of Approval + Minute Sheet on the meeting with local governments	Collect document produced by national consultant, acts from NSC and Local Governments	Twice: Design March 2014 Proposal for implementation september 2014	National Consultant + Labor Inspection Officer + MITRADEL Officials	Strategic and Performance Management of Project	Project's CTA + Labor Inspection Officer
	OPI-1.1.3E	1 National Child Labor Monitoring System and Registry of Worst Forms of Child Labor in Ecuador designed -in accordance with ILO-IPEC's standards- and ready for implementation for two municipalities in the provinces of Chimborazo and Esmeraldas.	CLMS Software Package + Operation Manuals + Database + Copy of the Steering Committee's Act of Approval	Collect document produced by national consultant and letters from the Project	Twice: Design: September 2014, Proposal for implementation : March 2015	National Consultant + Monitoring and Evaluation Officer + MRL Officials	Strategic and Performance Management of Project	Project's CTA + Monitoring and Evaluation Officer

1.2	Selected policies to combat child labor and monitoring systems in Panama reviewed and updated	OPI-1.2.1P	1 Road Map for the eradication and prevention of child labor in Panama -in accordance with international standards-validated by Comité CETIPPAT Panama.	<p><b>Definition:</b> Two documents with proposals of planned actions against child labor approved by CETIPPAT for two different periods: 2013 – 2014 and 2015 – 2020, according to international standards.</p> <p><b>Unit of Measurement:</b> Documents with the Roadmap planning</p>	Operational planning documents + Copies of the Steering Committee’s Acts of Approval	Collect document produced by national consultant and Copies of the Steering Committee’s Acts of Approval	Twice: March 2014 and March 2015	National consultant + Labor Inspection Officer	Strategic and Performance Management of Project	Project’s CTA + Labor Inspection Officer
		OPI-1.2.2P	1 multi sectoral protocol for the identification and referral of child labor cases in Panama designed and ready for implementation for two pilot municipalities (Comarca Ngäbe and Darién).	<p><b>Definition:</b> Is a document with the proposal of the multi-sectoral protocol for the identification and referral of child labor cases in the Ngäbe Bugle and Darien Districts.</p> <p><b>Unit of Measurement:</b> Document with the multi-sectoral protocol</p>	Document with the multi-sectoral proposal + Copy of the Steering Committee’s Act of Approval + Minute Sheet on the meeting with local authorities	Collect document produced by national consultant and Copies of the Steering Committee’s Acts of Approval; as well as Minute Sheet on the meeting with local authorities	Twice: Design March 2014 Proposal for implementation September 2014	National consultant + Labor Inspection Officer	Strategic and Performance Management of Project	Project’s CTA + Labor Inspection Officer
		OPI-1.2.3P	1 National Child Labor Monitoring System and Registry of Worst Forms of Child Labor in Panama designed -in accordance with ILO-IPEC’s standards- and ready for implementation for two municipalities in the provinces of Comarca Ngäbe and Darien.	<p><b>Definition:</b> A proposal of a Child Labor Monitoring System that includes: (i) a software platform for registering and referring child labor cases; (ii) operation manuals; (iii) a common database for recording information from the Ngäbe Bugle and Darien Districts and has been designed based on recommendations issued by ILO-IPEC.</p> <p><b>Unit of Measurement:</b> Proposal with software package and manual package</p>	CLMS Software + Operation Manuals + Database + Copy of the Steering Committee’s Act of Approval	Collect document produced by national consultant and letters from the Project	Twice: Design September 2014 Proposal for implementation March 2015	National consultant + Monitoring and Evaluation Officer + MITRADEL Officers	Strategic and Performance Management of Project	Project’s CTA + Monitoring and Evaluation Officer

1.3	Key National Stakeholders trained in Ecuador	OPI-1.3.1E	Number of public officials, workers' and employers' representatives, local authorities and other leaders trained on the online Child Labor Diploma in Ecuador	<p><b>Definition:</b> The training of public officials and personnel from Employers and Workers Organizations using electronic materials that have completed at least the 75% of the contents.</p> <p><b>Unit of Measurement:</b> Number of persons</p>	Training course topics + Signed lists of participants.	Collect evidence from training activities	Twice: September 2014 March 2015	Esquel Foundation National Coordinator + IPEC's National Coordinator + SECAP Officers	Strategic and Performance Management of Project	Project's CTA + IPEC's National Coordinator
