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Improving workers' occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project – Mid-Term Evaluation

EVALUATION REPORT

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Improving workers' occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project – MEX/20/05/USA

Mid-Term Independent Evaluation

Rafael Munoz-Sevilla (lead evaluator) and Janett Salvador (national consultant)

May 2024

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List of Acronyms

Acronym	Acronym description
ACTEMP	ILO's Bureau for Employers' Activities
ACTRAV	ILO's Bureau for Workers' Activities
CAD-OCDE	OECD Development Assistance Committee
CCIJ	Consejo Cámaras de Industriales de Jalisco
CMEP	Comprehensive Monitoring and Evaluation Plan
COCOSST	Comisiones Consultivas Estatales y de la Ciudad de México de Seguridad y Salud en el Trabajo
COCONASST	Comisión Consultiva Nacional de Seguridad y Salud en el Trabajo
CPO	Country Programme Outcomes
CTM	Confederación de Trabajadores de México
CONCAMIN	Confederación de Cámaras Industriales de los Estados Unidos Mexicanos
COPARMEX	Confederación Patronal de la República Mexicana
CROC	Confederación Revolucionaria de Obreros y Campesinos
CROM	Confederation Regional Obrera Mexicana
COVID-19	Coronavirus Disease 2019
DRF	Data Reporting Form
EVAL	ILO's Evaluation Unit
G7	Group of the Seven
G20	Group of the Twenty
FAO	Food and Agriculture Organization of the United Nations
ILAB	USDOL - Bureau of International Labor Affairs
ILO	International Labour Organization
ILS	International Labour Standards
IMSS	Instituto Mexicano del Seguro Social
INEGI	Instituto Nacional de Estadística y Geografía
LABADMIN/OSH	ILO occupational safety and health unit

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M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MPG	Management Procedures & Guidelines
OSH	Occupational Health and Safety
P&B	ILO Programme & Budget
PMP	Performance Monitoring Plan
RNA	Rapid needs assessment
SADER	Secretaría de Agricultura y Desarrollo Rural
SDGs	Sustainable Development Goals
SISEMH	Secretaría de Igualdad Sustantiva entre Mujeres y Hombres
SMART	Specific, measurable, achievable, relevant, and time-bound indicators
STPS	Secretaría del Trabajo y Previsión Social
SÚMATE	Federación de Sindicatos Unidos Primero de Mayo de Trabajadores y Empleados
ToT	Training of trainers
TPR	Technical Progress Reports
UNEG	United Nations Evaluation Group
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNT	Unión Nacional de Trabajadores
USDOL	Departamento de trabajo de los Estados Unidos – US Department of Labor
USMCA	United States-Mexico-Canada Agreement
VZF	Vision Zero Fund

Project purpose, logic and structure

The United States Department of Labor (USDOL)-funded project “Improving Workers’ Occupational Safety and Health in the Chili Pepper and Tomato Supply Chains in Mexico” has a budget of USD 6,150,000 and duration of 5 years (01 January 2021 – 31 December 2025)¹. Moreover, this project contributes to help Mexico meet its labor obligations under the United States-Mexico-Canada Agreement (USMCA). It is part of the [Vision Zero Fund](#) (VZF), a G7 initiative endorsed by the G20, which is administered by the ILO. The VZF initiative is administered by the ILO and is part of the Labour Administration, Labour Inspection, and Occupational Safety and Health Branch. It is an integral part of the [Safety and Health for All Flagship Programme](#). The project’s implementation is decentralized to the ILO Country Office in Mexico under the direction of the ILO Country Office Director. It is managed by a Project Director who is supported by key personnel, including a monitoring and evaluation (M&E) officer.

The overall objective of the project is to improve the occupational safety and health (OSH) of workers in the chili pepper and tomato supply chains in Mexico, focusing on Jalisco. The project supports OSH-related immediate relief efforts to respond to the COVID-19 pandemic while ensuring longer-term OSH improvements in the chili pepper and tomato supply chains. In addition, recognizing the vulnerability of agricultural workers to adverse weather conditions exacerbated by global warming, the project places strong emphasis on improving the evidence on the prevention and mitigation of the effects of heat stress on greenhouse workers in such supply chains².

In addition, training and capacity building are central components of the project, which includes actions for workers, employers, and government officials aimed at improving knowledge and practices related to safety and health. It also incorporates specific strategies to strengthen crisis management and build resilience to cope with new health emergencies.

Likewise, the project’s approach seeks to address the needs of vulnerable groups within the chili pepper and tomato worker populations, such as women, migrants, young workers under the age of 18, indigenous peoples, and people with disabilities.

In terms of stakeholder engagement, the project is focused on promoting active collaboration among the various stakeholders in these sectors in line with the global Vision Zero Fund's collective action approach. This includes forging partnerships with local and national governments, as well as workers' and employers' organizations.

At the end of this project, the following two outcomes are expected to be achieved:

- **Outcome 1.** Increased mitigation of new and emerging health-related crises, including COVID-19, in the chili pepper and tomato supply chains in Mexico.
Interventions under this outcome will strengthen the capacity of the Mexican government and other stakeholders to respond to the impact of COVID-19 pandemic, the impact of heat stress on greenhouse workers and address the immediate needs of selected supply chains to ensure safe and healthy working environments for men and women.
- **Outcome 2.** Increased compliance with OSH laws and policies in the chili pepper and tomato supply chains in Mexico.

Under this component, the project supports the creation of enabling environments to promote safe and healthy working conditions in the chili and tomato supply chains. Interventions under this outcome

¹ The project's budget was originally \$5 million. On December 12, 2023, DOL approved a project revision that the budget and duration of the project were increased and the climate change component was added. The approval minutes from PARDEV are dated January 2024, and due to the implications of financial changes agreed upon by the ILO and USDOL (at an institutional level, not linked to this project), the project team could not access these funds until April 2024. Even so, the project team implemented various programmatic and financial strategies to continue the activities without delay.

² The climate change component was incorporated into the project in Modification 4, effective December 12, 2023.

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include improving OSH knowledge with a gender-responsive approach, strengthening OSH management frameworks, improving organizational practices, and advocating for a comprehensive national legislative framework on OSH.

Scope and methodology of the evaluation

Overall, as specified in the Terms of Reference, the objective of this midterm evaluation is to review and assess the progress and achievements of the project against the planned outcomes and products, identify expected and unexpected results by examining the results chain, processes, contextual factors, and causality using OECD-DAC criteria: coherence, effectiveness, efficiency, impact, and sustainability. The evaluation will also provide actionable recommendations to the project and to the overall Vision Zero Fund (VZF) approach to the chili and tomato supply chains. The main findings, lessons learnt, and best practices will contribute to organizational learning and improvement of project effectiveness.

The evaluation has examined and addressed the evaluation criteria and questions as detailed in the methodology section of the report. Regarding the scope of the evaluation, the evaluation team has reviewed all project activities carried out at the Federal, State, and municipal levels, from the project's inception until December 2023.

Evaluation methods and techniques collected primary and secondary data. The primary data for this evaluation consisted of information observed by the evaluators or collected directly from stakeholders related to their first-hand experience with the project. Secondary data for this evaluation included documentary evidence with direct relevance for the evaluation purposes, and included materials produced by the ILO, individual stakeholders or agencies that may be produced for purposes other than those of the evaluation. In addition, quantitative data were obtained from the performance reporting data presented by the ILO in the Technical Progress Reports (TPRs) to USDOL.

The main beneficiaries of this evaluation are the project's management team and its backstopping units; the ILO's specialists collaborating with the project, i.e., ILO's CO-Mexico, ILO's LABADMIN/OSH, in particular OSH Specialists and officers involved in the implementation of the ILO Safety+Health for All flagship Programme and staff from the VZF Secretariat, ACTRAV, ACTEMP, and OSH specialists in ILO HQ and in the region; as well as USDOL personnel involved in managing and designing international technical assistance projects in related regions/sectors. Other users of the evaluation include the VZF Global Steering - and Advisory Committees and the project's Tripartite Advisory Committee.

Limitations of the evaluation

The evaluation findings are based on information from background documents, key informant interviews, and focus group discussions, with their accuracy dependent on the integrity of the sources and the Evaluation Team's ability to triangulate data. The chosen methodology, though suitable, has limitations such as potential measurement errors and difficulties in establishing causal relationships. Also, the findings may not be fully representative due to the specific sample used.

Despite these challenges, the evaluation team (ET) believes that interviews and focus groups that were conducted provide a robust representation of the perspectives of key stakeholders and beneficiaries. Additionally, the ET gathered information from various documents and employed retrospective approaches³ to establish the analytical foundation of the evaluation.

Main findings and conclusions

Relevance

Key stakeholders have recognized the project's relevance in terms of enhancing OSH in the chili and tomato value chain in Jalisco. The project's sectoral and geographical focus was determined during the project design

³ In the context of this evaluation, using a retrospective approach involved reviewing historical information, examining past actions, and analyzing data collected over the implementation period. This allowed the evaluators to gain insights into the implementation and results of the project by considering events that have already occurred. This involved the analysis of existing reports, documents, and data to inform the evaluation's findings and conclusions.

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stage through thorough analysis and studies, ensuring that project interventions would be grounded in a deep understanding of the local context and stakeholders' needs, priorities, and capacities.

The project supports the United States-Mexico-Canada Agreement (USMCA). In addition, it is part of a portfolio of ILO projects funded by the USDOL (please refer to the relevance section for further details), aimed at addressing critical labor issues, including OSH, across Mexico. With substantial funding, these projects collectively contribute to enhance the capacity of the Government of Mexico to implement labor reforms, promoting acceptable conditions of work, and ensuring compliance with international labor standards.

The project is also well aligned with Mexico's national policies on OSH. Moreover, it directly supports the objectives outlined in the Memorandum of Understanding for the Decent Work Program in Mexico (2019-2024) signed between the Mexican constituents and the ILO and aligns with the ILO's Programme and Budget outcomes. Moreover, the project aligns with overarching ILO initiatives, such as the Safety + Health for All Flagship Programme and the VZF Global Results Framework.

Furthermore, the project contributes to the United Nations Sustainable Development Cooperation Framework for Mexico, the 2030 Agenda for Sustainable Development, and the Sustainable Development Goals, particularly SDG 8 on decent work and economic growth.

Coherence

The project's design reflects a good understanding of the local context, integrating a strategic approach tailored to both immediate and long-term needs. By aligning activities with desired outcomes, it establishes a coherent framework aimed at improving the occupational safety and health of workers in the chili pepper and tomato supply chains in Jalisco, Mexico.

In addition, the project document includes a comprehensive risk assessment alongside mitigation strategies. Additionally, the project has elaborated a detailed sustainability strategy. However, with the upcoming Federal and State elections in June 2024, revising both the risk assessment and the sustainability strategy becomes pertinent, to adapt to potential staff changes in partner Government Agencies.

While the project demonstrates strengths in planning, stakeholder collaboration, and sustainability focus, it faces significant challenges. These challenges include a limited scope and the need for systemic changes to achieve a lasting impact. Consequently, the evaluators find it challenging to confidently determine the achievability of the project's goals within the given timeline.

Additionally, the project integrates gender equality and inclusivity as essential components of its strategy. However, the project is in the process of defining quantitative targets for measuring progress in achieving gender equality and inclusivity and has shown limited engagement with medium and small producers, despite the evidence that women and vulnerable workers are often concentrated within these producer groups. Furthermore, while the project has devised a strategy to engage with vulnerable populations, the visibility of this strategy remains limited.

The project was assessed to have adequately incorporated cross-cutting issues of International Labour Standards (ILS), social dialogue, and environmental sustainability into its design and implementation strategies.

Finally, the project has established synergies with multiple stakeholders, including SISEMH, SADER, IMSS, SUMATE, among others. However, ILO representatives, informed that the sectorial and geographical focus of the project, namely, OSH in the chili and tomato chains in Jalisco, makes collaboration with other ILO projects difficult, as these are being implemented in other sectors and geographical locations. Similarly, besides the sporadic meetings with other projects organized by the U.S. Embassy in Mexico, there are currently no complementarities with other projects funded by USDOL.

Effectiveness

The evaluation has identified that the project has achieved some important results. For example: a Rapid Needs Assessment (RNA) was conducted to understand the impacts of COVID-19 and OSH needs in the

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targeted sectors. Based on the RNA findings, the project has developed a "Standardized Protocol for Health Crises Due to Biological Risks in Agribusiness", tailored to Jalisco's chili pepper and tomato chains. This was followed by a pilot training course that was conducted based on this protocol. Furthermore, collaboration with the University of Colorado School of Public Health and IMSS on a study about heat exposure and stress is ongoing.

In addition, an assessment of drivers and constraints for improving OSH was produced. Additionally, various studies are underway, including an analysis of OSH management systems as well as a profile of agricultural smallholders in the chili pepper and tomato supply chains in Jalisco. Moreover, the project conducted a study on the profile of women workers in the chili and tomato value chains in Jalisco, alongside the development of a toolkit for identifying, analyzing, and preventing psychosocial risks in the workplace.

Project stakeholders received training on OSH topics. For example, through seven training courses, the project provided basic OSH training to 187 participants, of whom 123 were women and were 64 men. Trainees included workers and staff from businesses such as Argaman, ADF, Bonanza, Divemex and Inver-Itza, as well as unions (CTM and SUMATE). Moreover, 29 workers and employers participated in a training of trainers (ToT) course on basic OSH.

In addition, the project organized three training workshops focusing on advanced occupational OSH topics. Two workshops were dedicated to the safe management and handling of agrochemicals, while the third focused on the establishment and strengthening of OSH committees. A total of 26 individuals from Inveritza, Argaman, and SADER participated in the agrochemicals course. Additionally, 23 members of OSH committees from businesses associated with CCIJ and COPARMEX attended the course on OSH committees.

Moreover, a basic OSH course was adapted as an online course and uploaded to the IMMS' Online Capacity Building platforms ELSSA⁴ and CLIMSS⁵ (in process). Please refer to the effectiveness section for further details

Furthermore, a collaboration agreement with SADER has been formalized for the training of extensionists who will visit smallholders and improve their OSH conditions through trainings and technical assistance. Additionally, the project is providing assistance to the Mexican government in strengthening its national OSH legislative framework, while promoting stakeholder compliance with national and international OSH standards.

Despite foundational activities and outputs that are likely to contribute to future project achievements, the project has yet to produce significant results in two critical areas: 1) increased mitigation of health-related crises within the chili pepper and tomato supply chains in Mexico (Outcome 1); and 2) enhanced compliance with OSH laws and policies in these supply chains (Outcome 2). The project experienced a protracted initial phase due to several factors such as the COVID-19 pandemic, the time required to hire project staff, the development of the study on incentives and constraints, the creation of the CMEP, and the formulation of a project revision. These factors ultimately postponed the commencement of main activities until early 2023. However, despite this delay, significant strides were achieved in stakeholder engagement, which proved pivotal in shaping the project's design.

In addition, while the project emphasizes the integration of gender equality and inclusivity for vulnerable populations, it has yet to establish specific quantitative targets for these objectives.

Efficiency

The ILO-VZF project's governance structure and management model are fundamentally sound and well-positioned to support its goals. However, according to some informants, the complexities of the project's management model may slow down the decision-making processes, as well as the project's response to stakeholder needs. In addition, regarding the support received by the project from the ILO's regional technical specialists and the responsible technical unit at headquarters, several stakeholders consulted by the evaluators opined that the lack of a regional OSH specialist, along with the limited human resources available

⁴ ELSSA: Safe and Healthy Working Environments - Entornos Laborales Saludables y Saludables

⁵ CLIMSS: On-Line IMSS Courses – Cursos en Línea del IMSS

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from the VZF Secretariat and LABADMIN/OSH, as well as from ACTEMP and ACTRAV specialists, is constraining their capacity to offer the project timely and comprehensive support.

