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# MIDTERM EVALUATION REPORT



## PILARES PROJECT - COLOMBIA

**Building the capacity of civil society to combat child labor and improve working conditions**

Evaluators

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# Acknowledgments

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This report describes in detail the midterm evaluation conducted in February 2020 of the Project to Build the Capacity of Civil Society to Combat Child Labor and Improve Working Conditions in Colombia, better known as the “Pilares” project. William Prieto-Bustos, Marlen Cecilia Torres-Castiblanco, and Maria Alejandra Dueñas-Portes, independent evaluators, conducted the evaluation in conjunction with Pilares project team members and stakeholders. The evaluation team prepared the evaluation report according to the contract terms specified by Pact. The evaluators would like to thank the community members and their families, civil society organizations, youth leaders, and government officials who offered their time and expertise throughout the evaluation of the Pilares project in the four municipalities of Antioquia and Bolivar. Special thanks go to the Pilares staff for their highly effective coordination of the field visit and their constant support through the evaluation process.

# Executive Summary

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## Introduction

On December 15, 2018, the U.S. Department of Labor's (USDOL) Bureau of International Labor Affairs (ILAB) awarded Pact U.S. \$2,000,000 over a three-year period to support the project titled Building the Capacity of Civil Society to Combat Child Labor and Forced Labor and Improve Working Conditions or "Pilares," (for the Spanish translation of the word pillars). Pilares, which aims to improve the capacity of civil society to better understand and address child labor (CL) and promote acceptable working conditions in the artisanal and small-scale gold mining (ASGM) sector, targets four municipalities in two gold mining regions – the municipalities of El Bagre and Zaragoza in Bajo Cauca, Antioquia, and the municipalities of San Martin de Loba and Barranco de Loba in Sur de Bolivar, Bolivar.

The program strategy is grounded in the collective impact (CI) methodology and uses Pact's capacity development approaches. The collective impact (CI) approach seeks to enable the development of a system of inter-connected civil society actors that dynamically work with local, regional and national governments, miners, communities, and one another to eradicate child labor and other unacceptable working conditions (OUWC) in Colombia's ASGM sector. On the other hand, the capacity development approach provides capacity development support to networks of civil society actors, known as solidarity networks (SNs), and to committees within these networks addressing the project's first three objectives. To date, this capacity development has taken on the form of workshops, mentorship activities, peer learning, and targeted training.

The project strategy focuses on: 1) improving the capacity of civil society to identify and document accurate, independent, and objective information about the nature and scope of child labor and violations of acceptable working conditions; 2) increasing the capacity of civil society to raise awareness about the protection against child labor and violations of acceptable working conditions; 3) improving the capacity of civil society to implement initiatives with which to address child labor and violations of acceptable working conditions, including access to grievance mechanisms for victims of labor exploitation; and 4) improving the performance of the SNs to address CL and OUWC.

The project's structure comprises the Project Director, Monitoring and Evaluation (M&E) Officer, M&E Assistant, three Civil Society Specialists working with each of the three SNs in the communities, and a Communication and Advocacy Advisor. Besides this, Pact supports all projects with shared services staff. This staff includes a Grants and Contracts Officer, Finance and Operations Director, Logistics Officer, HR Officer, Accountant and Administration Assistant.<sup>1</sup>

The project works with civil society organizations (CSOs). As of December of 2019, there are 57 CSOs actively participating in three SNs located in El Bagre, Zaragoza, and Sur de Bolivar (municipalities of San Martin de Loba, and Barranco de Loba). The SN in Zaragoza has 23 CSOs (40%), whereas the SNs in El Bagre and Sur de Bolivar have 18 (32%) and 16 (28%), respectively. Among the total number of representatives, there are 59 women and 47 men. Moreover, 255 people have participated in capacity building activities, out of which 188 are CSO

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<sup>1</sup> The project document describes the roles and main responsibilities of the project's staff (p.34-35). All project's staff are Colombian nationals.

representatives (61%), 29 are teachers (17%), and 38 are public officials (22%). SNs comprise miners', agricultural, fishing, and other trade associations, as well as associations of women, youth, indigenous and Afro-Colombian communities.

The overall purpose of the Pilares midterm evaluation is to provide USDOL, Pact, ARM, the Government of Colombia, subgrantees and local partners, Pilares Solidarity Networks and other project stakeholders an assessment of the project's experience in implementation and, to a limited extent, its impact on project participants. This evaluation reviews the achievements and performance of the project, examines the level of integration and coordination achieved during implementation, identifies opportunities to improve the sustainability of the results achieved, and recommends actions for the Pilares project.

The evaluation was conducted between November 15, 2019, and January 27, 2020. The evaluators designed and implemented data collection instruments according to the terms of reference (TOR), reviewed project documents, and developed and carried out Key Informant Interviews (KII) and Focus Groups Discussions (FGD) during fieldwork in all four targeted municipalities from November 18 to December 6, 2020. The data analysis and writing of the report occurred from December 8 to March 10, 2020.

## **Findings and Conclusions**

### *Relevance and Strategic Fit*

The Pilares project seeks to develop durable solutions against child labor (CL) and other unacceptable working conditions (OUWC) in the ASGM sector through the strengthening of the capacity of civil society. Although the results framework is coherent regarding activities, outputs, and goals and relevant in terms of civil society's needs to work through SNs, there seems to be an insufficient link to national, regional, and municipal public policy objectives and development plans.

Even though the project has a focus on strengthening the capacity of civil society and not on influencing policy, it has to influence public policy to access public funds that, in turn, favor SNs' sustainability. For example, they could apply to the National Planning Department's (DNP) Regional Development Fund, so their activities are linked to the National Development Plan goals on CL and OUWC.

### *Progress of the Strategy to Build Capacity*

Significant project results, according to stakeholders' views, are the reviving of Interagency Committees for the Elimination of the Worst Forms of Child Labor (CIETIs), the availability of tools for civil society to identify CL and OUWC, the communication and advocacy activities carried out with SNs and the attendance of SN members at national events to present project results, among others. There was, however, underperformance in the identification and documentation reporting system mechanism (OTP 1.2.2). The factor that explains the underperformance is the request made by the SNs to obtain specific training to implement a monitoring and evaluation system using virtual platforms.

### *Effectiveness of Strategies*

Pilares has contributed to strengthening local capacities to achieve project outcomes among public organizations, non-governmental partners, and CSOs by establishing three solidarity networks (SNs) and increasing the collective capacity of coordination and collaboration towards a shared goal by implementing workshops, mentorship activities, peer learning and targeted training for the targeted CSOs. Stakeholders' views confirmed a change in

knowledge, attitudes, and organizational practices to address issues of CL and OUWC in their communities.

Despite consistent efforts, there are opportunities to improve the Pílares project. Among them, there is a need to improve the capacity of CSOs to mentor/coach community members and other CSOs that have not yet participated in the project's capacity building strategy, and design a standardized pedagogical model and teaching aids to strengthen the capacity of the SNs.

### *Effectiveness of Project Management*

The most crucial management challenge the project faced has been establishing a stable relationship with local, regional, and national government offices. High turnover of public officials in Sur de Bolívar due to several changes of mayors in Barranco de Loba has affected the commitment to project activities and reduced social dialogue between SNs and the local government to the point that meetings of CIETIs have not been regular. On the other hand, the San Martín de Loba local government has been more stable with no changes of the mayor and public officials during the last two years, so project support there has been more effective.

In Bajo Cauca, there is a high level of violence and security risk, which has had the negative effect lowering the level of CSOs' commitment, particularly in El Bagre. Moreover, the SN in El Bagre has suffered from internal conflicts that have affected the SN's development, increasing the risks of achieving sustainability. On the other hand, the large number of projects from international cooperation in Bajo Cauca have resulted in higher initial capacities among participants.

What seems to be explaining the higher level of capacity is the previous participation of El Bagre's CSOs in other international funded projects, including the Somos Tesoro project that have allowed them to acquire both CL and OUWC knowledge and specific skills on photography, writing, public relationships, and communal communications. Despite these advantages, internal conflicts have affected SN engagement due to the members' strong positions about how to function and plan their work.

According to interviews with the project's Civil Society Specialists who are based on the target regions and work closely with SNs, the Comprehensive Monitoring and Evaluation Plan (CMEP) is a significant project strength because it allows monitoring project activities and outputs to inform the Pílares project meetings and communication channels. It is also an easy tool to access that has been considered a good practice during the implementation of other projects as well (e.g., USDOL-funded Somos Tesoro project).

The most critical challenge related to the CMEP implementation has to do with reporting. The Pílares 3 Civil Society Specialists mentioned above, mentioned that uploading data is time-intensive, and sometimes they spend much time correcting mistakes on the reporting forms. Mistakes in uploading data also come from having multiple tasks performed by the Civil Society Specialists. In this regard, the Pílares M&E team has made efforts to reduce both data requirements and reports of Civil Society Specialists to avoid making data uploading time consuming, without lowering the quality of data collection.

### *Sustainability*

Throughout the project, it is important that activities done directly by the Pact team be transferred to local CSOs participating in the SNs. For example, CSOs should be working with the Ministry of Labor, the Colombian Institute for Family Well-Being (ICBF), and the National

Learning Center (SENA). To this end, the project should focus on building the management and technical capacities of CSOs to be able to assume responsibility for their own training and mentoring. This should maintain the motivation and commitment of CSOs and SNs high after the project ends. It should be a gradual transition from project support activities to independent operation from institutional partners. Actions to the transition should take place at meetings of the Coordination Committee (CC)<sup>2</sup> to identify resources and a transition plan to be implemented before the end of the project. A specific action that could contribute to this end is to complement the current sustainability strategy with the development of an implementation plan with concrete actions. Somos Tesoro's sustainability plan is a valuable example for this purpose.

The evaluators identified several challenges that affect sustainability in terms of financing transportation, communication, and logistics costs for SNs' operational activities. In this case, such problems should be more evident in the sustainability strategy to get public funding in regional and national development plans. At a regional level, there is an opportunity to participate in the design of local development plans that could be used to present SNs as a territorial social asset to public policy data collection and implementation. At a national level, it should be noted that the current National Development Plan has a set goal for CL to which SNs could be instrumental—promoting SNs to be connected to these funding opportunities associated with regional and local development plans should be a priority for the Pilares project. There is also an opportunity to link SN's projects to the Regional Development Fund managed by the DNP to apply for funding for social community projects.

## Lessons Learned

### *Promoting the active participation of CSOs improves the sense of belonging.*

The three SNs have helped restore confidence and trust in post-conflict small rural areas with political instability and a high risk of violence. It is a positive externality for community development beyond the project's outputs and activities towards combating CL and OUWC.

### *Knowledge and attitudes towards CL and OUWC.*

Pilares has changed the culture and beliefs about CL and OUWC, given the results related to the establishment of the CIETIs and the development of identification and monitoring instruments. These outputs have changed both participant and stakeholder narratives about CL and OUWC in each municipality.

### *Awareness about CL and OUWC.*

According to interviews with mayors and local government staff, before Pilares, CL and OUWC were considered culturally acceptable. Pilares has changed the conception of CL with training and awareness raising activities both among civil society and public institutions and through the strengthening of SNs that have become a major and active actor in social and cultural change. Stakeholders recognized SNs as coordination bodies with clear objectives and mechanisms for community empowerment.

### *Innovation in awareness raising activities.*

Pilares has developed a communication strategy based on the identification of the audience of the communication, channels of communication, objectives, actions and responsible person,

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<sup>2</sup> The Coordinating Committee (CC) is a project working group on that brings together USDOL-funded projects in Colombia, including Pact, and key Colombian government stakeholders (i.e., MINTRABAJO, MINMINAS, MEN, ICBF, DPS, and the National Agency of Mines). to share information on project developments, discuss challenges, share insights from the field with national institutions, and facilitate coordination among the projects, as well as with existing governmental programs.

and frequency of communication. The strategy includes specific cultural forms for raising awareness, such as storytelling, the elaboration of murals, and film forums. There is also a website used to communicate project activities and local radio coverage of project events such as the launching of the SNs. The Pílares project staff have also distributed project activities bulletins. A total of 71 communication products were created, including social network information, bulletins, posters, and event invitations.

#### *Development of SNs.*

Pílares has made CSOs an indispensable asset for the management of the SNs while providing them with knowledge and tools to achieve the objectives established for each committee within each SN. It has also strengthened the ability to addressing other issues besides CL and OUWC, including early warnings of safety conditions due to armed conflict, teen pregnancy, psychoactive substance usage, dropping out of school, and criminal activities.

### **Best Practices**

#### *Economic resources for the operation of the SNs.*

So far, Pílares has funded transportation for SN members to participate in local and national workshops, meetings and events, facilitated workshops and SN meetings, promoted communication between the different leaders in regions with a poor road infrastructure and limited internet connectivity with the accompaniment of Civil Society Specialists in each municipality, financed both national and local events. It is critical to find alternative sources of funding for these SNs' operational activities.

#### *Empowerment to negotiate and achieve results.*

Pílares has managed to put into operation three SNs with specific tools for networking that have allowed the articulation of CSOs to achieve early and significant victories, such as the decrees of operation of the CIETIs, and the CL and OUWC identification and monitoring tools. These achievements have prompted a relevant response by public entities of local, regional, and national order, and have also consolidated the advantages of networking in the pursuit of common goals for CSOs.

#### *Community identity and social fabric.*

Pílares has contributed to the strengthening of the sense of community by using a collective impact (CI) methodology and a capacity development approach in terms of developing collective human capacity in the territories of interest to combat CL and OUWC. CSOs seem to have tools to identify the problems, and skills to become part of the solution. The achievements have created a sense of collective confidence as a consequence of working together in SNs with clear, easy to understand, and specific tools and objectives.

#### *Pedagogical model and teaching aids.*

Pílares has implemented an innovative, flexible, and assertive methodology aimed at building capacity within CSOs that has contributed to the generation of trust and confidence in the civil society. Responsibility for the activities had progressively transferred to the CSOs and SNs. The necessary tools were developed in workshops with the constant support of Civil Society Specialists who served as guidance counselors during the activities the SNs carried out. However, there are not yet standardized educational materials neither for CL nor for OUWC.

#### *Adaptive management.*

The project uses an adaptive management approach to ensure that the project makes necessary adjustments and modifications to achieve its objectives. The Project Director meets

regularly with the Civil Society Specialists and the M&E Officer to make decisions and correct the course of action when needed.

#### *Comprehensive Monitoring and Evaluation Plan (CMEP)*

The project's M&E officer developed a low-cost, high impact system of M&E. SNs have asked for training and resources to implement a similar M&E system for their projects.

#### **Recommendations to be implemented before the project's end (short and medium term):**

1. Request a 24-month project extension for implementing key project activities to ensure that SNs' capacity is in place to achieve autonomous and independent operation.
2. Make visible the relevance of SNs for the development plans to the new local governments that took office in 2020 and that will be designing local development plans during the first six months of the year. In the same way, improve SNs' participation in the discussion of local development plans to influence budget allocation and accurately establish active participation of SNs in promoting the National Strategy to Prevent and Eradicate the Worst Forms of Child Labor and Protect Youth Workers, 2017-2027.
3. Promote the participation of local school teachers and unions in SNs to increase the skills and capacity to develop methodological and educational materials.
4. Promote regional synergies among projects with similar goals to increase inter-institutional and inter-project collaborations.
5. Increase SNs' links to regional and national government programs through participation in regional and national CIETIs to improve funding opportunities in specific programs where the SNs can support regional governments.
6. Promote the connectivity to the System for the Identification, Registration and Characterization of Child Labor (SIRITI) using the Citizen Participation module to develop a mechanism to upload the information collected by SNs in the SIRITI.
7. Promote formal strategic alliances with SENA and ICBF to improve strengthening plans and access to financial support by including in SNs' project formulation specific training and technical assistance demands for SENA and ICBF.
8. Strengthen conflict resolution capabilities within SNs and CSOs.
9. Improve the pedagogical model and teaching aids to strengthen the capacity of the SNs to increase their capacity of teaching, tutoring, and workshop implementation.
10. Increase the number of professionals on the M&E team at the local level to respond to 2020 M&E challenges related to data collection for the CMEP and technical assistance on M&E to SNs' projects. Review the critical assumptions from the project CMEP and work with USDOL to update them as necessary.

#### **Recommendations to be implemented in the long term but before the project ends:**

1. Improve the capacity of CSOs to mentor/coach community members and CSOs that have not yet participated in the project's capacity building strategy. CSOs should have teaching and pedagogical tools to carry out these activities. The previous experience of Somos Tesoro in developing the Route and the PAZalobien methodology are valuable examples.
2. Improve public financing of project activities by increasing project visibility in regional programs and connecting SNs to the DNP's regional development fund.
3. Design and implement a sustainability strategy for essential activities and outputs to effectively align activities and outputs with specific actions within national, regional, and local development plans.
4. Promote the identification of alternative training providers, such as regional universities, to develop a certified and standardized program for the development of SNs and to expand training coverage.
5. Facilitate the visibility and connectivity of the SNs with other regional and national networks and regional coordination bodies to communicate project experiences by connecting the SNs with assemblies, youth and childhood programs, and networks led by the Ministry of Labor and the ICBF.

The document is organized as follows: the first section includes an **introduction** the project and its conceptual framework and activities, as well as the purpose of the midterm evaluation; the second section includes **good practices, lessons learned and general recommended actions to scale up good practices**; the third section presents **findings** on evaluation questions and **specific recommendations** according to the categories of relevance, progress and effectiveness, effectiveness of project management and sustainability; and the fourth section describes **the midterm evaluation methodology**. The final section contains the midterm evaluation **annexes**.

## Abbreviations and Acronyms

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ARM	Alliance for Responsible Mining
ASGM	Artisanal and Small- scale Gold Mining
CAFSC	Childhood and Adolescence and Family Strengthening Committee
CD	Capacity Development Approach
CC	Coordinating Committee
CIETI	Interinstitutional Committee for the Eradication of Child Labor ( <i>Comité Interinstitucional para la Erradicación del Trabajo Infantil</i> )
CL	Child Labor
CMEP	Comprehensive Monitoring and Evaluation Plan
COMPOS	Municipal Councils for Social Policy
CSOs	Civil Society Organizations
DBMS	Direct Beneficiary Monitoring System
DNP	Department of National Planning
DPS	Department of Social Protection
EMPI	Integral Protective Mobile Equipment
ENETI	La Estrategia Nacional para Prevenir y Erradicar las Peores Formas de Trabajo Infantil y proteger al joven trabajador ( <i>The National Strategy to Prevent and Eradicate the Worst Forms of Child Labor and Protect Youth Workers</i> ), 2017-2027
FC	Family commissioners
GF	Focus Group
IC	Collective Impact Methodology
ID	Performance Index
ICBF	Instituto Colombiano de Bienestar Familiar ( <i>Colombian Institute for Family Wellbeing</i> )
ILO	International Labor Organization
MEN	Ministerio de Educación Nacional ( <i>Ministry of Education</i> )
MIAF	Child and Adolescent Boards and Family Strengthening
MINMINAS	Ministerio de Minas y Energía ( <i>Ministry of Mines and Energy</i> )
MINTRABAJO	Ministerio de Trabajo ( <i>Ministry of Labor</i> )
M&E	Monitoring and Evaluation
DNP	Departamento Nacional de Planeación ( <i>National Planning Department</i> )
OSH	Occupational Safety and Health
OUWC	Other Unacceptable Work Conditions ( <i>Otras Condiciones Inaceptables de Trabajo</i> )
PD	Development Planning
PND	Plan Nacional de Desarrollo ( <i>National Development Plan</i> )
SN	Solidarity Network ( <i>Red de Solidaridad</i> )
SENA	Servicio Nacional de Aprendizaje ( <i>National Learning Service</i> )
SIRITI	Sistema de Información Integrado para el Registro y la Erradicación del Trabajo Infantil y sus Peores Formas ( <i>Integrated Information System for the Identification, Registration and Characterization of Child Labor and its Worst Forms</i> )
TOR	Terms of Reference
TPR	Technical Progress Report
USAID	United States Agency for International Development
USDOL	United States Department of Labor

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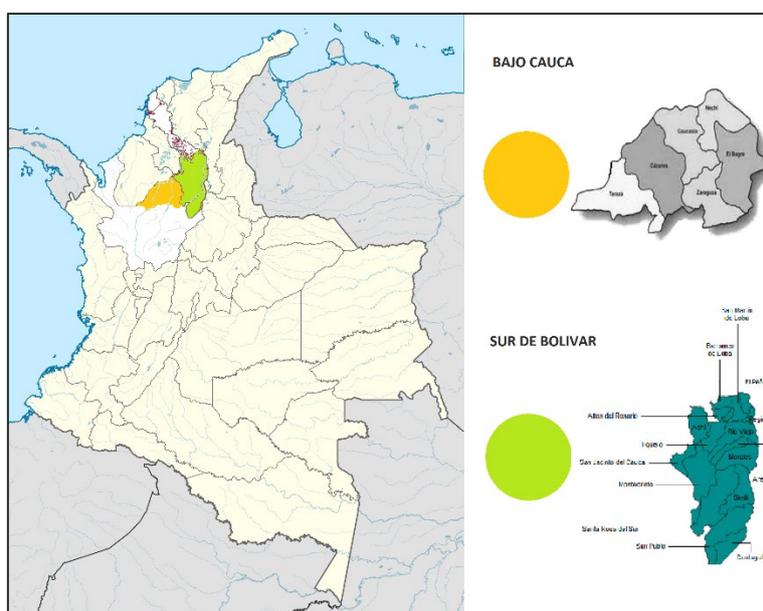
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# 1. Introduction

On December 15, 2018, the U.S. Department of Labor’s (USDOL) Bureau of International Labor Affairs (ILAB) awarded Pact U.S. \$2,000,000 over a three-year period to support the project titled Building the Capacity of Civil Society to Combat Child Labor and Forced Labor and Improve Working Conditions or “Pilares,” (for the Spanish translation of the word pillars). Pilares, which aims to improve the capacity of civil society to better understand and address child labor (CL) and promote acceptable working conditions in the artisanal and small-scale gold mining (ASGM) sector, targets four municipalities in two gold mining regions – the municipalities of El Bagre and Zaragoza in Bajo Cauca, Antioquia, and the municipalities of San Martín de Loba and Barranco de Loba in Sur de Bolívar, Bolívar (Figure 1). Both regions - Bajo Cauca and Sur de Bolívar - have been prioritized by the Agency of Territorial Renovation (ART) for regional development programming in support of the peace process due to the prevalence of illegal economies, high poverty rates, and the high incidence of armed conflict<sup>3</sup>.

Figure 1. Project’s Areas of Intervention



The purpose of Pilares is to improve the capacity of civil society to better understand and address child labor (CL) and promote acceptable working conditions in the artisanal and small-scale gold mining (ASGM) sector in the selected municipalities in Colombia. The project’s target municipalities were chosen by Pact under criteria established in the project document and with a particular emphasis on the ASGM sector where CL and OUWC prevail.

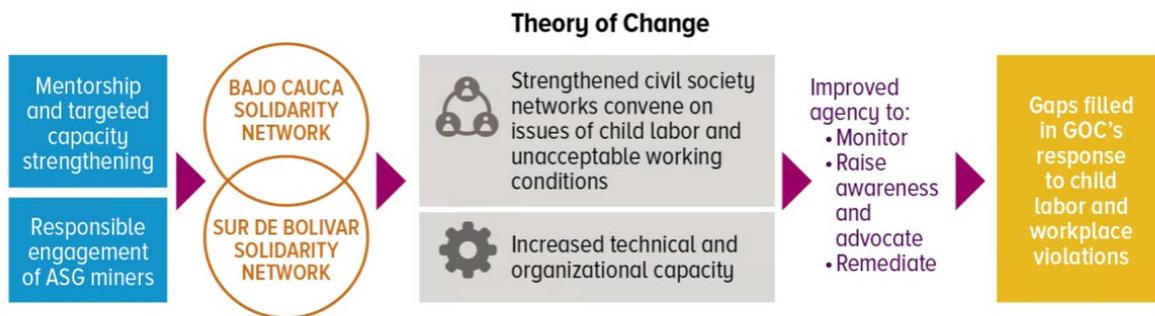
The central hypothesis of the project’s theory of change<sup>4</sup> assumes that, through various educational interventions, civil society will be strengthened and have the agency to complement the Government of Colombia’s response to CL and other workplace violations within the ASGM sector. In this regard, the theory of change comprises two components: (1)

<sup>3</sup> Project Document, Building the Capacity of Civil Society to Combat Child Labor and Improve Working Conditions: Colombia, 2019, PACT int. p.5.

<sup>4</sup> Project Document, Building the Capacity of Civil Society to Combat Child Labor and Improve Working Conditions: Colombia, 2019, PACT int. p.8.

mentorship and targeted capacity strengthening and (2) responsible engagement of ASG miners. Figure 2 shows the project’s conceptual framework.<sup>5</sup>

Figure 2. Pilares Conceptual Framework



The program strategy is grounded in the collective impact (CI) approach and uses Pact’s capacity development approaches. The collective impact (CI) approach seeks to enable the development of a system of inter-connected civil society actors that dynamically work with the local, regional and national governments, miners, communities, and one another to eradicate child labor and OUWC in Colombia’s ASGM sector<sup>6</sup>. On the other hand, the capacity development approach provides capacity development support to networks of civil society actors, known as solidarity networks (SNs), and to committees within these networks addressing the project’s first three objectives. To date, this capacity development has taken on the form of workshops, mentorship activities, peer learning, and targeted training. During 2020, the project will also develop a program for SNs, through which, individual CSOs or groups of CSOs will design and implement projects in line with Pilares objectives and strengthen the skills necessary to address issues of CL and OUWC in their communities<sup>7</sup>.