		OPI-1.3.2E	Number of community members trained as trainers on strategies for the prevention and eradication of child labor in intervention areas in Ecuador with Local Support Committees and local authorities.	<p><b>Definition:</b> The training of community members who will act as trainers on child labor prevention and combat at the local level, who have completed at least the 75% of the contents</p> <p><b>Unit of Measurement:</b> Number of persons</p>	Training course topics + Signed lists of participants.	Collect evidence from training activities	Twice: September 2014, September 2015	Esquel Foundation National Coordinator + IPEC's National Coordinator	Strategic and Performance Management of Project	Project's CTA + IPEC's National Coordinator
1.4	Key National Stakeholders trained in Panama	OPI-1.4.1P	Number of public officials, workers' and employers' representatives, local authorities and other leaders trained in the "in person" and the online Child Labor Diploma in Panama	<p><b>Definition:</b> The training of public officials and personnel from Employers and Workers Organizations using electronic materials who have completed at least the 75% of the contents.</p> <p><b>Unit of Measurement:</b> Number of persons</p>	Training course topics + Signed lists of participants	Collect evidence from training activities	Twice: September 2014, September 2015	IPEC's National Coordinator + INADEH Officers	Strategic and Performance Management of Project	Project's CTA + IPEC's National Coordinator
		OPI-1.4.2P	Number of community members trained as trainers on strategies for the prevention and eradication of child labor in intervention areas in Panama with Local Support Committees and local authorities.	<p><b>Definition:</b> The training of community members who will act as trainers on child labor prevention and combat at the local level, who have completed at least the 75% of the contents.</p> <p><b>Unit of Measurement:</b> Number of community members.</p>	Training course topics + Signed lists of participants	Collect evidence from training activities	Twice: September 2014, September 2015	Casa Esperanza's Promoters + IPEC's National Coordinator	Strategic and Performance Management of Project	Project's CTA + IPEC's National Coordinator

1.5	Proposal to mainstream Child Labor approach in policies and programs in Ecuador to combat poverty produced	OPI-1.5E	1 technical proposal for improving the actions of the Human Development Grant against child labor prepared and presented to the Government in Ecuador.	<b>Definition:</b> A document with a technical analysis on the cash transfer model of the Human Development Grant that identifies and proposes alternatives for improving the effectiveness of indicators related to child labor <b>Unit of Measurement:</b> Document approved by Esquel Foundation and officially presented to the Ministry of Economic and Social Inclusion	Copy of the study + Letters sent to MIES	Collect document produced by national consultant and letters from the Project	Once: March 2014	National Consultant + Esquel Foundation National Coordinator + Monitoring and Evaluation Officer	Strategic and Performance Management of Project	Project's CTA + Monitoring and Evaluation Officer
1.6	Proposals to mainstream Child Labor approach in policies and programs in Panama to combat poverty produced	OPI-1.6P	1 Technical proposal for improving the actions of Opportunities Network Program prepared and presented to the Government in Panama.	<b>Definition:</b> A document with a technical analysis on the cash transfer model of the Opportunities Network that identifies and proposes alternatives for improving the effectiveness of indicators related to child labor <b>Unit of Measurement:</b> document approved by Casa Esperanza and officially presented to the Ministry of Social Development	Copy of the study + Letters sent to MIDES	Collect document produced by national consultant and letters from the Project	Once: March 2014	National consultant + Monitoring and Evaluation Officer	Strategic and Performance Management of Project	Project's CTA + Monitoring and Evaluation Officer
1.7	Labor Inspectorate staff trained in Child Labor in Ecuador	OPI-1.7E	Number of labor inspectors trained on processing and analyzing child labor information, as well as in the detection of hazardous work and violations of legislation on maximum working hours for adolescents in Ecuador.	<b>Definition:</b> A number of labor inspectors trained on processing and analyzing child labor information; and in the detection of hazardous work and violations of legislation on maximum working hours for adolescents, who have completed at least the 75% of the contents. <b>Unit of Measurement:</b> Number of labor inspectors	Training course topics + Signed lists of participants	Collect evidence from training activities	First: September 2014 Second: March 2015 Third: September 2015	Esquel Foundation National Coordinator + Monitoring and Evaluation Officer + Project's CTA	Strategic and Performance Management of Project	Project's CTA + Monitoring and Evaluation Officer