The project receives significant political, technical and administrative support from a wide range of national partners, including government agencies, workers' and employers' organizations and the ILO office in Mexico. This support facilitates project implementation and encourages local ownership of its objectives.

Impact orientation and Sustainability

While the project has laid foundational work for enhancing institutional capacities to promote OSH in the chili pepper and tomato supply chains, the evaluation has found no evidence of tangible impacts yet. However, the comprehensive approach, stakeholder engagement, and the project's emphasis on capacity building are promising. Yet, given that the project is at midpoint and the absence of clear evidence linking changes in capacities directly to the project's activities it is not possible to assess any impacts of such efforts.

Similarly, the integration of tools and methodologies developed by the project into relevant institutions within the chili pepper and tomato supply chains has been limited thus far. Additionally, while project partners have expressed willingness to sustain results post-implementation, actual sustainability will, to an extent, depend on forthcoming uncertainties, particularly those associated with electoral outcomes.

In sum, while the project has laid significant groundwork in terms of capacity building, collaboration, and planning for sustainability, specific details on replacement resources and a clear demonstration of stakeholder capacity to sustain and expand results post-project are unclear at this mid-term evaluation stage. Additionally, there are uncertainties due to external factors, such as potential political changes that may result from the upcoming elections in Mexico.

Moreover, the project has initiated efforts to influence relevant legal and regulatory OSH related frameworks, public policies and strategies. For example, the project has undertaken a legislative gap analysis and has been involved in advocacy efforts towards the ratification of ILO Convention No. 187. However, these efforts have yet to generate measurable changes. The project's contributions so far to the broader dialogue and capacity building around OSH is considered valuable, yet more sustained efforts over time are needed for the actual realization of concrete impacts on national legal and regulatory frameworks and public policies.

Finally, the project has achieved the prioritization of OSH within tripartite institutions, which is an important step towards improving working conditions for all workers, including the most vulnerable, specifically women workers. However, despite the project's commitment to addressing the needs of these groups and despite having initiated relevant activities, measurable outcomes or observed reductions in workplace OSH risks for women and other vulnerable workers have yet to be achieved.

Lessons learned, good practices, and recommendations

LL1. The selection of supply chains is a technical process that is institutionally and politically sensitive.

In the course of this evaluation, it became evident that the process of selecting the project's target supply chains was not a mere technical exercise, but also institutionally and politically sensitive and time-consuming. The key takeaway from this experience is the paramountcy of engaging in a tripartite social dialogue process, which is informed by solid factual evidence about the supply chains as well as OSH deficiencies and opportunities. Such a process facilitates building trust among all stakeholders involved while securing their buy-in and ownership of the project. This collaborative approach ensures the alignment of the project with the evolving needs of the constituents and its adaptation to contextual challenges.

LL.2 Challenges in Early Project Implementation: Insights from USDOL-ILO/VZF Initiatives

An important lesson learned is that implementing core project activities for USDOL-funded and VZF-implemented projects in the first year can be challenging due to extensive preparatory requirements. These requirements include developing a Comprehensive Monitoring and Evaluation Plan (CMEP) and conducting VZF's OSH drivers and constraints study. Although projects may begin implementation with an approved results framework and activity mapping, activities requiring baseline data collection must wait until indicators are developed and data collection instruments are approved. ILAB made several attempts to accelerate progress by requesting a specific/actionable activity mapping and results framework, with the understanding

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that changes might occur based on stakeholder feedback. However, specifics were only available near the conclusion of the OSH drivers and constraints study. The ILO and VZF project teams must streamline these preparatory processes to reduce delays and enable a timelier start to project activities.

LL.3 There is room for improved communication about project results and strategies.

Another lesson learned is that there is a need to better communicate project results and strategies. Firstly, the evaluators noted that the project's technical progress reports are extensive but primarily descriptive, lacking critical analysis. As a result, they do not effectively showcase the project's achievements in terms of tangible results. Furthermore, it was observed that merely reading the project document, the technical progress reports and the project's communication material does not suffice to fully grasp the project's direction and strategy. The project exhibits some notable features, including a strong participatory approach, a focus on capacity building and skills transfer to project partners, and a commitment to generating ownership and sustainability amongst key stakeholders. Despite these positive attributes, the project's implementation strategy, results, and orientation towards sustainability remain somewhat unclear. Moreover, the project partners do not necessarily understand the bigger picture of the project, beyond the activities in which they are directly involved.

LL.4 Attention to the OSH needs of the most vulnerable workers

Attention to the most vulnerable workers remains a significant challenge to the project. The project's current focus on large exporting companies restricts its scope, limiting its results and impacts on gender equity and inclusion. This leads to less attention for medium and small producer groups, which often employ the most vulnerable workers. This lesson emphasizes the need to refocus the project to ensure balanced support for different types of producers in the chili pepper and tomato value chains and to implement specific measures addressing the OSH related needs of the most vulnerable workers.

GP.1 Monitoring plan, Communication and sustainability strategies

The development of a monitoring and evaluation plan, a sustainability and exit strategy, complemented by a communication plan, represent good practices in project management. Developing a monitoring and evaluation plan is a beneficial practice that promotes continuous monitoring of project progress and evaluation of its results and impacts. Developing a sustainability and exit strategy is important to ensure that the benefits and results of a project are sustained and evolve after the project has concluded. Finally, designing and implementing a communication plan enhances the visibility of the project, engages stakeholders, and garners public and private support for the project's initiatives.

GP.2 Participatory approach

A key project strength is its strategic participatory and cooperative approach from design to implementation. Key practices included early stakeholder mapping to identify key players and their interests, organizing inclusive workshops to engage a diverse range of stakeholders in the decision-making process, establishing a stakeholder advisory committee that regularly provided guidance and ensured alignment with local priorities, implementing capacity-building programs to empower stakeholders with the necessary skills and knowledge, forming joint implementation teams with representatives from various stakeholder groups to foster collaboration and shared responsibility, and maintaining open and transparent communication channels to keep stakeholders informed and engaged throughout the project lifecycle.

R1. Better communication and contingency plan

It is recommended that the project develops communication materials focusing specifically on its strategic approach and the results achieved and anticipated. Additionally, this is particularly important considering the upcoming elections in Mexico and any potential changes in key personnel from government agencies that may occur as a result. It is important that the project has materials that allow for communication, for example, with the different campaign teams before the elections, and with the new senior officials who will be appointed in the different key government agencies after the elections. These communication activities could also be included in a broader contingency plan to avoid disruptions to the project.

Moreover, it is recommended that the project make an effort to improve the information included in the TPRs. It is important to describe the activities undertaken, perhaps not in such detail, while it is also important to introduce analyses that allow for an understanding of the extent to which the expected results are achieved.

R2. Indicator review

Some indicators are of little relevance in terms of measuring changes in the expected results. Therefore, it is recommended that the project team review them, and either reformulates them or deletes them if not appropriate. These indicators would be, indicator number 19: “% of targeted project stakeholders who report capacity to comply with OSH laws and policies in the targeted sectors (VZF indicator)”; indicator 35: “% of government officials who report capacity to work on OSH issues in the targeted sectors”; and indicator 39, “Convention No. 187, ratified by Mexico”.

R3. Update risk analysis and sustainability and exit strategy

It is recommended that the project revises and updates the project's risk assessment. This is particularly important in considering the potential impacts of the upcoming elections for the project. In addition, it would be appropriate to review the project's sustainability and exit strategies before its conclusion to ensure that they are still aligned with the evolving needs and circumstances of the stakeholders and the project context. By conducting such reviews, potential gaps or areas for improvement can be identified and addressed proactively, helping to enhance the effectiveness and long-term impact of the project's results as well as its sustainability beyond its completion.

R4. Gender equality

The project must enhance gender equality and address the specific OSH needs of vulnerable populations, including women and small producers. This involves implementing targeted actions to reduce gender inequality in access to OSH, based on stakeholder feedback. Key areas of focus include moving beyond studies to practical interventions such as tailored training and policy advocacy, ensuring equal access to resources and training for women and vulnerable workers, supporting work-life balance, addressing gender-sensitive health risks, and collaborating with gender experts from the ILO Office in Mexico. Additionally, the project's monitoring system should be updated to include indicators that measure participation rates, improvements in working conditions, and reductions in OSH risks for women and vulnerable groups. These efforts will promote gender equality and improve OSH outcomes for all workers.

R5. Develop a systematic OSH capacity building strategy

The project should develop a comprehensive and systematic OSH capacity building strategy to maximize impact and ensure sustainability. While various capacity-building activities are already in place, a structured approach is needed. This strategy should categorize workers based on factors such as the value chain they work in, their existing OSH knowledge, degree of vulnerability, and educational background. Differentiated objectives and training modalities should be established for each group, including basic OSH training for those with limited knowledge, advanced practices for experienced workers, and specialized training for small and medium producers. Institutional capacity building should focus on enhancing the capabilities of key agencies, employer and worker organizations, and local institutions to implement and support OSH standards. Robust monitoring and evaluation activities should be designed to measure the skills acquired by participants, the practical application of these skills in the workplace, and improvements in OSH outcomes. This systematic approach will ensure that OSH training efforts are more effective, targeted, and sustainable, leading to lasting improvements in occupational safety and health in the chili pepper and tomato supply chains.

R6. Optimize the start of USDOL-funded VZF Projects

In projects funded by USDOL and implemented by VZF, it is essential for the ILO to facilitate a more agile start to the project's first year. This requires addressing internal delays, particularly those related to recruiting project staff and developing a project strategy, which are crucial for the timely development of the CMEP.

A practical solution would be to initiate the Drivers and Constraints study early in the project timeline, allowing it to inform both the project design and the CMEP development. This approach requires close coordination and a continuous exchange of information between the VZF project teams, ILAB, and ILO from the beginning of the project planning phase. Additionally, the ILO should commit to a specific and reasonable timeframe for completing these documents, with clear milestones and strict adherence to deadlines.

By addressing internal delays within the ILO and ensuring timely execution of the Drivers and Constraints study and CMEP development, the project can avoid unnecessary setbacks and progress more efficiently.

R7. Accelerate Project implementation and broaden the project's focus beyond large exporting companies to include medium and small producer groups

Given the amount of time that has already passed and the delays in the project implementation, it is essential for the project team to accelerate its implementation. To do this effectively, it is important to establish a work plan that prioritizes activities with the greatest impact and potential for sustainability. This includes, for example building OSH capacity, creating, or strengthening OSH committees, and implementing measures to prevent and combat cases of heat stress in workers.

In addition, to address the challenge of insufficient attention to the most vulnerable workers, it is recommended that the project keeps on making efforts and broaden its focus beyond large exporting companies to include medium and small producer groups. These smaller units often employ the most vulnerable workers, including women, migrants, and young workers, who are at greater risk of OSH-related issues.

► Project Context and background

The project “Improving workers’ occupational safety and health in the chili pepper and tomato supply chains in Mexico – A Vision Zero Fund Project” aims at enhancing Occupational Safety and Health (OSH) in Mexico, contextualized within the country's historical involvement with the International Labour Organization (ILO). Since its membership in the ILO in 1931, Mexico has ratified eight out of the ten ILO conventions related to OSH⁶, reflecting a commitment to international standards in ensuring workplace safety.

The legal framework for OSH in Mexico is primarily defined by Article 123 of the Constitution and the Federal Labour Law, with the Secretariat of Labour and Social Welfare (STPS) spearheading the design, implementation, and coordination of public policies related to job creation, contract relations, workers' groups, and labor and social rights. Despite these legal provisions, there exists a significant dearth of comprehensive statistics on OSH in Mexico, highlighting a critical gap in the monitoring and reporting of occupational accidents and diseases.

Moreover, the impact of the COVID-19 pandemic has intensified the challenges faced by the Mexican workforce. The pandemic has had dramatic impacts on the world of work⁷. Workers in vulnerable conditions, including migrants, women, indigenous populations, people with disabilities, and those in the informal economy, were affected in a disproportionate manner, especially in middle- and low-income countries. The economic and human toll has been substantial, with Mexico registering more than 7.6 million confirmed cases, resulting in over 334,000 deaths⁸ and experiencing a contraction of approximately four percent in its economy⁹. In addition, the dependence of the Mexican economy on exports, especially exports to the United States, has further exacerbated the economic downturn, underscoring the interconnectedness of global economic factors.

Climate change, leading to increased temperatures, has heightened the exposure of workers, particularly those in outdoor occupations like agriculture, to heat stress¹⁰. A distinctive focus of the project revolves around addressing heat stress as an emerging occupational safety and health hazard. Defined as “heat received beyond what the body can tolerate without physiological impairment”, heat stress poses risks such as discomfort, limitations in physical functions, injuries, and heat-related illnesses¹¹. Heat stress is compounded by potential health consequences, including respiratory and cardiovascular diseases, mental health disorders, and injuries resulting from cognitive impairment. However, it is acknowledged that the occupational health impacts of greenhouse crop cultivation require further study¹².

In Mexico, regulations on occupational heat stress are considered insufficient to adequately protect workers from heat stress, specifically for workers in the agricultural sector, both outdoors and in greenhouses. While Mexican Official Standard 015-STPS-2001 provides guidance on mitigating exposure to extreme temperatures, it primarily addresses machinery-generated heat rather than natural sources like solar energy. However, recently, on January 25, 2024, the STPS published a new official Mexican standard regarding the OSH conditions for agricultural work, where heat stress caused by solar radiation is recognized as a hazard and requires that mitigation measures be taken.

⁶ White Lead (Painting) Convention, 1921 (No. 13); Underground Work (Women) Convention, 1935 (No. 45); Radiation Protection Convention, 1960 (No. 115); Hygiene (Commerce and Offices) Convention, 1964 (No. 120); Occupational Safety and Health Convention, 1981 (No. 155); Occupational Health Services Convention, 1985 (No.161); Safety and Health in Construction Convention, 1988 (No. 167); Chemicals Convention, 1990 (No. 170).

⁷ According to the latest ILO global estimates, the estimated global employment loss in 2020 was an equivalent of 255 million jobs. See https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/briefingnote/wcms_767028.pdf

⁸ As of December 05th, 2023. See <https://covid19.who.int/data>

⁹ Source Project Document (November 2023) based on INEGI: <https://www.inegi.org.mx/temas/pib/#Tabulados>

¹⁰ Yan T, Yang S, Zhou X, et al. Chronic kidney disease among greenhouse workers and field workers in China. *Chemosphere*. 2022 May 10; 302 134905

¹¹ Parsons K. (2014) Human thermal environment. The effects of hot, moderate and cold temperatures on human health, comfort and performance. 3rd edition. New York: CRC Press

¹² Yan T, Yang S, Zhou X, et al. Chronic kidney disease among greenhouse workers and field workers in China. *Chemosphere*. 2022 May 10; 302 134905

► Project description

The United States Department of Labor (USDOL)-funded project “Improving Workers’ Occupational Safety and Health in the Chili Pepper and Tomato Supply Chains in Mexico”. The Project has a budget of USD 6,150,000 and duration of 5 years (01 January 2021 – 31 December 2025)¹³.

Moreover, the project is part of the [Vision Zero Fund](#) (VZF) a G7 initiative endorsed by the G20, which is administered by the ILO. The Vision Zero Fund initiative is integrated under the overall [ILO Flagship Programme Safety + Health for All](#). In addition, LABADMIN/OSH encompasses the VZF, the project, and the Flagship Programme.