The program strategy focuses on: 1) improving the capacity of civil society to identify and document accurate, independent, and objective information about the nature and scope of child labor and violations of acceptable working conditions; 2) increasing the capacity of civil society to raise awareness about the protection against child labor and violations of acceptable working conditions; 3) improving the capacity of civil society to implement initiatives with which to address child labor and violations of acceptable working conditions, including access to grievance mechanisms for victims of labor exploitation; and 4) improving the performance of the SNs to address CL and OUWC. The project works with CSOs and currently has 57 active CSO participants.

Pilares seeks a proper strengthening of civil society through the consolidation of SNs strengthened in relevant knowledge, skills, and tools, to become actors of change in a social, economic, political and cultural context marked by a legacy of distrust and precarious conditions of income generation, resulting from the armed conflict in Colombia<sup>8</sup>. *Exhibit 1* describes the goal, purpose, expected results, and selected critical project activities.

<sup>5</sup> Project Document, Building the Capacity of Civil Society to Combat Child Labor and Improve Working Conditions: Colombia, 2019, PACT, p.9.

<sup>6</sup> Project Document, Building the Capacity of Civil Society to Combat Child Labor and Improve Working Conditions: Colombia, 2019, PACT int. p.10.

<sup>7</sup> Project Document, Building the Capacity of Civil Society to Combat Child Labor and Improve Working Conditions: Colombia, 2019, PACT int. p.12.

<sup>8</sup> Project Document, Building the Capacity of Civil Society to Combat Child Labor and Improve Working Conditions: Colombia, 2019, PACT int. p.8.

*Exhibit 1. Pilares: purpose, expected results and main activities of the project*

<b>Goal</b>	Civil society actors in Colombia have the ability to address CL and OUWC in artisanal and small-scale gold mining (ASGM)
<b>Objective</b>	Improve the capacity of civil society to better understand and address CL and promote acceptable working conditions with an emphasis on the ASGM sector in selected municipalities of Bajo Cauca, Antioquia and Sur de Bolívar, Bolívar in Colombia
<b>Expected Results</b>	<ol style="list-style-type: none"> <li>1. Improved capacity of civil society to identify and document accurate, independent and objective information on the nature and scope of child labor and on violations of acceptable working conditions with emphasis on the ASGM sector.</li> <li>2. Improved capacity of civil society to raise awareness about the protection against child labor and against violations of acceptable working conditions with an emphasis on the ASGM sector.</li> <li>3. Improved capacity of civil society to implement initiatives with which to address both child labor and violations of acceptable working conditions, including facilitated access to grievance mechanisms for victims of labor exploitation.</li> <li>4. Improved the performance of the Solidarity Networks (SNs) to address CL and OUWC.</li> </ol>
<b>Main Activities</b>	<ol style="list-style-type: none"> <li>1. Evaluate the capacity of participating CSOs to achieve the objectives of the SN.</li> <li>2. Establish a comprehensive strengthening plan based on the evaluation.</li> <li>3. Facilitate relevant capacity building interventions to achieve expected results.</li> <li>4. Work with CSOs to develop and adapt identification and documentation tools, develop a communications strategy and facilitate the use of knowledge and information acquired to negotiate, demand, design and implement alternatives to counteract CL and OUWC.</li> <li>5. Create reporting tools and instruction mechanisms on their proper use to SN.</li> <li>6. Hold workshops on leadership.</li> <li>7. Provide resources for alternative solutions to CL and OUWC proposed by the SNs.</li> <li>8. Promote the exchange of knowledge between the SNs.</li> </ol>

The overall purpose of the Pilares midterm evaluation is to provide USDOL, Pact, and ARM with an independent assessment of the project’s performance. This evaluation reviews the relevance and the strategic fit of the project’s strategy and results framework, evaluates the progress and effectiveness of the project’s capacity building strategy, identifies management implementation challenges, and examines the project’s sustainability strategy. It also identifies additional opportunities and lessons learned for similar initiatives and identifies best practices and recommendations for the sustainability of the results achieved.

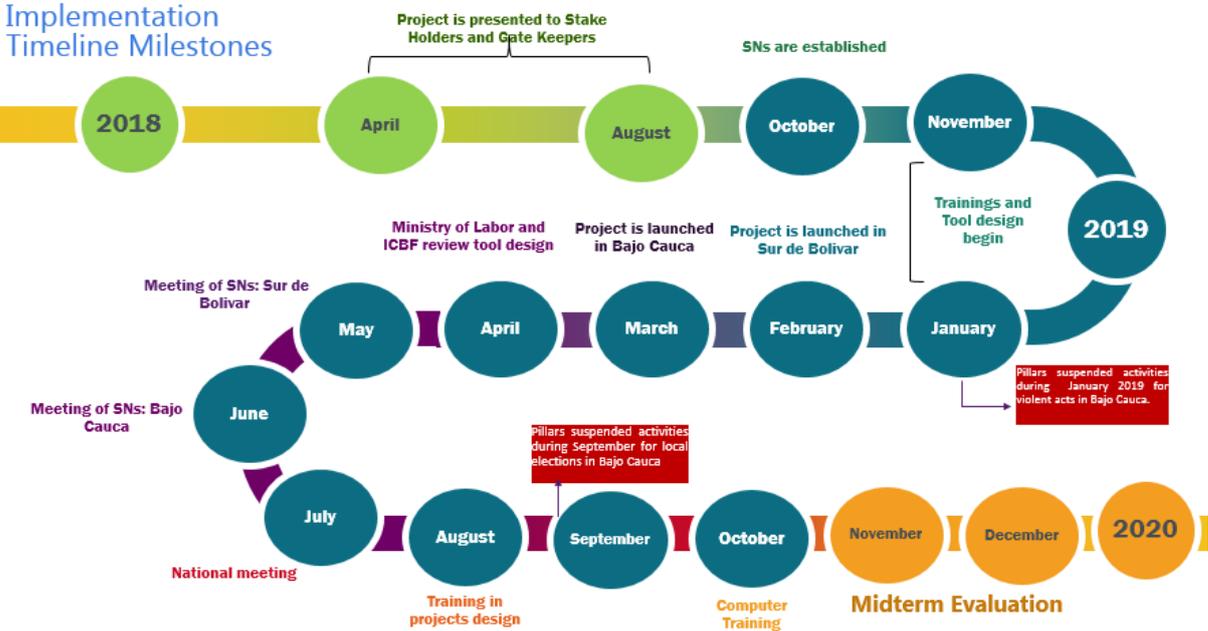
The evaluation was conducted between November 15, 2019, and January 27, 2020. The evaluators designed data collection instruments according to the terms of reference (TOR), reviewed project documents, and developed and carried out Key Informant Interviews (KII) and Focus Groups Discussions (FGD) during fieldwork in all four targeted municipalities from November 18 to December 6, 2020. The data analysis and writing of the report occurred from December 8 to March 10, 2020.

Figure 3 (next page) illustrates the implementation timeline milestones before the midterm evaluation took place.

In particular, the midterm evaluation had the following objectives:

- Determine if the project is on track to achieve the expected results, and identify lessons learned, good practices, and recommendations.
- Assess project progress and effectiveness in establishing SNs as the chief transformation mechanisms suggested by the project’s central hypothesis and results framework.
- Assess whether project activities can be considered sustainable among project stakeholders, taking into account the progress made during the first year of the project’s implementation.

Figure 3. Implementation Timeline Milestones



## 2. Good practices, Lessons Learned and Recommended Actions

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This section presents and discusses best practices and lessons learned that result from comparing project outputs and outcomes against international frameworks. In doing so, the evaluation team used two research studies: 1) Winrock International's study on Best Practices in Preventing and Eliminating Child Labor through Education<sup>9</sup>, and 2) Tufts University's Four Country Study of Sustainability and Exit Strategies among Development Food Assistance Projects<sup>10</sup>.

### 2.1. Good Practices<sup>11</sup>

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The following list describes how the outputs and outcomes of the project are in line with accepted best practices addressing CL and OUWC, along with the midterm evaluation recommendations<sup>12</sup>. *Exhibit 2* compares the project's results to date against internationally accepted good practices. Based on this comparative analysis, a set of recommendations are proposed to scale up good practices.

#### *1. Promoting the active participation of CSOs improves the sense of belonging*

CSOs and SNs have actively participated in the activities outlined in the strengthening plans. These plans were created together with CSOs, in the frame of Pilares, to ensure they have the skills and capacity to address and understand better CL and OUWC. Each SN created their own plan. These activities included in the plans have increased participation and changed knowledge and attitudes towards CL and OUWC through tool design, awareness raising activities, and involvement with the Colombian government at local, regional, and national levels. CSOs and SNs reported that these outputs have been useful toward achieving the project's expected results. The following is a summary of paraphrases describing SNs and other stakeholders' views on how project outputs have improved the sense of belonging.

- The project activities have been highly satisfactory for most of us and the communities because they provide knowledge and tools about how to work together as members of a community to identify, raise awareness, and push local public local authorities to combat CL and OUWC.
- The project has helped us work together to achieve a common goal despite long distances and expensive travel costs.

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<sup>9</sup> WINROCK International, Best Practices in Preventing and Eliminating Child Labor through Education, Community Based Innovations for the reduction of Child labor through education, 2008, 196 pp.

<sup>10</sup> Tufts University, Sustaining Development: A synthesis of results from a Four Country Study of Sustainability and Exit Strategies among Development Food Assistance Projects, 2016.

<sup>11</sup> According to ILO (2014) 's methodological note, "a good practice is an observation from project experience which can be translated into relevant, beneficial knowledge by establishing clear causal factors and effects. It focuses on a specific design, activity, process or decision and may provide either positive or negative insights on operational effectiveness and efficiency, impact on the achievement of outcomes, or influence on sustainability. The lesson should indicate, where possible, how it contributes to 1) reducing or eliminating deficiencies; or 2) building successful and sustainable practice and performance".

<sup>12</sup> There are also good practices and lessons learned that are coming from the Pilares project described in the Technical Progress Reports (TPR), which will be used in the findings sections related to project progress, effectiveness in capacity building, and sustainability.

- The project has taught us how to work as a network and how to engage with local public offices to participate in CL events.
- The project has helped communities to develop critical values, such as cooperative work and community solidarity and cooperation to see official programs for children's protection as an opportunity instead of a threat that could take our children away.

There is a positive response to project activities in terms of CSOs' commitment and ownership. However, there is a need to have training manuals for tutoring new CSOs and their members who have not yet participated in project activities. The project should develop a methodological guide to guide how to enable a SN, including the induction of new CSOs, to achieve project outputs and outcomes.

*Exhibit 2. Good practices and recommendations for scaling up*

Good Practices	Pilares Activities and Outputs, as of December 2019	Recommendations	Recommendations Timeframe	Implications in Sustainability
1. Promoting the active participation of CSOs improves the sense of belonging.	Three SNs created, 41 interventions to identify and document CL and OUWC, 42 interventions for areas of awareness raising, communication and organizational practices, 36 interventions related to legal frameworks, and access to grievance mechanisms.	Establish a mechanism to facilitate the access of new CSOs interested in participating and transferring training skills to the SNs. The current SNs participants should be able to replicate the project's capacity development methodologies by inviting other CSOs who did not participate in the first version of the Pilares project.	Short term (1 to 2 years, before the project ends)	Improves the commitment and motivation of the participants
2. Involving CSOs of young people, mothers, ethnic minorities and teachers favors the achievement of results.	57 active CSOs, 52% are community organizations, 5% are youth organizations, 7% are women's organizations, 5% are indigenous organizations, and 7% are Afro-Colombian organizations. Of the total participants, 56% are male, and 44% female. Of a total of 255 people trained, 29 were teachers (11%), 38 public officials (15%), and 188 civil society actors (74%).	Continue promoting active participation of women, youth, and ethnic minority groups and CSOs and improve teachers' involvement in SNs through direct contact with the Ministry of Education.	Short term (1 to 2 years, before the project ends)	Strengthens capacity
3. Skills in systematization and analysis of data improve the community's capacity to reach the project's goals.	2 reports presented at CIETI meetings in San Martin de Loba and Barranco de Loba, 4 tools made to identify and document risks of CL and OUWC, 3 tools to document OSH at work, and 1 to record CL.	The Servicio Nacional de Aprendizaje (SENA) is a strategic partner to reach and certify skills development goals. Regional universities could also improve the project's scope in terms of designing a long-term program on community network development which could be instrumental to increase trust and confidence among participants.	Long term (2 to 3 years)	Strengthens capacity
4. Build and strengthen strategic alliances to improve sustainability of SNs	3 events developed with the support of the mayor's office in Sur de Bolívar, and 1 instance of participation in youth week activities in El Bagre.	Strengthen the activities aimed at strategic alliances, in addition to including monitoring indicators in the CMEP	Short term (1 to 2 years, before the project ends)	Improves access to resources
5. Raising Awareness promotes cultural change.	3 SNs, 2 cinema forums, 1 participation in a youth forum, 3 communication products (2 posters, and 1 radio message)	Develop a training manual on awareness raising activities to promote a learning culture about different alternatives, best practices, and lessons learned among SNs.	Short term (1 to 2 years, before the project ends)	Strengthens capacity

Good Practices	Pilares Activities and Outputs, as of December 2019	Recommendations	Recommendations Timeframe	Implications in Sustainability
6. Mobilizing resources using focused communication strategies.	56 assembled communication products, 3 SN meetings in El Bagre, Zaragoza and Sur de Bolívar, 1 workshop on teamwork held in Sur de Bolívar	Focus on the mobilization of external resources to finance capacity building activities of CSOs. Establish a communications strategy to focus on civil society actors with political and economic power to promote financial sustainability (e.g., congresswomen, first ladies, social responsibility programs, social media, among others).	Short term (1 to 2 years, before the project ends)	Improves access to resources
7. Assembling institutional structures improves cooperation among stakeholders.	3 SNs that act as coordination mechanisms, 9 meetings of the CIETIs of San Martin de Loba, Barranco de Loba, and Zaragoza, assistance to the childhood and adolescence roundtable in the department of Antioquia, assistance to the Council of Social Policy in Antioquia, 1 coordinating committee meeting, assistance to national CIETI, assistance to national CL events programmed by the National Planning Department (DNP)	Establish mechanisms for the participation of SNs in the departmental and national CIETIs. Leverage coordinating committee (CC) to identify synergies among projects with similar activities, outputs, and outcomes.	Short term (1 to 2 years, before the project ends)	Facilitates inter-institutional cooperation
8. Mobilizing the media (radio, TV, written press) promotes cultural change.	2 murals, and 1 radio interview	Promote regular programs on CL at local radio and tv stations through alliances with regional universities and municipality halls.	Long term (2 to 3 years)	Improves credibility and motivation of participants
9. Promoting standardization and accreditation would improve the confidence and motivation of participants.	There is a training plan to work with the Servicio Nacional de Aprendizaje (SENA) that is relevant to the standardization and certification of learning activities. In 2019 the SENA taught computer skills to SNs in Bajo Cauca.	Learning activities relevant to SNs development should be standardized to improve the project's impact on SNs and each participant in the long run.	Long term (2 to 3 years)	Improves the credibility and motivation of participants
10. Promoting standardization of learning materials for mentoring, training and workshops for SNs drives the motivation of the participants.	There is a plan to write a guidance manual for training activities.	Promote training materials to support SNs' educational needs through alliances with the SENA and regional universities.	Short term (1 to 2 years, before the project ends)	Improves the credibility and motivation of participants
11. Articulating the CMEP with activities, products, and results of public and private stakeholders helps to find common ground to work together.	There is an interest to find alternatives ways to respond to the local political instability.	Support advocacy efforts where the project's activities, outputs, and outcomes link to public policy goals. Strategic efforts, such as promoting and participating in public policy design at local and regional levels, and using the SNs' Monitoring and Evaluation system to show how the project is contributing to the public policy goals could be an alternative to focus on institutional development.	Short term (1 to 2 years, before the project ends)	Improves inter-institutional cooperation

## *2. Involving CSOs representing young people, mothers, ethnic minorities and teachers favors the achievement of results.*

As of December of 2019, there are 57 active CSOs participating in the project, with 18 in El Bagre, 23 in Zaragoza, and 16 in Sur de Bolivar. Among them, 52% are community organizations, 5% are youth organizations, 7% are women's organizations, 5% are indigenous organizations, and 7% are Afro-Colombian organizations. There is a total of 255 people that have participated in capacity building activities, including 29 teachers, 38 public officials, and 188 members of CSOs.

A relevant challenge for SNs is to increase the relevance of mothers and teachers in project activities. In particular, some stakeholders believe that, even though Pilares had supported the creation of SNs relevant to project goals, it would be more effective in reaching the expected outcomes by including mothers and teachers in project activities.

In the same way, the project team should consider engaging with the national Ministry of Education and the Departmental Secretary of Education to link SNs to social programs and high school teachers. The following is a summary of paraphrases describing CSOs and stakeholders' views on how the Pilares project has improved the participation of groups who experience discrimination or minority groups (e.g., women, youth and indigenous communities)

- Women's role is critical to reaching expected outcomes given that most households are either economically dependent on male income or are female-headed, so that women spend most of their time close to their children.
- Female participation increases when they have access to a SN. Their empowerment through workshops and awareness raising activities is relevant to reach project outcomes in CL.
- The Pilares project has empowered us as a youth CSO to promote youth public policy at the municipality.
- The project has provided us with a platform to organize efforts to reach project outcomes but also to recover ancestral traditions by empowering our indigenous youth organization to reach out to other indigenous communities.

The project should increase efforts to include high school teachers and mothers to improve its strategy of building capacity of civil society. Including teachers not only boosts CL monitoring but also provides specific knowledge on how to design educational materials. Also, including mothers, young girls and boys, indigenous and Afro-descendent youth that were in situations of CL and OUWC as SNs' leaders could help in showing that cultural change is possible. Because the Ministry of Education, ICBF, and the Secretary of Education at departmental governments have social programs related to these populations, it would be relevant to establish communication with these entities.

## *3. Skills in systematization and analysis of data improve the community's capacity to reach the project's goals*

Skills in systematization and analysis of data are related to the implementation of a reporting mechanism on CL and OUWC. Designing tools to collect data about CL and OUWC is a significant task within the reporting mechanism. With support from Pilares, CSOs developed four tools to identify and document the risks in their territories regarding CL and OUWC - three of these tools are focused on occupational safety and health at work (two for communities

and one to be used in mines) and one for CL. The following is a summary of paraphrases describing CSOs and stakeholders' views on training and mentoring sessions.

- All the training had been beneficial for CSOs, but educational differences among members had become a challenge to replicating these activities in the community.
- CSOs are facing challenges to replicate learnings about CL and OUWC among communities due to a lack of minimum skills, high transportation costs, and communication difficulties. The CSOs will require more time to close educational gaps and access to economic and media resources to improve SNs' ability to reach expected outcomes.
- CSOs have to be innovative to approach other members to get involved in learning activities, improving commitment and confidence in SNs.

Building capacity by providing knowledge and tools to combat CL and OUWC requires the provision of training and tutoring activities, as carried out by the project. However, the project should apply an integrated approach to reach long-term capacity beyond skills formation for current CSO participants.

In this view, the project's learning experience could contribute to sustaining capacity in two ways: 1) creating harmonized educational materials to teach skills about SN development, and 2) promoting skills certification. Educational materials and skills certification by SENA, cajas de compensación, and regional universities ensure there is long-term capacity defined in an educational track at both technical and professional levels.

Skills certification means to get a degree from SENA or a regional university that certifies that the CSO participants have a set of skills relevant to community network development. It will also offer certified participants the possibility to take part in the labor market as a community network expert. For example, they could either work as coaches to support similar projects or help local governments develop proposals for social projects following the CI methodology and the CD approach.

The recommendation was based on two findings: 1) CSOs want more education and training, and 2) the sustainability of the project's strategy depends on developing trust and confidence among participants. Having a long-term training educational program in community network development could become instrumental in accessing funds for community projects and in achieving both trust and confidence among participants in the long-run because it could provide regional universities, SENA, and CSOs with a partnership to continue working together. It creates sustainable regional capacity while increasing confidence and trust among participants about the project's social achievements.

#### *4. Build and strengthen strategic alliances to improve sustainability of SNs*

According to the project's sustainability matrix, there have been advances in cooperation agreements between public entities and SNs which have culminated in three set of commitments signed by the new mayors (Zaragoza, El Bagre, San Martín de Loba and Barranco de Loba) in the target areas of each SN. There is also evidence of CSOs' participation in institutional bodies, such as the Infancy and Youth Committee in Antioquia, and local CIETI meetings.

CSOs have also carried out awareness raising activities with the support of local governments. It is also worth noting that employees from local governments participated in the project's training sessions on CL and OUWC.

Besides these achievements, the Pilares project has faced a relevant challenge in getting CIETIs to operate once they have been approved, particularly in Bajo Cauca. Moreover, project activities for reaching the private sector remain a work in progress and should be emphasized during 2020. The following is a summary of stakeholders' views on how project outputs have improved strategic alliances to enhance the sustainability of SNs.

- The project should improve its efforts to further advocate for economic resources and technical support for SNs' development with the Ministry of Labor and with newly elected local government teams.
- A relevant opportunity for project sustainability is to design specific strategies for each project output so that they could be linked to national and regional budget plans ensuring access to resources and technical assistance.
- The Pilares project should focus on anchoring activities and outputs to social programs at national and departmental governments.
- Sustainability activities should focus on CSOs to develop the capacity to advocate for SNs' development with specific stakeholders at a local, regional, and national levels.
- Political instability and a high turnover of public servants negatively affect any effort to reach a cooperative agreement with local public authorities.

The critical challenge in making strategic alliances with local governments is a high turnover of public officials. According to the stakeholders' views, the Pilares project activities to build stable relationships with local governments have been negatively affected due to the high turnover of public servants at the local level especially in Barranco de Loba and in El Bagre. There is also evidence in the Technical Progress Reports presented to USDOL about several changes in key positions of local governments (i.g. mayors, and secretaries) due to corruption complaints during the last two years.

Overcoming such a barrier is not an easy task. However, the evaluation team considers that a complementary approach is useful. Therefore, it suggests: 1) increasing participation in the design of local development plans to promote SNs as mechanisms to combat CL and OUWC; 2) identifying persons of interest on institutional coordination bodies (i.e., congresswomen, and representatives of non-governmental organizations [NGOs]) to further look for financial resources; and 3) developing a social media strategy to mobilize support. The recommendation also includes the inclusion of a new indicator to measure country capacity in the Annex A of the program's technical program report (TPR).

### *5. Raising awareness promotes cultural change*

The most substantial achievement in raising awareness in CL and OUWC has been the development of the three SNs. Based on this achievement, project activities related to mobilizing community efforts have increased knowledge and changed attitudes towards CL across participants. The evidence that supports this previous finding was found by triangulating different sources that include views from the ICBF, SENA, and local governments, which have come to witness a new CSO approach to combat CL and OUWC. These activities have included training in communication skills and photographic skills, doing cinema forums, developing paint-wall posters, workshop community meetings, and fostering CSO participation in local and national events, among others.

A critical challenge of awareness raising activities has been the presence of illegal armed groups whose economic interest can be affected by SNs. This factor is considered more relevant in Bajo Cauca, where there is a more prominent presence of illegal actors, than in Sur de Bolivar. The following is a summary of paraphrases of stakeholders' views on awareness raising activities.

- Here in our municipality CL was culturally accepted as a standard practice, so there were no complaints about having children working in mines or in any other job that exposes them to risks. Now, being part of Pilares has helped us understand why we should care about reducing CL, thinking of the welfare of our children and the future they are going to live as adults.
- The Pilares project has had a positive impact on the child population because when we talk to them, they realize now that they should be studying instead of working. This result says a lot about what the project has achieved among parents and community leaders. We do believe as an institution working on child rights in Colombia that the Pilares training workshops have been very successful in raising awareness.
- The project has taught us a lot about regulation on CL. It has given us a new educational approach to advise parents and children on how important it is to reduce CL in our municipality.
- I have to avoid doing meetings because the illegal arms groups have threatened social leaders; more than 12 community leaders have left because these criminal armed groups do not like people getting organized.
- The CSOs' leadership has changed since Pilares arrived in our municipality. Now we have reached out to other community members with tools and knowledge we did not have before. It would be a dream come true if one of the members of our youth organization becomes the cacique (leader) of our community next year.

The Pilares project has raised awareness to the point that community leaders can identify a change in language, perceptions, and attitudes. It is a relevant project outcome given a context where most parents worked when they were children and adolescents, and CL is culturally accepted. However, from the perspective of CSOs, there is a need to have written materials about the SNs' experience in these particular activities. In this case, providing SNs with a guide to raising awareness that includes activities and follow-up mechanisms to raise awareness will create community capacity that could also be useful for local authorities and other similar projects interested in knowing what works to raise awareness in a particular region or municipality.