1.8	Labor Inspectorate staff trained in Child Labor in Panama	OPI-1.8P	Number of labor inspectors trained on processing and analyzing child labor information, as well as in the detection of hazardous work and violations of legislation on maximum working hours for adolescents in Panama	<b>Definition:</b> A number of labor inspectors trained on processing and analyzing child labor information; and in the detection of hazardous work and violations of legislation on maximum working hours for adolescents, who have completed at least the 75% of the contents. <b>Unit of Measurement:</b> Number of labor inspectors	Training course topics + Signed lists of participants	Collect evidence from training activities	First: September 2014 Second: March 2015 Third: September 2015	Monitoring and Evaluation Officer + MITRADEL Officers	Strategic and Performance Management of Project	Monitoring and Evaluation Officer
1.9	List and proposal for updating and harmonizing legislation in Ecuador produced	OPI-1.9.1E	1 National Hazardous Work List updated -on the basis of recommendations from ILO-IPEC- and validated in Ecuador	<b>Definition:</b> A document with the updated version of the List of Hazardous Activities in Ecuador based on recommendations from ILO-IPEC Project. <b>Unit of Measurement:</b> Document	Document with the proposed list + Copies of the Steering Committee's Acts of Approval	Collect document produced by national consultant and NSC Act	Once: March 2015	National consultant + Esquel Foundation National Coordinator + Labor Inspection Officer	Strategic and Performance Management of Project	Project's CTA + Labor Inspection Officer
		OPI-1.9.2E	1 Proposal for the Harmonization of National Legislation and Hazardous Work List prepared and publicly presented in Ecuador	<b>Definition:</b> A technical and legal document containing a proposal for the harmonization of the legal framework of the country related to child labor. <b>Unit of Measurement:</b> Document	Document with the technical and legal proposal + Copies of the Steering Committee's Acts of Approval	Collect document produced by national consultants and NSC Act	Once: March 2016	National consultant + Esquel Foundation National Coordinator + Labor Inspection Officer	Strategic and Performance Management of Project	Project's CTA + Labor Inspection Officer
1.10	List and proposal for updating and harmonizing legislation in Panama produced	OPI-1.10.1P	1 National Hazardous Work List updated -on the basis of recommendations from ILO-IPEC- and validated in Panama.	<b>Definition:</b> A document with the updated version of the List of Hazardous Activities in Panama based on recommendations from ILO-IPEC Project. <b>Unit of Measurement:</b> Document	Document with the proposed list + Copies of the Steering Committee's Acts of Approval	Collect document produced by national consultant and NSC Act	Once: March 2015	National consultant + Labor Inspection Officer	Strategic and Performance Management of Project	Project's CTA + Labor Inspection Officer

		OPI-1.10.2P	Proposal for the Harmonization of Labor Code and Hazardous Work List in Panama prepared and publicly presented in Panama	<b>Definition:</b> A technical and legal document containing a proposal for the harmonization of the legal framework of the country related to child labor. <b>Unit of Measurement:</b> Document	Document with the technical and legal proposal + Copies of the Steering Committee's Acts of Approval	Collect document produced by national consultant and NSC Act	Once: March 2016	National consultant + Casa Esperanza's Executive Director + Labor Inspection Officer	Strategic and Performance Management of Project	Project's CTA + Labor Inspection Officer
2.1	Knowledge and tools on hazardous child labor activities and conditions and OSH in targeted sectors updated in Ecuador.	OPI-2.1.1E	Community risk assessments with stakeholders (working adolescents, employers, workers, local authorities, basic health workers, parents, teachers, indigenous peoples, Afro-descendants, migrants and disabilities groups) on working conditions of children in target sectors, and recommendations developed in Ecuador based on advice from ILO-IPEC.	<b>Definition:</b> Documents containing the community risk assessments on working conditions of children in target sectors with recommendations developed with the active participation of key stakeholders at the local level on the basis of advice from ILO-IPEC <b>Unit of Measurement:</b> Document	Document with the Community Risk Assessments and Proposals + Signed lists of participants in community workshops	Collect documents produced by community stakeholders and evidence from workshops	Twice: March 2014, September 2014	COMUNIDEC's Promoters + Labor Inspection Officer	Strategic and Performance Management of Project	Project's CTA + Labor Inspection Officer