The project’s implementation is decentralized to the ILO Country Office in Mexico under the direction of the ILO Country Office Director. It is managed by a Project Director who is supported by key personnel, including a monitoring and evaluation (M&E) officer.

The overall objective of the project is to improve the OSH of workers in the chili pepper and tomato supply chains in Mexico, focusing on Jalisco. The project supports OSH-related immediate relief efforts to respond to the COVID-19 pandemic while ensuring longer-term OSH improvements in the chili pepper and tomato supply chains. In addition, recognizing the vulnerability of agricultural workers to adverse weather conditions exacerbated by global warming, the project places strong emphasis on improving the evidence on the prevention and mitigation of the effects of heat stress on greenhouse workers in such supply chains¹⁴. In addition, training and capacity building are central components of the project, which includes actions for workers, employers, and government officials aimed at improving knowledge and practices related to safety and health. It also incorporates specific strategies to strengthen crisis management and build resilience to cope with new health emergencies. Furthermore, the project’s approach seeks to address the needs of vulnerable groups within the chili pepper and tomato worker populations, such as women, migrants, young workers under the age of 18, indigenous peoples, and people with disabilities.

In terms of stakeholder engagement, the project is focused on promoting active collaboration among the various stakeholders in the chili pepper and tomato sectors. This includes forging partnerships with local and national governments, as well as workers' and employers' organizations.

At the end of this project, the following two outcomes are expected to be achieved:

- **Outcome 1.** Increased mitigation of new and emerging health-related crises, including COVID-19, in the chili pepper and tomato supply chains in Mexico.

Interventions under this outcome will strengthen the capacity of the Mexican government and other stakeholders to respond to the impact of COVID-19 pandemic, the impact of heat stress on greenhouse workers, and address the immediate needs of workers in the tomato and chili pepper supply chains to ensure safe and healthy working environments.

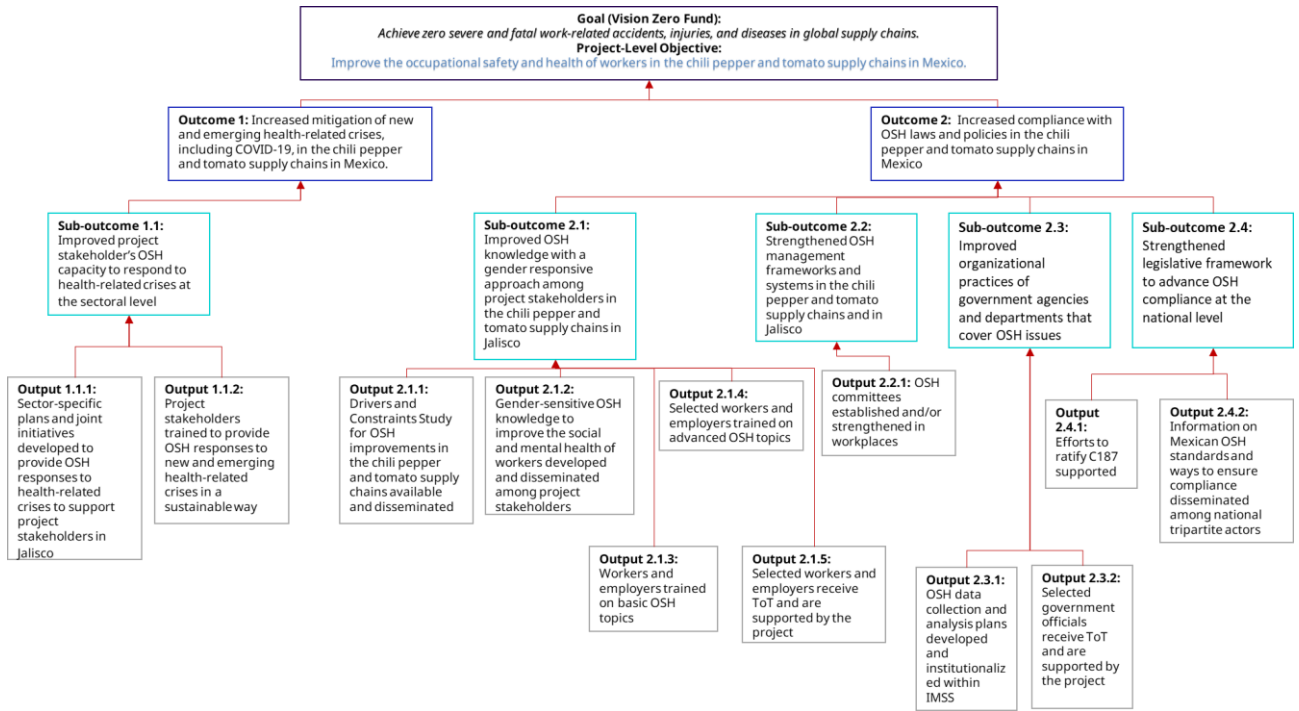
- **Outcome 2.** Increased compliance with OSH laws and policies in the chili pepper and tomato supply chains in Mexico.

Under this component, the project supports the creation of enabling environments to promote safe and healthy working conditions in the chili and tomato supply chains. Interventions under this outcome include improving OSH knowledge with a gender-responsive approach, strengthening OSH management frameworks, improving organizational practices, and advocating for a comprehensive national legislative framework on OSH.

¹³ The project's budget was originally \$5 million. On December 12, 2023 DOL approved a project revision that the budget and duration of the project were increased and the climate change component was added. The approval minutes from PARDEV are dated January 2024, and due to the implications of financial changes agreed upon by the ILO and USDOL (at an institutional level, not linked to this project), the project team could not access these funds until April 2024. Even so, the project team implemented various programmatic and financial strategies to continue the activities without delay.

¹⁴ The climate change component was incorporated into the project following the December 2023 project revision

Project's Results Framework



► Evaluation background

Purpose, scope and clients of the evaluation

Overall, as specified in the Terms of Reference, the objective of this midterm evaluation is to review and assess the progress and achievements of the project against the planned outcomes and products, identify expected and unexpected results by examining the results chain, processes, contextual factors, and causality using OECD-DAC criteria: relevance, coherence, effectiveness, efficiency, impact, and sustainability. The evaluation will also provide actionable recommendations to the project and to the overall Vision Zero Fund (VZF) approach to the chili and tomato supply chains. The main findings, lessons learned, and best practices will contribute to organizational learning and improvement of project effectiveness.

The evaluation has examined and addressed the evaluation criteria and questions as detailed below. Regarding the scope of the evaluation, the evaluation team has reviewed all project activities carried out at the Federal, State, and municipal levels, from the project's inception until December 2023.

The main beneficiaries of this evaluation are the project's management team and its backstopping units; the ILO's specialists collaborating with the project, *i.e.*, ILO's CO-Mexico, ILO's LABADMIN/OSH¹⁵, in particular OSH Specialists and officers involved in the implementation of the ILO Safety+Health for All flagship Programme and staff from the VZF Secretariat, ACTRAV¹⁶, ACTEMP¹⁷, and OSH specialists in ILO HQ and in the region; as well as USDOL personnel involved in managing and designing international technical assistance projects in related regions/sectors. Other users of this evaluation include the VZF advisory and global committees and the Project's Tripartite Advisory Committee.

The main external partners of the project on the government level are STPS¹⁸; COCONASST¹⁹; the state advisory committee and the COCOESST²⁰; IMSS²¹; SADER²²; SISEMH²³ and the Local Civil Protection and Firefighting Unit. Among employers' and workers' organizations, are COPARMEX²⁴, CONCAMIN²⁵, CTM²⁶, UNT²⁷, CROC²⁸, and CROM²⁹ at the national and sectoral level. Also, local and regional workplaces in the chili pepper and tomato supply chains in Jalisco such as Bonanza, Inveritza, Divemex, Argaman, ADF, and PLC, are benefitting from the project's interventions.

The project target groups or beneficiaries are the workers in the chili pepper and tomato supply chains in the State of Jalisco, Mexico. In addition, consideration is given to the situation of women workers and workers in vulnerable conditions, including informal workers, migrant workers, young workers above the minimum age of employment (15) but under 18, indigenous populations, and people with disabilities.

Evaluation approach, criteria and questions

The conceptual framework on the basis of which the evaluation was developed was that of the ILO's Policy Guidelines for Results-Based Evaluation (4th edition, 2020). The evaluation was carried out according to ILO

¹⁵ Labour Administration, Labour Inspection and Occupational Safety and Health Branch

¹⁶ ILO's Bureau for Workers' Activities

¹⁷ ILO's Bureau for Employers' Activities

¹⁸ Secretaría de trabajo y previsión Social

¹⁹ Comisión Consultiva Nacional de Seguridad y Salud en el Trabajo

²⁰ Comisiones Consultivas Estatales y de la Ciudad de México de Seguridad y Salud en el Trabajo

²¹ Instituto Mexicano del Seguro Social

²² Secretaría de Agricultura y Desarrollo Rural

²³ Secretaría de Igualdad Sustantiva entre Mujeres y Hombres

²⁴ Confederación Patronal de la República Mexicana

²⁵ Confederación de Cámaras Industriales de los Estados Unidos Mexicanos

²⁶ Confederación de Trabajadores de México

²⁷ Unión Nacional de Trabajadores

²⁸ Confederación Revolucionaria de Obreros y Campesinos

²⁹ Confederación Regional Obrera Mexicana

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standard policies and procedures and complied with the United Nations Evaluation Group (UNEG) norms and the OECD/DAC evaluation quality standards.

The independent midterm evaluation applied an evaluation framework based on the five principles of a) relevance, b) coherence, c) effectiveness, d) efficiency, e) Impact orientation and f) sustainability orientation.

Gender mainstreaming and other cross-cutting issues were important aspects that were considered throughout the evaluation process. To ensure effective gender mainstreaming, the evaluation adhered to the guidelines outlined in the [EVAL Guide on Gender Mainstreaming in Evaluations](#). This included ensuring a gender-balanced representation amongst stakeholders and interviewees and presenting sex-disaggregated outcomes of interventions. It also meant that the evaluation incorporated gender equality and non-discrimination in the assessment of the project's design and implementation, and evaluating the outcomes achieved in terms of gender equality.

To achieve this, the evaluation included gender-related questions in the criteria of relevance, coherence; effectiveness; and impact and sustainability orientation. Such questions aimed to identify, for example, how the project incorporated a gender and non-discrimination approach into its design; the extent to which the project's outputs were gender responsive, i.e. to what extent they addressed the specific needs of women, such as OSH deficits; or whether midterm effects were observed in terms of reducing workplace OSH risks for women workers.

Other ILO cross-cutting issues were also considered, such as International Labour Standards (ILS), tripartite social dialogue, and environmental sustainability.

Evaluation criteria and questions

The evaluation set out to answer specific questions organized according to thematic criteria defined in the Terms of Reference. The evaluation team addressed the evaluation questions using multiple sources of evidence, combining primary qualitative data with secondary quantitative data.

Table 1. Evaluation criteria and questions

Criteria	Questions
Relevance	<p><u>Relevance to OSH Needs:</u></p> <ol style="list-style-type: none"> 1. How well does the Vision Zero Fund's work address the specific OSH needs within the chili and tomato supply chain in Mexico? 2. Was "the Project" designed and implemented in accordance with the needs, priorities, and capacities of the constituents, stakeholders, and beneficiaries? <p><u>Relevance to USMCA-Related Initiatives:</u></p> <ol style="list-style-type: none"> 3. To what extent has the project been relevant in supporting Mexico's efforts and alignment with the implementation of the USMCA (United States-Mexico-Canada Agreement), considering its role within a significant portfolio financed by the USDOL (US Department of Labor) and the broader context of USMCA-related initiatives? <p><u>Alignment with Policies and Frameworks:</u></p> <ol style="list-style-type: none"> 4. To what extent does the project align with Mexico's national and/or territorial policies on OSH in the chili and tomato supply chain? 5. How does the project align with international ILO's strategy on OSH as well as the global results framework of VZF and Safety+Health for All Flagship programme, the ILO Decent Work Country Programme in Mexico, the United Nations Cooperation Framework in Mexico, and the 2030 Agenda for Sustainable Development? <p><u>Adaptation to COVID-19 Crisis:</u></p> <ol style="list-style-type: none"> 6. What key lessons has the project learned from the COVID-19 crisis as well as from the previous VZF project in the coffee chain in Mexico, and how have these lessons influenced the current project's approach?
Coherence	<p><u>Logic and Coherence:</u></p> <ol style="list-style-type: none"> 7. Is the project logically designed to achieve its objectives?; Are the project's deliverables well-matched to the expected outcomes?; Does the project address potential risks and ensure result sustainability?

	<p><u>Objectives and Realism:</u></p> <p>8. Are there clear indicators for project results and outputs?; Are the project's objectives achievable within the specified timeline?</p> <p><u>Gender Equality and Inclusivity:</u></p> <p>9. Does the project actively promote gender equality and inclusivity?</p> <p><u>Integration of Cross-cutting Issues:</u></p> <p>10. Has the project effectively integrated ILO cross-cutting issues such as International Labour Standards (ILS), social dialogue, and environmental sustainability?</p> <p><u>Synergies and Coordination:</u></p> <p>11. Does the project collaborate with other initiatives and coordinate efforts to improve occupational safety and health in Mexico?</p>
Effectiveness	<p><u>Delivery of Outputs and Results:</u></p> <p>12. To what extent has the Project achieved its planned outputs and results?;</p> <p>13. What were the main challenges faced during implementation, and how did the project contribute to addressing them?</p> <p><u>Progress and Disparities:</u></p> <p>14. Are there significant variations in progress within the chili and tomato supply chains?</p> <p>15. What factors explain differences in progress across different intervention scopes?</p> <p><u>Addressing OSH Deficits and Inclusion:</u></p> <p>16. How effectively is the Project addressing OSH challenges for women and vulnerable workers³⁰ in the chili and tomato supply chains?; Are the goals of gender equality, non-discrimination, and protection of vulnerable workers being met?</p> <p><u>Stakeholder Participation and Collaboration:</u></p> <p>17. What level and type of participation did ILO constituents, stakeholders, and beneficiaries demonstrate at various project levels?</p> <p>18. What mechanisms, if any, facilitate effective collaboration among stakeholders, including tripartite social dialogue?</p>
Efficiency	<p><u>Governance Structure and Management:</u></p> <p>19. Does the governance structure and management model of the Project effectively support the delivery of outputs, the achievement of results, and efficient implementation?</p> <p>20. To what extent is the strategic support from VZF Secretariat contributing to the attainment of project results?</p> <p><u>Support from Partners and Stakeholders:</u></p> <p>21. Is the intervention receiving sufficient political, technical, and administrative support from national partners, including the ILO country office, regional technical specialists, and the responsible technical unit at headquarters?</p>
Impact orientation	<p><u>Strengthening Institutional Capacities:</u></p> <p>22. How is the Project contributing to strengthening the capacities of relevant institutions in Mexico to promote OSH in the chili and tomato supply chains during the midterm period?</p> <p>23. Can these capacity-building changes be attributed to the Project at this stage, and what other factors may have influenced them?</p> <p><u>Midterm Impact on Legal and Regulatory Frameworks:</u></p> <p>24. Has the Project begun to impact the improvement of national legal and regulatory frameworks regarding OSH enforcement, design, and implementation of public policies, programs, or strategies within the midterm period?</p> <p><u>Midterm Effects on Vulnerable Workers and Gender Perspective:</u></p>

³⁰ **Vulnerable workers:** While there is no generally accepted definition of “vulnerable worker”, the term is often used to refer to those for whom employment is often precarious, poorly paid, sometimes dangerous, and who often suffer from some form of discrimination. Such workers nevertheless have a number of characteristics in common, namely: gender or age; often economically, socially and/or politically marginalized; may work in physical, geographical, social or cultural isolation; could be physically disabled; are often poorly organized and represented by trade unions or other workers organizations, if at all; are often not covered by labor legislation, especially in the case of the informal economy. In this project, the term vulnerable workers is used mostly to refer to migrants, women, temporary workers, people with disabilities, the elderly and the indigenous population, who are often affected by one or many of the situations described, which results in them being exposed to situations of OSH hazards.