#### *6. Mobilizing resources using focused communication strategies*

SNs have been very active in carrying out activities around the identification, awareness raising, and advocacy against CL and OUWC in each municipality. However, in terms of finding resources to fund SNs activities, there is still work to do. At this point, the funding of critical operations for SNs' development, such as transportation costs, logistical costs, room availability for committee meetings, and required materials to function properly still depend on the project's resources. The following is a summary of paraphrases of stakeholders' views on project challenges about the mobilization of resources.

- It is one of the most critical challenges that the Pilares project and project sustainability is facing because transportation is costly, and participants might not have the means to pay for it.
- A week ago, we organized a meeting that lasts three days, and we convinced one participant to assist in paying for the trip with his own money. However, this is very

difficult because if people do not have enough resources to sustain themselves, they will not use their own money to fund SNs' development.

- Pact has designed educational aids, such as graphics and visual pieces, with project information and a digital newsletter to help participants in carrying out awareness raising activities.

The main challenge of mobilizing resources is to find sustainable funding sources for crucial project activities, particularly related to transportation, communication, and meeting materials. Although there is a measurable effort to get capacity in terms of SNs' skills to reach expected outcomes on CL, there still is room for improvement in terms of finding alternative funding resources for these key project activities. Again, a complementary effort to focus on persons of interests (i.e., private donors, congresswomen, first ladies, and social responsibility programs) and a social media strategy are instrumental in reaching new alternative funding sources. In the same way, efforts to coordinate with stakeholders, such as the private sector that mobilizes goods and services in the regions, cajas de compensación interested in increasing regional coverage, and local authorities, are considered a valuable and strategic actions to find funds for crucial project activities.

### *7. Improving coordination efforts to achieve cooperation among stakeholders*

Improving coordination efforts means improving existing institutional coordination bodies to achieve cooperation and resource sharing among local, regional, and national institutions for the Pilares project. For example, both the CC and the CIETIS could be instrumental for sustainability as long as they work under a framework oriented to share resources to fund key project activities (e.g., SNs transportation costs, and training sessions on CL and OUWC) and to transfer these activities to the Ministry of Labor, ICBF, Sena and regional and local governments.

The project has achieved measurable outputs, as related to inter-institutional coordination. Among them, the CIETIs in target municipalities are the most recognizable achievement by SNs, which have strongly resonated among participants. There is also a national-level Coordination Committee (CC) organized by Pact, where representatives of all projects being implemented in Colombia and funded by USDOL meet periodically to discuss recent developments, challenges, and share implementation experiences. However, the current coordination bodies are not strictly oriented to sustainability as long as they only share information instead of resources to fund key project activities. Therefore, it is recommended based on this finding that coordination bodies defined a goal with specific outputs, activities, and indicators to measure achievements in sharing resources to fund activities that are critical for the Pilares project sustainability.

Although these results show a significant advancement in just one year of implementation, challenges remain in reaching inter-institutional collaboration. The most critical problem is related to SNs needs to engage institutions for coordination and collaboration. For example, in the specific case of educational needs, SNs have to know what type of training they need before they get in contact with SENA. Therefore, it would be relevant to include in 2020 a specific module about SNs' requests to increase the effectiveness of assembling institutional structures to foster cooperation among stakeholders.

It is also recommended that the project better link activities to government institutions responsible for occupational safety and health (OSH), because the project has not had a specific achievement on this matter. In this regard, SNs' alliances with both the Ministry of Labor and the Ministry of Mines and Energy are relevant to increase the scope and capabilities

related to OSH. Other examples of stakeholder alliances that could increase the scope of the Pilares project in terms of training and sustainability are alliances with regional universities and cajas de compensación, whose educational programs on skills development are relevant to empowering SNs to combat CL and OUWC.

The following is a summary of paraphrases of stakeholder's views on assembling institutional structures.

- I had no idea that the CIETIs exist to combat CL. I did not know that this institutional body was there to help us fight CL. Now as a participant of the Pilares network, I have more knowledge about it.
- Pilares has improved inter-institutional collaboration among different public organizations that work on CL through tools, specific knowledge about CL laws, and the CIETIs, which have proved useful in the design of CL and adolescence public policy.
- Public institutions have found a great ally in the Pilares project because the development of SNs has facilitated local program implementation. CSOs are now organizing in one visible structure that increases social dialogue with public institutions.
- The inter-institutional coordination with the Ministry of Labor has mostly been a socialization activity. A significant improvement in institutional cooperation should be to have an exchange of technical assistance and funding of key project activities.
- From the perspective of regional governments, SNs should increase participation in coordination bodies of social programs, such as youth and gender social programs and committees. This participation will help in showing departments that SNs are relevant for both policy design and policy implementation.
- Before the Pilares project, CSOs did not work together in any of the four municipalities. The establishment of three SNs has been a significant advancement to link individual CSOs to reach common goals.

There is no sustainable strategy in place for crucial project activities that comes from inter-institutional bodies, such as the CC and the CIETIs. In the short term, an approach to find synergies between USDOL-funded projects and other donors-funded projects, with complementary goals at these institutional bodies could increase cooperation among stakeholders.

Also, finding synergies among projects with similar activities, outputs, and outcomes improves complementary efforts among USDOL projects. This recommendation is based on the existence of evidence of how the Somos Tesoro-Pilares synergy that has been proven useful to achieve the Pilares' outputs and outcomes.

#### *8. Mobilizing the media (radio, TV, written press) promotes cultural change.*

The development of SNs is a crucial asset for social development in rural areas where there is political instability and control by illegal armed groups. Because civil society empowerment is relevant to protect social leaders and CSOs as means to achieve the strengthening of SNs, there should be a constant and systematic presence of media for promoting a sustainable cultural change among communities. Social media plays a critical role in mobilizing society and the SNs through social media can reach the wider community. This also reduces the risk of encounters with illegal armed groups in areas controlled by them. Wherever it is possible, SN participants could receive training on community management of social media to include social marketing activities on the internet relevant to awareness raising about CL and OUWC.

The following is a summary of paraphrases of stakeholders' views on how project outputs have improved the communication strategy to pursue cultural changes to combat CL and OUWC.

- Awareness raising activities and the strong commitment of CSOs in their implementation have broken previous cultural beliefs about CL as an accepted social practice. Now communities acknowledge the negative impacts of CL on child development.
- After project training activities took place, miners and community leaders have taken CL as a social cause to advocate and promote children's rights and get better labor conditions. Even their language, when they talk about child labor, has changed.
- Communities are susceptible to issues, such as CL and OUWC, so that talking about them requires specific language and communication skills.
- A success factor is giving the participants a central role in each project activity. They have implemented their communication strategy with mentoring from the Civil Society Specialists of the Pilares project.
- We have difficulty communicating because we do not have access to the internet, and the villages are far away from each other. We communicate project advancements through a local radio station, making murals on the walls of the town and writing a newsletter.
- As a network participant, I feel thrilled when we get to meet other SNs, and when we participate in national events in Bogota to share and communicate our experience working in the Pilares project. It is very satisfying to work with other networks looking at similar goals and exchanging knowledge about the Pilares project in each municipality.

Awareness raising activities have focused on network development, giving participants relevant communication skills to promote and advocate against CL and OUWC. However, supporting regional and national media participation through universities and local TV channels, radio programs, and newspapers could help in both protecting community work done by the SNs and finding new and alternative funding resources.

*9. Promoting standardization and accreditation of a community network development program would improve the confidence and motivation of the participants.*

The Pilares project activities regarding skills formation and network development have focused on two aspects: 1) strengthening each SN's committee tackling one of the three project objectives, and 2) strengthening SNs.

In these two aspects, there is evidence of training, mentoring, and workshop activities for each committee and each SN. For example, during 2019, SENA was involved in trainings in project formulation, accountability, entrepreneurship, and computer skills with the SNs of Bajo Cauca. During 2020, SENA will implement similar trainings with the SNs of Sur de Bolivar and will train in other subjects according to the strengthening plans defined by participants in the region.

Despite these significant efforts build the capacities of SNs, there is an opportunity to get a certification on community network development by structuring a formal education program in SN development. As discussed earlier, SENA, regional universities, and the Ministry of Education are relevant resources to strengthen capacities in terms of methodological guides and skills certifications.

The following is a summary of paraphrases of stakeholders' views on learning activities provided by the project.

- All training activities have been instrumental because they have given us the skills and knowledge we can apply to in our communities. However, there is an ability gap among participants. There are people with more experience than others, so we need more training time to close learning gaps within our community.
- We have created some innovative tools to replicate learning activities, so we could include other CSO members that have not received training yet.
- There is a unique learning empowerment feeling when you get to know a law to talk with public servants about CL. One feels fearless of pushing local governments to do what it is supposed to be doing regarding CL. That feeling is because of Pilares project's learning activities and tools to work as a SN.
- In our experience, training activities in complementary education usually have a significant desertion rate. Among the main reasons are a lack of time, expensive transportation costs, too many classes in a short time, and the lack of an income to replace the income lost when a decision is made to study instead of working. The Pilares Project should take these into account when implementing active training sessions.
- Given our experience working in rural areas, we suggest doing fewer classes in a more extended period close to the home of participants in a schedule that does not interfere with work hours.
- Training in computer systems and communications and information technologies, especially for young participants, gives confidence and motivation to continue working towards reaching Pilares goals.
- Evaluations about training activities should be more frequent to monitor if learning methods are having the expected effect on participants.
- The learning methodology focuses on giving participants tools and knowledge, so they are in charge of organizing community meetings to replicate the learning process among other members of their community and CSO members.
- A training period of one year is not enough to get capacity, given the multiple learning goals around financial skills, network management, and project formulation.
- Having SENA as a strategic implementation partner will help us get a standardization of learning processes and materials.

Although there seems to be a positive finding in terms of how participants have received and used training and mentoring activities, there is undoubtedly a challenge to increase coverage and to include other members of participating CSOs.

Achieving higher coverage requires building the capacity of current participants to teach others. Promoting standardization and accreditation of a community network development program based on the Pilares project would also help with this in the long run. A tutoring program with certified and standard educational materials is also relevant in the short term. SENA, regional universities, and teachers are central to increasing the capacity to get a tutoring program that focuses on how to transfer knowledge and skills to new members.

*10. Promoting standardization of learning materials for mentoring, training and workshops for SNs drives the motivation of the participants.*

Learning materials and certified trainers become intermediate inputs to support the training and mentoring needs of SNs. The Pilares Project has provided participants with the knowledge and tools of a pedagogical model through which they are in charge of doing activities to

identify and document, raise awareness about, and implement solutions to address CL and OUWC.

However, the lack of a standard guide to mentoring, training, and facilitating learning workshops have given rise to an ad-hoc interpretation of the pedagogical model in each municipality. Therefore, capacity depends on trained people being available instead of depending on a general standardized methodological guide. It is, therefore, a capacity that works in the short run, but not in the long term. The project's efforts to get general methodological guidelines in the short term, and to achieve certified materials and skills, in the long run, are central to building sustainable capacity in SNs.

The following is a summary of paraphrases of stakeholders' views on learning activities provided by the project.

- One of its most significant advantages of the collective impact methodology is its flexibility and adaptation to social contexts. The goal is to leave capacity so that Pilares will slowly transfer the responsibility of leading SNs to the participating CSO members.
- According to the lessons learned from the CI, it requires at least five years to leave capacity for the long run. However, in Colombia, this methodology has been planned for only three years, which is a short period to reach expected outcomes, given the participants' initial level of education and the geographical and communication barriers that are common in rural areas.
- Workshops and training have offered tools and knowledge that empower CSOs to actively participate in finding solutions to public policy problems in each municipality.
- The methodology that Pilares has used to intervene is innovative and adequate to empower social organizations to become, in a network model, a source of data, awareness, and solutions relevant to combat CL.
- The methodology used by Pilares has helped to include different effects of the same problem because it has given voice to CSOs that know well what the various obstacles are to solve the same problem in different communities.
- The greatest challenge of Pilares is to promote an educational model that includes CSO members that have not been trained yet. Increasing the number of qualified people and the geographical coverage to include other villages has to be a relevant aim for the Pilares project.
- Expertise in learning materials and teaching methodologies to develop with the Civil Society Specialists will help us find alternatives to improve our work in and to identify new ways of including other CSO members in training activities.

Stakeholders have received the project methodology well. However, the achievements in capacity have not yet developed instruments to remain with the SNs in the long run. There is a lack of a certified program that could provide trainers or standardized teaching materials across municipalities. These two factors will reduce the capacity of the project to respond to long term training and mentoring needs of the SNs.

*11. Having a comprehensive monitoring and evaluation system to measure progress of the project and road towards the results. Articulating this system with the strengthening plans of the SNs.*

The comprehensive monitoring and evaluation system (the CMEP) is considered a substantial strength of the project. It has provided data and analysis for making decisions about the Pilares project, taking into account the unique features of each territory that are relevant for the development of SNs' capacities. Built on a results framework, it has allowed the writing of

useful technical reports to the donor while providing data to the Project Director to make decisions for keeping the project on track towards achieving its expected goals. Moreover, the system is going to be transferred to the SNs through a training on computer skills, as well as monitoring and evaluation workshops, so that each committee can create its methodology to monitor specific activities and outputs related to their respective objective.

Despite the advantages of the CMEP, it could be useful to find common ground with other stakeholders to secure funding for key project activities, especially those related to M&E systems of SNs. For example, local and regional governments interested in public policy to combat CL and OUWC could benefit from data that is already available through the M&E platform, as long as there is a way to connect project activities to government efforts related to CL and OUWC. This articulation between the government and the M&E system could be done with internal indicators of each SN and be implemented as a required module on SNs' project formulation. On this matter, the project's M&E team has begun developing indicators to measure how well the M&E system of each SN is connected to the activities of key stakeholders to facilitate efforts for teaming up with stakeholders.

## 2.2. Lessons Learned<sup>13</sup>

The Pilares Project had also allowed identifying lessons learned that are relevant to risk management<sup>14</sup>. *Exhibit 3* describes the positive and negative lesson learned to date. It also explains the context behind these lessons learned and the potential for scalability of positive results in the following years.

*Exhibit 3. Lessons Learned*

Lesson Learned	Context	Interest Groups Involved	Positive or Negative Effect	Scalability Potential
1. CI and capacity development approaches upon which the project strategy is grounded will require more than the three years originally planned for the project to be sustainable, especially considering that the solidarity networks became active towards the end of the first year of the project.	Project funding was assured only for three years.	CSOs and SNs	<b>Negative:</b> Relevant activities to build capacity in CSOs will fall short in technical assistance and skills formation towards the sustainable functioning of SNs	An extension of funding resources will allow the project to complete key activities using the CI and capacity development approaches.
2. SNs are a useful alert system to protect participants against violent threats.	The project had to suspect activities twice Bajo Cauca during 2019 due to insecurity in the region.	Illegal armed groups	<b>Positive:</b> SNs have improved communication about violence risks to participants.	Safety conditions change without prior notice. SNs have become an early warning mechanism to alert participating members about safety conditions.

<sup>13</sup> According to ILO (2014), "A lesson learned may become an emerging good practice when it additionally shows proven results or benefits and is determined by the evaluator to be worthwhile for replication or up-scaling".

<sup>14</sup> Technical Progress Reports, 2018, and 2019.

Lesson Learned	Context	Interest Groups Involved	Positive or Negative Effect	Scalability Potential
3. Limited CSO skills to solve organizational disagreements or power struggles and manage effective communication to address conflicts block progress in the implementation of the collective impact methodology.	6 of the 58 participating CSOs are not active in the SNs. There are communication issues and conflicts between and within CSOs that affect the SNs' ability to reach expected outcomes.	CSOs and SNs, particularly in El Bagre	<b>Negative:</b> The SNs' risk for unsustainability increases.	The number of CSOs that have presented internal difficulties is unknown, and currently, there is no process to determine the nature of internal organizational conflicts. Creating a record of these issues for future reference and how conflicts were solved is useful for identifying strategies relevant for the Pilares project.
4. The lack of internet connectivity and expensive transportation costs affect SNs' activities.	The rural areas where CSOs are located lack adequate transportation infrastructure, regular access to the internet, and consistent energy supply to facilitate operations of SNs.	CSOs and SNs	<b>Negative:</b> The SNs' risk for unsustainability increases.	There is not a short-term solution to overcome these barriers. Informal alternatives to solve it are transportation pool schemes and communication tools, such as project billboards, timetables for planning, and radio programs to share program updates. The Regional Development Fund is a funding alternative to community projects to provide resources to overcome communication and transportation barriers.
5. Alliances with SENA and ICBF generate short-term positive results.	There have been training courses with the National Service of Learning (SENA) regarding project writing and computer skills. The ICBF mobile team visited the Sur de Bolivar during 2019.	SENA, ICBF, and SNs	<b>Positive:</b> Improves capacity in the territory, including among CSOs, public servants, and family commissioners.	There is no evidence of a formal alliance. Promoting agreements and joint work plans with these entities and including specific indicators in the CMEP formalizes coordination and strengthens positive effects.
6. The instability of local governments is a challenge for the Pilares project.	Political instability increase the risk of corruption and lack of accountability. There is also a high risk of turnover of public officials due to impeachments of local mayors.	Local governments	<b>Negative:</b> Increases the risk that project activities cannot be sustained/scaled up due local institutional weakness.	The project should focus on linking project activities to the ENETI 2017-2027, promoting institutional links with the national and regional CIETIs, and advocating for SNs' active participation in local development plans.

*1. Collective impact and capacity development approaches upon which the project strategy is grounded will require more than the three years originally planned for the project to be sustainable, especially considering that the solidarity networks became active towards the end of the first year of the project.*

The CI and capacity development approaches require more than three years to build the capacities of SNs to be sustainable. Considering that the solidarity networks were formed 10 months after the project started, which is according to what it was expected, the current state of the Pilares project is already facing pressures in having to conclude many activities in 2020. For example, training activities on project formulation skills have not yet concluded, so not all SNs can present projects for small grants funding by the project. There is a risk of falling short in providing a level of capacity building to make SNs sustainable in the long run. The following

lessons learned show why it is relevant to get an extension of the Pilares project to ensure long term capacity building in SNs.

## *2. SNs are a useful alert system against violence threats*

Violence frequently escalates in the project's target areas without any notice, presenting security risks to civil society actors doing community work. Having CSOs connected in a SN has also improved the ability of the participants to stay abreast of risks of violence and avoid activities that may be dangerous for their lives when carrying out project activities, as well as other activities for their organizations. Before the SNs were in place, it was challenging to reach out to other members of the community, especially when illegal armed groups exert social control on the territory using violent methods, such as killings of community members.

Therefore, a lesson learned is that SNs have been useful for building an early warning system against violent threats among civil society members. The effect of this positive externality of SNs is the presence of an information network relevant to avoid risky project activities or community initiatives when the risk of violence reaches levels of credible threats to the lives project participants and community members. The system is particularly suitable in Bajo Cauca, where there is an active presence of illegal armed groups.

The following is a summary of paraphrases of stakeholders' views on SNs serving as a useful information network.

- Violence is a problem that affects the Pilares project; however, it does not stop communication among SNs that continue over channels such as virtual chats.
- There is a constant threat to the life of social leaders that makes it difficult to carry on project activities. Illegal armed groups have prohibited social leaders from having any meetings at all<sup>15</sup>.
- We have worked having illegal arms groups in the municipality for a long time. It is like a tacit accord that if we do not interfere with their economic interest, they will let us work. However, the best way to keep them outside is to improve inter-institutional efforts to have a constant presence of many public and private institutions in each municipality.

A recommendation is to create a protocol within the risk management strategy that includes the formalization of SNs as a mechanism to inform their members when safety conditions deteriorate to the point that the Pilares project becomes dangerous for the lives of participants. Although these networks may be valuable for other national systems that follow activities of illegal arms groups, it should be noted that making these networks visible could increase the risk of violent actions against SN members. Therefore, any effort to scale up this positive externality of SNs should be made carefully, because it also increases the risk of them being targeted by illegal armed groups.

## *3. Organized and well-structured CSOs do not automatically work well with other CSOs within an SN.*

CSOs are the basic building block of the SNs. However, a well-functioning SN requires more than well-organized and structured CSOs as individual members. As a network, CSOs must learn to solve conflicts in order to work together and have the necessary tools to face

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<sup>15</sup> Although no threats have taken place against anyone participating in Pilares, threats to leaders may hamper their continue participation in the SNs and the project and threatens the sustainability of their activities.

organizational disagreements or power struggles. In this sense, project activities related to the strengthening of conflict resolution skills have proven extremely important in providing CSOs with the skills and tools necessary to work together towards a common goal.

Currently, there are 57 active organizations participating in the three SNs, out of which six CSOs are inactive due to security or motivational issues. Field interviews show that the SN in Bajo Cauca is having difficulties with members working together, mainly due to internal power conflicts.

Based on the previous finding, the project should tackle internal problems among CSOs by continually investing in conflict resolution training as part of the strengthening plan for network development. It is an essential requirement to get a proper network capacity that takes advantage of each CSO's organizational strengths.

On the other hand, it has been more challenging to increase the CSOs' commitment when there are several disarticulated projects in each municipality instead of having them articulated towards complementary goals. CSOs usually are participating in more than one project, so once the funding is over, they continue focusing on other projects that are not necessarily connected to the same goals.

Therefore, unless projects are articulated in through programmatic alignment, the more initiatives there are in each municipality, the more challenging it is to get a commitment to sustainability in terms of CSOs' participation. If it is possible to find synergies between projects with similar and complementary aims, the confidence and commitment from CSOs will increase. The evaluation team realizes that having an articulated program of projects with similar goals is rather difficult to achieve due to different project cycles and financial responsibilities. However, finding synergies at the field level by sharing data, resources, lessons learned and best practices could be improved by presenting a common strategy of interconnected collaboration and complementary efforts among USDOL projects and other donors-funded projects to the participants.

The following is a summary of paraphrases of stakeholders' views of how relevant SNs are perceived as tools to community development.

- Our municipality has 32 small villages, and it is quite challenging to reach out to all of them if we have to visit them one by one, but once we implement the SNs of the Pilares project, it becomes easier to reach out in a network.
- We lost confidence in public projects because they usually do not stay long enough to offer proper assistance to reach expected outcomes. Pilares has not hired external experts but has focused on training us to become problem solvers in our municipality. We do hope it stays long enough to give us the confidence to achieve expected outcomes.
- When Pilares began, people did not show a great deal of interest because other similar projects have come and did not stay long enough to inspire trust and commitment.
- When we presented the project to the CSOs, we insisted that it was going to be their project, but the commitment to make it has to be equally owned by both sides (CSOs and project staff).

The recommendation based on the previous finding is to offer specific training on how to solve internal conflicts so that SNs can leverage the organizational strengths of their members constructively. Moreover, the Pilares project's challenge in improving conflict resolution skills matters in terms of the sustainability strategy as well, because without these skills, the survival

of the SNs, particularly in el Bagre, is at risk. A 24-month project extension could provide time and resources to this end.

#### *4. The lack of internet and expensive transportation costs affect SNs' activities.*

Communication and transportation are central to SNs' operations and sustainability, given the geographical distances among rural villages. There is no internet connectivity in Sur de Bolivar, and transportation costs are expensive in all the municipalities.

Although there is no short-term solution, the project has found innovative alternatives that have become a lesson learned. These include transportation pool schemes and communication tools, such as project billboards, timetables for planning activities, and radio programs to communicate project advancements. It is also important to mention that, despite these limitations, the SNs are working together and interested in creating digital tools to monitor their activities.

Other solutions include organizing SN meetings where CSO participants are based. Regardless of how difficult transportation might be, it could help to share high costs if meetings are organized in a different village, on rotating basis. Besides, difficulties in communication due to geographical barriers and the lack of internet connectivity might benefit from the rotation as villagers will see the presence of other actors in their communities.

There is also a public policy alternative related to advocating for the use of public resources managed by the DNP. Once capacity for project formulation is in place, SNs and regional and local governments could present projects to the Regional Development Fund managed by DNP to implement community projects to overcome these barriers. In this regard, the Regional Development Fund is a funding opportunity that is available to any community project developed by SNs that shows a direct link to the National Development Plan<sup>16</sup>.

#### *5. Alliances with SENA and the ICBF lead to effective results that increase participants' confidence in and commitment to the Pilares project.*

Training activities performed by SENA are considered by project participants as activities that bring joy and a high sense of achievement that can be translated into high levels of commitment and trust in the Pilares project. Similarly, a recent visit by ICBF's team to Sur de Bolivar was received by participants as a vote of confidence on the SN's effort to become part of the solution of addressing CL in the region.

SNs should be able to identify in advance educational needs and logistic efforts to scale up positive effects. A formal alliance with SENA and ICBF linking educational needs to the SNs' projects could facilitate communication between SENA and ICBF and the SNs.

#### *6. The instability of local governments is a challenge for the Pilares project.*

Besides communication and transportation barriers, the Pilares project has faced the instability of local governments, which has weakened efforts to consolidate SNs and achieve expected outcomes.

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<sup>16</sup> More information can be found at [www.dnp.gov.co](http://www.dnp.gov.co)

The project has learned that it is common for local mayors to get impeached and that they typically do not stay in office long enough to maintain a sustainable and committed relationship to project activities. Against such an institutional constraint, the project has had to deal with long waits to connect with local government representatives, often having to have multiple engagements with different people about the project, its objectives and relevance to local government planning. This has made it challenging to create economies of scale in dealing with local public offices and has created a bottleneck to sustainability.