		OPI-2.1.2E	Occupational Safety and Health and Youth workers guidelines for the identification of injuries, illnesses and disabilities caused by hazardous child labor, for basic health providers based on international standards adapted and disseminated.	<b>Definition:</b> A document, for basic health providers, describing the procedure for the identification of injuries, illnesses and disabilities caused by hazardous child labor, <b>Unit of Measurement:</b> Document	Document with the technical proposal + Copies of letters sent to the Health Ministry with the proposal	Collect documents produced by national consultants and letters from the Project	Once: September 2014	COMUNIDEC's Promoters + Labor Inspection Officer	Strategic and Performance Management of Project	Project's CTA + Labor Inspection Officer

2.2	<b>Knowledge and tools on hazardous child labor activities and conditions and OSH in targeted sector updated in Panama</b>	OPI-2.2.1P	Community risk assessments with stakeholders (working adolescents, employers, workers, local authorities, basic health workers, parents, teachers, indigenous peoples, Afro-descendants, migrants and disabilities groups) on working conditions of children in target sectors, and recommendations developed in Panama based on advice from ILO-IPEC.	<b>Definition:</b> Documents containing the community risk assessments on working conditions of children in target sectors with recommendations developed with the active participation of key stakeholders at the local level based on advice from ILO-IPEC. <b>Unit of Measurement:</b> Number of documents	Documents with the Community Risk Assessments and Proposals + Signed lists of participants in community workshops	Collect documents produced by community stakeholders and evidence from workshops	Twice: March 2014 and September 2014	Casa Esperanza's promoters + Labor Inspection Officer	Strategic and Performance Management of Project	Project's CTA + Labor Inspection Officer
		OPI-2.2.2P	Occupational Safety and Health and Youth workers guidelines for the identification of injuries, illnesses and disabilities caused by hazardous child labor, for basic health providers adapted based on international standards and disseminated	<b>Definition:</b> A document, for basic health providers, describing the procedure for the identification of injuries, illnesses and disabilities caused by hazardous child labor, <b>Unit of Measurement:</b> Document	Document with the technical proposal + Copies of letters sent to the Health Ministry with the proposal	Collect documents produced by national consultants and letters from the Project	Once: September 2014	National consultant + Labor Inspection Officer	Strategic and Performance Management of Project	Project's CTA + Labor Inspection Officer
2.3	<b>National and Local Stakeholders trained for implementing OSH laws for youth workers in Ecuador</b>	OPI-2.3E	Number of Labor inspectors, workers' and employer's organizations, basic health providers and Municipal Committees trained on OSH guidelines' implementation in Ecuador	<b>Definition:</b> Training of Labor Inspectors, representatives from Employers and Workers Organizations, basic health providers and municipal committees on the use of the OSH guidelines, who have completed at least the 75% of the contents. <b>Unit of Measurement:</b> Number of labor inspectors	Training course topics + Signed lists of participants	Collect evidence from training activities	Twice: September 2014, March 2015	Esquel Foundation National Coordinator + Labor Inspection Officer + Project's CTA	Strategic and Performance Management of Project	Project's CTA + Labor Inspection Officer

2.4	National and Local Stakeholders trained for implementing OSH laws for youth workers in Panama	OPI-2.4P	Number of Labor inspectors, workers' and employer's organizations, basic health providers and Municipal Committees trained on OSH guidelines' implementation in Panama.	<b>Definition:</b> Training of Labor Inspectors, representatives from Employers and Workers Organizations, basic health providers and municipal committees on the use of the OSH guidelines, who have completed at least the 75% of the contents <b>Unit of Measurement:</b> Number of labor inspectors	Training course topics + Signed lists of participants	Collect evidence from training activities	Twice: September 2014, March 2015	Casa Esperanza's promoters + Labor Inspection Officer	Strategic and Performance Management of Project	Project's CTA + Labor Inspection Officer
2.5	Strategy formulated to link children with existing programs to protect them from hazardous work and train them for safe work in Ecuador.	OPI-2.5E	Strategy to link children with existing programs to protect them from hazardous work and train them for safe work in Ecuador developed and presented to MRL.	<b>Definition:</b> A document with recommendations for building a strategy for the use of existent programs to protect children from hazardous work and train them for safe work <b>Unit of Measurement:</b> Document	Copies of document containing the strategy and recommendations + Copies of the letters sent to MRL presenting the document	Collect document produced by national consultant and letters from the Project	Once: September 2014	National Consultants + Labor Inspection Officer + Project's CTA	Strategic and Performance Management of Project	Project's CTA + Labor Inspection Officer