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	<p>25. How has the Project progressed in reaching and benefiting the most vulnerable workers in the chili and tomato sectors during the midterm evaluation?</p> <p>26. What midterm effects and impacts have been observed in terms of reducing workplace OSH risks in the chili and tomato supply chain in Mexico, particularly for women workers?</p>
Sustainability Orientation	<p><u>Institutional Appropriation and Midterm Sustainability:</u></p> <p>27. To what extent have relevant institutions within the chili and tomato supply chain in Mexico started to embrace and integrate the tools developed within the Project during the midterm assessment? Are these institutions showing willingness to sustain the results beyond the Project's midterm phase?</p> <p>28. What initial operational structures and budgetary measures have been put in place to ensure midterm sustainability?</p>

Data collection methods

Evaluation Schedule

The evaluation was conducted between January and May 2024. The evaluation team (ET) reviewed project documents, developed data collection instruments, and prepared for the fieldwork during the month of January. Preliminary meetings with the evaluation manager and the project team were also conducted during that month. Fieldwork was conducted in Mexico from February 12 to 23. The evaluation report was written in March-April 2024.

Evaluation methods and techniques

The selection of evaluation methods and techniques assured that data collection regarding the evidence needed to best answer the evaluation questions and the analyses that were most appropriate to generate useful findings and address the evaluation criteria.

To strengthen the credibility and usefulness of evaluation results, to ensure data accuracy and facilitate their interpretation, the ET used a mix of data sources which were collected through multiple methods and techniques. Through “triangulation” the ET was able to rule out the bias that may come from single information sources, or the use of single methods or single observations.

Evaluation methods and techniques collected primary and secondary data. The primary data for this evaluation consisted of information observed by the evaluators or collected directly from stakeholders related to their first-hand experience with the project. Secondary data for this evaluation included documentary evidence with direct relevance for the evaluation purposes, and included materials produced by the ILO, individual stakeholders or agencies that may be produced for purposes other than those of the evaluation. In addition, quantitative data were obtained from the performance reporting data presented by the ILO in the Technical Progress Reports (TPRs) to USDOL.

Comprehensive document review

The ET reviewed a variety of documents related to the project. Examples include the project document, the Project monitoring plan (CMEP), technical progress reports (TPRs), and other key documents produced by the project. Additionally, the ET analysed other relevant documentary evidence.

Key Project Informant Interviews and Focus Group Discussions

The ET conducted a series of interviews and focus group discussions (FGDs) with 72 key informants (42 women and 30 men). The sampling considered representatives from all key stakeholders: ILO HQ (including the VZF Secretariat, Safety + Health for All Flagship team and LABADMIN/OSH staff; ILO – San José, ILO-Mexico and VZF-Mexico Project team; USDOL, Government agencies, employers and workers’ organizations, UN Agencies and project beneficiaries. In a concerted effort to capture diverse perspectives and first-hand experiences, the ET conducted two focus groups with project beneficiaries (workers) in the municipalities of Autlán de Navarro and Etzatlán, in Jalisco. These sessions provided a platform for direct engagement with individuals impacted by the project. A complete list of participants appears in Annex 5.

Table 2. Categories of informants

Categories	Men	Women	Total
USDOL	1	1	2
ILO	9	8	17
Government	6	12	18
Employers' Organizations	2	3	5
Workers Organizations'	3	1	4
Businesses	3	1	4
Other	1	0	1
Workers	5	16	21
Total	30	42	72

The ET used qualitative data analysis methods to categorize, triangulate, synthesize, and summarize the raw data captured from the interviews and focus groups. The results of the data analysis provided tangible blocks of information, which the ET used to write the evaluation report. The data analysis is consistent with the evaluation questions in the terms of reference.

Evaluation debriefing

At the end of data collection stage in Mexico, the ET presented preliminary findings to the project staff to discuss and refine the findings and fill information gaps.

Ethical considerations

The evaluation was carried out in the context of criteria and approaches for international development assistance, as established by OECD/DAC Evaluation Quality Standard. The ILO policy guidelines for results-based evaluation, along with the technical and ethical standards, and adherence to the Code of Conduct for Evaluation in the UN System (UNEG), were established within these criteria.

In addition, this evaluation was conducted with a steadfast commitment to upholding the highest ethical standards and principles throughout the process. The following key ethical considerations were carefully addressed during implementation, to ensure the credibility and integrity of the evaluation.

- **Informed Consent:** Prior to data collection, explicit and informed consent was obtained from all participants involved in the evaluation process. This ensured that individuals were aware of the purpose, procedures, and potential impacts of their participation.
- **Confidentiality and Anonymity:** the evaluation team ensured the protection of participants' confidentiality and anonymity. Any data with the potential to reveal the identity of individuals were handled with utmost sensitivity and confidentiality.
- **Impartiality and Neutrality:** The evaluation team made its best efforts to remain impartial and neutral throughout the process, avoiding any potential conflicts of interest that may compromise the objectivity of findings.
- **Respect for Diversity and Inclusion:** The evaluation process was conducted with a deep respect for diversity and inclusion. Different perspectives, experiences, and voices were acknowledged, considered, and are represented in the final report, ensuring a comprehensive and inclusive evaluation process.
- **Cultural Sensitivity:** Cultural sensitivity was a priority for the ET, and efforts were made by the team to understand and respect the cultural context in which the evaluation took place. This approach aimed to prevent any unintentional biases and to ensure that the evaluation was relevant to and respectful of local norms and values.
- **Transparent Communication:** Open and transparent communication was maintained with stakeholders at all stages of the evaluation. This included clear reporting of methods, findings, and limitations, while providing a complete and honest account of the evaluation process to stakeholders and participants in the evaluation.

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By adhering to these ethical considerations, the evaluation team aimed to meet ethical professional standards and to ensure the trustworthiness and credibility of the evaluation outcomes.

Limitations of the evaluation

The findings in this evaluation draw upon information obtained from background documents, key informant interviews, and focus group discussions. The accuracy of these findings relies on the integrity of information provided to the evaluation team from these sources, and the Evaluation Team's ability to triangulate this information.

The chosen methodology, while suitable for the objectives of the evaluation, may have inherent limitations. These include the potential for measurement errors, or the inability to establish causal relationships in certain instances. In addition, the study's findings are based on a specific sample, and there may be unintended limitations in the representativeness of the selected participants.

Despite these challenges, the evaluation team believes that interviews and focus groups that were conducted provide a robust representation of the perspectives of key stakeholders and beneficiaries. Additionally, the ET gathered information from various documents and employed retrospective approaches³¹ to establish the analytical foundation of the evaluation.

³¹ In the context of this evaluation, using a retrospective approach involved reviewing historical information, examining past actions, and analyzing data collected over the implementation period. This allowed the evaluators to gain insights into the implementation and results of the project by considering events that have already occurred. This involved the analysis of existing reports, documents, and data to inform the evaluation's findings and conclusions.

► Main Findings

Relevance

This section examines the alignment of the project with the specific OSH needs within the chili and tomato supply chain in Mexico. It evaluates whether the project design and implementation considered the needs, priorities, and capacities of constituents, stakeholders, and beneficiaries. Additionally, the section assesses the project's relevance in supporting Mexico's efforts to align with the implementation of the USMCA³², within the broader context of initiatives financed by the USDOL to ILO-Mexico. Furthermore, the section provides an analysis of the extent to which the project aligns with Mexico's policies on OSH, as well as with ILO global strategies, and the SDGs. Finally, the section explores key lessons that have emerged from the COVID-19 crisis and previous VZF projects in Mexico's coffee chain.

Summary:

Key stakeholders have recognized the project's relevance in terms of enhancing OSH in the chili pepper and tomato value chains in Jalisco. The project's sectoral and geographical focus was determined during the project design stage through thorough analysis and studies, ensuring that project interventions would be grounded in a deep understanding of the local context and stakeholders' needs, priorities, and capacities.

The project aligns with the United States-Mexico-Canada Agreement (USMCA). In addition, it is part of a comprehensive portfolio of ILO projects funded by the USDOL, aimed at addressing critical labor issues, including OSH, across Mexico. With substantial funding, these projects collectively enhance the Government of Mexico capacity to support the implementation of labor reforms, promoting acceptable conditions of work, and ensuring compliance with international labor standards.

The project is also well aligned with Mexico's national policies on OSH. Moreover, it directly supports the objectives outlined in the Memorandum of Understanding for the Decent Work Program in Mexico (2019-2024) signed between the Mexican constituents and the ILO and aligns with the ILO's Programme and Budget outcomes. Moreover, the project aligns with overarching ILO initiatives, such as the Safety + Health for All Flagship Programme and the VZF Global Results Framework.

Furthermore, the project contributes to the United Nations Sustainable Development Cooperation Framework for Mexico, the 2030 Agenda for Sustainable Development, and the Sustainable Development Goals.

Relevance with regard to OSH Needs

Specific OSH needs within the chili and tomato supply chain in Mexico

There is a consensus among stakeholders who were interviewed by the evaluation team that the project's relevance lies in the fact that it is addressing the specific occupational safety and health needs within the chili pepper and tomato supply chains in Jalisco. Stakeholders expressed several specific needs. For example, workers are exposed to harmful chemicals without adequate protective equipment or training on safe handling practices. The high temperatures in the greenhouses pose a significant risk of heat-related illnesses, exacerbated by long working hours without sufficient rest or hydration. Many workers lack essential training on OSH standards and practices, which leads to increased risk of accidents and injuries.

The project prioritizes improving the capacity of key stakeholders, including the government, workers, and employers, on OSH. This includes training and awareness activities to promote a culture of prevention. In addition, the project encourages active collaboration between stakeholders, including, for example, developing workplace COVID-19 prevention plans.

Moreover, the project promotes a gender-sensitive approach to OSH by mainstreaming OSH into risk assessments and OSH services. Furthermore, the project pays special attention to the safety and health

³² United States-Mexico-Canada Agreement

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conditions of vulnerable workers, including informal workers, migrant workers, young workers, indigenous populations, and people with disabilities.

Additionally, the project intends to address the effects of climate change and heat stress. This includes conducting research and analysis, developing, and piloting workplace adaptation measures, and providing technical support to companies for implementing control measures.

Furthermore, the project works to increase compliance with OSH laws and policies by reinforcing OSH committees. It also aims to strengthen legislative frameworks to advance OSH compliance at the national level, including efforts to ratify relevant ILO conventions.

The VZF-Mexico project aims to enhance occupational safety and health for workers within the chili pepper and tomato supply chains in Mexico, with a specific focus on the State of Jalisco. According to information gathered by the evaluators, this decision was made after a thorough selection process involving a rapid assessment of five potential supply chains, namely: agriculture (chili peppers, tomato), automobile, mining, and construction. These supply chains were identified in consultations with key stakeholders, including the Mexican Government (STPS) and the USDOL, and were informed by VZF's global supply chain expertise.

The final decision on the project's supply chain focus was made through a methodical selection process applying the VZF's global supply chain selection criteria. These criteria included, for example, labor intensity³³ and potential for OSH improvements. The process was inclusive, involving the ILO constituents in meetings and discussions that facilitated a comprehensive understanding of the OSH needs within the chosen supply chains.

Moreover, the ILO constituents reached a consensus that the project would focus on the supply chains of chili peppers and tomatoes in the State of Jalisco. Stakeholders consulted by the evaluators conveyed that Jalisco is a significant producer of these crops and that key stakeholders such as STPS, IMSS, workers, and employers' organizations provide the necessary support and demonstrated commitment, thus establishing a basis for project implementation, ownership, and, eventually, sustainability.

Additionally, the project included the undertaking of studies such as the OSH Rapid Needs Assessment on the impact of COVID-19 and the Assessment of drivers and constraints for OSH improvements in the chili pepper and tomato supply chains. ILO officials consulted by the ET confirmed that these studies provided a sound understanding of the local context and the insights and priorities of project stakeholders, thereby ensuring that project interventions were well-informed. On the other hand, as stated by ILAB officials, the USDOL raised concerns about the extended time required to complete these studies, which significantly delayed the development of the project strategy and the Monitoring and Evaluation Plan (CMEP).

In addition, several studies³⁴ indicate that climate change, particularly heat stress, will further increase OSH risks among agricultural workers, specifically those employed in chili and tomato greenhouses.

Needs, priorities, and capacities of project stakeholders

According to the drivers and constraints study carried out by the project in the chili and tomato value chains, the OSH needs of the different project stakeholders include improving working conditions, such as providing adequate hydration, protection against chemicals and pesticides, and access to medical services in case of accidents. Additionally, the study indicates that capacity building for workers, employers, unions and government staff in OSH is essential, covering topics related to the handling of chemical products and safe work techniques. Priorities include ensuring compliance with the Mexican Official Standards (NOMs) and regulations of the STPS, implementing practices to reduce exposure to hazardous substances and improve workplace safety, and establishing systems for monitoring and recording occupational accidents. The necessary capacities involve developing protocols for basic medical care in the workplace, implementing safer

³³ Labor intensive refers to a process or industry that requires a large amount of labor to produce its goods or services.

³⁴ ILO, Working on a warmer planet: the impact of heat stress on labor productivity and decent work (2019); Parsons K. (2014) Human thermal environment. The effects of hot, moderate and cold temperatures on human health, comfort and performance. 3rd edition. New York: CRC Press; Bouchama A, Knochel JP. Heat Stroke. N Engl J Med 2002; MMWR. Heat-related deaths among crop workers – United States, 1992-2006. JAMA, 2008; Yan T, Yang S, Zhou X, et al. Chronic kidney disease among greenhouse workers and field workers in China. Chemosphere. 2022.

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and more efficient technologies and work systems, and fostering cooperation between employers, unions, and government agencies to improve OSH conditions through social dialogue and ongoing training.

Informants consulted by the evaluators agreed that the project responds to the needs, priorities, and capacities of its constituents, stakeholders, and beneficiaries. This alignment was achieved through extensive stakeholder engagement from the onset, ensuring that the project interventions were not only informed by a thorough understanding of the local context but also by the insights and priorities of those directly related to the project.

In addition, the project emphasizes capacity building among key stakeholders to equip them with the necessary skills and knowledge to address occupational safety and health challenges autonomously. This approach not only roots the project's interventions in the local context but also leverages the capacities of local institutions and fosters a culture of sustainability. However, it must be noted that according to some informants, the turnover among workers, employers, and government officials may be a potential limitation in capacity building efforts.

In addition, through interviews, the evaluators found that the project is relevant to the needs of the most vulnerable workers. However, it must be noted that at the time this mid-term evaluation was conducted, these workers have not yet been reached by the project (please refer to the coherence, effectiveness, and impact sections, as well as to Lesson learned 4 for more information).

Relevance regarding USMCA-Related Initiatives

Project's relevance in terms of supporting Mexico's USMCA implementation efforts and alignment

The free trade agreement between the United States of America, Mexico, and Canada (USMCA) replaces the earlier North American Free Trade Agreement (NAFTA). USMCA was signed by leaders of the three countries on November 30, 2018, reaffirming one of the world's largest free trade zones, with a combined population of more than 510 million people and an economy of \$30.997 trillion in nominal GDP — nearly 30 percent of the global economy³⁵.