The recommendation to offset the negative effect of this lesson learned is to bring SNs to engagements with local and regional stakeholders about development plans and to advocate for the implementation of the public policy for children and adolescents. Therefore, in this case, an alternative strategy could include to focus efforts to influence the implementation of the National Strategy to Prevent and Eradicate the Worst Forms of Child Labor and Protect Youth Workers 2017-2027 (ENETI) at local or regional levels instead of spending resources to get stable relationships with local mayor's offices. In this way, SNs can be seen as a relevant asset for the planning and implementation of local public policy. This strategy also creates a need to fund the development of these efforts with public resources, including through regional development plans.

# 3. Findings and Recommendations

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Below are the main findings of the midterm evaluation with specific recommendations for each analytical category. Recommendations are based on findings, and they complement those presented in Section 2, which follows internationally accepted lessons learned and best practices to combat CL. In this Section, findings are based on responses to the evaluation questions stated in the TOR for the midterm evaluation.

## 3.1. Relevance and Strategic Fit

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The evaluation TOR included a question regarding the relevance of the project's strategy to the goal of improving the capacity of civil society to better understand and address child labor (CL) and promote acceptable conditions of work in the ASGM sector in selected municipalities of Bajo Cauca and Sur de Bolivar. The following section, including *Exhibit 4*, presents the midterm evaluation findings related to TOR's question on relevance.

The Pilares project seeks to develop durable solutions against CL and OUWC in the ASGM sector through the strengthening of the capacity of CSOs. Although the results framework is well articulated regarding activities, outputs, and outcomes and relevant in terms of the CSOs' needs to work as SNs, there seems to be an insufficient link to national, regional, and municipal public policy objectives and development plans.

In other words, neither the results framework or the CMEP show how the Pilares project is linked to long-term national public policy goals. Thus, it could be useful for the sustainability strategy to have the project's results framework and activities connected to long-term national public policy goals as long as it facilitates the access to public funding opportunities. It might be considered as an extra step for the project after achieving the expected outcomes, and as a complementary aspect of the sustainability strategy.

Even though the project has a focus on strengthening the capacity of civil society and not on influencing policy, this aspect becomes central to achieve durable solutions because it affects access to public funds. For example, DNP's Regional Development Funds<sup>17</sup> require a social project to be linked to the national development plan's goals on CL and OUWC to support it financially. In this regard, ARM has taken steps towards improving the project's visibility at the national level by offering their experience for improving social dialogue, alignment with public policy, and improving governance of mining activities that could be instrumental to connecting SNs to national, regional and local development plans.

While there are efforts to contribute to policymaking processes through links with national-level institutional authorities, influencing long term public policy goals on CL and OUWC seems to be crucial to the project's sustainability. Once SNs know how to structure an initiative or a project, they can connect their projects to the national public policy goals and access resources of the Regional Development Fund managed by the DNP. For example, using SNs'

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<sup>17</sup> DNP manages royalty resources through several funds to which SNs and local governments could apply to access funds linked to national, departmental, and local development plans. For more information, visit <https://www.dnp.gov.co>.

participation on the CIETIs to structure projects that address CL and OUWC with the support of local and regional governments will be more effective in accessing public funds when projects are connected to national policy goals.

Efforts to empower civil society will face sustainability challenges if there is no public funding for overcoming the difficulties related to communications, transport, and institutional instability of local governments. Influencing public policy by connecting to long-term public policy goals is a central activity to improving funding opportunities and reaching inter-institutional cooperation among local and regional governments.

*Exhibit 4. Results framework Analysis*

<p><b>Development Objective (lnk to national public policy on CL and OUWC)</b></p>	<p>The Project Document describes the relevance of the project in complementing public policy actions to reduce CL and OUWC (page 7). However, neither the results framework nor the CMEP state a direct link between activities, outputs, and outcomes to a public policy goal or short, medium- or long-term indicator of CL and OUWC.</p> <p>Connecting the Pilares project to long term national public policy goals will increase funding opportunities to get durable solutions to combat CL and OUWC. A starting point to better connect the Pilares project to national public policy is to promote the SNS’ participation in the CIETIs to structure CL and OUWC projects that are linked to national public policy goals. Once projects have been structured with the support of local or regional governments, they could be presented to the DNP’s Regional Development Fund.</p> <p>There is currently a national budget of COP 31.2 billion for the program “Boys and Girls First” related to CL, and a budget COP of 31.7 billion for the program “Decent jobs, access to markets and decent income” related to OSH. The current goal of reducing CL is 25%, which means a reduction from 7.3% to 5.5%. In terms of OUWC, the national development plan has a goal of increasing formal jobs to 41.2%.</p>
<p><b>Objective</b></p>	<p>The main goal is precise and crystal clear. However, it is not linked to public policy goals for 2019 and 2020. The Pilares project capacity to relate to a public policy network in terms of sharing resources and improving sustainability actions is limited. Although local CIETIs are relevant for coordination and collaboration at local levels, their access to budget resources is not relevant for project sustainability. Therefore, the Pilares project efforts to access resources should focus at regional and national levels, showing how SNS become instrumental to the current goal of reducing CL and OUWC.</p>
<p><b>Outcomes</b></p>	<p>Outcome 1 seeks to improve the capacity of civil society to identify and document accurate, independent, and objective information about CL and OUWC with emphasis on the ASGM sector. Associated indicators measure change in knowledge and the ability of CSOs to achieve this outcome.</p> <p>Outcome 2 seeks to improve the capacity of civil society to raise awareness about the protection of workers against child labor and violations of acceptable working conditions with emphasis on the ASGM sector. The associated indicators are outcome-oriented, in terms of measuring the progress of knowledge and skills towards achieving the expected outcome.</p> <p>Outcome 3 corresponds to improving the capacity of civil society to implement initiatives to address CL and OUWC, including facilitating access to grievance mechanisms for victims of labor exploitation. The associated indicators are result-oriented (% of CSOs with improved capacity to implement initiatives that respond to CL and OUWC and % of CSOs with knowledge in relevant areas of the regulatory framework, rights demand mechanisms, and other organizational areas). Follow-up is based on a baseline of the CSO performance index to assess the changes in capacity resulting from project interventions.</p> <p>Outcome 4 seeks to improve the performance of solidarity networks to address CL and to OUWC. For this outcome, the Pilares project does not have specific output-oriented indicators yet, because SNS have to decide what activities they are going to implement next year. There are general outcome-oriented indicators associated with the percentage of SNS with improved performance to respond to CL and OUWC.</p> <p>To achieve each outcome, each CSO taking part in one of the SNS in El Bagre, Zaragoza, and Sur de Bolivar formed working groups that address each of the first three outcomes. Therefore, in each one of the SNS, there is a working group 1 leading to the identification and documentation of CL and OUWC; a working group 2 leading the process of raising awareness through communication and advocacy; and a working group 3 leading the implementation of initiatives to address CL and OUWC.</p> <p>is the project has carried out a baseline of CSOs’ needs and initial conditions for each working group. The first test evaluated organizational skills for each CSO in the SNS. Data collected on this test has been used to create the Civil Society Actor Performance Index (CSAPI). The index has four main</p>

	<p>domains to measure organizational practices related to (1) effectiveness, (2) efficiency, (3) relevance, and (4) sustainability.</p> <p>The second test, known as the Pretest, evaluated knowledge about definitions, laws, and procedures to identify and document CL and OUWC (working group 1); knowledge about communication and advocacy strategies that includes knowledge of photography, writing, relationship building with public entities, and communication with communities (working group 2); and knowledge of grievance mechanisms and laws of CL and OUWC (working group 3).</p> <p>The analysis of the two initial tests has allowed the project to develop strengthening plans according to the CSOs' needs in each municipality. The project has also carried out an assessment of political, cultural, social, and cultural conditions in each municipality through a pre-situational political economy analysis exercise.</p>
<b>Outputs and Main Activities</b>	<p>CSO members in each SN have signed a voluntary agreement of cooperation.</p> <p>The products and activities associated with outcomes 1,2,3 and 4 during 2019 focused on establishing the SNs; conducting capacity building activities, designing and implementing tools to identify and document CL, awareness raising activities and establishing CIETIs in the target municipalities.</p>

### 3.1.1. Project Assumptions

*Assumption 1: Field conditions will remain safe enough to carry out project activities*

The implementation of Pilares in remote and rural regions where there is a presence of illegal armed groups represents one of the most significant strengths because those are the most underserved communities, and that's where there is a high prevalence of CL and OUWC in ASGM<sup>18</sup>. In other words, it is in those rural areas where the project is most needed.

Despite this relevance, the risks associated with challenges to the assumptions of the project's results framework theory are considerably high. For instance, due to insecurity in the region, the Pilares project has been suspended twice in Bajo Cauca resulting in delays in several project activities.

Given that security levels, particularly in Bajo Cauca, are considered low, there is a higher probability that the Pilares project would be less effective compared to Sur de Bolivar. Therefore, the project risk management strategy should be adjusted to security levels to reduce the negative impact of insecurity on the Pilares project. In doing that, Pilares might consider carrying out training and mentoring activities outside of danger zones or developing educational materials to implement an alternative educational model with fewer meetings. The recommendation should be implemented in the short term before the project ends.

*Assumption 2: There are no changes in government laws or policies that adversely impact the project's ability to work in activities related to CL and OUWC*

In terms of government policy and laws during the project's implementation, the legal framework has remained without changes. In particular, the fundamental rights for children and adolescents and their protection when working are declared by Article 44 of the Constitution, Law 1098 of 2006, and the Colombian Labor Code.

There are also specific norms about the types of activities children and adolescents are allowed to work in and judiciary sanctions for breaking the law, such as Resolution 4448 of 2005 and the penal code for crimes related to CL and the worst forms of CL.

<sup>18</sup> Project Document, Building the Capacity of Civil Society to Combat Child Labor and Improve Working Conditions: Colombia, 2019, PACT int. p.6.

It is also relevant to note that there is specific mention of displaced populations of children and adolescents from Colombia's internal conflict in several sentences of the Constitutional Court (e.g., sentences T-025 of 2004, SU-1150 of 2000, and T-215 of 2002). In addition, Colombia has adopted the international legal framework of the International Labor Organization (ILO) related to the Worst Forms of Child Labor Convention (No. 182) of 1999, and the Minimum Age Convention (No. 138) of 1973, and the Convention on the Rights of the Child proposed by UNICEF in 1989.

In the same way, the policy framework stated in the National Strategy to Prevent and Eradicate the Worst Forms of Child Labor and Protect Youth Workers, 2017 – 2027 (ENETI) has also applied during the last two years. Therefore, the institutional setting created to combat CL and OUWC led by the Social Protection System continues in place as the central coordinating body of the policy framework.

In this institutional setting, sectors such as health, education, labor protection, social security, family wellbeing, job skills education, and all social programs managed by the national government are supposed to create a coordinated action to combat CL, worst forms of CL, and protect the young worker. The CIETI embodies the institutional setting to achieve this, created by the Social Protection System.

At the municipal and departmental government levels, there is also the Social Policy Committee, which is in charge of coordinating the National System of Family Wellbeing and analyzing and implementing the Children and Adolescent Public Policy. Finally, from the national government perspective, there is a social investment priority to combat CL, as stated in the National Plan of Development 2018-2022. There are specific goals to reduce CL, with dedicated funding of COP31.2 billion to achieve specific CL goals.

The international legal framework for health and occupational hazards accepted in Colombia has not changed in the last two years, during the Pilares project. In particular, the international laws that are approved by the Colombian legal framework, such as the Universal Human Rights Declaration (Articles. 23, 34 and 25) from 1948; the Global Pact on Economic, Social and Cultural Rights (Article 7) of 1966, the International Convention to Eliminate All Worst Forms of Discrimination against Women (Article 11), the Health Services on the Job Convention (Article 161) of 1985, the American Declaration of Human Beings' Rights and Duties of 2015, the Buenos Aires Protocol (Article 9), and the San Salvador American Convention about human rights, continue serving as international reference points for Colombia's framework.

It is important to note that national policy for both health and occupational hazards and the eradication of CL is a responsibility of the Ministry of Labor, which has not changed its guidelines during the Pilares project.

Based on this, the Pilares project efforts to connect civil society with the national legal framework could be improved by getting inter-institutional cooperation to: 1) allow SNs to upload data on CL into existing information systems, and 2) including data collected by SNs on health and occupational risks in ASGM in national information systems. Both actions of uploading data into national information systems can open access to public policy resources since SNs are located in rural areas where the Ministry of Labor is not present. The Ministry might see this alternative as problematic due to methodological issues, such as the collection of different types of data by CSOs and the scope of data collection instruments used by the project. However, the project may consider proposing the citizen participation module in the SIRITI as the first entrance of the data collected by SNs.

*Assumption 3: Civil society actors and public institutions are committed to work with the project and in the networks*

Motivation and commitment were evident in group interviews. However, low income and access to illegal activities with better income prospects are a constant threat for long-term commitment and motivation. As long as economic opportunities are limited, the motivation and dedication to maintain the SNs will depend on family income status.

A reduction of income will reduce the time and activities of participants in the Pílares project, so it would be helpful to find synergies with similar projects that can offer income assistance through support of productive projects or direct cash transfers.

Recommendations to increase the commitment and confidence of civil society, based on the previous finding, include: 1) finding synergies among projects with complementary goals that offer income assistance; 2) raising awareness about the harmful consequences of illegal mining on CL and OUWC; and 3) standardizing and certifying skills acquisition on community network development to enable income generation in the long term.

*Assumption 4: Political stability will be remain at a level that allows the implementation of project activities*

Local governments in the selected municipalities have not been stable after Colombia's peace agreement of 2016. Permanent changes in the local public administration have hindered the project's efforts in achieving alliances with the local public sector. For example, in the municipality of Barranco the Loba, there were seven changes of the mayor during the last two years.

Establishing sustainable relationships with local governments has not been an easy task. There is a high turnover of public servants, change of priorities with new mayors, and long waiting hours before speaking with public representatives, as evident through testimonies collected during fieldwork.

Moreover, the project's two target regions are prioritized by the Agency of Territorial Renovation (ART) for regional development programming in support of the peace process due to the prevalence of illegal economies, high poverty rates, and the high incidence of armed conflict.

The evaluation team's recommendation is to promote SNs' participation in the design and implementation of the municipal and regional development plans and the implementation of the Public Policy for Children and Adolescents to create institutional links that are stable and valuable for the Pílares project and sustainability.

Exhibit 5 describes the project assumptions, the current realities of these assumptions, the findings identified in the context analysis, and the mitigation actions suggested as opportunities for improvements in the implementation of the project.

*Exhibit 5. Validity of Project Assumptions*

<b>Assumption</b>	<b>Context</b>	<b>Current Status</b>	<b>Mitigation Action</b>
Field conditions will remain safe enough to carry out project activities.	Safety conditions in Bajo Cauca have forced the project to suspend activities twice in 2019.	<b>Assumption challenged:</b> Safety conditions affect the Pilares project.	The project's risk management strategy should be adjusted to the security challenges to reduce their impact. In doing that, Pilares might consider either training and mentoring outside of danger zones or developing educational materials to implement an alternative educational model with fewer meetings.
There are no changes in government laws or policies that adversely impact the project's ability to work in activities related to CL and OUWC.	There were no changes during 2019 that affect the project's ability to work in activities related to CL and OUWC.	<b>Assumption valid:</b> There are no changes in the regulatory framework.	There is no change in the public policy framework defined in the ENETI 2017-2027. Therefore, making the project's contribution visible and aligned with long-term national goals on CL and OUWC is relevant to increase public funding for durable solutions to CL and OUWC.
Civil society actors and public institutions are committed to work with the project and in the networks	Low income and access to illegal activities with better income prospects remain a threat to the long-term commitment and motivation.	<b>Assumption valid:</b> motivation and commitment were evident in group interviews. However, there is a threat associated with access to informal mining and illegal activities because these activities offer higher economic gains to support living conditions.	The project is recommended to promote synergies with other projects with similar aims that focus on economic improvements for participants. The project should also standardize and certify skills acquisition to enable income generation. Additionally, the project should raise awareness about long term negative consequences of increasing illegal mining.
Political stability will remain at a level that allows the implementation of project activities	Local governments have not been stable. Permanent changes in the local public administration have hindered the project's ability to achieve alliances with the local public sector.	<b>Assumption challenged:</b> The most critical challenge to the project's sustainability remains the ability to establish a stable relationship with local governments.	Pilares should promote the development and implementation of the the ENETI 2017-2027 at the municipal level, and the child labor policy/plan. In addition, the project should promote active participation in departmental CIETIs.

### **3.1.2. Recommendations to Improve Relevance and Strategic Fit**

Recommendations to improve the relevance and strategic fit are complementary to the general recommendations as long as they focus exclusively on enhancing the project's capacity to respond to contextual factors that challenge the Pilares project. The recommended actions are described in exhibit 6.

*Exhibit 6. Recommendations to Improve Relevance and Strategic Fit*

Recommendation	Purpose	Stakeholders	Priority Level	Expected timeframe for implementation in months
Promote regional synergies among projects with similar goals.	To increase inter-institutional and inter-projects collaboration.	USDOL, USAID, U.S. Embassy, local and regional governments.	Medium Term	6
Promote the participation of local school teachers and local unions in SNs.	To increase the skills and capacity to develop methodological and didactic materials.	Ministry of Education, regional governments	Short Term	3
Increase SNs' links to regional and national government programs through participation in regional and national CIETIs.	To improve funding opportunities in specific programs where the SNs can support the presence of the regional governments.	Regional governments, Regional offices of the ICBF and nearby territorial offices of the Ministry of Labor.	Medium Term	6
Promote the connectivity to SIRITI using the Citizen Participation Module.	To develop a mechanism to upload the information collected by SNs in the SIRITI.	Ministry of Labor, SIRITI System, Citizen Participation Module.	Medium Term	6
Promote formal strategic alliances with ICBF and SENA to improve strengthening plans and access to financial support.	To sign formal cooperation agreements to access financial resources vital for project sustainability.	SENA, ICBF	Medium Term	6
	To include in project formulation specific training demands for SNs projects.			

## 3.2. Project Progress and Effectiveness

The evaluation TOR included a question regarding the effectiveness of the project's interventions. This chapter discusses findings on the progress and effectiveness of the project methodology to increase the technical and organizational capacity of participating civil society actors to achieve the project's outcomes. The chapter is organized into two sections. In the first section presents the progress of the capacity building strategy, focusing on the project performance against target values. The second section describes the effectiveness of the capacity building strategy by explaining how stakeholders have received the project's outputs in terms of building local capacity to combat CL and OUWC. The chapter ends with a summary of lessons learned, good practices and recommendations stemming from the implementation of project strategies to date.

Pilares has worked with Solidarity Networks (SNs) that have been empowered through technical and organizational interventions to identify, inform, raise awareness, and promote pertinent initiatives about CL and OUWC in the ASGM sector. The SNs organized committees operating as coordination mechanisms for each one of the project's first three outcomes. The CSOs decide which committee(s) they want to be a part of, and the project facilitates regular committee meetings by covering transportation costs for member organizations. Each committee seeks to plan and implement activities related to the objective of each working group. They present a report on progress towards expected outcomes during the semiannual meetings of the SNs.

### 3.2.1. Progress of Capacity Building Strategy

As of December of 2019, there were 57 CSOs actively participating in three SNs operating in El Bagre, Zaragoza, and Sur de Bolivar (municipalities of San Martin de Loba and Barranco de Loba). The SN in Zaragoza has 23 CSOs (40% of total), whereas the SNs in El Bagre and Sur de Bolivar have 18 (32%) and 16 (28%), respectively. Among the total number of representatives, there are 59 women and 47 men. Moreover, 255 people have participated in capacity building activities, out which 188 are CSO representatives (61%), 29 are teachers (17%), and 38 are public officials (22%). SNs comprise miners, agricultural, fishing and other trade associations, associations of women, youth, indigenous and Afro-Colombian communities.

According to the CMEP, the following capacity building activities have been carried out at the local level:

- Creation of 3 SNs instead of two because of the large number of civil society organizations in Bajo Cauca and their interest to group into two networks in El Bagre and Zaragoza.
- 41 interventions to identify and document CL and OUWC.
- 42 interventions in areas of awareness raising, communication, and organizational practices.
- 36 interventions related to legal frameworks and access to grievance mechanisms.
- 6 SN encounters.
- A workshop on team-building skills and a workshop on communication skills.
- 4 tools to identify and document risks of CL and OUWC: three tools to document OSH at work and one to document CL.
- 2 reports at CIETI meetings in San Martin de Loba and Barranco de Loba.
- 3 advocacy activities at local levels: two cinema forums in Sur de Bolivar and one instance of participation in a youth forum in El Bagre
- 3 communication products: two posts in El Bagre and one radio message in Sur de Bolivar.
- 3 CIETI decrees supported.
- 9 CIETI meetings in San Martin de Loba, Barranco de Loba, and Zaragoza. In El Bagre, the CIETI has not met yet.
- Implementation of 3 events with the support of the mayor's office in Sur de Bolívar.

*Exhibit 7* describes the leading indicators of project progress, taking into account the intermediate goals for 2019 outlined in the CMEP<sup>19</sup> and measured through the Performance Index (PI) . The PI is estimated by comparing the target value and the actual value for each output. Both target and actual values add up the data from the Technical Progress Reports of April and October of 2019, the latter of which is the cut-off period for the PI measurement. In this sense, the PI index measures the progress of each output, taking into account what the project was expected to achieve during 2019 (April target data plus October target data) and what it achieved in 2019 (April actual data plus October actual data). A PI higher than one means that actual output implementation surpasses target output values, and a PI less than one means that actual output implementation was below target output values during

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<sup>19</sup> Comprehensive Monitoring and Evaluation Plan (CMEP) Document, 2018, Pact Inc.

<sup>20</sup> The Performance Index (PI) compares target values with actual values for each one of the project's outputs. Data is based on the performance indicators available in the technical progress report's (TPR) Annex A of October 2019. A PI higher than one means there is an over performance, and a PI lower than one means that there is an underperformance.

2019. Therefore, the PI index allows identifying which outputs are on track and which are not yet achieved.

According to the results, the Pilares project is on track to reaching expected outputs. There is, however, underperformance in the identification and documentation reporting system mechanism, which is the overall project indicator. The factor that explains this underperformance is the request made by the SNs to Pact to obtain specific training to implement a monitoring and evaluation system using virtual platforms, which the project is currently addressing. Although the project has not accomplished this output yet, there has been a positive response from the CSOs regarding the intermediate objective of increasing knowledge to identify, collect data, and document CL and OUWC.

- Pilares has given us the knowledge to identify and document CL and OUWC. Now we realize that what we have perceived as accepted practices are a violation of children's rights with high occupational risks. Now we know that there is a public policy to protect children and adolescents from the worst forms of work.
- Having SNs with CSOs working towards common goals has improved civil society dialogue with local governments around CL and OUWC. This result has increased confidence and trust among community members.
- The CI methodology has been successful in including different stakeholders that are interested in working to combat CL and OUWC. Among the SNs, there is a diverse group of CSOs from the mining and the agriculture sectors that have been able to participate in local committees such as the Social Policy Committee.
- Pilares has significantly contributed to raising awareness of the importance of the CIETI for civil society. The empowerment provided by the CIETI has to be complemented with keeping it functioning.
- It has been highly satisfactory for most of us to work with Pilares and the SNs to increase the knowledge of CL and OUWC in our communities. It has given us a sense of purpose to improve each day and combat CL and OUWC as parents, friends, and members of our community.

As of October 2019, one of the most significant advances is the development of tools for the identification and documentation of CL and OUWC (OTP 1.2.1). Tools have been developed in a process consisting of workshops and training sessions that included the recommendations of technical teams of the ICBF and the Ministry of Labor. The four tools designed exceeded the target value of two tools for 2019, with three specific tools on health and safety at work and one tool on the identification of CL. These tools included two for communities and one for gold mining.

The tool on the identification of CL was developed after reviewing 21 CL tools available in Colombia and worldwide. The purpose of the tool is to identify risk factors by collecting data on activities related to CL. It also collects data on public infrastructure of schools and roads to measure access and quality aspects. The tool includes a specific module about CL in mining activities. Additional resources that were consulted for the design of the tool included: the SIRITI survey; the DNP's CL predicting model; UNICEF and ILO instruments; and Somos Tesoro's tools developed for the Comprehensive Route of Territorial Management for the Prevention and Elimination of Child Labor in Mining.

On the other hand, the three specific tools on health and safety at work were developed according to the legal framework in Colombia. The purpose of each tool is to measure the work environment and community knowledge about health and safety at work in mining. The

tool has been designed to be applied at two different points in time: at first, community members are invited to a focus group discussion about health and safety at work; then, local public officials are interviewed to get official data and triangulate testimonies collected from community members. Some of the issues that are included in the tools are related to social security, signposting at work, the existence of personal protection elements at work, the use of toxic substances in mining, identification and evaluation of risks, and accidents and training to prevent accidents, among others.

The following are some paraphrases from stakeholders interviews regarding the SNs' use of tools to identify CL and OUWC risks. All the tools were designed to identify risks of CL and OUWC.