2.6	Strategy formulated to link children with existing programs to protect them from hazardous work and train them for safe work in Panama.	OPI-2.6P	Strategy to link children with existing programs to protect them from hazardous work and train them for safe work in Panama developed and presented to MITRADEL.	<b>Definition:</b> A document with recommendations for building a strategy for the use of existent programs to protect children from hazardous work and train them for safe work <b>Unit of Measurement:</b> Document	Copies of document containing the strategy and recommendations + Copies of the letters sent to MITRADEL presenting the document	Collect document produced by national consultant and letters from the Project	Once: September 2014	National Consultants + Labor Inspection Officer + Project's CTA	Strategic and Performance Management of Project	Project's CTA + Labor Inspection Officer

3.1	People informed on eradication of Child Labor in Ecuador, at local level.	OPI-3.1E	Number of local stakeholders informed on causes and consequences of child labor in Ecuador	<b>Definition:</b> Community members participating in awareness raising activities (workshops, cultural caravans and other activities) on child labor <b>Unit of Measurement:</b> Number of local stakeholders	Awareness Raising materials and information + Signed lists of participants in awareness raising activities	Collect materials and evidence from awareness raising activities	Every 6 months: September 2013 to september 2015	COMUNIDEC Promoters + IPEC's National Coordinator	Strategic and Performance Management of Project	Project's CTA + IPEC's National Coordinator
3.2	People informed on eradication of Child Labor in Panama, at local level.	OPI-3.2P	Number of local stakeholders informed on causes and consequences of child labor in Panama.	<b>Definition:</b> Community members participating in awareness raising activities (workshops, cultural caravans and other activities) on child labor <b>Unit of Measurement:</b> Number of local stakeholders	Awareness Raising materials and information + Signed lists of participants in awareness raising activities	Collect materials and evidence from awareness raising activities	Every 6 months: September 2013 to september 2015	Casa Esperanza's Promoters + IPEC's National Coordinator	Strategic and Performance Management of Project	Project's CTA + IPEC's National Coordinator
3.3	Key stakeholders sensitized in Ecuador	OPI-3.3E	Number of key stakeholders informed on child labor causes and consequences in Ecuador.	<b>Definition:</b> Key Stakeholders (public officials, media executives, journalists and others) participating in awareness raising activities (information workshops and other) on child labor. <b>Unit of Measurement:</b> Number of key stakeholders	Awareness Raising materials and information + Signed lists of participants in awareness raising activities	Collect materials and evidence from awareness raising activities	Every 6 months: Septiembre 2013 to March 2016	COMUNIDEC Promoters + IPEC's National Coordinator	Strategic and Performance Management of Project	Project's CTA + IPEC's National Coordinator

3.4	Key stakeholders sensitized in Panama	OPI-3.4P	Number of key stakeholders informed on child labor causes and consequences in Panama.	<b>Definition:</b> Key Stakeholders (public officials, media executives, journalists and others) participating in awareness raising activities (information workshops and other) on child labor. <b>Unit of Measurement:</b> Number of key stakeholders	Awareness Raising materials and information + Signed lists of participants in awareness raising activities	Collect materials and evidence from awareness raising activities	Every 6 months: March 2014 to September 2015	Casa Esperanza's Promoters + IPEC's National Coordinator	Strategic and Performance Management of Project	Project's CTA + IPEC's National Coordinator
4.1	Proposals for the inclusion of Child Labor and associated factors in data collection surveys or registers ready to be used in Ecuador.	OPI-4.1E	Number of Proposals for including or make adjustments on Child labor and associated factors in data collection instruments developed in Ecuador based on recommendations from ILO-IPEC.	<b>Definition:</b> Referred to the elaboration of 4 documents containing proposals for the inclusion or adjustment of Child Labor and associated factors in data collection instruments (surveys and other) in Ecuador. <b>Unit of measurement:</b> Number of documents.	Documents with technical documents with proposals + Copies of letters sent to relevant institutions	Collect documents produced by the national consultant and letters from the Project	Every 6 months: Septiembre 2013 to March 2015	National Consultant + Monitoring and Evaluation Officer	Accountability and Performance Management of Project	Project's CTA + Monitoring and Evaluation Officer