The USMCA contains strong and far-reaching labor provisions. The agreement contains a core chapter that prioritizes labor obligations and making them fully enforceable³⁶. In this regard, the USMCA requires the member countries to adopt and maintain in both their laws and practices, the labor rights as recognized by the International Labour Organization, including freedom of association, the right to collective bargaining, elimination of all forms of forced or compulsory labor, the effective abolition of child labor, and the elimination of discrimination in respect of employment and occupation.

Chapter 23 (Labor) of the USMCA includes several provisions aimed at enhancing labor rights and standards among the three countries, with a specific focus on Occupational Safety and Health regulations. These provisions aim at ensuring that economic growth resulting from the agreement benefits workers through higher standards of workplace safety and health.

Project's alignment with USMCA Labor Standards

The project directly addresses the USMCA's labor provisions that emphasize the importance of maintaining high labor standards, especially concerning safe and healthy working conditions. By focusing on the chili pepper and tomato supply chains, the project targets sectors that are critical to Mexico's agricultural exports and that are directly impacted by the trade agreement. Improving OSH in these supply chains thus aligns with the USMCA's aim to enhance labor rights and working conditions, making it highly relevant to the agreement's objectives.

In addition, the project promotes increased compliance with OSH laws and policies in the chili pepper and tomato supply chains in Jalisco. Moreover, by identifying gaps in OSH practices and advocating for improvements, the project has the potential to contribute to further align national laws and regulations with international standards.

³⁵Source: https://en.wikipedia.org/wiki/United_States%E2%80%93Mexico%E2%80%93Canada_Agreement

³⁶ Source: <https://www.dol.gov/agencies/ilab/our-work/trade/labor-rights-usmca>

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Furthermore, the project supports the efforts of ILO constituents to promote the ratification of ILO's Convention 187 on Occupational Safety and Health. The project support is therefore important for Mexico's commitments under the USMCA.

Additionally, the project's efforts to involve multiple stakeholders, including government agencies, workers and employers' organizations, companies, and other institutions in improving OSH standards exemplify the collaborative approach encouraged by the USMCA. This stakeholder engagement has the potential to enhance the project's impact while fostering a culture of compliance and cooperation that is essential for the successful implementation of USMCA labor provisions.

In conclusion, the project is highly relevant to supporting Mexico's efforts in aligning with the USMCA. Its focused approach on important agricultural supply chains, emphasis on improving OSH standards, capacity building, policy support, and stakeholder engagement directly contribute to advancing the labor provisions of the USMCA.

Project's contribution in supporting Mexico's efforts with the implementation of the USMCA

While the project's budget and human resources are tailored to its specific scope, its alignment with the USMCA objectives positions it well to contribute positively. Although it operates on a scale that may not significantly influence the broader goals of the USMCA, it aligns well with the agreement's labor dispositions. In addition, the project's activities are focused on the chili and tomato chains within the state of Jalisco. While Jalisco is a significant agricultural hub in Mexico, this focus allows the project to concentrate its efforts effectively. However, because the project is limited to Jalisco, its potential influence on national OSH standards and practices in other states is also limited. Consequently, while the project aligns well with the broader objectives of the USMCA, which aims for comprehensive improvements in labor standards across all member countries, its impact is more localized.

Alignment with policies and frameworks

Alignment with Mexico's national policies on OSH

Based on document review and interviews, the evaluators found that the project aligns with both government and non-government entities in Jalisco, as well as at the federal level, through a comprehensive collaboration strategy. The project has been developed in partnership with the STPS, aiming to support national OSH priorities, including improving the capacity of key stakeholders such as government officials, employers, and workers through training and capacity building activities. This collaboration particularly focuses on compliance with Mexican Official Standards (NOMs) and enhancing the overall safety culture through awareness and capacity building.

The project encourages active collaboration between stakeholders under the framework of the Vision Zero Fund's "Collective Action for Safe and Healthy Supply Chains" strategy, promoting that workplace OSH measures are developed with the participation of workers and employers. Additionally, the project works with the National and State OSH Advisory Commissions (COCONASST and COCOESST), the IMSS, SADER to enhance OSH management frameworks and systems within the chili and tomato supply chains. These efforts include developing sector-specific plans for OSH and health-related crises.

At the regional level in Jalisco, the project collaborates with entities such as STPS Jalisco, SADER, and SISEMH. These partnerships ensure that the project is well-integrated into existing OSH structures and can leverage local expertise and resources. The involvement of employers' and workers' organizations, such as the Council of Industrial Chambers of Jalisco (CCIJ), COPARMEX, and SUMATE further strengthens the project's capacity to enhance OSH standards and practices.

In addition, the project encourages active collaboration among project stakeholders through workshops meetings, etc., fostering social dialogue among government agencies, employers, and workers' representatives to promote the sustainability of OSH improvements. Through these strategic partnerships, the ILO-VZF project aligns well with ongoing OSH efforts in Jalisco, leveraging existing structures and initiatives to enhance occupational safety and health standards across the chili and tomato supply chains.

The primary occupational safety and health regulations in Mexico are rooted in the federal framework, with no specific OSH state legislation in Jalisco. Additionally, there are no distinct OSH regulations applicable to the chili and tomato supply chains.

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Through document review and interviews with key stakeholders, the evaluation found that the project closely aligns with Mexico's national policies on occupational safety and health. The following key points illustrate such an alignment:

- Ratification of ILO Conventions
 - Since joining the ILO in 1931, Mexico has ratified eight OSH-related conventions³⁷, indicating a commitment to international standards in this field.
- Constitutional Basis and Legal Framework
 - Article 123 of the Constitution of Mexico establishes the right of workers to a healthy and safe work environment.
 - The Federal Labour Law, Article 132 establishes the obligation of employers to provide safe working conditions.
 - The Federal Regulation on Occupational Safety and Health develops the provisions of the Federal Labor Law on safety and health at work and serves as the leading OSH legislation, emphasizing preventive measures and ensuring safe working conditions.
 - The Social Security Law provides coverage for workers in case of work accidents or occupational diseases.
- Official Mexican Standards and Regulations
 - Mexican Official Standards (Normas Oficiales Mexicanas-NOMs): Over 40 standards establish specific requirements for the prevention of occupational hazards in different sectors and economic activities.
- STPS Policy Document
 - The STPS's policy document, "Seguridad y Salud en el Trabajo en México: Avances, retos y desafíos"³⁸ identifies key priority areas, which closely align with the goals and focus areas of the project.
 - These priorities include institutional coordination, capacity building, collaboration between workers and employers, Integration of gender equality approaches, promotion of a prevention culture, and continuous improvement of the labor inspectorate's capacity.

Alignment with the ILO DWCP and P&B

The evaluation has reviewed relevant documentation and concludes that the project VZF in Mexico is fully aligned with the Memorandum of Understanding for the Decent Work Program in Mexico (2019-2024) and the Country Programme Objectives (CPOs) as well as with the ILO Programme and Budget (P&B). Please refer to Annex 6 for more detailed information.

Alignment with the United Nations Sustainable Development Cooperation Framework and the Sustainable Development Goals (SDGs)

The United Nations Sustainable Development Cooperation Framework (2020-2025) outlines the collaboration between the UN System and Mexico to support the 2030 Agenda and align with the National Development Plan 2019-2024. It focuses on four key areas: Equality and Inclusion, Prosperity and Innovation, Green Economy and Climate Change, and Peace, Justice, and Rule of Law, with cross-cutting themes of Gender Equality and Migrants and Refugees. The project aligns with "Prosperity and Innovation," aiming to establish decent work programs by 2025, and "Green Economy and Climate Change," focusing on climate adaptation and resilience. Additionally, it supports the 2030 Agenda for Sustainable Development, particularly SDG 8: Decent Work and Economic Growth, by improving occupational safety and health for all workers, including migrants and those in precarious jobs.

³⁷ White Lead (Painting) Convention, 1921 (No. 13); Underground Work (Women) Convention, 1935 (No. 45); Radiation Protection Convention, 1960 (No. 115); Hygiene (Commerce and Offices) Convention, 1964 (No. 120); Occupational Safety and Health Convention, 1981 (No. 155); Occupational Health Services Convention, 1985 (No.161); Safety and Health in Construction Convention, 1988 (No. 167); Chemicals Convention, 1990 (No. 170).

³⁸ <https://www.gob.mx/stps/documentos/seguridad-y-salud-en-el-trabajo-en-mexico-avances-retos-y-desafios?idiom=es>

Inclusion of Gender analysis during the project design phase

The project's design phase did not initially incorporate a gender-specific analysis focused on differentiating the needs and constraints of male and female workers within the value chains. While the design did include a broad understanding of the occupational safety and health needs, it did not delve deeply into the gender-specific challenges or opportunities.

Despite the lack of a gender-specific analysis in the initial needs assessment, the project made progress in integrating gender considerations during its implementation phase. Notably, the project conducted a study on the drivers and constraints for improving OSH in the chili pepper and tomato supply chains, alongside a specific study on the profile of women workers in these chains.

The Drivers and Constraints Study aimed to identify the broader factors influencing OSH improvements, providing a foundation for targeted interventions. While not exclusively gender-focused, it incorporated aspects that affect both male and female workers.

The Profile of Women Workers is important in understanding the specific conditions, challenges, and needs of women workers in the chili pepper and tomato value chains. It provides detailed insights into the gender dynamics within the chili peppers and tomato value chains, informing more tailored and effective interventions.

In conclusion, while the initial needs assessment of the ILO-VZF project did not include a separate gender analysis, subsequent efforts during the implementation phase addressed this gap.

Coherence

This section examines the logical design of the project, the congruence between project objectives and deliverables, and whether it addresses potential risks while ensuring the sustainability of results. The section also examines the clarity and achievability of project objectives within the designated timeline, alongside its orientation towards promoting gender equality and inclusivity. Moreover, it evaluates the project's integration of ILO cross-cutting issues such as International Labour Standards (ILS), social dialogue, and environmental sustainability. The section also examines the project's collaboration with other initiatives to streamline efforts in enhancing OSH standards in Mexico.

Summary:

The project's design reflects a good understanding of the local context, integrating a strategic approach tailored to both immediate and long-term needs. By aligning activities with desired outcomes, it establishes a coherent framework aimed at improving the occupational safety and health of workers in the chili pepper and tomato supply chains in Jalisco, Mexico.

In addition, the project document includes a comprehensive risk assessment alongside mitigation strategies. Additionally, the project has elaborated a detailed sustainability strategy. However, with the upcoming federal and state elections in June 2024, revising both the risk assessment and the sustainability strategy becomes pertinent, to adapt to potential staff changes.

Moreover, while demonstrating strengths in planning, stakeholder collaboration, and a focus on sustainability, the project also faces challenges, including its limited scope and the necessity for systemic changes to make a lasting impact. Based on these considerations, the evaluators find it difficult to assess with certainty the achievability of its objectives within the set timeline.

Additionally, the project integrates gender equality and inclusivity as essential components of its strategy. However, the project is in the process of defining quantitative targets for measuring progress in achieving gender equality and inclusivity and has shown limited engagement with medium and small producers, despite the evidence that women and vulnerable workers are often concentrated within these producer groups. In this regard, addressing the needs of the most vulnerable workers remains a significant challenge for the project. Its current focus on large exporting companies limits its impact on gender equity and inclusion, resulting in less attention to medium and small producers who often employ the most vulnerable workers. Although the project has devised a strategy to engage with vulnerable populations, it has not been able to clearly demonstrate or communicate the existence and effectiveness of this strategy.

The project was assessed to have adequately incorporated cross-cutting issues of International Labour Standards (ILS), social dialogue, and environmental sustainability into its design and implementation strategies.

Finally, the project has established synergies with multiple stakeholders, including SISEMH³⁹, SADER⁴⁰, IMSS⁴¹, SUMATE⁴², among others. However, the sectorial and geographical focus of the project, namely, OSH in the chili and tomato chains in Jalisco, makes collaboration with other ILO projects difficult, as these are being implemented in other sectors and geographical locations. Similarly, besides the sporadic meetings with other projects organized by the U.S. Embassy in Mexico, there are currently no complementarities with other projects funded by USDOL.

Logic and coherence of the project's design

The terms of reference ask the evaluators to assess whether the project is logically designed to achieve its objectives; if the project's deliverables are well-matched to the expected outcomes; and whether does the project address potential risks and ensure result sustainability.

³⁹ Secretaría de Igualdad Sustantiva entre Mujeres y Hombres

⁴⁰ Secretaría de Agricultura y Desarrollo Rural

⁴¹ Instituto Mexicano del Seguro Social

⁴² Federación de Sindicatos Unidos Primero de Mayo de Trabajadores y Empleados

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Based on document reviews and stakeholder interviews, the project integrates a well-understood context, a strategic approach tailored to immediate and long-term needs, and aligns activities with desired outcomes. It aims to improve occupational safety and health (OSH) for workers in the chili pepper and tomato supply chains in Jalisco, Mexico.

Project Design and Approach

The project was designed with input from key stakeholders, including the Mexican Government (STPS), USDOL, ILO CO, ILO LABADMIN/OSH Branch, and VZF Secretariat. It focuses on Jalisco's chili and tomato supply chains, ensuring stakeholder participation and addressing local OSH needs. The project employs a multi-faceted approach, tackling health crises like COVID-19 while laying groundwork for long-term OSH improvements. Activities under two main outcomes—mitigating health crises and increasing OSH compliance—are directly aligned with the project's goals.

Alignment and Deliverables

The project's activities and sub-outcomes align logically with its intended outcomes. For Outcome 1, deliverables include an OSH Rapid Needs Assessment, sector-specific plans, and capacity building to enhance stakeholder response to health crises and heat stress. For Outcome 2, deliverables encompass training on OSH topics, strengthening OSH frameworks, promoting best practices among smallholders, and supporting legislative improvements.

Risks and sustainability analysis

The project document outlines a risk assessment detailing potential risks. For each identified risk, the project proposes mitigation strategies. Overall, the evaluators found that this is a proactive approach to identifying and mitigating risks that shows the existence of a plan to manage challenges that may arise during project implementation.

During the evaluation process, through interviews and exchanges with the project team and other key stakeholders, it became evident that the probability of certain risks, for example, those previously associated with the impact of COVID-19 is no longer imminent, as the pandemic crisis has concluded.

However new concerns about other risks have emerged. Several stakeholders have raised concerns regarding the potential effects of federal and state elections scheduled for June 2024 in Mexico. They anticipate that regardless of the election outcomes, there will likely be changes in the management staff of government institutions, which are essential partners of the project, particularly in the State of Jalisco, including STPS, SADER, IMSS, and SISEMH.

Regarding the sustainability of the outcomes, the project document provides only a superficial overview of the strategies and measures needed to ensure long-term results. Strategies for promoting the continuation of results beyond its lifespan as highlighted in the project document include, fostering partnerships and stakeholder ownership through consultations, technical assessments, and validation events; as well as aligning the project with national priorities, the Decent Work Country Programme (DWCP)⁴³, and global frameworks such as the ILO's Safety + Health for All Flagship.

Nevertheless, in compliance with the requirements outlined in the award and USDOL/ILAB Management Procedures & Guidelines for Cooperative Agreements (MPG) the project devised sustainability and communications strategies.

Sustainability and exit strategy.