- Pilares has provided SNs with tools to improve and empower civil society participation in the CIETIs, which we consider as an essential contribution to social dialogue.
- SNs have used data collection tools to improve our early alert system for CL risk identification in such a way that the community has a better understanding of what we do and why we do it.
- SNs' work has increased social awareness of the negative consequences of CL and OUWC through values of cooperation and solidarity, which are overall values useful to work side by side with the community.

Another significant performance has to do with the number of SN meetings (OTP 4.2). Pilares has facilitated 3 SN meetings in El Bagre, Zaragoza, and Sur de Bolívar and teamwork training in Sur de Bolivar. Although these meetings do not necessarily represent a higher capacity to develop interventions, they represent a mechanism to exchange learning experiences between SNs. In other words, a higher number of meetings does not necessarily mean improved capacity of SNs to work together, but it presents a mechanism to exchange project experiences among regions and municipalities.

The following are some paraphrases from stakeholder interviews regarding the SNs' ability to develop interventions.

- We went to Pueblito Mejia (Sur de Bolivar) as part of our work as members of committee 1. There, we explained what CL is and why it is essential to collect data about it. We did that without threatening to call local authorities to take children away. We collect data without names or any personal information. We just said that there is a high risk of CL and OUWC. After that, we did a report that we have submitted to committee 2, which carries out awareness activities, so that they can prepare a visit to the village.
- Working in a network is crucial because it allows us to talk to the mayor and local teachers. It hopefully will help us talk to the governor about CL and OUWC and also about our needs as a community.
- Before Pilares, we saw each other as people working in their own businesses. But now we see each other as part of a SN with a common goal to combat CL and OUWC. Now we go together to the mayor's office to talk about it instead of going alone. That has given us a sense of empowerment and ownership that has helped us to gain better opportunities for reaching agreements with our municipality's government.

The increase in the number of networks created (OTP 4.1) partially explains the performance of the other capacity indicators. The increase in SNs from two to three boosted the number of interventions implemented, which in turn improved project performance on related

indicators (OTP 1.1.1, OTP 2.1.1, OTC 2.2, OTP 3.1.1, and OTP 4.3) compared to the target values set for 2019.

There was also a wide range of international cooperation projects in Bajo Cauca, whereas this was not the case in Sur de Bolivar. Having several projects in Bajo Cauca has had the positive effect of having more CSOs with more fundamental skills to enable SNs' development and the negative effect of lower CSO commitment. This seems to explain the reason behind difficulties observed in CSO collaboration within Bajo Cauca's SNs, despite the better quality of the organizational practices of member CSOs. In contrast, CSOs in Sur de Bolivar have had challenges in organizational practices, but seemed to work better together.

One indicator that has shown the benefits of the well-coordinated SN in Sur de Bolivar is the number of reports with information collected by the SN that were presented to the municipal CIETIs in San Martin de Loba and Barranco de Loba (OTC 1.2). This achievement not only has demonstrated the commitment of the SN in reaching the expected outcomes but also has shown that, even in the face of political instability, there has been relevant progress in the SN becoming a key actor in the CIETIs through the provision of crucial data to guide public policy actions. According to interviews, data collected by the SN has been used to promote a need for public policy actions regarding CL and OUWC.

The following are some paraphrases from CSOs interviews regarding the effectiveness of SNs advocating for public policy actions.

- When Pilares came to town, we didn't even have a CIETI. Now we are working together with SNs and the family commissary and other local public offices. The project has motivated local government actions to the point that we can say now we are implementing a public policy to eradicate CL in our municipality.
- Pilares has improved our relationship with local CSOs in such a way to enable us to work together doing activities to raise awareness of CL and OUWC.
- The SN in Sur de Bolivar has brought together the municipalities of San Martin de Loba and Barranco de Loba. Today, there is a close relationship between these two municipalities from an organizational point of view, which is a positive impact of the Pilares project.

Another indicator with high levels of achievement among SNs has been around raising awareness of CL and OUWC (OTC 2.2). In total, five activities have been carried out, which include two cinema forums, one radio message in Sur de Bolivar, and two posters developed in El Bagre. During field visits, the evaluation team witnessed a positive response from youth organizations concerning the project's social value to advocate for public policy. For example, in El Bagre, a youth organization organized a campaign for the children and adolescent public policy agenda, and an indigenous youth organization used the SN's platform to demand collective rights. There was also street art and promotional videos for raising awareness, as well as advertising material prepared by Pact in the different municipalities and townships.

The following are some paraphrases from CSOs interviews regarding the effectiveness of SNs raising awareness on CL and OUWC.

- Each committee within each SN designed a communication strategy with strategies and activities that were relevant to the tasks they work on. Some of the strategies for raising awareness were painting murals and writing short stories about CL.
- CSOs are in charge of doing awareness activities in meetings with representatives of local governments and national meetings with stakeholders. They have received

training in public speaking and presentations, after which they have chosen how to do it.

The indicator related to the development of joint activities with other stakeholders (OTP 3.2.2) has been the most affected by the security risks in Bajo Cauca related to violent threats, where project activities were suspended in January and September 2019. Additionally, the SNs of Bajo Cauca have faced difficulties establishing contact with the local public administration, which has made it impossible for the first CIETI meeting to be held in El Bagre. Out of the four events reported for joint activities with stakeholders (OTP 3.2.2), three were held in Sur de Bolívar with the support of the mayor's office and one was the participation of the SN in the youth week held in El Bagre.

*Exhibit 7. Progress of the Pilares Project*

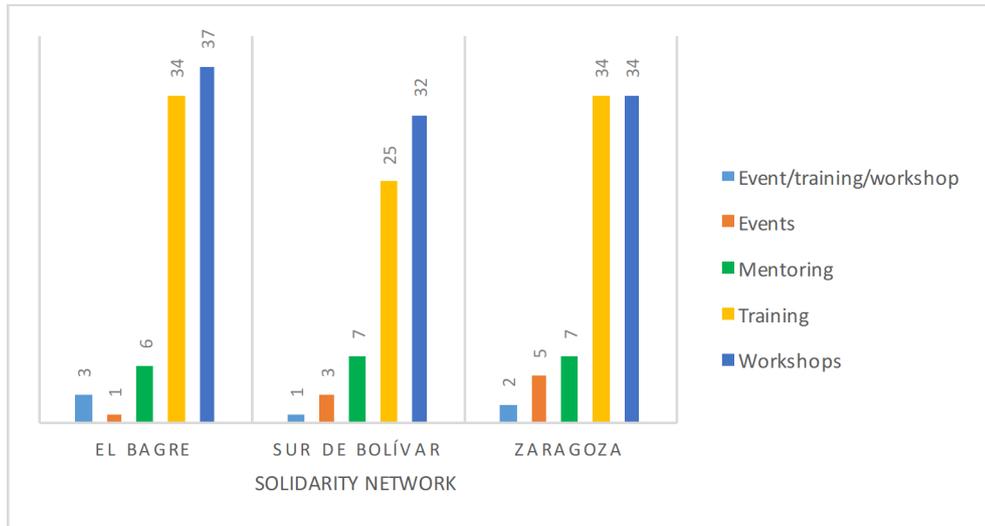
Indicator	Target Value at 2019	Actual Value at 2019	Performance Index (P.I.)
OTP 1.1.1: # of capacity development interventions implemented for CSAs related to identification and documentation of CL and OUWC and other organizational areas	28	41	1.46
OTC 1.2: # of reports shared with the Government of Colombia (GOC).	2	2	1.00
OTP 1.2.1 # of tools developed or adapted to identify and/or document CL and OUWC	2	4	2.00
OTP 1.2.2 (C1): # of documentation and identification reporting mechanisms established	1	0	0.00
OTP 2.1.1: # of CD interventions implemented related to awareness raising, communication and other organizational areas.	28	42	1.50
OTC 2.2: # of communication and advocacy activities implemented by CSAs	5	6	1.20
OTP 2.2.1 # of communication and advocacy strategies developed by CSAs	3	3	1.00
OTP 3.1.1 # of CD interventions implemented for CSAs related to institutional frameworks, access to grievance mechanisms and other organizational areas.	28	36	1.29
OTP 3.2.2 # of joint activities to address CL and OUWC developed by CSAs' networks and other stakeholders.	5	4	0.80
OTP 4.1: # of Solidarity Networks created	2	3	1.50
OTP 4.2: # of capacity development interventions implemented for Solidarity Networks	4	8	2.00
OTP 4.3: # of communications products disseminated by the Project	36	56	1.56

According to the strengthening plans<sup>21</sup> for SNs and each SN committee, capacity building activities have included training, mentoring, and workshop implementation.

Graphic 1 provides an overview of capacity building activities for each SN. As of November 2019, Pilares has carried out a total of 231 activities, including 93 training sessions, 9 events, 20 mentoring activities, and 103 workshops. The SN in Sur de Bolívar has taken part in 68 activities, the SN in Zaragoza has taken part in 82 and the SN in El Bagre, in 81 activities.

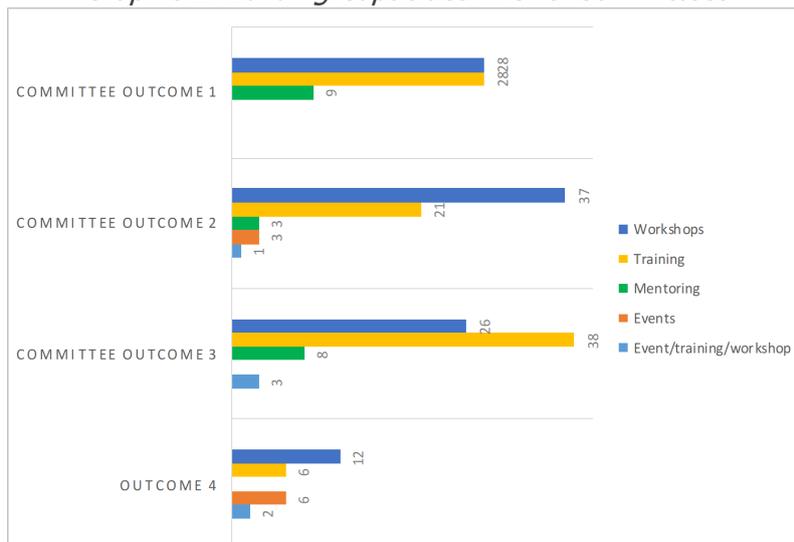
<sup>21</sup> The strengthening plans register activities by year. Some activities that were reported included implementation between 2019 and 2020. However, in this group of activities, there was no information about how many were implemented only in 2019. Graphs present data from activities that were registered in 2018 and 2019.

Graphic 1. Building Capacities of Solidarity Networks



Additionally, each working group (i.e., committee) within each SN has received specific capacity building support regarding the knowledge and tools required to achieve their respective outcome. In this regard, committee 3 has received 75 building capacity activities that focus on implementing initiatives to address CL and OUWC, including facilitating access to grievance mechanisms for victims of labor exploitation. On the other hand, committees 1 and 2 have received 65 capacity building activities each. Committee 1 has received training to identify and document accurate, independent, and objective information on the nature and scope of CL and OUWC, whereas committee 2 has received training on raising awareness for the protection of workers from CL and OUWC. Graphic 2 shows the 231 building capacity activities clustered by each committee, as well as the 26 activities corresponding to Outcome 4.

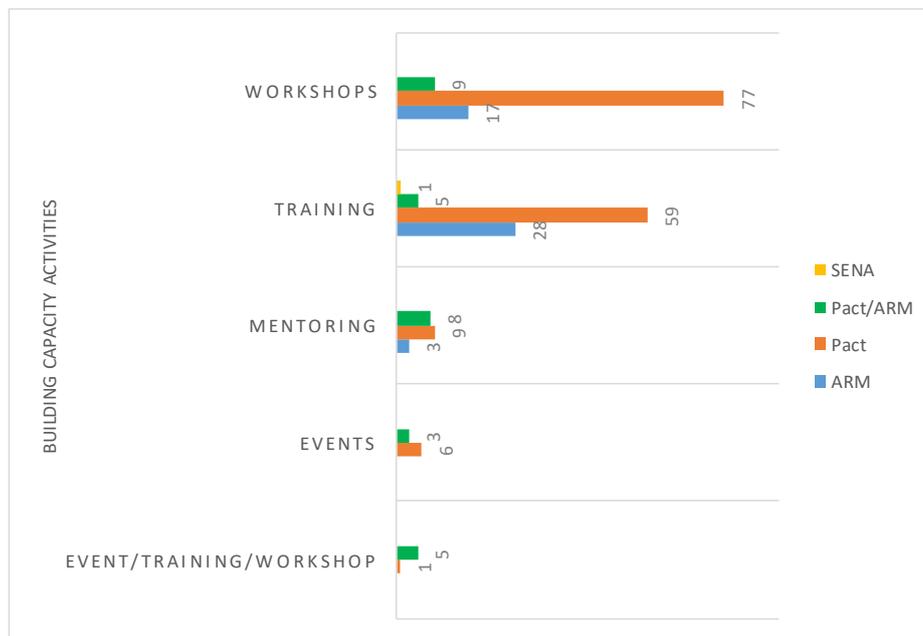
Graphic 2. Building Capacities in SNs' Committees



Graphic 3 shows the capacity building activities resulting from coordination with implementing partners and other stakeholders. ARM, Pact, and SENA have implemented a total of 231 capacity building activities. ARM has implemented 28 training sessions, 3 mentoring sessions, and 17 workshops, whereas Pact has implemented 59 training activities, 9 mentoring sessions,

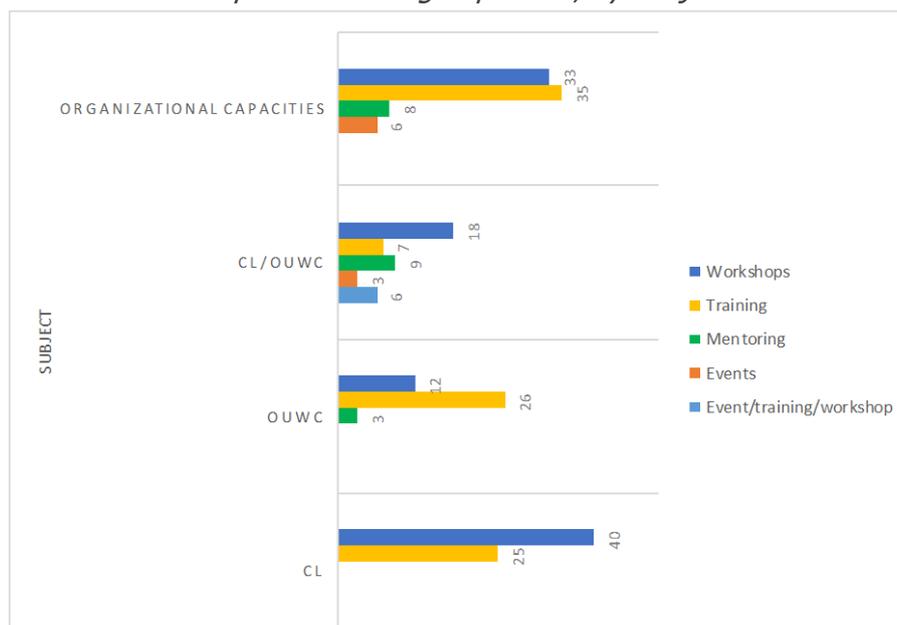
and 77 workshops. Jointly, ARM and Pact have implemented a total of 5 training sessions activities, 8 mentoring sessions, 9 workshops, and 3 events. Finally, SENA has implemented 1 training activity.

*Graphic 3. Building Capacities, by Implementing Partner*



Finally, in terms of building capacity for SNs, the strengthening plan has a total of 231 recorded activities as of November of 2019 (*Graphic 4.*). In this case, there have been more mentoring than training activities, which are the focus of the capacity building activities for each committee within each SN. A total of 20 mentoring activities have been implemented, out of which 8 have focused on SNs’ organizational capacities and 149 have focused on CL and OUWC. There have also been 9 events and 93 training sessions.

*Graphic 4. Building Capacities, by Subject*



The project's capacity building strategy has focused on transferring tools and knowledge to the SNs to enable them to reach expected outcomes. Therefore, what SNs have done with capacity building activities shows, to a certain degree, how successful the strategy has been in building the capacity of civil society to combat CL and OUWC. The following are some activities that SNs have carried out, as of November of 2019:

- Development of 4 tools to identify and document CL and OUWC.
- Attendance at 9 CIETI meetings, including presenting data about CL and OUWC during some of those meetings, in Sur de Bolivar.
- 4 activities with other groups of interest.
- Attendance at national events to present project results.
- Development of awareness raising activities to be implemented in their communities.

The following are some paraphrases from CSO interviews regarding the project's capacity building strategy.

- There has been training for each committee in each SN. Those training sessions have empowered CSOs to do activities and have shown how the project is providing CSOs with capabilities to reach their goals. It is the first project in our municipality to offer capacity building activities to our CSOs.
- Through training, mentoring, and workshop implementation, we have realized how much we did not know about CL and OUWC. That has been the most relevant contribution of capacity building activities for the CSOs.
- Capacity building activities have been significant for us. We are acquiring knowledge in our communities. However, we need more time to include other members and to pass along the learning to the rest of our community.
- CSOs have to be innovative to apply learnings in our communities to increase awareness and invite other community members to be a part of the Pilares project.
- For example, in Puerto Claver (a small rural village in Bajo Cauca), CSOs have been successful in training workers and families. We have explained to them why they should care about CL and why it is important for our future. We know we have to keep doing this because Pilares is not going to be here forever.
- It would be beneficial to have more training, mentoring, and workshop activities with more complex knowledge about CL and OUWC because sometimes we do not have time to attend due to job commitments.

There has also been a relevant result in terms of building capacity related to engaging participants that belong to civil society which do not belong to formal CSOs. The project has managed to include in the training sessions a total of 38 government officials and 29 teachers. This specific aspect of participation of government officials and teachers in training activities is a positive externality of the Pilares project, in addition to the training of CSO members.

### **3.2.2. Effectiveness of the Capacity Building Capacity**

Pilares has contributed to strengthening the local capacities to achieve project outcomes among public organizations, non-governmental partners, and CSOs in the following manner:

#### *1. Government Institutions*

*Colombian Family Welfare Institute (ICBF).* Pílares has designed and socialized an instrument to identify and report risks of CL that has been reviewed by the ICBF and the Ministry of Labor. Moreover, it has also promoted the visit of the Mobile Integral Protection Team to Sur de Bolívar. In addition, the ICBF has established an institutional link for exchanging relevant technical experiences for the monitoring of CL, including offering training on CL and the promotion of SNS' participation in the Childhood and Adolescence and Family Strengthening Committee (CAFSC).

In terms of the achievement of outputs outlined in the CMEP, the CSOs in committee 1 have defined four tools to identify and document the risks in their territories regarding to CL and OUWC, three of which focus on occupational safety and health at work (two for communities and one in mines) and one focuses on CL. The tools have been validated with the ICBF and the Ministry of Labor. Moreover, using these tools, the SN in Sur de Bolívar presented two reports on their finding at the CIETI meetings in San Martín de Loba and Barranco de Loba.

The following is a summary of paraphrases of stakeholders' views of how the project has contributed to strengthening local capacities.

- It is not about eliminating and eradicating all CL. It is about training on its legal framework and the potential risks, together with raising awareness about the importance of not having children working. It is also about educating miners about occupational hazards and healthy environments so they will be able to pass on this knowledge to their children. Both social leaders and miners have changed the language about it and have also increased ownership of social and work-related practices to combat CL and OUWC.
- CSOs and SNS' ownership of the legal framework to combat CL and active participation in local CIETIs have increased social control over local governments because now they pressure the mayor's office to comply with national policy guidelines.
- Pílares has implemented an innovative and adequate methodology framework based on community work focusing on leaving capacity in people to get SNS that can advocate against CL in local, regional, and national governments. A significant feature of Pílares intervention has to do with using its own data collection instruments, which are applied by SNS in communities previously identified as communities with CL. The project has included lessons learned and comments on data collection instruments that we have acquired in our field experience and that we included in instrument designs during the last year.
- A significant achievement has been to promote the CIETIs because local governments usually do not have enough capacity to issue the CIETI decree and to implement it.
- Pílares is a valuable source of data because it works in rural areas where the ICBF does not have direct contact with communities. Moreover, having SNS as platforms to identify risks allows us to initiate protocols to visit communities, which is something we did not have before.
- Data collection on CL for the municipalities of Sur de Bolívar will significantly benefit from having SNS that can collect data in rural areas because there is no data at all. In this sense, it is a relevant contribution to the ICBF strategy and for data collection.

*National Learning Service (SENA).* Pílares has socialized the design of the project and the specific training activities for the development of the SN with SENA. In addition, it has facilitated the development of complementary courses in information and communications technologies in Bajo Cauca. Moreover, it has invited SENA to train SNS in project formulation and other specific training needs to strengthen the capacity of civil organizations. During 2020,

it is expected that the regional SENA in Cartagena will deliver training courses on topics that will be relevant for the project's needs.

The following is a summary of paraphrases of stakeholders' views about building the capacity of SNs to combat CL and OUWC.

- Now the training sessions with SENA are about to begin, and we are so excited to learn computer skills. Knowing to use essential computer functions is a lot for us because many of us even feel that we are going to damage these machines from not knowing how to use them. This training will help us a lot. Thanks to Pilares, we have this opportunity because no other project has offered us a similar opportunity to learn.
- Every time you get to talk to Pilares participants, what you find is proposals, solutions. There are, of course, many needs, but now it seems that they are motivated to become part of the solution. I think that is a substantial change in attitudes that the project has brought along, and you can tell just by talking with people.

*Ministry of Labor.* Pilares has developed an identification instrument that can be linked to the system of identification, characterization, and attention of CL in the module of citizen participation. In addition, it has strengthened the SNs' ability to identify and monitor CL and OUWC in municipalities without the presence of provincial offices of the Ministry of Labor. Moreover, it has supported the issuance of the decree regulating the CIETIs in the regions of interest.

The following is a summary of paraphrases of stakeholders' views of how SNs are perceived as relevant mechanisms to complement the Ministry of Labor's capacity.

- The project's results framework should be linked to national, regional, and local actions plans to eradicate CL from the beginning until the end of the Pilares project.
- Other institutions, such as the Ministry of Labor, ICBF and Ministry of Mines, should participate more frequently, especially on giving training sessions about CL and OUWC.
- SNs could actively advocate for the design and implementation of the children and adolescence public policy in the social policy committee in each municipality, so as to mobilize resources in local and regional public budgets.
- Because local institutions usually lack resources and commitment, SNs should look at the regional level to ask for a more substantial commitment and more resources.
- There should be a closer link between data collection instruments that are managed by SNs and the SIRITI. Pilares is a relevant source of rural data on CL and OUWC that the Ministry of Labor does not have because it does not have enough capacity to go to hard-to-access small villages and towns to collect data.

*Mayor's Offices.* Pilares has implemented three SNs in the regions of Bajo Cauca (El Bagre and Zaragoza) and Sur de Bolívar (San Martín de Loba and Barranco de Loba), which have facilitated social dialogue around CL and OUWC with the mayors and related offices. Besides, it has promoted CIETIs and facilitated the presence of CSOs at the children and adolescence roundtables. Moreover, it has engaged local public officers on CL and OUWC and empowered social dialogue between the mayors' offices and civil society on social issues, such as teenage pregnancy, the use of psychoactive substances, and security levels. Also, it has promoted the participation of youth, ethnic, and female leaders through specific activities (film forums and murals, among others).

The following is a summary of paraphrases of stakeholders' views of how SNs are perceived as relevant and strategic partners for mayors' offices.

- There are relevant differences in institutional functionality and critical issues of security and distances that have influenced the CSOs' decision to create one network for El Bagre and another for Zaragoza.
- Pilares' s methodological approach has been different because it has integrated a diverse group of organizations that work in agricultural and mining activities alongside women, youth and Afro-Colombian organizations. This approach has given the project new perspectives to combat CL and UOWC.
- Pilares has been central to promote the CIETIs, because local governments do not have enough capacity to do it in light of high turnover of public servants and the lack of knowledge about these issues in the municipality.
- Local government offices have found in Pilares a strategic ally because strengthening SNs has made it easier to work with civil society in CL and UOWC and other social programs.
- It would be relevant for the project to strengthen the relation to regional and central governments to get resources at a local level to maintain SNs functioning.
- Pilares has not only been useful to combat CL and OUWC, but it has also been useful to identify other social problems, such as adolescent pregnancy, sexual exploitation of adolescents and addiction to drugs.
- One distinctive aspect of success has to do with having a Civil Society Specialist in town to support project activities and to make initial contacts to local governments. It gives confidence and creates trust among participants.

*Family Commissaries:* Pilares has offered a tool for the identification and monitoring of CL and OUWC. It has also promoted collaboration between family commissaries and SNs.

The following is a summary of paraphrases of stakeholders' views of how SNs are perceived as a strategic partner to family commissaries.

- Pilares has changed attitudes towards CL because now people get to the family commissary to ask for work permission, something that did not happen in the past. Now they know more about CL, and they know how the family commissary can help them to protect children and adolescents' rights.
- People know about the commissary now; they know about our program, and because they now have more knowledge about CL, they can prevent cultural practices that go against children and adolescents' rights.