4.2	Child Labor and associated data factors proposals for inclusión in data collection survey or registers ready to be used in Panama	OPI-4.2P	Number of Proposals for including or make adjustments on Child labor and associated factors in data collection instruments developed in Panama based on recommendations from ILO-IPEC.	<b>Definition:</b> Referred to the elaboration of 4 documents containing proposals for the inclusion or adjustment of Child Labor and associated factors in data collection instruments (surveys and other) in Panama. <b>Unit of measurement:</b> Number of documents	Technical documents with proposals + Copies of letters sent to relevant institutions	Collect documents produced by the national consultant and letters from the Project	Every 6 months: Septiembre 2013 to March 2015	National Consultant + Monitoring and Evaluation Officer	Accountability and Performance Management of Project	Project's CTA + Monitoring and Evaluation Officer
4.3	New knowledge on Child Labor generated in Ecuador	OPI-4.3E	Number of research and studies on child labor - identified jointly with the NSC- carried out in Ecuador with the technical and financial support provided by the Project.	<b>Definition:</b> Referred to the elaboration of research documents and studies on Child Labor as a basis to improve policy on child labor. <b>Unit of measurement:</b> Number of documents containing the researches.	Research documents + Copies of letters sent to MRL	Collect documents produced by the national consultant and letters from the Project	Every 6 months: Septiembre 2013 to September 2015	National Consultant + Monitoring and Evaluation Officer + MITRADEL Officials	Accountability and Performance Management of Project	Project's CTA + Monitoring and Evaluation Officer

4.4	<b>New knowledge on Child Labor generated in Panama</b>	OPI-4.4P	Number of research and studies on child labor - identified jointly with the NSC- carried out in Panama with the technical and financial support provided by the Project.	<b>Definition:</b> Referred to the elaboration of research documents and studies on Child Labor as a basis for policy debate. <b>Unit of measurement:</b> Number of documents containing the researches.	Research documents + Copies of letters sent to MITRADEL	Collect documents produced by the national consultant and letters from the Project	Every 6 months: September 2013 to September 2015	National Consultant + Monitoring and Evaluation Officer	Accountability and Performance Management of Project	Project's CTA + Monitoring and Evaluation Officer
5.1	<b>Knowledge base on the interrelationship between child labor and disabilities developed in Ecuador</b>	OPI-5.1E	Number of studies on the interrelationship between child labor and disabilities developed in Ecuador.	<b>Definition:</b> Documents containing studies on the analysis of the interrelationships between child labor and disabilities, including recommendations for adapting existent policies, programs or projects against child labor <b>Unit of measurement:</b> Number of documents containing the studies.	technical documents with proposals + Copies of letters sent to MRL	Collect documents produced by the national consultant and letters from Esquel Foundation	Every 6 months: September 2013 to September 2014	National Consultant + Esquel Foundation's National Coordinator + IPEC'S National Coordinator	Strategic and Performance Management of Project	Project's CTA + IPEC's National Coordinator
5.2	<b>Recommendations for mainstreaming child labor and disabilities concerns into compulsory education in Ecuador produced.</b>	OPI-5.2E	Guidelines for the creation of an inclusive environment in the Accelerated Basic Education Cycle developed and presented to the Education Ministry.	<b>Definition:</b> A document containing technical guidelines for the inclusion of children and adolescents with disabilities in the school setting, including specialized manuals. <b>Unit of Measure:</b> Document	Document: Guidelines for the creation of an inclusive environment + Copies of letters sent to Ministry of Education	Collect documents produced by the national consultant and letters from Esquel Foundation	Once: September 2014 to March 2015	National Consultant + Esquel Foundation's National Coordinator + IPEC'S National Coordinator	Strategic and Performance Management of Project	Project's CTA + IPEC's National Coordinator