The project team has developed a sustainability and exit strategy. The sustainability analysis encompasses mapping out project partners such as government bodies, employer organizations, companies, and worker organizations, as well as their capacities, including their technical capabilities, human resources, and

⁴³ Mexico currently does not have a Decent Work Country Programme (DWCP), but instead, it has a Memorandum of Understanding (MoU) for the Decent Work Program in Mexico (2019-2024).

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motivation, among others. It also assesses the capacity of project partners to self-manage OSH practices, highlighting opportunities and challenges across various areas.

Furthermore, the document includes a sustainability matrix outlining a detailed strategy to promote both public and private participation in sustaining the project's results. Additionally, it outlines sustainability strategies derived from project outputs.

Overall, the sustainability strategy underscores the importance of alliances and synergies in achieving project objectives. It emphasizes contextualized decision-making, building trust and credibility, leveraging on-the-ground realities and ideas, and ensuring local ownership.

Strategies aimed at securing sustainable results involve strengthening the project's tripartite committee (Please refer to the efficiency section for further details), transferring responsibilities to local stakeholders, and fostering collaboration to update regulations and maintain OSH practices.

The exit strategy is focused on ensuring the sustainability of project-related OSH initiatives beyond the project's completion. This involves continuous training, progressive transfer of responsibilities, and maintaining effective communication among all stakeholders. The overarching goal is to empower local stakeholders to independently continue OSH practices, thereby ensuring the enduring impact of the project's achievements and improvements over time.

Overall, evaluators have found the strategies outlined in the document to be comprehensive, addressing sustainability and exit challenges and opportunities from various angles. They highlight the importance of cooperation between the public and private sectors, as well as active stakeholder participation and ownership. These strategies aim to empower employers, workers, and government officials to sustain the OSH culture in the long term. However, some stakeholders interviewed by the evaluators suggested that it would be appropriate to review both the sustainability and exit strategies well before the project's conclusion in order to ensure that they are still aligned with the evolving needs and circumstances of the stakeholders and the project environment.

Communication strategy.

The project has developed a communication strategy with objectives that include positioning the ILO as a leader in occupational safety and health, raising awareness about the project, influencing the public agenda, and fostering multi-stakeholder partnerships. The target audience ranges from governmental decision-makers to companies. However, workers are not included as a target audience in the communication strategy. The strategy uses channels such as social media, websites, and media outlets to implement this plan, creating varied materials like infographics and videos.

The project's communication strategy, while succinct, appears to be comprehensive. However, it remains unclear to the evaluators how effectively the strategy is reaching the targeted audience and fulfilling its objectives due to the lack of available data.

Objectives and realism

The evaluation terms of reference ask the ET to assess whether there are clear indicators for project results and outputs; and, whether the project's objectives achievable within the specified timeline.

Project indicators

The project team, with the support of the USDOL, has developed the Comprehensive Monitoring and Evaluation Plan (CMEP) for the project. The CMEP serves as an integrated framework intended to systematically monitor and evaluate the project's implementation and progress. It delineates strategies for collecting, analysing, and utilizing data to assess the attainment of project objectives, outcomes, and outputs.

Within the CMEP, there are detailed indicators aimed at measuring progress towards the project's goals. Additionally, it outlines methodologies for data collection and analysis, assigns responsibilities for monitoring and evaluation activities, and establishes timelines for reporting findings.

The CMEP encompasses a Performance Monitoring Plan (PMP) that delineates indicators at the level of project objectives, outcomes, sub-outcomes, and outputs. Overall, these indicators adhere to the SMART

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criteria—being specific, measurable, achievable, relevant, and time-bound. Moreover, they include detailed disaggregation, such as by sex, age, position, type of organization, and supply chain, among others.

In addition, some indicators may not entirely align with measuring the achievement of project results, examples being formulations like "number of training courses" and "number of participants."

In addition, discussions with project staff suggest that certain indicators may not offer significant utility. For instance, indicator number 19: % of targeted project stakeholders who report capacity to comply with OSH laws and policies in the targeted sectors (VZF indicator). The baseline value stands at 87%. Similarly, indicator 35: % of government officials who report capacity to work on OSH issues in the targeted sectors, baseline is 100%. Project staff members shared their perspective, indicating that such baseline values are already remarkably high. However, this could also indicate a potential issue with the selection of worksites. Some stakeholders, including ILAB, have expressed concerns about targeting workplaces with relatively good levels of OSH compliance, which is supported by these high baseline values. This concern aligns with the project's current focus on larger exporting companies rather than small and medium producers or the intended target population, who often face greater challenges in OSH compliance.

Moreover, Indicator 39, "Convention No. 187, ratified by Mexico" sets unrealistic goals as convention ratification is a complex, multi-faceted decision influenced by various factors beyond the scope of a single technical cooperation project.

Furthermore, the project has formulated a data reporting form (DRF) containing baseline and end-line values to facilitate the measurement of changes over time against the project's objectives. However, some indicators do not have baselines.

Attainability of objectives within the allocated timeline

Assessing the achievability of the project objectives within the specified timeline involves a multifaceted assessment of the project's design, resources, stakeholder collaboration, and external factors.

Strengths of the project

- Comprehensive Design and Planning: The project has a well-thought-out design, including detailed planning for outcomes, stakeholder involvement and capacity building. This comprehensive planning is important for achieving project objectives and indicates a strong foundation.
- Budget and Timeframe: With a budget of USD 6.15 million and a five-year timeline, there seems to be a reasonable allocation of financial and temporal resources to support the project's objectives.
- Risk Assessment and Mitigation: The project's inclusion of a risk assessment to address potential challenges shows foresight and preparedness, enhancing its resilience and adaptability to unforeseen events.
- Collaboration with Stakeholders: The involvement of various stakeholders, including government entities and workers' and employers' organizations, strengthens the project's feasibility by pooling expertise, resources, and authority needed for implementation.
- Training and Capacity Building: The focus on extensive training and capacity building is essential for effective implementation, ensuring that stakeholders have the knowledge and skills required for the project's success.
- Sustainability and Exit Strategy: The development of a sustainability and exit strategy indicates long-term thinking, aiming for enduring impacts beyond the project's lifespan.

Challenges and limitations

- Limited Reach and Scope: The project's current limited reach, particularly its focus on large exporting companies and not (yet) engaging middle and small producers, may reduce its effectiveness and impact, especially with the most vulnerable populations.
- Need for Systemic Changes: Stakeholders' feedback about the need for systemic changes for sustainable practices and OSH regulation compliance suggests that, despite the project's relatively extensive implementation schedule, achieving significant results may require more time than anticipated. Systemic

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changes are often slow and require sustained effort beyond project timelines. Systemic changes include, for example, legislative reforms; shifting prevailing attitudes and behaviors around workplace safety to prioritize health and safety as essential values; or developing and implementing comprehensive OSH management systems across companies.

- External Factors: External factors such as upcoming elections and changes in key institutional management could introduce uncertainties affecting project implementation.

While the project demonstrates strengths in planning, stakeholder collaboration, and a focus on sustainability, it also faces some challenges, including its currently limited scope and the need for systemic changes. Given these considerations, the evaluators find it difficult to definitively assess the achievability of its objectives within the set timeline. The ultimate success of the project will likely depend on its ability to adapt to current and emerging challenges, expand its reach, and drive the systemic changes necessary for sustainable improvements in OSH practices and compliance.

Gender equality and inclusivity

The terms of reference ask the evaluators to assess whether the project actively promotes gender equality and inclusivity.

Document review and interviews with key stakeholders show that the project design integrates gender equality and inclusivity as essential components of its strategy, demonstrating a conscientious effort to address the unique challenges faced by women and vulnerable groups within the chili and tomato value chains. The following analysis explores the strengths and weaknesses of the project's approach to promoting gender equality and inclusivity.

Strengths

- Specific focus on vulnerable groups: The project design specifically targets female workers, smallholders, informal workers, migrant workers, young workers, indigenous populations, and people with disabilities. This targeted approach implies that interventions are designed with the unique needs and challenges of these groups in mind, potentially leading to more effective and equitable OSH improvements.
- Gender-responsive OSH knowledge: By aiming to improve OSH knowledge with a gender-responsive approach, the project recognizes the different risks that women might face in the workplace. This is crucial for developing interventions that accurately address the root causes of gender disparities in occupational safety and health.
- Promotion of women's participation and leadership: The project intends to support women's participation and leadership throughout the supply chains. This empowerment strategy is essential for ensuring that women have a voice in the decisions and policies that affect their health and safety at work, leading to more sustainable and inclusive OSH practices.
- Addressing climate change and heat stress: Recognizing the gender-differentiated impacts of climate change and heat stress, the project plans to implement measures that specifically mitigate these risks for women and vulnerable workers.

Weaknesses

- Lack of quantitative targets for gender equality and inclusivity: The project outlines a comprehensive approach to gender equality and inclusivity. In addition, the inclusion of gender-sensitive indicators in the project's PMP is particularly noteworthy, as it highlights an intention to measure outcomes and impacts distinctly for men and women. However, the project's design does not specify quantitative targets for measuring progress in promoting gender equality and inclusivity. Without these metrics, it may be challenging to assess the effectiveness of gender and inclusive-focused interventions.
- Limited engagement with medium and small producers: The project's current focus on relatively large exporting companies may restrict its reach and impact on gender equality and inclusivity among medium and smaller producers. Women and vulnerable workers have often been concentrated within these producer groups, as evidenced for example by previous VZF projects in the coffee value chain.

Project's strategy to engage with vulnerable populations

Field work and interviews revealed that the project has devised a strategy to engage with vulnerable populations, including women, in addressing OSH in the agricultural sector. This strategy leverages partnerships with the SADER's extensionist program⁴⁴ and the Civil Protection and Firefighters units to enhance the project's reach and effectiveness.

SADER and civil protection are well-equipped with both human and financial resources to provide technical assistance to medium and small-scale producers. Civil protection, with its 140 units/posts spread across Jalisco's 125 municipalities and additional state units, primarily focuses on disaster prevention, emergency response, risk mitigation, and community preparedness. SADER's extension program is dedicated to reinforcing the agricultural sector by providing technical assistance and knowledge transfer to producers.

The project aims to capitalize on this network by delivering Training of Trainers (ToT) on OSH to both SADER's extensionists and officers from Civil Protection and Firefighters units. Subsequently, these trained individuals are expected to train medium and small producers in OSH across Jalisco's chili and tomato sector. The project aims to ensure the sustainability of the Training of Trainers on OSH post-project by focusing on building the capacities of SADER's extensionists. Strategic partnerships and training programs aim to empower these extensionists to continue disseminating OSH knowledge and practices independently. According to interviews with SADER representatives, these efforts will be supported by institutional and technical backing, aiming to guarantee that the benefits of the ToT initiative persist beyond the project's duration.

However, despite the strategic collaborations and the intended outreach, the overall visibility of this strategy remains limited. In the evaluators' opinion, there is a need to clearly articulate and systematize this approach. Making the project implementation strategy more visible and well-documented would not only amplify its impact but also ensure that all stakeholders have a clear understanding of their roles and the project's objectives.

Lessons learned from the COVID-19 pandemic and the previous VZF project in the coffee chain in Mexico

The terms of reference of the evaluation ask the evaluators to analyse what key lessons has the project learned from the COVID-19 crisis as well as from the previous VZF project in the coffee chain in Mexico, and how have these lessons influenced the current project's approach.

Key lessons learned from the COVID-19 pandemic

From interviews and document review, the evaluators learned that the Project brought together several key lessons from the COVID-19 crisis that helped shape its approach to OSH within the chili and tomato value chains in Jalisco. The following is a structured overview of these lessons:

- Necessity of sector-specific responses. The pandemic highlighted the importance of developing tailored responses to health crises that account for the unique conditions and risks present in specific sectors, such as agriculture. In recognizing this, the project focuses on the chili and tomato supply chains in Jalisco, tailoring its interventions to address the unique challenges faced by workers in these sectors.
- Differentiated impacts. The COVID-19 pandemic affected developed agribusiness and smallholders differently. Agribusiness was better able to cope with the situation thanks to its OSH practices, which helped reduce the impact. On the other hand, smallholders faced more difficulties due to their limited operational scale and reduced resources. This highlights the importance of preparedness and adaptation in developed agribusiness, while highlighting the vulnerability of smallholders in the face of crises such as this one.
- Inclusive approach. The pandemic underscored the importance of inclusivity in occupational safety and health practices. Vulnerable workers, including women, small and medium producers, and informal workers, were disproportionately affected by the crisis. The project recognizes the need to include

⁴⁴<https://misprogramas.jalisco.gob.mx/programas/apoyo/Programa-Integral-de-Capacitacion-y-Extensionismo-Rural/746/2023>

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considerations of gender equality and vulnerable workers in OSH interventions to ensure that these are designed to support and protect all workers, particularly those in vulnerable situations.

- Importance of strengthening legal and regulatory frameworks. COVID-19 underscored the need to strengthen legal and regulatory frameworks concerning OSH protection and prevention. This is particularly important in sectors, such as agriculture, that face significant challenges in harmonizing OSH regulations and in implementing these standards effectively.
- Emphasis on participatory approaches. The pandemic showed that collaboration among various stakeholders is crucial for effectively addressing OSH challenges. The project acknowledges the significance of collaborative efforts among various stakeholders, including government, the private sector, and workers themselves, in improving OSH conditions. In this regard, the project adopted a participatory approach that is instrumental in encouraging a culture of OSH prevention and in promoting adherence to OSH laws and policies.
- Preparedness and resilience. The global health crisis emphasized the need for preparedness and building resilience against future shocks. In response, the project focuses on immediate relief efforts but also ensures long-term OSH improvements. This dual focus allows for a balanced approach to addressing both immediate health crises and systemic OSH challenges.
- Addressing heat stress. Learning from other VZF projects, there is a noted emphasis on preventing and mitigating specific OSH risks, such as heat stress in greenhouse environments. This reflects an understanding of the need to address both general and specific challenges within the framework of OSH improvements in the chili and tomato supply chains.

Key lessons learned from the previous VZF project in the coffee chain

Through interviews and document analysis, the evaluators gained insights indicating that the Project incorporated valuable lessons drawn from the VZF project in Mexico's coffee sector. These lessons have informed its strategy within the chili and tomato value chains in Jalisco. Below is a summary of these findings:

- Established trust with Mexican stakeholders. The VZF project in the coffee sector successfully built substantial trust among key Mexican stakeholders, including the Secretariat of Labor and Social Welfare (STPS) and employer and workers' organizations. This trust was established through project implementation, where ILO constituents became familiar with the ILO and VZF methodologies and work strategies on Occupational Safety and Health. Such familiarity and trust were crucial for effective collaboration during the design and implementation phases of the chili and tomato project.
- Stakeholder engagement. Building on the success of the coffee project in establishing trust with Mexican stakeholders, the chili and tomato project involves a wide range of partners, including governmental bodies, workers' organizations, and the private sector, to foster a collaborative approach to improving Occupational Safety and Health.
- Importance of strategic partnerships. The coffee project underscored the value of engaging strategic partners like the Mexican Institute of Social Security (IMSS⁴⁵), which, although not a traditional ILO partner, possesses the technical and financial resources necessary for the sustainability of project interventions. Additionally, the chili and tomato project successfully involved other partners such as the Secretariat for Gender Equality (SISEMH⁴⁶), the Secretariat of Agriculture (SADER⁴⁷), and Civil Protection and Firefighters. Such partnerships enhance the project's outreach and enable a more sustainable approach to tackling OSH challenges.
- Institutionalization of achievements. Institutional engagement is critical for the sustainability of project outcomes. This requires advocacy and follow-up actions to ensure that project results contribute to capacity building, policy discussions, OSH compliance, and long-term integration into existing

⁴⁵ Instituto Mexicano de Seguridad Social

⁴⁶ Secretaría de Igualdad Sustantiva entre Mujeres y Hombres

⁴⁷ Secretaría de Agricultura y Desarrollo Rural

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frameworks and practices. In this regard, the chili and tomato project works towards establishing robust partnerships and mechanisms to support the lasting impact of its initiatives.