*Regional governments:* Pilares has developed three SNs of potential relevance for government programs in areas of difficult geographic access and with poor connectivity. It has also empowered community leaders and representatives of CSOs to establish social dialogue oriented towards rights against CL and OUWC. Moreover, the project has trained civil society and helped set up an identification, targeting, and advocacy system carried out by SNs, which is relevant for regional development plans and monitoring and evaluation strategies. Besides, it has promoted coordination bodies to achieve common goals through the opening of CIETIs and the presence of SNs in the children and adolescence coordination bodies within regional governments.

The following is a summary of paraphrases of stakeholders' views of how SNs are perceived as relevant mechanisms to community development.

- Pilares should increase its public visibility and connections with regional social programs. It has to show how SNs could become a relevant asset to regional public

policy. They have to participate in technical roundtables and regional committees to show the achievements they have reached so far and how CL and OUWC are a central problem in their communities.

- Pilares should emphasize that youth have a major role in project implementation. They have to raise awareness and advocate in regional youth platforms to look for resources and mobilize social media to protect their rights.
- Relevant stakeholders for the Pilares project are local schools and teachers because they have direct contact with families and children.
- Data collection by the SNs is a significant contribution to efforts to combat CL at national and regional levels. Pilares has strengthened the Department of Antioquia's public policy implementation in Bajo Cauca.

## *2. Local Partners*

Pilares has created synergies with other projects (e.g., Somos Tesoro), which has allowed a sustained advancement of SNs, particularly in Bajo Cauca. It has also developed an effective collective mechanism for the restoration of confidence, especially in Sur de Bolívar. Moreover, it has motivated and guided the commitment of SNs through continuous presence, support for financing transportation costs, and ongoing management of SNs through coordination committees. Additionally, it has developed an effective implementation strategy with ARM regarding training on occupational hazards in the ASGM sector.

The following is a summary of paraphrases of stakeholders' views of how Pilares has been relevant to local partners.

- The project Somos Tesoro left some institutional arrangements that were proven useful for the Pilares project in terms of local and regional relationships. Moreover, several CSOs that participate in Somos Tesoro decided to participate in Pilares, so that there was a synergy among both projects that ended up benefiting the building of capacity of civil society in Bajo Cauca to combat CL.
- The project Somos Tesoro left in place a mechanism to discuss CL initiatives with the civil society in Bajo Cauca. It also left CSOs with a higher organizational capacity that has been useful for the Pilares SNs.
- There still a work to do in terms of increasing training and mentoring coverage for other members of the CSOs that belong to the SNs. Usually, only the CSOs' leaders are trained. Moreover, Pilares should consider evaluating training and mentoring activities to identify success factors and corrective actions.
- CL and OUWC factors are different in Sur de Bolivar and Bajo Cauca because mining practices are different. Having CSOs and SNs as a central mechanism to combat CL and OUWC means that people own different solutions for the same problem. This a definite strength of the Pilares approach.
- Women's role in this type of program should be emphasized because social dynamics in these municipalities enforce gender roles of men as providers and women as household caretakers. Therefore, most households are composed either for single women or economically dependent women. Having SNs with more women's participation will give a support network to rural women.

## *3. Donor Partners*

Pilares should create synergies with other projects, particularly based on the Somos Tesoro experience, to support the continued advancement of SNs, particularly in Bajo Cauca. Also, it should work with local and regional governments to facilitate the inclusion of CL and OUWC

in the development plans of the recently elected governments in 2020. The project's interaction with local and regional governments presents an opportunity to engage with government stakeholders who are required to implement and follow up on the public policy to combat CL and OUWC.

The following is a summary of paraphrases of stakeholders' views on the Pilares project.

- An opportunity for the project is to offer technical assistance through the instruments and tools developed to the new local governments. Increasing social dialogue and establishing interaction around technical capabilities might become a mechanism of sustainability based on tools to monitor, identify, raise awareness on CL and OUWC, and articulate these with the SNs.
- Pilares should work with local governments because it has the technical capacity that could be relevant to improve local and regional governments' ability to include CL and OUWC issues in local and regional development plans.
- Having an M&E system is now a requirement for project proposal and implementation. The CMEP for the Pilares project was adapted from the Somos Tesoro experience; it has been developed according to the conditions required to meet standards. It also has quite reliable indicators for measuring capacities, monitor the Pilares project, and has proven useful in writing TPRs. It also has become a relevant tool to increase M&E capabilities among project staff and SNs.
- Establishing multiple networks is an alternative to overcome geographical and communicational barriers. Also, we have been inviting field staff to participate in follow up calls we have with the Pilares project to increase communication channels.
- A significant project strength has been to evaluate CSOs' initial capacities and contextual factors that allow the project to better adapt through alternatives that make sense, given differences among municipalities.
- A relevant challenge that has been identified during an internal project evaluation is how to reach out to other CSO members and understand power dynamics that explain gender participation. An alternative that has been discussed is making available all educational material on a website where each municipality uploads educational content.
- There is a coordination committee to share knowledge about the Pilares project with national institutions and to improve inter-institutional coordination. However, it is a complex issue to get different projects with different donors to work together due to incentives and confidence issues, among others.

### **3.2.3. Lessons Learned / Good Practices in Project Progress and Effectiveness**

#### *1. Knowledge and Attitudes towards CL and OUWC*

Pilares has changed knowledge and attitudes about CL and OUWC, given the establishment of the CIETIs and the development of identification and monitoring instruments. These outputs have changed both participant and stakeholder narratives about CL and OUWC in each municipality.

#### *2. Awareness about CL and OUWC*

According to interviews with mayoral and local government staff, before Pilares, CL and OUWC were considered culturally acceptable. Pilares has changed the conception of CL with training

and awareness raising activities among civil society and public institutions and through the strengthening of SNs which have become a major and active actor in social and cultural change. Stakeholders recognize SNs as coordination bodies with clear objectives and mechanisms for civil society empowerment.

### *3. Innovations in Awareness Raising Activities*

Pilares has guided the development of a communication strategy carried out by each SN, identifying target audiences, communication channels and the creation of culture-specific methods for raising awareness, such as story writing, the elaboration of murals, film forums, attendance and presentation at national events, and the development of communication skills during the presentation of events.

### *4. Development of SNs*

Pilares has made CSOs an indispensable asset for the management of the SNs while providing them with knowledge and tools to achieve the objectives established for each committee. It has also strengthened their ability to respond to community needs beyond CL and OUWC, including as early warnings of safety conditions due to armed conflict, addressing issues around teen pregnancy, psychoactive substance usage, school desertion, and criminal activities.

### *5. Economic Resources for the Operation of the SNs*

Pilares has funded transportation for SN members, facilitated SN meetings, promoted communication between different leaders in regions with difficult geographical access and reduced connectivity issues through the accompaniment by Civil Society Specialists in each municipality, financed both national and local events, and funded transportation costs for CSO leaders to attend national events.

### *6. Empowerment to Advocate and Achieve Results*

Pilares has managed to put into operation three SNs with specific tools for networking, which has allowed the articulation of CSOs to achieve early and significant victories. Specific outputs, such as the decrees of operation of the CIETIs, as well as the CL and OUWC identification and monitoring tools, have prompted a response from public entities at local, regional, and national levels. This empowerment has not only served the purposes of the project but has also consolidated the advantages of networking in the pursuit of common goals of civil society.

### *7. Community Identity and Social Fabric*

Pilares has contributed to the strengthening of the community identity by establishing CSOs as relevant social actors when working in SNs. In this sense, Pilares has developed collective human capacity in the territories of interest by facilitating, with the CI methodology, CSOs to identify problems, mechanisms for action, and become part of the solution. The achievements have created a sense of collective confidence among SNs with clear, easy to understand, and specific tools and objectives.

### *8. Pedagogical Model and Teaching Aids*

Pilares has implemented an innovative, flexible, and assertive methodology aimed at strengthening capacities of CSOs and has contributed to the generation of trust and

confidence in civil society in target geographies. The project has progressively transferred responsibility for the activities to the CSOs and SNs. It has developed the necessary tools through workshops, with the constant support of Civil Society Specialists, who serve as guides and mentors during the activities carried out by the SNs. However, the project has yet to develop educational materials related to CL and OUWC.

### 3.2.4. Recommendations on Project Progress and Effectiveness

*Exhibit 8* describes the recommendations for improving project progress and effectiveness. Each recommendation uses the findings as an opportunity for improvement, taking into account the contributions of the project to strengthening the capacity of civil society.

*Exhibit 8. Recommendations for Project Progress and Effectiveness*

Recommendations	Purpose	Stakeholders	Priority Level	Expected Timeframe for Implementation in Months
Improve the capacity of CSOs to mentor/ coach community members and CSOs that have not yet participated in the project's capacity building activities.	CSOs should have teaching and pedagogical tools to carry out these activities. The previous experience of Somos Tesoro in developing the Route <sup>22</sup> and PAZalobien Methodology <sup>23</sup> should be included.	Pact's implementation team and SNs.	Long term	12 to 24 months
Improve the pedagogical model and teaching aids to strengthen the capacity of the SNs.	To improve SNs' capacity in teaching, tutoring and workshop implementation.	Pact's implementation team, SNs, SENA and regional universities.	Long term	12 to 24 months

## 3.3. Effectiveness of Project Management

This section assesses the effectiveness of the project's management. It focuses on management challenges and how they have been addressed. In this regard, it responds to the TOR question aimed at examining project management challenges in terms of achieving its results and outputs. This sections also focuses on how the project's M&E system has been useful and appropriate to follow up on the Pilares project. The chapter ends with a summary of recommendations stemming from the implementation of project strategies to date.

<sup>22</sup> The Route is a six-step process designed to help guide public officials and social organizations that comprise the CIETIs. This institutional mechanism provides guidance on assessing child labor, defining risk criteria, developing interventions, and reporting child labor cases. According to Somos Tesoro's final evaluation, the Route has been included as a technical annex to the National Strategy to Prevent and Eradicate the Worst Forms of Child Labor and Protect Youth Workers, 2017 – 2017.

<sup>23</sup> PAZalobien is a methodology created by Fundación Mi Sangre (FMS) to develop peace building skills, life skills, and perspectives regarding human rights. Somos Tesoro's final evaluation described PAZalobien as a methodology with an adapted curriculum designed to address child labor in mining.

### 3.3.1. Project Management and Implementation Challenges

#### *Project Management Challenges*

The Project Director, staff, and partners told evaluators that the primary management challenge the project experienced was in establishing a stable relationship with local, regional, and national government offices. Although the project management approach to getting public institutions on board has been to open doors to work together, there have been several challenges in terms of achieving a stable relationship with local governments.

High public staff turnover in Sur de Bolivar, resulting from several changes of mayors in Barranco de Loba, has affected the commitment to project activities and reduced social dialogue between SNs and the local government to the point that CIETI meetings have not been regular. On the other hand, the San Martin de Loba local government has been more stable with no changes of the mayor and public staff during the past two years, so project support there has been more effective.

In Bajo Cauca, there has been a high level of violence and security risk. In addition, a higher number of projects from international cooperation in the region may have caused lower levels of commitment by CSOs, particularly in El Bagre. Moreover, CSOs in El Bagre have internal conflicts that have affected the SN's development in the municipality, increasing the risk of unsustainability<sup>24</sup>.

The following are paraphrases describing Pact staff's views on how local instability of governments and the existence of competing projects in Bajo Cauca have affected project management.

- The low level of commitment from the local government (due to political instability and lack of interest) has affected the Pilares project in terms of supporting project activities in three municipalities - Barranco de Loba, El Bagre, and Zaragoza.
- Due to the violence and the high number of projects that are currently being implemented in Bajo Cauca, the commitment of CSOs to the Pilares project has not been as strong as expected.
- One of the most significant project strengths is that it works with CSOs located in small rural villages. However, due to the presence of illegal armed groups and the lack of transportation infrastructure, it has become a challenge to move and communicate within rural areas.
- The project's initial aim was to implement two SNs; one in Sur de Bolivar and the other one in Bajo Cauca. However, the number of interested CSOs was far higher than we expected. So we decided to support two SNs in Bajo Cauca instead of one. We have been working since then with two Civil Society Specialists in Bajo Cauca, one in El Bagre and one in Zaragoza. Finding Civil Society Specialists that know the field has not been easy. We first hired a local expert for El Bagre who did not have enough experience working in the field, and later on, we had to replace him with a local expert who was working for ARM with the Somos Tesoro project. She has more experience working with communities in El Bagre. She has been working since then with the SN in El Bagre.

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<sup>24</sup> Technical Progress Report, April 2019.

- As a local expert in El Bagre, I can tell you that getting CSOs to commit to project activities when they are simultaneously participating in other projects is difficult. They will go to projects that support them economically. Although we offer transportation support, when the project is over, they might not continue doing project activities because there won't be any economic support. Besides, they have internal conflicts that also increase the risk of not continuing to work in the SN.

At the regional level, a representative of the government of the Department of Antioquia told evaluators that the project is relevant for social programs. However, it would be essential to let the departmental assembly and other social programs in the department know more about it and learn how regional public policy could improve through the Pilares project activities. It would also be relevant to connect SNs with other regional and national network initiatives. In this sense, the Pilares project challenge is to improve their public relations strategy to reach other institutional bodies, including citizen organizations that might be interested in the Pilares project.

The ICBF has technical resources and administrative capacity at the local level to work alongside Civil Society Specialists. This work has been proving useful for getting an ICBF team on child protection to visit the municipalities of Barranco de Loba and San Martin de Loba. In Bajo Cauca, both Pact's local expert and ICBF's experts have managed to coordinate actions that have strengthened the project strategy. For the regional office of ICBF in Bajo Cauca, the most important challenge for the Pilares project is to coordinate local, regional, and national programs on CL and OUWC. The more coordinated the project becomes with public social programs on CL, the more chances of sustainability it will have in the long term.

At the national level, the ICBF office confirmed that they participated in the data collection instrument designed by the project, and they appreciated that their comments were taken into account with other lessons learned they have acquired during their work in rural villages. Because of this interaction, they firmly believe the project strategy has the correct approach for training and data collection instruments on CL. ICBF's national and regional office staff also believe that data collection is a significant input for their early warning system because it registers CL risks in small rural villages where they do not have enough coverage. Both offices also highlighted the relevance of the project for reviving local CIETIs and knowledge the project's relevance in raising awareness about CL and OUWC.

The Ministry of Labor has no regional offices in the municipalities the project is working on. At the national level, it is the main authority in terms of public policy on CL and OUWC. It has an information system of CL (SIRITI), methodological guides to implement CL and OUWC public policy and provide technical assistance to local municipalities to identify and design public policy actions. It was noted during interviews that a critical challenge for the Pilares project is to receive technical assistance for training on CL and OUWC from the Ministry of Labor, the Ministry of Mines and ICBF. It is relevant to improve the current interaction to a point where there is more participation in training activities and more coordination with other regional offices to show the project as a significant ally of regional offices.

An interesting evaluation finding from the interview with the Ministry of Labor is that there seems to be a lack of knowledge about the scope of the data collection instruments. The Ministry of Labor told evaluators they had not had the chance to review data collection instruments, whereas the Pilares team and the TPRs told us that data collection instruments were reviewed. This aspect reflects a challenge for improving communication at a technical level within the Ministry of Labor. This has already been happening through the project's participation in the coordinating committee and the meetings of the national CIETI. However,

the project continues to face a challenge in using information obtained with the project's data collection instruments and including data in the SIRITI system. So far, the project has mainly been successful in having high-level meetings with the Ministry of Labor. Greater technical interaction, combined with field visits and direct interaction with the SNs, will improve the use of data from rural small villages and increase the visibility of SNs at a technical level.

The following are some paraphrases describing both the Ministry of Labor and Pact's views on data collection instruments.

- Data collection instruments were presented to the Ministry of Labor and the ICBF to receive feedback and to inform them about the scope of these instruments. These instruments are meant to identify risks of CL and OUWC, not to replace the SIRITI instruments or ask SNs to apply a complex instrument for interviewing families and children.
- The Ministry of Labor has the SIRITI database with complex instruments to collect data on CL. Although we do not collect data in all rural areas, there is a robust data collection instrument that has been improved throughout the project. We will have to take a look at the Pilares instrument to validate how it is being applied and what type of information it will provide.

SENA's regional offices have shown a great deal of interest in developing training activities through the project in 2020. They also offered relevant lessons learned in training activities related to flexible training schedules, aligning training sessions with participants' availability, and providing training directly at community houses to avoid transportation costs. In this sense, the most critical project management implementation challenge related to getting SENA on board in 2020 is the identification of educational requirements for support in the formulation of SNs' projects. Getting to know the educational requirements for each SN project beforehand could allow these to be incorporated into SENA's annual plan. It would also be useful to find alternative educational providers for specific project requirements that the SNs might have in each municipality.

### *Project's Monitoring and Evaluation System*

The U.S. Department of Labor approved the project's Comprehensive Monitoring and Evaluation Plan (CMEP) in August 2018. The CMEP document shows the project's results framework and performance monitoring plan, along with its data analysis plan. It shows the causal relationship of the project objectives, outputs, and activities following the theory of change described in the Project Document.

The CMEP has a virtual platform that facilitates uploading of data by Civil Society Specialists, which also inspired similar platforms in other projects, such as Somos Tesoro. Pilares has presented the online platform at international events as a successful case study on low cost and high impact monitoring and evaluation system. It has also inspired the SNs to develop similar systems to the point that the CSOs have requested training on how to design their own evaluation and monitoring system.

According to interviews with local experts, the CMEP is a significant project strength because it allows timely monitoring of project activities and outputs to inform the Pilares project and communication channels. Virtual work meetings take place every other week, and every two months, the project team convenes in person at Pact's Medellin office to discuss program results, challenge and opportunities. Additionally, there is constant communication between

the Project Director and field teams by phone, Skype meetings, and emails. The CMEP is a relevant instrument for coordinating implementation actions to course correct when required.

The most crucial challenge of the Pilares project is related to the CMEP is related to reporting forms. Civil Society Specialists have suggested time-intensive report forms for uploading data, and that sometimes, feedback to correct mistakes on the report forms takes even more time. In this regard, the project has made efforts to reduce data requirements and report forms to avoid making data uploading time consuming, without lowering the quality of data collection. This has been done by assigning a technical assistance professional to support the field teams, along with the constant support and guidance of the project’s M&E Officer to make sure data is uploaded in the correct format. Given data collection requirements for the Pilares project and as the project’s plans to offer additional M&E-related technical assistance for SNs, the project should consider increasing the number of professionals on the M&E team to be able to respond to future data collection challenges, both for the Pilares project and for supporting SNs. Below is a summary of paraphrases describing views on the CMEP.

It is a state-of-the-art M&E system. However, there is no M&E team at the local level to support data collection, so Civil Society Specialists have to assume duties related to M&E data collection tasks. The CMEP is available on a virtual platform, which lowers costs on data collection, providing new possibilities for data analysis. However, having local M&E staff by either hiring staff or training SNs increase the Pilares project’s response to the expected M&E needs related to the SNs projects that are going to be funded by Pact during 2020.

### 3.3.2. Recommendations on the Effectiveness of Project Management

The recommended actions for the Pilares project are described in *Exhibit 9*.

*Exhibit 9. Recommendations for Improved the Effectiveness of Project Management*

Recommendation	Purpose	Stakeholders	Priority Level	Expected Timeframe for Implementation in Months
Promote a technical meeting with The Ministry of Labor’s SIRITI experts.	To improve the visibility of data collection instruments for CL and OUWC and to establish a mechanism to upload data to the SIRITI.	Pact’s implementation team and the Ministry of Labor.	Short Term	3
Promote an identification of educational needs on SNs’ projects to include in annual SENA planning.	To improve annual planning with SENA and other educational providers in each municipality.	Pact’s implementation team, SNs, SENA and other educational providers.	Medium Term	6
Increase the number of professionals on the M&E team to respond to M&E challenges in 2020.	To improve the project’s response to the challenges of data collection and technical assistance on M&E for SN projects.	Pact’s implementation team	Short Term	3

## 3.4. Sustainability

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The TOR included an assessment of the sustainability of the project's strategies and activities, in terms of transferring them to governments and communities. It also asked for recommendations for efforts or actions to be taken to promote the sustainability of each component of the project. This section presents the main findings on the project's sustainability organized by lessons learned, good practices, and recommendations.

Pilares promotes sustainability from three coordinated perspectives: 1) emphasis on CL and OUWC; 2) organizational and operational strengthening of SNs and CSOs; and 3) social participation. Through an emphasis on CL and OUWC, the project focuses on the promotion of CSOs and SNs to identify and document CL and OUWC. Likewise, the strengthening of organizational and operational capacities seeks to provide CSOs and SNs with skills to communicate and raise awareness in communities about the need to eradicate CL and OUWC. Finally, by promoting social participation, the project looks to link SNs to local and regional governments to address social problems identified in their territories.

### 3.4.1. Lessons Learned / Good Practices

The project has contributed to the strengthening of CSOs and members of civil society to prevent CL and OUWC in their communities and sustain these efforts, as per below.

#### *Sustainability of Specific Project Activities and Outputs*

Pilares has designed and implemented a CI methodology that involves CSOs as leading players of social and cultural change; established a networking mechanism with clear objectives and affordable tools for CSOs; created and implemented a reporting system for SNs; established a low-cost monitoring and evaluation system for each activity and output using a virtual platform used from the territories by the project's Civil Society Specialists; and participated in the national CIETI meetings at the end of 2019.

The following are some paraphrases from interviews with stakeholders regarding the sustainability of project activities and outputs.

- Project sustainability of key activities depends on reaching out to departmental governments, the Ministry of Labor, and the newly elected mayors to strengthen the current sustainability strategy to ensure the capacity remains after Pilares ends.
- A significant contribution to the sustainability of SNs has been the issue of the CIETI decree and data collection efforts. It has been a central element to push the implementation of the national public policy of CL at the local level.
- Key activities of the Pilares project, such as SNs' financial sustainability of training, mentoring, and workshop implementation, should be linked to action plans of national institutions.
- The sustainability of key activities related to SNs' sustainability and training programs should be attached to social programs and educational programs of departmental governments and SENA.

The evaluators identified several challenges that affect SNs' sustainability in terms of financing transportation, communication, and logistic costs. These challenges should be highlighted or

incorporated into the sustainability strategy to get public funding through regional and national development plans. At the regional level, there is an opportunity to participate in the designing of regional development plans that could be used to present SNs as a territorial social asset to public policy data collection and project implementation. At the national level, it should be noted that the current national plan has a set goal for CL, which SNs could be instrumental in achieving.

Key activities related to training and mentoring have a better opportunity to progressively being transferred to the Ministry of Labor, ICBF, and SENA. To this end, the Pilares project should focus on building the management and technical capacities of institutional partners to be able to assume training and mentoring activities, so that the motivation and commitment of CSOs and SNs remain high after the project ends. It should be a gradual transition from project support activities to independent operation from institutional partners. Actions for the transition should take place at the coordinating committee to identify resources and a replacement plan to be implemented before the project ends. Somos Tesoro's sustainability plan is a valuable example for this purpose.

### *Integration of Project Outputs into a Network of Projects with Similar Objectives*

Pilares has socialized the project with relevant stakeholders for sustainability, such as the ICBF, SENA, the Ministry of Labor, city halls, and regional governments. It has also organized national events to promote the project's agenda in a network of implementers of similar projects and participated in national events led by the DNP.

The following are some paraphrases of stakeholders regarding integration with other projects or projects outputs.

- The Ministry of Labor could be more directly related to the Pilares project in terms of uploading data to SIRITI, trainings sessions on public policy for CL and OUWC, designing of methodological guides, and support of workshops related to data collection. In the same way, the ICBF, SENA, and the Ministry of Mining could be more closely related to capacity building activities related to training and mentoring.
- Having the experience of previous projects, such as Somos Tesoro, it would be useful to design methodological guides to get capacity in training and mentoring.
- There are some inter-institutional coordination bodies at the local level that do not work as well as expected due to the lack of coordination between public institutions that creates implementation delays. Each institution ends up working alone towards its own goals. Therefore, the National System of Family Welfare could have more relevance to SNs sustainability.

Creating more effective vertical linkages between SNs and the National System of Family Welfare, the Ministry of Labor, ICBF, the Ministry of Mining, and SENA is critical for reaching an effective phase-out of the project and sustained support. This can be done through national, regional, and local coordination bodies such as the coordinating committee, CIETIs, Social Policy Committees, National System of Family Welfare, child and adolescence public policy roundtables, among others. Effective linkages over funding specific activities, such as training and tutoring, SN project funding, and communication, transportation, and logistics funding for SN operation, may be areas where other stakeholders are interested in funding project activities. For example, the Ministry of Labor, ICBF, and departmental and local governments might have an interest in data collection, so that they could finance SNs' transportation, communication and logistic costs. In the same way, SENA might be interested

in the opportunity of increasing educational coverage on technical and technological programs so that they could support SNs' educational requirements.

### *Commitment of CSOs towards the Sustainability of Outputs Achieved*

Pilares has promoted and funded the participation of CSOs at national events; made visible and promoted the participation of CSOs in public policy coordination bodies, such as the table of childhood and adolescence and social policy committees; empowered CSOs to support the decrees of operation of municipal CIETIs; trained CSOs for changing CL and OUWC perceptions in their communities through workshops; and promoted the participation of the SNs in the structuring of the public policy of childhood and adolescence.