5.3	Recommendations and proposals for the provision of training and job counselling services for youth and adolescents affected by disabilities from families with child labor	OPI-5.3E	1 Curriculum specially tailored to the learning needs of adolescents with disabilities developed with the support of the project and presented to SECAP.	<b>Definition:</b> A document containing a proposal for the adaptation of the content of a regular vocational training course that takes into consideration the needs and learning conditions of adolescents with disabilities. <b>Unit of Measure:</b> Document	Document with the Proposal of Curriculum specially tailored + Copies of letters sent to SECAP	Collect documents produced by the national consultant and letters from Esquel Foundation	Once: March to September 2014	National Consultant + Esquel Foundation's National Coordinator + IPEC'S National Coordinator	Strategic and Performance Management of Project	Project's CTA + IPEC's National Coordinator
5.4	Documentation of and campaign on the linkages between disabilities and child labor	OPI-5.4E	Number of awareness raising and local mobilization campaigns at the national level and in the areas of intervention on hazardous child labor that may lead to disability.	<b>Definition:</b> Awareness raising activities (workshops, information and other activities) on hazardous child labor that may lead to disability developed both at the local and national levels <b>Unit of Measure:</b> Number of awareness raising	Awareness raising and mobilization campaign materials + Signed lists of participants	Collect documents and evidence from awareness raising activities	Every 6 months: September 2013 to march 2016	Esquel Foundation's National Coordinator + IPEC'S National Coordinator	Strategic and Performance Management of Project	Project's CTA + IPEC's National Coordinator
6.1	Information and experiences to prevent and eliminate child labor through South-South and Horizontal Cooperation shared with public and private actors	OPI-6.1	Number of good practices disseminated through the South-South Agenda	<b>Definition:</b> It refers to the dissemination of good practices on combating child labor among countries participating in the initiative of horizontal cooperation in South America. <b>Unit of measurement:</b> Number of good practices	Good practices Presentations + Signed lists of participants	Collect documents and evidence from divulging activities	Every 6 months: September 2013 to September 2016	National Consultant + Project's CTA + Monitoring and Evaluation Officer	Accountability and Strategic Management of Project	Project's CTA + Monitoring and Evaluation Officer

7.1	Information on Child Labor and on Project's Activities in Ecuador disseminated	OPI-7.1E	Number of key stakeholders informed of the assessments, research and good practices of the projects, through local and national events, in Ecuador.	<p><b>Definition:</b> key stakeholders informed of assessments, research and good practices developed by the project, through informative workshops, meetings and others activities.</p> <p><b>Unit of measurement:</b> Number of key stakeholders</p>	Signed lists of participants	Collect evidence documents required for training and meetings	Every 6 months: September 2013 to September 2016	Esquel Foundation's National Coordinator	Accountability and Strategic Management of Project	Project's CTA
7.2	Information on Child Labor and on Project's Activities in Panama disseminated	OPI-7.2P	Number of key stakeholders informed of the assessments, research and good practices of the projects, through local and national events, in Panama	<p><b>Definition:</b> key stakeholders informed of assessments, research and good practices developed by the project, through informative workshops, meetings and others activities.</p> <p><b>Unit of measurement:</b> Number of key stakeholders</p>	Signed lists of participants	Collect evidence documents required for training and meetings	March-September 2013 to September 2016	Casa Esperanza's local promoters	Accountability and Strategic Management of Project	Project's CTA
7.3	Community consultations developed in Ecuador	OPI-7.3E	Number of local key stakeholders participating on community workshops conducted with the project's support in Ecuador	<p><b>Definition:</b> local key members participating in community informative activities developed by the project at the local level.</p> <p><b>Unit of measurement:</b> Number of local key stakeholders</p>	Signed lists of participants + Workshop's materials and agenda	Collect evidence documents required for training and meetings	March-September 2014 to September 2016	Esquel Foundation's National Coordinator	Accountability and Strategic Management of Project	Project's CTA
7.4	Community consultations developed in Panama	OPI-7.4P	Number of local key stakeholders participating on community workshops conducted with the project's support in Panama.	<p><b>Definition:</b> local key members participating in community informative activities developed by the project at the local level.</p> <p><b>Unit of measurement:</b> Number of local key stakeholders</p>	Signed lists of participants + Workshop's materials and agenda	Collect evidence documents required for training and meetings	Every 6 months: March - September 2014 to September 2016	Casa Esperanza's local promoters	Accountability and Strategic Management of Project	Project's CTA