- Recognized the role of women in agriculture. The coffee project contributed to identifying the critical role women play in the agriculture sector, suggesting a need to consider gender-specific issues and contributions in Occupational Safety and Health (OSH) agricultural practices and interventions. By acknowledging women's roles, the chili and tomato project aims to ensure that solutions are inclusive and address the differentiated needs of all workers.
- Gender inclusivity. According to a previous VZF evaluation report⁴⁸, the "Profile of women coffee producers" studies in both Mexico and Colombia provided information on the conditions and needs experienced by women coffee workers and highlighted the importance of developing gender-responsive interventions to address these specific situations.

In this regard, a key takeaway from the VZF coffee project in Mexico was that gender-sensitive approaches within the value chain can lead to more inclusive and effective interventions. The chili and tomato project has adopted an inclusive approach and prioritizes support for both women workers and workers in vulnerable conditions, reflecting lessons on the importance of addressing the specific needs of these groups.

- Capacity building challenges. The coffee project encountered difficulties in building the capacity of worker and employer organizations at the federal level. In contrast, the chili and tomato project aim to strengthen the capacities of organizations such as CONCAMIN and COPARMEX at the state level, specifically in Jalisco, indicating a strategic pivot to more localized efforts.
- COVID-19 response tools. Recognizing the impact of the COVID-19 pandemic on worker safety and health, the coffee project developed tools, including a practical guide for the prevention and mitigation of COVID-19 in agriculture. These tools benefited not only the coffee project but also proved valuable for the chili and tomato project.

Integration of Cross-cutting Issues

Based on document review and interviews the evaluators concluded that the project has adequately incorporated the cross-cutting issues of International Labour Standards (ILS), social dialogue, and environmental sustainability into its design and implementation strategies.

International Labour Standards

The project effectively incorporates ILS. The ILO has developed several key conventions and recommendations central to promoting occupational safety and health. These include, among others, Convention 155 on occupational safety and health; Convention 161 on occupational health services; and Convention 170 on the safe use of chemicals at work. Additionally, the ILO has issued several recommendations related to OSH. Moreover, international standards such as C.155 and C.161 provide guidance on managing risks associated with heat stress. The project is aligned with all these ILS.

Furthermore, the project's activities encompass supporting ILO constituents' efforts to advance in the ratification process of C187 on the Promotional Framework for Occupational Safety and Health. In addition, the project has conducted a legislative gap analysis as well as awareness-rising activities regarding Mexico's recent ratification of C.190 on the elimination of violence and harassment in the world of work.

Social dialogue

At both the design and implementation stages, the project adopted a multi-stakeholder approach, engaging a diverse array of participants, including government agencies, employers' and workers' organizations, and other relevant stakeholders. This inclusive strategy laid a robust foundation for social dialogue. Moreover, the formation of a tripartite project steering committee underscores the project's commitment to promoting social dialogue amidst key stakeholders.

⁴⁸ Independent Clustered Evaluation of Vision Zero Fund projects in the global coffee supply chain. Mexico, Honduras, Colombia, Viet Nam. 2022

Environmental sustainability

While the project's primary focus is on OSH, it does incorporate elements of environmental sustainability, particularly through its attention to the effects of climate change including its effects in terms of heat stress among agricultural workers. The initiative to develop and implement OSH methodologies to measure and mitigate heat exposure demonstrates an acknowledgment of the interconnectedness of environmental factors and worker health.

Synergies and Coordination

The project has demonstrated a significant level of collaboration with a wide range of national and state stakeholders, including the STPS, IMSS, SISEMH, and SADER among others.

These collaborations have been pivotal. For example, they played a crucial role in developing the drivers and constraints for OSH improvement study, or the study on the profile of women workers in the agricultural sector (please refer to the effectiveness section for further information).

In addition, the project has also established institutional agreements with Jalisco's SADER and Civil Protection and Firefighters. These agreements laid the groundwork for delivering ToT on OSH in agriculture. Through this initiative, agricultural extensionists and civil protection staff will be equipped to deliver training to smallholders, thereby expanding the reach of capacity-building efforts.

The project has successfully engaged with businesses with the assistance of SUMATE, SISEMH, and local commerce chambers. These entities have played a crucial role in connecting the project with businesses where OSH activities are currently being implemented.

Additionally, the collaboration between the project, the CO-Mexico, and IMSS resulted in an agreement to jointly promote and improve occupational safety and health conditions for workers.

Despite these collaborative successes, the project encounters limitations in broader engagement with other ILO projects due to differing thematic focuses—such as child and forced labor, migration, or Freedom of Association and Collective Bargaining—and geographical scopes (these projects are being in different States, but not in Jalisco). These differences, coupled with distinct project management teams, have contributed, according to some testimonies, to a somewhat "siloeed" approach to project management within the ILO CO.

However, ILO staff consulted by the ET underlined that efforts are being made to overcome these challenges, with the CO Director advocating for a more integrated, cross-cutting, and process and results-oriented management model that aims to foster greater collaboration across projects and thematic areas.

Regarding coordination with other USDOL-funded projects, it is important to note that according to USDOL/ILAB officials since the project began, enhancing these connections has been a priority for USDOL. The ILO-VZF project team was connected by ILAB with other initiatives in Mexico, specifically Sustentar, Una Cosecha Justa, and Campos de Esperanza (with the first two focusing on chili peppers and tomatoes). Additionally, ILAB officials connected the ILO team with AIR, which is involved in several labor inspection-related projects in Mexico. However, the evaluators have not found evidence of the ILO project actively coordinating or exchanging experiences or good practices with these USDOL-funded initiatives.

Effectiveness

This section provides an overview of the main results achieved as reported by the project; the challenges encountered during implementation; variations in progress made within the chili and tomato supply chains; the project's effectiveness in addressing OSH challenges for women and vulnerable workers; as well as stakeholder participation and collaboration.

Summary:

The evaluation has identified that the project has achieved some important results. For example: a Rapid Needs Assessment (RNA) was conducted to understand the impacts of COVID-19 and OSH needs in the targeted sectors. Based on the RNA findings, the project has developed a "Standardized Protocol for Health Crises Due to Biological Risks in Agribusiness", tailored to Jalisco's chili pepper and tomato chains. This was followed by a pilot training course was conducted based on this protocol. Furthermore, collaboration with the University of Colorado School of Public Health and IMSS on a study about heat exposure and stress is ongoing. In addition, an assessment of drivers and constraints for improving OSH was produced. Additionally, various studies are underway, including an analysis of OSH management systems as well as a profile of women workers and on agricultural smallholders in the chili pepper and tomato supply chains in Jalisco.

Project stakeholders received training on OSH topics, and a basic OSH course was adapted as an online course and uploaded to the IMSS' Online Capacity Building platforms CLIMSS⁴⁹ and ELSSA⁵⁰. Furthermore, a collaboration agreement with SADER has been formalized for the training of extensionists who will visit smallholders and improve their OSH conditions through trainings and technical assistance. Additionally, the project is in the process of providing assistance to the Mexican government in strengthening its national OSH legislative framework, while promoting stakeholder compliance with national and international OSH standards.

Despite these foundational activities and outputs that are likely to contribute to further project achievements, the project has yet to produce significant results in terms of *increased mitigation of new and emerging health-related crises, including COVID-19, in the chili pepper and tomato supply chains in Mexico* (Outcome 1), or *increased compliance with OSH laws and policies in the chili pepper and tomato supply chains in Mexico* (Outcome 2). The project encountered a protracted initial phase, attributed to various factors, ultimately postponing the commencement of main activities until early-2023. Despite this delay, significant strides were achieved in stakeholder engagement, which proved pivotal in shaping the project's design.

Similarly, the emphasis on integrating gender equity and inclusivity for vulnerable populations is noted, though specific goals remain undefined. The project's strengths lie in the active participation and collaboration of stakeholders, aiming to seamlessly integrate initiatives within the local context and foster sustainable practices.

Delivery of results

Outcome 1: Increased mitigation of new and emerging health-related crises, including COVID-19 in the chili pepper and tomato supply chains in Mexico.

According to the project document, interventions within this outcome aim to enhance the capacity of project stakeholders to address the impact of the COVID-19 pandemic, mitigate the adverse effects of heat stress on greenhouse workers, and meet the immediate OSH needs within the chili pepper and tomato supply chains. This is to ensure safe and healthy working environments for all workers.

The project conducted a Rapid OSH Needs Assessment (RNA) to understand COVID-19 impacts, and OSH needs in Jalisco's chili pepper and tomato chains. Based on the findings of the RNA, the project developed a tailored "Standardized Protocol for Health Crises Due to Biological Risks in Agribusiness".

⁴⁹ CLIMSS: On-Line IMSS Courses – Cursos en Línea del IMSS

⁵⁰ ELSSA: Safe and Healthy Working Environments - Entornos Laborales Saludos y Saludables

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In addition, a pilot training course based on this protocol was conducted, involving thirteen participants. Nevertheless, because of delays in the start of project implementation, the project is not meeting the targets established for both the quantity of training sessions and the number of participants in these sessions.

Moreover, the project is currently collaborating with the University of Colorado School of Public Health and IMSS on a study about heat exposure and heat stress among workers in the sectors.

The project has encouraged wide stakeholder participation in policy dialogue events, resulting, for example, in the development of a tripartite plan to enhance the resilience of chili and tomato supply chains by ensuring OHS against COVID-19 and other similar contingencies.

Looking at the indicators below, the evaluators observe that there is currently no reported progress (in terms of increased numbers of workplaces with new or strengthened monitoring systems or the percentage of workers from targeted workplaces in the chili pepper and tomato supply chains who report feeling protected at work.) While the project met the targets set for the period April 2023 – September 2023, targets had remained at the level of the baseline values.

Table 3. Outcome 1 Indicators

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
Number of targeted workplaces with new or strengthened monitoring systems in the workplace to assess the risks and/or evolution biological hazards, including COVID 19	3	3	3
% of workers from targeted workplaces in the chili pepper and tomato supply chains who report feeling protected at the workplace from health-related crises, including COVID-19 risks	74.5%	74.5%	74.5%

Source: Project’s TPRs and DRF

In summary, document review and interviews with key stakeholders showed that there is no evidence indicating that, during the reference period of the evaluation, the project has led to a significant mitigation of new and emerging health-related crises, within the chili pepper and tomato supply chains in Mexico.

Sub-outcome 1.1: Improved project stakeholder’s OSH capacity to respond to health-related crises at the sectoral level.

Through this sub-outcome the project aims at supporting project stakeholders to improve and strength their OSH mitigation capacity to respond to health-related crises in the chili pepper and tomato supply chains.

As can be observed in the table above, the targets established in the sub-outcome indicators as well as the actuals achieved for the period April-September 2023 coincide with the baseline values.

Table 4. Sub-outcome 1.1 Indicators

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
% of project stakeholders that have effective policies and procedures to respond to health-related crises, including COVID-19	75%	75%	75%
% of individuals from project stakeholders that demonstrate knowledge to respond to health-related crises, including COVID-19	50%	50%	55.6%

Source: Project’s TPRs and DRF

That is, during the period covered by the scope of this midterm evaluation, no improvements were expected in terms of stakeholders with effective knowledge and policies and procedures to respond to health-related crises and thus make significant contributions resulting in improving the OSH capacity of project stakeholders to respond to health-related crises at the sectoral level.

Output 1.1.1: Sector-specific plans and joint initiatives developed to provide OSH responses to health-related crises to support project stakeholders in Jalisco.

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Under this output the project supports stakeholders to promote the development of specific plans and joint initiatives, to integrate decent work considerations, particularly in relation to OSH, into responses to health-related crises, including the COVID-19 policy responses and mitigation actions.

▪ Rapid OSH Needs Assessment and health crises protocol

The project conducted an RNA which was validated by project stakeholders in September 2022. The RNA analysed the impacts of COVID-19 on the workers in the chili pepper and tomato chains in the state of Jalisco, as well as OSH needs. Based on the results of the study, the project adopted a threefold approach to Outcome 1: a) Improve the capacity of project stakeholders to respond to health crises at the sectoral level in the chili pepper and tomato supply chains; b) Develop and strengthen the capacities of project stakeholders to implement good OSH practices at the workplace; c) Information campaigns and good practices for the prevention of risks related to health crises.

▪ Standardized Protocol for Health Crises Due to Biological Risks in Agribusiness, with a focus on the Chili Pepper and Tomato chains in Jalisco

Based on the RNA, the project developed a "Standardized Protocol for Health Crises Due to Biological Risks in Agribusiness, with a focus on the Chili Pepper and Tomato chains in Jalisco." This protocol aims to guide future responses to health crises affecting the sector, based on best practices and successful protocols implemented during the COVID-19 pandemic. Additionally, the elaborating of guides and manuals is underway, to customize and implement the standardized protocol at various workplaces in the sector. Based on the information conveyed by the project team to the ET, the protocol and corresponding guidelines are currently under review by the project OSH specialist.

Table 5. Output 1.1.1 Indicators

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
Number of sector-specific plans and initiatives developed jointly with stakeholders in the chili pepper and tomato supply chains to improve response to new and emerging health-related crises, including COVID-19 (VZF indicator)	0	0	0
Number of participants attending national and regional policy dialogue events organized or supported by the project (VZF indicator)	0	120	42

Source: Project's TPRs and DRF

According to the information provided by the project staff, based on the rapid needs assessment, a tripartite plan was developed to promote the resilience of chili and tomato supply chains by securing occupational health and safety (OHS) against COVID-19 and other possible similar contingencies.

Output 1.1.2: Project stakeholders trained to provide occupational safety and health responses to new and emerging health-related crises in a sustainable way.

Through this output, the project aims to enhance the resilience of OSH management systems by designing and implementing training plans.

Thus far, the project has conducted a pilot training course on the standardized protocol for health crises mentioned above. The course took place in December 2023 in the greenhouses of one of the participating businesses in Autlán de Navarro. Thirteen individuals, including workers, management staff, and one CTM representative, took part in this workshop.

Table 6. Output 1.1.2 Indicators

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
Number of training courses on OSH processes, including the prevention and mitigation of new and emerging health-related crises, such as COVID-19 delivered by the project	0	0	0
Number of participants that completed training courses to address new and emerging health-related crisis, including COVID-19 (VZF indicator) (T1)	0	0	0

Source: Project's TPRs and DRF

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Regarding the indicators established for this output, the project had not defined targets for the evaluated reference period.

Sub-outcome 1.2: Project stakeholders have increased information and tools to mitigate the effects of heat stress on workers on the chili pepper and tomato supply chains.

A study is currently underway related to heat exposure and heat stress among workers. Please refer to the description under Output 1.2.1 below.

According to the project's work plan, output 1.2.2: workplace-level support for reducing workers' exposure to occupational heat stress; as well as output 1.2.3: supporting improvements of national and workplace-level frameworks to address occupational heat stress are planned for 2024-2025.

Output 1.2.1: Workplace measures to prevent and mitigate the effects of heat stress on agricultural workers piloted and analysed

The project, in collaboration with the Center for Health, Work & Environment at the University of Colorado School of Public Health and the IMSS, is currently conducting a study on heat exposure and heat stress among workers, with a focus on assessing the impacts on their health and productivity. A sub-award was granted to the University of Colorado to develop the research methodology, which has been validated by ILO constituents and technical specialists from ILO LABADMIN/OSH.