The following are some paraphrases from interviews with stakeholders regarding the commitment of CSOs.

- The sustainability commitment should be on behalf of the CSOs and the SNs. Those are the main sustainability actors to find resources. Therefore, they should propose (before the end of the project) specific sustainability actions to be implemented soon.
- A key element for project sustainability is to build the capacity of the CSOs and SNs so that they will be able to carry the message on combating CL and OUWC to CSOs and community members that have not yet participated in the project, but that might have expressed an interest to be part of SNs.
- Project sustainability shall be expressed in the capacity of SNs to formulate and implement a long-term project to combat CL and OUWC, which also provides financial resources to ensure SNs' sustainability.

Replacement of resources around capacity building is a relevant sustainability action to maintain the confidence and motivation of CSOs and SNs. In this sense, the project's sustainability efforts should mainly focus on transitioning training, mentoring, and workshop implementation activities to implementation partners. Because SNs have a significant contribution to creating civil society capacities to combat CL and OUWC, it might be useful to use the experience to shape a certified learning program on network community development. To this end, the project's sustainability strategy could invite SENA and regional universities to use the experience as a case study to create a certified program that could be a motivational trigger to increase SNs' confidence and trust in having an implementation partner that might continue providing educational support after the project ends.

### *Strengthening Cooperation Mechanisms between Different Stakeholders and Projects*

Pilares has promoted the operation of an inter-institutional committee to monitor the implementation of projects in the territory, exchange experiences, and has sought synergies between different entities in the territory.

The following are some paraphrases from interviews with stakeholders regarding the strengthening of cooperation mechanisms.

- Communication and transportation problems in the municipality are not going to be solved in the short term. However, we have been exploring solutions to improve connectivity through communication and electricity infrastructure projects.
- A high turnover of public employees, the low availability of resources to fund the SNs, and political instability are barriers to improve project sustainability at the local level.

There is also a lack of commitment of local institutions to establish complementary strategies using inter-institutional coordination bodies.

Creating horizontal linkages between SNs and local governments is relevant to tie SNs to local social programs related to other social issues, such as youth and gender policies. In this regard, it should be noted that SNs have also been a significant instrument to organize civil society demands to protect youth from illegal armed groups and help women effectively participate in public policy design and implementation.

### 3.4.2. Recommendations on Sustainability

*Exhibit 10* describes the recommendations for improving project sustainability. Each recommendation used findings as an opportunity for improvement, taking into account the contributions of the project to strengthening the capacity of civil society to achieve sustainability of project efforts.

*Exhibit 10. Recommendations on project Sustainability*

Recommendation	Purpose	Stakeholders	Priority Level	Expected Timeframe for Implementation In Months
Make visible the relevance of SNs for designing development plans of new local governments.	To improve SNs participation in the discussions around and design of local development plans in order to influence budget allocation for the new local and regional governments that took office in 2020.	Local and regional governments.	Short Term	3
Improve public financing of project activities by increasing project visibility in social responsibility programs of the Asociación Nacional de Industriales (ANDI) and promoting SNs to present projects to for funding through the DNP's regional development funds.	To access public financing for transportation costs and communication strategies to overcome geographical and connectivity barriers relevant to SNs' development.	Local and regional governments, and DNP's regional development funds.	Long Term	12 to 24
Design and implement a sustainability strategy for essential activities and outputs.	To effectively align activities and outputs with national, regional, and local development plans and articulate with institutions relevant to address the funding of transportation costs, communication strategies, and critical inputs for SNs development.	ICBF, SENA, ARM, Ministry of Labor, Ministry of Mines, Ministry of Education, mayors and regional and local governments	Long Term	12 to 24
Design and implement a strategy to use the coordination committee as a mechanism to progressively transfer actions to implementation partners.	To map and determine possible benefits which may be of interest to other projects or institutional partners for funding key activities, such as communication, transportation and logistics costs, as well as training, tutoring and workshops. For example, there is new project from ARM that is expected to begin in the coming months that could engage the SNs from Pilares.	USDOL, ICBF, SENA, ARM, Ministry of Labor, Ministry of Mines, Ministry of Education, The National System of Family Welfare	Long Term	12-24

<b>Recommendation</b>	<b>Purpose</b>	<b>Stakeholders</b>	<b>Priority Level</b>	<b>Expected Timeframe for Implementation In Months</b>
Accurately establish active participation of SNS in promoting the ENETI 2017-2027.	To reduce the negative impact of the rotation of public servants and the political instability at local levels.	Ministry of Labor, ICBF, Ministry of Mines, regional and local governments	Medium Term	12
Strengthen conflict resolution capabilities within SNS and CSOs.	To expand training coverage aimed at resolving conflicts within SNS.	SENA, SNS, and CSOs	Short Term	2
Prioritize strategic alliances with the ICBF and the Ministry of Labor to maintain the operation of the local CIETIs.	To promote the operation of local CIETIs as a coordination body with national and regional government support.	ICBF, SENA, ARM, Ministry of Labor, Ministry of Mines, and regional governments	Medium Term	12
Facilitate the visibility and connectivity of the SNS with other regional and national networks and regional coordination bodies.	To communicate project experience by connecting the SNS with assemblies, youth and childhood programs, and national networks led by the Ministry of Labor and the ICBF.	Ministry of Labor, ICBF, SENA	Long Term	12-24

## 4. Methodology

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The midterm evaluation methodology for data collection was primarily qualitative. Quantitative data was obtained from the project's technical progress reports. Qualitative and quantitative data and stakeholders' narratives were triangulated to identify findings for each analytical category and inform each recommendation. All qualitative methods were applied following a protocol with specific evaluation questions and consents formats. The data collection methods included document review, development of data collection tools, field visits, stakeholder interviews, and the compilation of data using a qualitative data software and a matrix for final analysis.

### *Evaluation Schedule*

The evaluation was conducted between November 15, 2019, and January 27, 2020. The evaluation team began fieldwork on November 18 and finished it on December 6. A first virtual utilization-focused focus group discussion was held on December 18, 2019, and a second held on January 9, 2020, in Bogota. The data analysis and report writing occurred from December 6, 2019, to March 10, 2020. Annex B describes the complete schedule of evaluation activities.

### *Data Collection*

The evaluation questions developed by Pact and USDOL served as the basis for the development of data collection tools in Key Informant Interviews (KII), Focus Groups Discussions (FGD), and document reviews. Stakeholders answered evaluation questions that were adapted to their level of project involvement and knowledge about the Pilares project.

### *Document Reviews*

The evaluation team reviewed project documents and other international reference resources regarding best practices in sustainability for similar projects. These documents included the Project Document, work plan, CMEP, semi-annual technical progress reports, needs assessments, internal evaluations, meeting minutes, available awareness raising materials, and other USDOL-funded project documents for sustainability of CL projects. The documents that were reviewed are listed below.

- ILAB/USDOL Notice of Availability of Funds and Funding Opportunity Announcement for Building The Capacity of Civil Society to Combat Child Labor and Forced Labor and Improve Working Conditions
- Pre-Situational Applied Political Economy Analysis: Bajo Cauca and Sur de Bolivar (September 2018)
- Comprehensive Monitoring and Evaluation Plan (August 2018)
- Project Document Pilares. Building the Capacity of Civil Society to Combat Child Labor and Improve Working Conditions: Colombia (January 2019)
- Somos Tesoro External Final Evaluation (2018)
- Pilares TPR and Annexes April 2018
- Pilares TPR and Annexes October 2018
- Pilares TPR and Annexes April 2019
- Pilares TPR and Annexes October 2019
- WINROCK International, Best Practices in Preventing and Eliminating Child Labor through Education, Community Based Innovations for the reduction of Child labor through education, 2008, 196 pp.

- Tufts University, *Sustaining Development: A synthesis of results from a Four Country Study of Sustainability and Exit Strategies among Development Food Assistance Projects*, 2016.

### *Key informant interviews (KII)*

The evaluation team conducted interviews with stakeholders in all four target municipalities: San Martin de Loba, Barranco de Loba, El Bagre and Zaragoza. Additionally, representatives from the Ministry of Labor, SENA, ICBF, local and regional governments, Pact Colombia, ARM, USDOL, and the United States Embassy were interviewed in Bogotá, Medellin, and Cartagena. All KII followed an instrument design to collect data according to the analytical categories of the midterm evaluation. Data was recorded using a matrix organized with evaluation questions to facilitate triangulation among stockholders and quantitative data collected from technical progress reports.

*Exhibit 11* provides a detailed summary of the stakeholders interviewed and the sample size.

*Exhibit 11. Stakeholders and Sample Size for KII*

Stakeholder group	Sample Size
Implementing project staff (Project Director, M&E Official, Civil Society Specialists)	6
Local governments (mayors, public local specialists, family commissaries)	10
Regional governments (regional specialist in the department of Antioquia)	1
National government (Ministry of Labor, ICBF, SENA)	6
ARM	2
USDOL	2
The United States Embassy	1
Total	28

### *Focus Groups Discussions (FGD)*

The evaluation team conducted FGD in all four municipalities: San Martin de Loba, Barranco de Loba, El Bagre y Zaragoza. The selected sample of CSOs was randomly chosen, assuring representation from different sizes of organizations (number of members) and high and low performers based on the initial knowledge pretest available in the project’s database. The pretest is a tool created by Pact to measure the initial knowledge of CSOs about CL and OUWC.

Although the evaluation team was not looking to find trends or common patterns among CSOs, such a sampling criterion allowed for controlling for relevant differences about the size and fundamental knowledge to understand the Pilares project effects on different CSOs.

During fieldwork, CSOs in San Martin de Loba and Barranco de Loba were interviewed in rural areas. In contrast, CSOs in Zaragoza and El Bagre were interviewed within city borders due to safety conditions. FGD instruments were designed according to the analytical categories of the midterm evaluation.

FGDs were taped, and notes were taken during each meeting to be used in data analysis. The evaluation team used a matrix of analytical categories and evaluation questions to record the discussion and to triangulate with KII and quantitative data from technical progress reports.

A total of eight CSOs participated in the FDGs in Sur de Bolivar, including CSOs from the mining sector and the agriculture sector. All of the CSOs were located in rural villages of San Martin de Loba (4) and Barranco de Loba (4), and all of them had a pretest score below 50%.

The sample of CSOs included small CSOs with less than 20 members, medium size CSOs that have between 20 and 50 members, and large CSOs that have more than 50 members. More men participated in the FDG than women, in line with the general proportion of men vs. women in the SNs..

A total of eight CSOs participated in the FDG in Zaragoza and eight CSOs in El Bagre. More women participated in the FDG than women, in line with the general proportion of women vs. men in the SNs. The sample of Bajo Cauca included small, medium, and large CSOs in terms of the number of members.

The pretest results were higher in Bajo Cauca than in Sur de Bolivar, so that the sampling of CSO participants in Bajo Cauca included CSOs with performance in the pretest higher than 50%. All CSOs that participated in the FGD in Bajo Cauca were also located in rural villages in the municipalities of Zaragoza and El Bagre.

*Exhibit 12* provides a detailed summary of the CSOs which participated in the FDGs, along with their size and initial performance on the pretest implemented for Pact.

*Exhibit 12. Sampled CSOs for FGD*

Municipality	CSO	Number of Members	% Women	% Men	Pre-Test Score
South of Bolívar (San Martin de Loba y Barranco de Loba)	ASOAGROMIVICCA	18	22%	78%	0.25
	ASPROAPICA	18	28%	72%	0.12
	AGRIPESBAT	33	36%	64%	0.18
	TITULO 18725	45	16%	84%	0.31
	AGROPDC	73	32%	68%	0.25
	MINA LA CHIVA	40	5%	95%	0.37
	MINA LA GLORIA	200	38%	62%	0.18
	JAC PUEBLITO MEJIA	400	53%	47%	0.18
Bajo Cauca (Zaragoza)	BOMBEROS	32	40%	60%	0.5
	IMPACTO JUVENIL	60	65%	35%	0.25
	ASOCOMUNAL ZARAGOZA	68	30%	70%	0.25
	JAC EI 50	110	60%	40%	0.31
	JAC LA CLARITA	180	70%	30%	0.62
	JAC LA PORQUERA	200	60%	40%	0.18
	JAC LA ARENOSA	210	75%	25%	0.25
	JAC VEGAS DE SEGOVIA	240	60%	40%	0.18
Bajo Cauca (El Bagre)	ASOCIACION DE MUJERES AGROAMBIENTALES	14	N.A.	N.A.	0.36
	ASOTRAMYAGRO	15	97%	3%	0.75
	JAC EL TUPE	43	N.A.	N.A.	0.31
	OFICINA JUVENTUD	48	50%	50%	0.94
	JAC LA PRIMAVERA	56	N.A.	N.A.	0.18
	JAC SANTA BARBARA	70	45%	55%	0.31

Municipality	CSO	Number of Members	% Women	% Men	Pre-Test Score
	JAC LA CORONA	200	55%	45%	0.31
	ASOVIAMCLA	308	25%	75%	0.19

### *Observations*

The evaluation team conducted a total of three direct observations of meetings and awareness raising activities (i.e., development of mural and posters). This allowed the evaluation team to validate the training methodology, obtain feedback of Civil Society Specialists about learning challenges, and observe the application of the capacity development strategy. Observation subjects included: 1) one SN committee meeting in Sur de Bolivar; 2) community workshop implemented by representatives of the SN in El Bagre; and 3) one SN committee meeting in Zaragoza. The evaluation team took notes and used evaluation questions and the matrix with analytical categories to register data to triangulate with KII, FGD, and quantitative data from the technical progress reports.

### *Data Analysis*

The document reviews, KII, FGD, and observations produced a substantial amount of raw quantitative and qualitative data. The evaluation team used qualitative and descriptive quantitative methods, including matrix analysis and Atlas t.i. mapping to categorize, synthesize, and summarize the raw data captured from KII and FGD notes and audios. The data analysis was driven by the evaluation questions described in the TOR. The report is in English, but data collection was done in Spanish. Moreover, data collected was registered in a matrix of analytical categories and evaluation questions, and data analysis used notes and tapes to triangulate sources. The evaluation team included three evaluators (one man and two women), who visited all four municipalities during fieldwork that lasted two weeks. All participants were informed about the purpose of the evaluation and signed a consent form before participating KII and FGD.

### *Debriefings*

The evaluation team conducted a debriefing meeting with stakeholders to discuss preliminary findings of the fieldwork and evaluation process. There was also a presentation of preliminary results to stakeholders in January 2020.

### *Limitations*

Stakeholders' responses were triangulated to the extent possible to strengthen the accuracy and reliability of collected data. Responder bias might have been introduced in data collection since the project is very popular among participants, and they told evaluators they do not want the project to end. Thus, participants could have been reluctant to criticize the Pilares project during responses to evaluation questions. It should also be noted that CSOs were selected in a purposive manner so that the findings cannot be generalized to the total population of CSOs participants. Therefore, the accuracy of the evaluation is related to the integrity of the information provided to the evaluation team from data collection sources and the ability of the evaluation team to triangulate, synthesize and present the findings. Also, the midterm evaluation is not an impact evaluation, so that it cannot determine the causality of the Pilares project to the expected results.

# 5. Annexes

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## Annex A: TOR

Call for consultants or consulting firms – Terms of Reference  
Midterm Evaluation – Pilares Project  
Title  
Midterm evaluation - Pilares Project.  
General information and level of effort

### *Background*

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The project Building the Capacity of Civil Society to Combat Child Labor and Improve Working Conditions in Colombia, also known as the Pilares Project, is financed by the United States Department of Labor (USDOL) under the Cooperation Agreement No. IL-31477-17-75-K. Pilares is a three year project with the objective to improve the capacity of civil society to better understand and address child labor (CL) and promote acceptable conditions of work in the artisanal and small-scale gold mining (ASGM) sector in selected municipalities of Bajo Cauca, Antioquia and Sur de Bolivar, Colombia.

1. Improved capacity of civil society to identify and document accurate, independent, and objective information on the nature and scope of child labor and/or forced labor and on violations of acceptable conditions of work in a sector and/or supply chain.
2. Improved capacity of civil society to raise awareness for the protection of workers from child labor and/or forced labor abuses and from violations of acceptable conditions of work.
3. Improved capacity of civil society to implement initiatives to address child labor and/or forced labor and violations of acceptable conditions of work, including facilitated access to grievance mechanisms and/or remedy for victims of labor exploitation

*Through a collective impact* (CI) approach, Pact and the Alliance for Responsible Mining (ARM) work with civil society organizations (CSO) to align their capacity, scopes and strategies to address the three areas of focus of the project, while simultaneously strengthening their functional and organizational capacities. Within this framework, Pilares works with three solidarity networks located in Zaragoza and El Bagre in Bajo Cauca, Antioquia, and Sur de Bolivar, which combines the municipalities of Barranco de Loba and San Martin de Loba.

### *Expected level of effort*

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Approximately 4 weeks full time for document revision and field work. Depending on the consultant or consulting firm, the level of effort to analyze the information, write the draft and final reports will vary but should be within the parameters of the established timeline.

The midterm evaluation will be carried out in close coordination with the Pilares Monitoring and Evaluation (M&E) Officer and the Project Director. All documents and reports will be delivered to the Project Director for distribution to USDOL and other stakeholders.

During the midterm evaluation, the consultant should be available to attend two virtual meetings with the project's donor, USDOL.

The consultant or consulting firm will work closely with:

- Pílares Project Director
- Monitoring and Evaluation Officer
- Civil Society Specialists
- Program Officer, Pact HQ
- Results and Measurement Advisor, Pact HQ
- Solidarity networks and their respective civil society organizations in the four municipalities mentioned above.
- Communities and public servants. G

### Purpose and Scope of the midterm evaluation

#### **Purpose**

The main purpose of the midterm evaluation is to:

- Identify promising practices and ways to promote their sustainability,
- Examine if the project approach is resulting in building the capacity of civil society.
- Examine the overall performance of the project in terms of efficiency and effectiveness.
- The mid-term evaluation should provide all stakeholders with information to assess and revise, as needed, work plans, strategies, objectives, partnership arrangements and resources.

#### **Scope**

The evaluation will focus on the Pílares project only, and on the questions regarding sustainability and strengthening the capacity of CSOs to understand and address child labor and other unacceptable working conditions in the four target municipalities of Antioquia and Bolívar.

The evaluation should identify intended (i.e. planned) and unintended results, in terms of outputs and outcomes. Some unintended changes could be as important as the ones planned. Therefore, the evaluation team should reflect on them for learning purposes.

The following are the fundamental questions that the evaluation should answer:

#### *Project relevance*

How relevant is the project's strategy to the goal of improving the capacity of civil society to better understand and address child labor (CL) and promote acceptable conditions of work in the ASGM sector in selected municipalities of Bajo Cauca, Antioquia and Sur de Bolívar, Colombia?

#### *Progress, effectivity and efficiency of the project*

How effective are the project's interventions, including the project methodology, to increase technical and organizational capacity of participating civil society actors in order to effectively identify and document CL and other unacceptable working conditions (OUWC) (objective 1), raise awareness of CL and OUWC (objective 2) and implement initiatives to address CL and OUWC (objective 3)?

Are the Project activities efficient in terms of financial and human resources in relation to its results and outputs?

### *Project sustainability*

What strategies/activities are most likely to be sustainable and transferable to local institutions (government/communities)?

What additional efforts/actions should be taken in order to promote the sustainability of each component of the Project?

### *Intended users*

The mid-term evaluation should provide USDOL, Pact, ARM, the Government of Colombia, sub-grantees and local partners, *Pilares Solidarity Networks* and other project stakeholders an assessment of the project's experience in implementation and, to a limited extent, its impact on project participants. USDOL, Pact's management, and sub-grantees will use the evaluation results as a learning tool regarding the relevance of the approach and strategy used by the project. The evaluation results also should provide information, supported by project and evaluation data, that suggest how the project could enhance its impact during the remaining time of implementation and sustain the benefits that have been or will be generated. The report will be published on USDOL's 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. The final report of the mid-term evaluation should be translated into Spanish for its dissemination.

### *Focus, methodology, expected activities and deliverables*

The consultant or consulting firm should provide a detailed work plan and methodology that will address the fundamental questions as specified in this scope.

#### **Focus**

The midterm evaluation must consider qualitative and quantitative information. It should be participative and use existing project documents and other materials (project document, reports, project timelines, tools generated, etc.). Much of the information will be generated through field visits, key informant interviews (KII) and focus group discussions (FGD).

The midterm evaluation should be objective. The Pilares team will only be present to introduce the organizations, individuals, communities, and other stakeholders consulted and won't be part of the interviews, focal groups or any other evaluation related field meetings.

The following principles should be integrated and applied in the midterm evaluation, and the consultant should clearly articulate how it will advance these:

1. Gender and cultural sensitivities.
2. KII and FGD will be semi-structured so as to address known evaluation question data needs and simultaneously to maintain a flexible approach in order to keep a sense of ownership and interest by the various participating groups, and to be able to make clarifying or extended questions that may not be included in the terms of reference that may provide important and useful information (for example, regarding unexpected results).

3. Whenever possible, the focus will be kept consistent throughout all locations to enable more rigorous and comparative analysis. Adjustments will be made only to address or to respond to progress of the solidarity networks or to address cultural or other sensitivities.
4. The consultant must follow industry standards insofar as research rigor, ethics, and *do no harm* principles. The consultant will maintain at all-time confidentiality of the information derived from the evaluation, KII, FGDs, meetings etc. and at all times will protect the information provided by individuals and groups participating in the evaluation. The consultant will ensure that standards of informed consent and informant protection are rigorously applied, which includes standards of data protection and storage.

## **Methodology**

It is expected that the consultant or the consultancy team will use an array of “mixed methods” to complete the tasks of answering the fundamental questions. The methodology will be revised, discussed and agreed with the Pílares M&E team. The methodology proposed should include:

Literature review and analysis of reports and other secondary information. The consultant should review an array of documents including the project scope and proposal, reports to the donor, work plans, strengthening plans, the M&E comprehensive plan, and financial information. The consultant should also review the methodology and content of the capacity development materials. Pact will provide all documentation.

The consultant or consulting firm should develop questionnaires to be used at KII and FGDs and which focus in achieving responses to the fundamental questions described above. The questionnaires will be used with individuals and groups at national, departmental and local level (either presential, virtual, by phone) These KII and FGDs should include the Colombian Institute for Family Well-being (ICBF), Ministry of Labor, Servicio Nacional de Aprendizaje (SENA), local mayors’ offices, family commissaries and other relevant actors.

Field visits. The consultant or consultancy firm should visit the four municipalities and combine sites where the project has been running well and sites where there have been challenges. During the visits the evaluator should conduct KII and FGDs, using the questionnaires developed, and meet individuals of the organizations participating in the project, local civil servants and other stakeholders. The sample size should be determined by the evaluator but should be representative of the project and include CSOs and other actors from the four municipalities. Currently, 58 CSOs belong to the three solidarity networks of Pílares, with 18 in El Bagre, 24 in Zaragoza and 16 in Sur de Bolívar (Barranco de Loba and San Martín de Loba). Each municipality has a mayor’s office and family commissaries. The ICBF is not present in any of the municipalities, but the Caucasia office covers Bajo Cauca, and the Mompoix office covers Sur de Bolívar. The project’s main stakeholders at the departmental level are the offices working with children, adolescents and youth, and the SENA. At the national level, the project works mainly with the ICBF and the Ministry of Labor. Another important stakeholder to consultant is Pact’s implementing partner, Alliance for Responsible Mining is (ARM).

The midterm evaluation should include detailed notes, and visits, KII, FGDs etc. should be coded for easy access during the evaluation and then after. Data and personal information should not be included in the reports. The consultant, whenever possible, and ensuring the

confidentiality of the individuals is not breached, should name the positions and location of the individuals interviewed and the participants of the FGDs.

All documentation derived from the midterm evaluation is the property of Pact and should be delivered to Pact. The consultant or consultancy firm will not keep any records or use the information of the midterm evaluation for any other purpose than agreed in the contract.

## Deliverables

1. Detailed workplan and methodology that respond to the fundamental questions of the midterm evaluation, including all tools developed for data collection and a detailed analysis plan.
2. List of documentation that were reviewed during the evaluation, including Pact's documents and any other relevant document.
3. Complete list of and typed notes or transcripts of the KII and FGDs and any other meeting that takes places during the midterm consultancy.
4. Draft and final reports as per the consultancy timelines. Pact will provide the format for the reports. The final report should be submitted in English and Spanish. Draft reports should be submitted only in English.

## General Timeline

Activity	Date	Products/Comments
<b>Midterm Implementation Evaluation</b>		
Methodology and general work plan completed	15 Nov.	Detailed workplan and methodology that respond to the fundamental questions of the midterm evaluation, including all tools developed for data collection and a detailed analysis plan.
Revision of documents completed (including all data collection tools). Workplan finalized and appointments communicated to stakeholders.	6 Dec	List of documentation that were reviewed during the evaluation, including Pact's documents and any other relevant document.
Field work begins with analysis of information derived from field work.	18-nov	
Field work completed.	6 Dec	Complete list of and typed notes or transcripts of the KII and FGDs and any other meeting that takes places during the midterm consultancy.
1st Utilization-focused focus group discussion (with Pact staff and partners) to discuss general findings.	18 Dec	Evaluators present main findings and help Pact reflect on why that is a finding, how it happened, etc. That discussion can help inform the completion of the draft report and ensure possible recommendations are actionable, and that lessons and best practices are applicable.
First draft evaluation report (in English) completed.	7 Jan	Draft Report 1.
2nd Utilization-focused focus group discussion (UFGD)(with Pact staff and partners)	9 Jan	
Feedback on draft report submitted to consultant	10 Jan	Consolidated feedback on draft report sent to consultant
Inclusion of comments on draft report completed and submission of a final report	20 Jan	
Final midterm evaluation report (in English) sent to USDOL and Pact for final approval. Upon approval, consultant should translate the report to Spanish by 24 Jan 2020).	25 Jan	Final Report.
Final report translated into Spanish	27 Jan	The consultant will be responsible for the translation of the final report.

## Annex B. Work Plan

### 1º Semana – Sur de Bolívar

Fecha	Hora	Instrumento	Lugar
18-nov	09:00 a. m.	Grupo focal	Vereda La Cabaña Pueblito Mejía, Barranco de Loba
18-nov	02:00 p. m.	Grupo focal	Canavate, Barranco de Loba
19-nov	09:00 a. m.	Grupo focal	Papayal, San Martín
19-nov	09:00 a. m.	Entrevista individual	Barranco de Loba
19-nov	05:00 p. m.	Entrevista individual	San Martín de Loba
20-nov	09:00 a. m.	Grupo focal	Pueblito Mejía, Barranco de Loba
20-nov	10:30 a. m.	Entrevista individual	Barranco de Loba
20-nov	02:00 p. m.	Entrevista individual	Barranco de Loba
20-nov	03:20 p. m.	Grupo focal	San Martín de Loba
20-nov	05:30 p. m.	Grupo focal	San Martín de loba
21-nov	09:00 a. m.	Entrevista individual	San Martín de Loba
21-nov	10:00 a. m.	Grupo focal	Pueblito Mejía, Barranco de Loba
21-nov	02:00 p. m.	Entrevista individual	San Martín de Loba
21-nov	03:30 p. m.	Grupo focal	Barranco de Loba
21-nov	03:30 p. m.	Entrevista individual	Skype
22-nov	09:00 a. m.	Entrevista individual	San Martín de Loba
22-nov	02:00 p. m.	Entrevista individual	Mompox

### 2º Semana – Bajo Cauca

Fecha	Hora	Instrumento	Lugar
25-nov	08:00 a. m.	Entrevista individual	Medellín
25-nov	09:30 a. m.	Entrevista individual	Medellín
25-nov	11:30 a. m.	Entrevista individual	Medellín
25-nov	04:00 p. m.	Entrevista individual	El Bagre
25-nov	06:00 p. m.	Entrevista individual	Skype
25-nov	11:15 a. m.	Grupo focal	La Sola, El Bagre
	10:30 a. m.	Grupo focal	El Bagre
26-nov	11:30 a. m.	Grupo focal	El Bagre
26-nov	03:00 p. m.	Entrevista individual	El Bagre
26-nov	05:00 p. m.	Entrevista individual	El Bagre
26-nov	06:00 p. m.	Grupo focal	Zaragoza
26-nov	06:30 p. m.	Grupo focal	Zaragoza
26-nov	08:00 p. m.	Grupo focal	Zaragoza
27-nov	09:30 a. m.	Grupo focal	El Bagre
27-nov	01:30 p. m.	Grupo focal	El Bagre
27-nov	01:00 p. m.	Entrevista individual	El Bagre
27-nov	02:00 p. m.	Entrevista individual	El Bagre

Fecha	Hora	Instrumento	Lugar
27-nov	4:00pm	Grupo focal	El Bagre
28-nov	09:15 a. m.	Grupo focal	Puerto Claver, El bagre
28-nov	02:28 p. m.	Grupo focal	Puerto Claver, El Bagre
28-nov	06:00 p. m.	Entrevista individual	El Bagre
29-nov	10:00 a. m.	Grupo focal	Zaragoza
29-nov	10:10 a. m.	Grupo focal	Zaragoza
20-nov	03:00 p. m.	Grupo focal	Zaragoza
30-nov	10:00 a. m.	Entrevista individual	Caucasia
02-dic	09:00 a. m.	Grupo focal	Zaragoza
02-dic	09:00 a. m.	Grupo focal	Zaragoza
02-dic	10:15 a. m.	Grupo focal	Zaragoza
02-dic	02:00 p. m.	Grupo focal	Zaragoza

### 3º Semana – Nivel Nacional

Fecha	Hora	Instrumento	Lugar
04-dic	02:30 p. m.	Entrevista individual	Skype
05-dic	09:30 p. m.	Entrevista individual	Cartagena
06-dic	08:00 a. m.	Entrevista individual	Skype
11-dic	09:00 p. m.	Entrevista individual	Bogotá
11-dic	10:00 p. m.	Entrevista individual	Bogotá

## Annex C Instrumento entrevista grupo focal

INSTRUMENTO	EJERCICIO_GRUPO	FOCAL_BENEFICIARIOS	DIRECTOS	(ORGANIZACIONES COMUNITARIAS)
<b>Duración: 30 a 45 minutos</b>				
<p><b>Objetivo:</b> Realizar una evaluación intermedia que permita determinar el progreso del proyecto PILARES – COLOMBIA: construyendo la capacidad de la sociedad civil para combatir el trabajo infantil y mejorar las condiciones de trabajo. En el cumplimiento de los siguientes objetivos</p> <ul style="list-style-type: none"> <li>• <b>Objetivo 1.</b> Identificar y Documentar el trabajo infantil y otras condiciones laborales inaceptables.</li> <li>• <b>Objetivo 2.</b> Concientizar a la sociedad civil sobre el trabajo infantil y las condiciones laborales inaceptables.</li> <li>• <b>Objetivo 3.</b> Implementar iniciativas para responder al trabajo infantil y otras condiciones laborales inaceptables.</li> </ul>				
<b><u>Contextualización previa a la sesión</u></b>				
<p>Dar la bienvenida a los participantes. - Entablar una conversación cálida y amistosa sobre temas triviales. - Observar en estos primeros minutos (no más de 10) los roles de cada uno de los participantes. Aquellos que sean más dominantes debemos sentarlos al lado del moderador. -El mejor lugar para las personas más tímidas y retraídas es enfrente del moderador para poder mantenerles el contacto ocular.</p>				
<b><u>Identificación</u></b>				
<b>Indagar sobre nombre, ocupación, institución a la que pertenece.</b>				
<b><u>Cuestionario de preguntas por categoría</u></b>				
<b>Categoría</b>	<b>Relevancia y pertinencia estratégica</b>			
<b>Preguntas</b>	<b>1.</b>	¿Cuáles son las principales actividades y estrategias del proyecto? ¿Estas actividades están diseñadas para alcanzar los objetivos del proyecto?		
	<b>2.</b>	¿De qué manera las estrategias orientadas a lograr una mejor respuesta y comprensión del TI y la promoción de condiciones aceptables de trabajo en el sector de la minería artesanal de oro en pequeña escala y el sector agrícola han sido recibidas por los grupos de interés y las organizaciones de la sociedad civil?		
	<b>3.</b>	¿Cuáles son los principales problemas que el proyecto ha enfrentado en su esfuerzo por mejorar la capacidad de la sociedad civil para entender y responder al TI, a la seguridad y los riesgos en los sectores agrícola y minero y la promoción de condiciones aceptables de trabajo en el sector de la minería?		

	<b>4.</b>	¿Cuáles son las buenas prácticas y lecciones aprendidas para asegurar la relevancia del proyecto y como se pueden incorporar en proyectos futuros?
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Categoría	Progreso y efectividad del proyecto
<b>Preguntas</b>	<b>1.</b> ¿Qué tan efectivas son las intervenciones del proyecto incluyendo la metodología del proyecto para incrementar la capacidad técnica y organizacional de la sociedad civil, con el objeto de <b>identificar y documentar</b> el trabajo infantil y otras condiciones laborales inaceptables (objetivo 1), <b>concientizar a la sociedad civil</b> sobre el trabajo infantil y las condiciones laborales inaceptables (objetivo 2) <b>implementar iniciativas</b> para responder al trabajo infantil y otras condiciones laborales inaceptables (objetivo 3)
	<b>2.</b> ¿Cuáles son las fortalezas y debilidades claves del progreso del proyecto, en términos de involucrar a las OSC y demás grupos de interés? ¿Fueron los grupos de interés efectivamente incluidos en las actividades propuestas por el proyecto?
	<b>3.</b> ¿Cuáles son las buenas prácticas y lecciones aprendidas de la comunicación con las OSC y los grupos de interés y como pueden tenerse en cuenta para futuros proyectos?
	<b>4.</b> ¿Cómo el proyecto contribuyó a un cambio en conocimiento, actitudes y prácticas entre las OSC, las instituciones, los líderes comunitarios y los aliados estratégicos?
	<b>5.</b> ¿Cuáles son las principales fortalezas y debilidades en términos de desarrollo de actividades que contribuyeron al fortalecimiento de conocimiento? ¿y focalización (criterios de entrada) de las actividades del proyecto PILARES? es decir que piensan los capacitados de la información recibida)
	<b>6.</b> ¿Cuál es la efectividad del proyecto en la creación de identidad comunitaria y el incremento en la concientización y el entendimiento de los peligros de TI y los riesgos de seguridad de trabajar en los sectores mineros y agrícolas?
	<b>7.</b> ¿Cuáles son las buenas prácticas y lecciones aprendidas de las actividades de entrenamiento y cuáles son las recomendaciones de entrenamiento futuro en proyectos similares?

## Annex D. Instrumento de entrevista Semiestructurada grupos de interés

### INSTRUMENTO ENTREVISTA SEMIESTRUCTURADA

**Duración: 30 a 45 minutos**

**Objetivo:** Realizar una evaluación intermedia que permita determinar el progreso del proyecto PILARES – COLOMBIA: construyendo la capacidad de la sociedad civil para combatir el trabajo infantil y mejorar las condiciones de trabajo. En el cumplimiento de los siguientes objetivos

- **Objetivo 1.** Identificar y Documentar el trabajo infantil y otras condiciones laborales inaceptables.
- **Objetivo 2.** Concientizar a la sociedad civil sobre el trabajo infantil y las condiciones laborales inaceptables.
- **Objetivo 3.** Implementar iniciativas para responder al trabajo infantil y otras condiciones laborales inaceptables.

#### Contextualización previa a la sesión

Dar la bienvenida a los participantes. - Entablar una conversación cálida y amistosa sobre temas triviales. - Observar en estos primeros minutos (no más de 10) los roles de cada uno de los participantes. Aquellos que sean más dominantes debemos sentarlos al lado del moderador. -El mejor lugar para las personas más tímidas y retraídas es enfrente del moderador para poder mantenerles el contacto ocular.

#### Identificación

Indagar sobre nombre, ocupación, institución a la que pertenece.

#### Cuestionario de preguntas por categoría

Categoría	Relevancia y pertinencia estratégica
<b>Preguntas</b>	<b>1.</b> ¿Qué tan relevante es la estrategia del proyecto para alcanzar el objetivo de mejorar la capacidad de la sociedad civil para entender y responder al TI y promover condiciones aceptables de trabajo en el sector de la minería artesanal de oro de pequeña escala y del sector agrícola en los municipios seleccionados?
	<b>2.</b> ¿De qué manera las estrategias orientadas a lograr una mejor respuesta y comprensión del TI y la promoción de condiciones aceptables de trabajo es el sector de minería artesanal de oro en pequeña escala y el sector agrícola han sido recibidos por los grupos de interés y las organizaciones de la sociedad civil?

	3.	¿Cuáles son los principales problemas que el proyecto ha enfrentado en su esfuerzo por mejorar la capacidad civil para entender y responder al TI, a la seguridad y los riesgos en los sectores agrícola y minero y la promoción de condiciones aceptables de trabajo en el sector de la minería?
	4.	¿Cuáles son las buenas prácticas y lecciones aprendidas para asegurar la relevancia del proyecto y como se pueden incorporar en proyectos futuros?
<b>Categoría</b>	<b>Progreso y efectividad del proyecto</b>	
<b>Preguntas</b>	1.	¿Qué tan efectivas son las intervenciones del proyecto incluyendo la metodología para incrementar la capacidad técnica y organizacional de la sociedad civil con el objeto de <b>identificar y concientizar a la sociedad civil</b> sobre el trabajo infantil y las condiciones laborales inaceptables (objetivo 1), <b>implementar iniciativas</b> para responder al trabajo infantil y otras condiciones laborales inaceptables (objetivo 2) <b>implementar iniciativas</b> para responder al trabajo infantil y otras condiciones laborales inaceptables (objetivo 3)
	2.	¿Cuáles son las fortalezas y debilidades claves del progreso del proyecto, en términos de involucrar a las OSC y demás grupos de interés? ¿Fueron los grupos de interés efectivamente incluidos en las actividades propuestas por el proyecto?
	3.	¿Cuáles son las buenas prácticas y lecciones aprendidas de la comunicación con las OSC y los grupos de interés y como pueden tenerse en cuenta para futuros proyectos?
	4.	¿Cómo el proyecto contribuyó a un cambio en conocimiento, actitudes y prácticas entre las OSC, las instituciones, los líderes comunitarios y los aliados estratégicos?
	5.	¿Cuáles son las principales fortalezas y debilidades en términos de desarrollo de actividades que contribuyeron al fortalecimiento de conocimiento? ¿y focalización (criterios de entrada) de las actividades del proyecto PILARES? es decir que piensan los capacitados de la información recibida)
	6.	¿Cuál es la efectividad del proyecto en la creación de identidad comunitaria y el incremento en la concientización y el entendimiento de los peligros de TI y los riesgos de seguridad de trabajar en los sectores mineros y agrícolas?
	7.	¿El proyecto ha superado debilidades asociadas al proceso de entrenamiento (se superó el problema) para mejorar la capacidad de las OSC?, ¿Si lo ha hecho como lo ha hecho?
	8.	¿Cuáles son las buenas prácticas y lecciones aprendidas que se han identificado de la efectividad del arreglo gerencial (modelo de implementación) y como estas pueden ser trasladadas a recomendaciones para proyectos futuros

## Annex E. Instrumento de entrevista Semiestructurada equipo Pact.

<b>INSTRUMENTO ENTREVISTA SEMIESTRUCTURADA</b>	
<b>Duración: 30 a 45 minutos</b>	
<p><b>Objetivo:</b> Realizar una evaluación intermedia que permita determinar el progreso del proyecto PILARES – COLOMBIA: construyendo la capacidad de la sociedad civil para combatir el trabajo infantil y mejorar las condiciones de trabajo. En el cumplimiento de los siguientes objetivos</p> <ul style="list-style-type: none"> <li>• <b>Objetivo 1.</b> Identificar y Documentar el trabajo infantil y otras condiciones laborales inaceptables.</li> <li>• <b>Objetivo 2.</b> Concientizar a la sociedad civil sobre el trabajo infantil y las condiciones laborales inaceptables.</li> <li>• <b>Objetivo 3.</b> Implementar iniciativas para responder al trabajo infantil y otras condiciones laborales inaceptables.</li> </ul>	
<b>Contextualización previa a la sesión</b>	
<p>Dar la bienvenida a los participantes. - Entablar una conversación cálida y amistosa sobre temas triviales. - Observar en estos primeros minutos (no más de 10) los roles de cada uno de los participantes. Aquellos que sean más dominantes debemos sentarlos al lado del moderador. -El mejor lugar para las personas más tímidas y retraídas es enfrente del moderador para poder mantenerles el contacto ocular.</p>	
<b>Identificación</b>	
Indagar sobre nombre, ocupación, institución a la que pertenece.	
<b>Cuestionario de preguntas por categoría</b>	
<b>CATEGORIA</b> 1.	<b>Relevancia y pertinencia estratégica</b>

<b>Preguntas</b>	<b>1.</b>	¿Qué tan relevante es la estrategia del proyecto para alcanzar el objetivo de mejorar la capacidad de la sociedad civil para entender y responder al TI y promover condiciones aceptables de trabajo en el sector de la minería artesanal de oro de pequeña escala y del sector agrícola en los municipios seleccionados?
	<b>2.</b>	¿De qué manera las estrategias orientadas a lograr una mejor respuesta y comprensión del TI y la promoción de condiciones aceptables de trabajo es el sector de minería artesanal de oro en pequeña escala y el sector agrícola han sido recibidos por los grupos de interés y las organizaciones de la sociedad civil?
	<b>3.</b>	¿Cuáles son los principales problemas que el proyecto ha enfrentado en su esfuerzo por mejorar la capacidad civil para entender y responder al TI, a la seguridad y los riesgos en los sectores agrícola y minero y la promoción de condiciones aceptables de trabajo en el sector de la minería?
	<b>4.</b>	¿Cuáles son las buenas prácticas y lecciones aprendidas para asegurar la relevancia del proyecto y como se pueden incorporar en proyectos futuros?

<b>CATEGORIA. 2.</b>	<b>Progreso y efectividad del proyecto</b>	
<b>Preguntas</b>	<b>1.</b>	¿Qué tan efectivas son las intervenciones del proyecto incluyendo la metodología del proyecto para incrementar la capacidad técnica y organizacional de la sociedad civil con el objeto de <b>identificar y documentar</b> el trabajo infantil y otras condiciones laborales inaceptables (objetivo 1), <b>concientizar a la sociedad civil</b> sobre el trabajo infantil y las condiciones laborales inaceptables (objetivo 2) <b>implementar iniciativas</b> para responder al trabajo infantil y otras condiciones laborales inaceptables (objetivo 3)
	<b>2.</b>	¿Cuáles son las fortalezas y debilidades claves del progreso del proyecto, en términos de involucrar a las OSC y demás grupos de interés? ¿Fueron los grupos de interés efectivamente incluidos en las actividades propuestas por el proyecto?
	<b>3.</b>	¿Cuáles son las buenas prácticas y lecciones aprendidas de la comunicación con las OSC y los grupos de interés y como pueden tenerse en cuenta para futuros proyectos?
	<b>4.</b>	¿Cómo el proyecto contribuyó a un cambio en conocimiento, actitudes y prácticas entre las OSC, las instituciones, los líderes comunitarios y los aliados estratégicos?
	<b>5.</b>	¿Cuáles son las principales fortalezas y debilidades en términos de desarrollo de actividades que contribuyeron al fortalecimiento de conocimiento? ¿Y focalización (criterios de entrada) de las actividades del proyecto PILARES? es decir que piensan los capacitados de la información recibida).
	<b>6.</b>	¿Cuál es la efectividad del proyecto en la creación de identidad comunitaria y el incremento en la concientización y el entendimiento de los peligros de TI y los riesgos de seguridad de trabajar en los sectores mineros y agrícolas?
	<b>7.</b>	¿El proyecto ha superado debilidades asociadas al proceso de entrenamiento (se superó el problema) para mejorar la capacidad de las OSC?, ¿Si lo ha hecho como lo ha hecho?
	<b>8.</b>	¿Cuáles son las buenas prácticas y lecciones aprendidas de las actividades de las actividades de entrenamiento y cuáles son las recomendaciones de entrenamiento futuro en proyectos similares?

<b>CATEGORIA. 3.</b>	<b>Efectividad en el modelo de implementación del proyecto</b>	
<b>Preguntas</b>	<b>1.</b>	¿Son las actividades del proyecto eficientes en términos de recursos humanos en relación a los resultados y productos?
	<b>2.</b>	¿El proyecto ha desarrollado proyectos estandarizados para crear capacidad en todos los municipios? ¿Existe un material que estandariza el modelo?
	<b>3.</b>	¿Cuáles son las fortalezas y debilidades de los arreglos del modelo de implementación del proyecto?
	<b>4.</b>	¿Cuáles son las buenas prácticas y lecciones aprendidas que se han identificado de la efectividad del arreglo gerencial (modelo de implementación) y como estas pueden ser trasladadas a recomendaciones para proyectos futuros

<b>CATEGORIA. 4.</b>	<b>Sostenibilidad</b>	
<b>Preguntas</b>	<b>1.</b>	¿Cuáles actividades o estrategias locales del proyecto que pueden ser transferibles a las instituciones locales ( gobierno, comunidades, SENA, comisarías de familia, ICBF, Pact)
	<b>2.</b>	¿Qué acciones o esfuerzos adicionales deberían tenerse en cuenta para promover la sostenibilidad de cada componente del proyecto?
	<b>3.</b>	¿El proyecto ha desarrollado una estrategia de sostenibilidad para cada actividad del proyecto? ¿El plan de estrategia de salida y sostenibilidad fue integrado al desarrollo del proyecto? ¿Será efectivo el plan de sostenibilidad y la estrategia de salida?
	<b>4.</b>	¿Cuál es el impacto del proyecto en las organizaciones de la sociedad civil, aliados y otras organizaciones trabajando en TI en el país?
	<b>5.</b>	¿Puede cualquier producto del proyecto continuar después que la financiación del donante termina?

6	¿Cuáles son los compromisos financieros de otras fuentes que aseguran la continuación de los resultados del proyecto?
7	¿Qué actividades o estrategias del proyecto son autosostenibles y cuales requieren de apoyo financiero externo para su operación?
8	¿Los grupos de interés (ICBF, MINTRABAJO, SENA, ALCADÍAS, COMISARIAS DE FAMILIA y otros actores relevantes tienen un compromiso para continuar apoyando los servicios implementados por el proyecto?
9	¿Cuáles han sido los principales desafíos y actividades de la coordinación con el gobierno colombiano particularmente con Mintrabajo, ICBF Y OTRAS agencias gubernamentales que están relacionadas con el TI y la seguridad y los riesgos de trabajar en los sectores agrícolas y mineros?
10	¿Los productos del proyecto se encuentran articulados a una red existente de protección de trabajo infantil y promoción de condiciones laborales adecuadas en los sectores agrícola y minero?

## Annex F. Formato Consentimiento Informado

### Consentimiento informado para los participantes de entrevista semiestructurada en la recolección de información de trabajo de campo para la Evaluación Intermedia del proyecto PILARES -COLOMBIA: BUILDING THE CAPACITY OF CIVIL SOCIETY TO COMBAT CHILD LABOR AND IMPROVE WORKING CONDITIONS

El objetivo de este trabajo de campo es realizar una evaluación intermedia que permita determinar el progreso del proyecto PILARES - COLOMBIA "construyendo la capacidad de la sociedad civil para combatir el trabajo infantil y mejorar las condiciones de trabajo"

Si usted accede a participar, se le pedirá responder preguntas a través de una entrevista semiestructurada. Esto tomará aproximadamente 60 minutos de su tiempo. Lo que se converse durante la sesión se grabará, de modo que el evaluador pueda transcribir después las ideas que usted haya expresado. Lo conversado en la entrevista, será estrictamente confidencial, es decir, será una información solo conocida por parte del equipo evaluador.

Si tiene alguna duda sobre este ejercicio, puede hacer preguntas en cualquier momento; podrá retirarse o negarse a responder cualquier pregunta que usted considere prudente omitir la respuesta o lo afecte emocionalmente.

#### Consentimiento

Acepto participar voluntariamente en este ejercicio. He sido informado (a) del objetivo de este ejercicio participativo

Me han indicado también, que debo responder unas preguntas y que puedo retirarme o negarme a responder cuando yo lo considere necesario. He sido informado (a) además del tiempo de mi participación en la entrevista.

Reconozco que la información que yo provea será estrictamente confidencial y no se utilizará para ningún otro propósito diferente al de este ejercicio. He sido informado (a) que puedo hacer preguntas en cualquier momento, sin que esto acarree perjuicio alguno para mí.

Nombre de la persona entrevistada: \_\_\_\_\_

Firma de la persona entrevistada: \_\_\_\_\_

C.C.: \_\_\_\_\_

El presente consentimiento informado se firma en la ciudad de: \_\_\_\_\_

A los \_\_\_\_\_ del mes de \_\_\_\_\_ del año \_\_\_\_\_

## **Annex G. List of Document Review**

- ILAB/USDOL Notice of Availability of Funds and Funding Opportunity Announcement for Building The Capacity of Civil Society to Combat Child Labor and Forced Labor and Improve Working Conditions.
- Pre-Situational Applied Political Economy Analysis: Bajo Cauca and Sur de Bolivar (September 2018)
- Comprehensive Monitoring and Evaluation Plan (August 2018)
- Project Document Pilares. Building the Capacity of Civil Society to Combat Child Labor and Improve Working Conditions: Colombia (January 2019)
- Somos Tesoro External Final Evaluation (2018)
- Pilares TPR and Annexes April 2018
- Pilares TPR and Annexes October 2018
- Pilares TPR and Annexes April 2019
- Pilares TPR and Annexes October 2019

## **Annex H. List of Persons Interviewed - Redacted**



# Evaluación Intermedia

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## PROYECTO: PILARES – COLOMBIA

CREANDO LA CAPACIDAD DE LA SOCIEDAD CIVIL PARA COMBATIR EL TRABAJO INFANTIL Y MEJORAR LAS CONDICIONES DE TRABAJO: PROYECTO PILARES – COLOMBIA