The study is to be undertaken in multiple stages throughout implementation. First phase of the study was conducted in July 2023, during which health data from more than 150 workers were collected across two workplaces over a two-week period. These data will contribute to identifying possible negative effects of heat stress on workers' health. The project plans to implement additional data collection phases during 2024 and 2025.

According to the project team, the entire study is expected to be finalized by August 2025. It is anticipated that the findings will inform the design and implementation of workplace adaptation measures to reduce or mitigate risks of workers' exposure to heat, and potentially preventing heat stress and injuries.

In July 2023, the project released awareness raising videos regarding the effects of heat stress on the workers' wellbeing, specifically focused on greenhouse workers⁵¹.

► *This project represents potentially groundbreaking work, as it stands as an ILO initiative gathering longitudinal data on the effects of rising temperatures on worker safety and health. Moreover, it actively designs and monitors adaptation measures tailored to mitigate these impacts. The significance of this initiative is highlighted by its considerable traction within the academic and professional communities, as evidenced by its selection for a Virtual Reality film to be showcased at the next International Labour Conference (ILC). Additionally, its importance and preliminary findings are recognized in the ILO's report for World Day for Safety and Health at Work, underlining its contribution to global discussions on occupational health in the context of climate change.*

Outcome 2: Increased compliance with OSH laws and policies in the chili pepper and tomato supply chains in Mexico.

Key interventions under this outcome include improving OSH knowledge with a gender-responsive approach, strengthening OSH management frameworks, enhancing organizational OSH related practices, and advocating for a comprehensive legislative OSH related framework at the national level.

An assessment of drivers and constraints for improving OSH was undertaken. Additionally, various studies are underway, including an analysis of OSH management systems and the agricultural smallholders' profile within the chili pepper and tomato supply chains in Jalisco. Moreover, a study on the profile of women workers in the chili pepper and tomato value chains in Jalisco was conducted, along with the development of a toolkit for identifying, analysing, and preventing psychosocial risks in the workplace.

⁵¹ <https://youtu.be/llPf5TOASA?feature=shared>
<https://youtu.be/1EmN7CCKO-Y?feature=shared>
<https://youtu.be/VYs6bkYalhU?feature=shared>

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According to ILO officials and project counterparts such as SADER, SISEMH, and SUMATE, the drivers and constraints study provided a comprehensive understanding of the local context, capturing the insights and priorities of project stakeholders. Additionally, these officials highlighted that the study on the Profile of Women Agricultural Workers in the Chili and Tomato Value Chains allows for the identification of the sociodemographic, labor, time use, and labor violence characteristics of agricultural workers, as well as their knowledge, attitudes, and practices regarding OSH. This study also generates comparisons between the different situations of women and men.

Furthermore, the project delivered training to project stakeholders in OSH topics. Additionally, the project adapted a basic OSH course to an online course, which was uploaded to the IMMS' Online Capacity Building platforms CLIMSS and ELSSA. Overall, all stakeholders consulted were satisfied with the training received. They highlighted that the capacity building sessions were of high quality, providing comprehensive and practical information that was directly applicable to their work.

In addition, the project has formalized a collaboration agreement with SADER to train extensionists who will visit smallholders and improve their OSH conditions through trainings and technical assistance. Moreover, the project is assisting the Mexican government in strengthening its national OSH legislative framework while promoting stakeholder compliance with national and international OSH standards.

Table 7. Outcome 2 Indicators

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
Number of workplaces that have benefited from the adoption of concrete and documented actions to improve OSH compliance (VZF indicator)	0	2	0
Number of workers that have benefited from the adoption of concrete and documented actions to improve OSH compliance (VZF indicator)	0	470	0

Source: Project's TPRs and DRF

Despite the aforementioned results, thus far, the project has yet to achieve the targets set.

Moreover, through document review and interviews the ET did not find evidence yet of increased compliance with OSH laws and policies in the chili pepper and tomato supply chains as a result of the project.

Sub-outcome 2.1: Improved OSH knowledge with a gender responsive approach among project stakeholders in the chili pepper and tomato supply chains in Jalisco.

The project undertook an assessment of the drivers and constraints for OSH improvement, as well as a study on the profile of women workers in the chili pepper and tomato value chains. In addition (please refer to outputs 2.1.3, 2.1.4 and 2.1.5 below) the project delivered training to project stakeholders on OSH topics.

Table 8. Sub-outcome 2.1 Indicators

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
% of project stakeholders with an understanding of legal obligations, workers' rights and OSH issues (VZF indicator)	N/A	N/A	N/A

Source: Project's TPRs and DRF

Based on the information available, it is not possible yet to assess the extent to which the project has so far contributed to improved OSH knowledge with a gender-responsive approach among project stakeholders. The baselines, targets, and actuals for the sub-outcome indicators have not been defined yet.

According to the project team, this indicator will be measured in relation to the implementation of OSH management systems, which are still under development. It is for this reason, according to the team, that the indicator does not have a baseline, as reflected also in the CMEP.

Output 2.1.1: Drivers and Constraints Study for OSH improvements in the chili pepper and tomato supply chains available and disseminated.

The project conducted an assessment of drivers and constraints for OSH improvement in the chili pepper and tomato supply chains. The study was carried out using the ILO methodology across various countries,

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including Mexico's coffee supply chain. In line with the VZF collective action approach, the study involved strong engagement with municipal and state authorities of STPS, the IMSS and SISEMH, as well as with workers' representatives and local business chambers.

The assessment aimed to provide a comprehensive understanding of the value chain's dynamics, institutional context, drivers, and constraints impacting decent work and OSH. Additionally, it may serve to identify strategic entry points for OSH improvements.

As illustrated in the table below, while the project hasn't yet disseminated OSH knowledge products focused on OSH drivers and constraints, neither has reached its targets regarding the number of individuals who participate in workshops and dissemination events related to the drivers and constraints study.

Table 9 Indicators Output 2.1.1.

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
Number of OSH knowledge products focused on drivers and constraints developed and disseminated (VZF indicator)	0	2	0
Number of individuals who participate in workshops and dissemination events related to the D&C Study	0	40	0

Source: Project's TPRs and DRF

In addition to the drivers and constraints study, the project is currently undertaking various studies, one of which is the 'Analysis of OSH Management Systems in the chili pepper and tomato supply chains in Jalisco.' A draft of this study has been delivered to the project and is presently under review by the OSH specialist. The objective of this study is to identify both good practices and areas of improvement, encompassing crisis management related to health and response protocols. As per the information provided by the project team to the evaluators, the analysis will also feature international standards, best practices and recommendations, aimed at enhancing OSH practices and ensuring compliance with relevant national legislation.

Furthermore, in January 2024, the project team, in collaboration with SADER, commenced interviews and data collection for an 'Agricultural Smallholders' Profile in the chili pepper and tomato supply chains in Jalisco.' This study will incorporate sociodemographic data as well as information on OSH knowledge, attitudes, and behaviours. It is also anticipated that this study will inform the development of tailored interventions aimed at promoting OSH practices among smallholders within the targeted supply chains.

Output 2.1.2: Gender sensitive OSH knowledge to improve the social and mental health of workers developed and disseminated among project stakeholders.

The project, based on data from the National Institute of Statistics and Geography (INEGI), SADER, the United Nations Food and Agriculture Organization (FAO), and IMSS conducted a study on the profile of women workers in selected sectors.

The study examines the sociodemographic, labor characteristics, time use, and workplace violence against female agricultural workers. It analyses the comparative knowledge, attitudes, and practices regarding Occupational Safety and Health, among the genders. According to project staff, this study will help to mainstream interventions aimed at promoting gender equity in project activities.

From October 18 to 20, 2023, the project organized the Forum "Women in Agriculture: Advancing with Decent Work towards Social Justice". The aim of the forum was to provide an overview of safety and health as a Fundamental Right and the importance in the agricultural sector; as well as to generate a discussion and exchange between experts on the role of rural women, their characteristics, challenges and opportunities related to OSH. Likewise, training was provided to women producers and women workers in the field on good practices for the management and administration of safety and health in the workplace.

The forum was attended by over 100 people, including representatives from government, workers and employers' organizations, experts from international organizations and women workers from the coffee, flowers and chili pepper and tomato sectors.

In addition, the project is currently developing a toolkit for the identification, analysis, and prevention of psychosocial risks in the workplace within the chili pepper and tomato supply chains in Jalisco. Furthermore,

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the project is expected to develop guides, manuals, and practical checklists, which will be piloted in six workplaces.

Furthermore, the project organized tripartite roundtables to present the findings of a legislative gap analysis on Convention No. 190 concerning the elimination of violence and harassment in the world of work, conducted by the ILO Country Office in Mexico.

Table 10. Output 2.12 Indicators

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
Number of OSH knowledge products on social and mental health for workers developed and disseminated	0	1	0
Number of individuals who participate in trainings to raise awareness of workers' social and mental health (T ₁)	0	20	0

Source: Project's TPRs and DRF

Despite the aforementioned results, the project has not yet reached the targets set by the indicators associated with output 2.1.2, as reflected in the table above.

Output 2.1.3: Workers and employers trained on basic OSH topics.

Through seven training courses, the project provided basic OSH training to 187 participants, of whom 123 were women and were 64 men. Trainees included workers and staff from businesses such as Argaman, ADF, Bonanza, Divemex and Inver-Itza, as well as unions (CTM and SUMATE). Overall, the consulted stakeholders expressed satisfaction with the training received. They emphasized that the training sessions were of high quality, offering comprehensive and practical information directly applicable to their work.

Table 11. Output 2.1.3 Indicators

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
Number of training courses on basic OSH topics delivered by the project	0	6	6
Number of individuals from project stakeholders that completed trainings on basic OSH topics (T ₁)	0	130	138

Source: Project's TPRs and DRF

These training sessions were structured around the ILO methodology for identifying and assessing risks, along with the implementation of best practices to mitigate OSH hazards. The training encompassed hands-on exercises, wherein workers, under the guidance of project staff, conducted thorough walkthrough observations of their work environments. During these exercises, they pinpointed various risks including ergonomic concerns, manual handling of loads or tasks involving heights.

Also, women-producers participating in the women in agriculture forum (please refer to Output 2.1.2) were trained in the ILO's Work Improvement in Neighborhood Development programme (WIND): training programme on safety, health and working conditions in agriculture⁵².

In addition, the project adapted a basic OSH course as an online course which was uploaded the IMMS' Online Capacity Building platforms ELSSA CLIMSS (in process).

Output 2.1.4: Selected workers and employers trained on advanced OSH topics.

The project organized three training workshops focusing on advanced occupational OSH topics. Two workshops were dedicated to the safe management and handling of agrochemicals, while the third focused on the establishment and strengthening of OSH committees. A total of 26 individuals from Inveritza, Argaman, and SADER participated in the agrochemicals course. Additionally, 23 members of OSH committees from businesses associated with CCIJ and COPARMEX attended the course on OSH committees. Overall, stakeholders consulted expressed satisfaction with the training they received, highlighting its relevance, practical application, and the quality of instruction. They particularly appreciated the opportunity

⁵² https://www.ilo.org/asia/publications/WCMS_099075/lang--en/index.htm

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to enhance their knowledge and skills in managing occupational safety and health effectively, which they believe will have a positive impact on their workplace practices and overall safety culture.

Table 12. Output 2.1.4 Indicators

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
Number of training courses on advanced OSH topics delivered by the project	0	1	0
Number of individuals from project stakeholders that completed trainings on advanced OSH topics (T1)	0	20	0

Source: Project's TPRs and DRF

Output 2.1.5: Selected workers and employers receive ToT and are supported by the project.

29 workers and employers participated in ToT on basic OSH. The training sessions incorporated the application of the ILO SAFEWORK⁵³ methodology for assessing workplace risks, a module dedicated to psychosocial risks, another module focusing on the implementation of ILO's Convention 190 (Violence and Harassment, 2019), and two hands-on exercises aimed at identifying, evaluating, and mitigating workplace risks. In addition to raise awareness among stakeholders about the implementation of Convention No. 190, the project produced videos featuring interviews with two agricultural workers.

Table 13. Output 2.1.5 Indicators

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
Number of ToT training courses delivered by the project to ToT	0	2	1
Number of worker/employer trainers supported by the project (T1)	0	80	29

Source: Project's TPRs and DRF

While the stakeholders consulted highlighted the usefulness of the trainings, the project has yet to meet the targets in terms of the number of training courses and number of trainees.

Sub-outcome 2.2: Strengthened OSH management frameworks and systems in the chili pepper and tomato supply chains and in Jalisco.

As previously mentioned (see Output 2.1.4), 23 members of OSH committees received training in OSH committee management.

Table 14. Sub-outcome 2.2 Indicators

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
Number of targeted workplaces taking corrective and preventive actions to strengthen OSH management frameworks and systems	0	2	3

Source: Project's TPRs and DRF

While the project reported that three workplaces have taken corrective and preventive actions to strengthen their respective OSH management frameworks, the Evaluation Team has found no evidence that these efforts have yet contributed to actually strengthening their respective OSH management frameworks and systems. Expanding on this, through Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs), stakeholders reported that, so far, corrective and preventive actions intended to strengthen their respective OSH management frameworks have not been implemented.

Output 2.2.1: OSH committees established and/or strengthened in workplaces.

⁵³ The International Labour Organization's SafeWork program aims to foster safer, healthier, and decent working conditions through prevention of occupational hazards, protection by setting and promoting adherence to safety standards, and encouraging participation of all stakeholders in safety and health decision-making. It leverages information sharing, training, and international collaboration to implement and improve occupational safety and health systems globally. https://www.ilo.org/moscow/areas-of-work/occupational-safety-and-health/WCMS_249271/lang--en/index.htm

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The project initiated the development of specific training for OSH committees (please refer to Output 2.1.4) but so far, it has not yielded concrete results in terms of strengthening or establishing OSH committees in workplaces.

Table 15. Output 2.2.1 Indicators

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
Number of new OSH committees established and/or strengthened by the project	0	2	0

Source: Project’s TPRs and DRF

Sub-outcome 2.3: Improved organizational practices of government agencies and departments that cover OSH issues.

This sub-outcome the project foresees the provision of technical assistance to government agencies to improve their capacity to work on OSH issues in the targeted sectors.

Table 16. Sub-outcome 2.3 Indicators

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
% of government officials who report capacity to work on OSH issues in the targeted sectors	100%	--	--

Source: Project’s TPRs and DRF

The baseline value for this indicator is 100%, so at a first glance the project would not be able to contribute to its improvement. During discussions between the ET and project staff, there was agreement that this indicator is not appropriate for measuring results in terms of improvements in organizational practices, since the indicator appears to reflect current knowledge levels and not the practical application of such knowledge. Therefore, the ET is of the opinion that this indicator would benefit from a review and eventual adjustment.

Output 2.3.1: OSH data collection and analysis plans developed and institutionalized within IMSS.

In partnership with IMSS, the project conducted a technical review of IMSS’s ELSSA. As a result of this collaboration, the project issued a set of recommendations to enhance the platform, with a focus on improving the overall customer experience and facilitating its usability. Additionally, the project uploaded training modules and materials on OSH to ELSSA⁵⁴.

Table 17. Output 2.3.1. Indicators

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
Number of new/updated data collection plans developed and institutionalized within IMSS	0	0	--

Source: Project’s TPRs and DRF

Through the online ELSSA platform IMSS gathers data related to occupational accidents, diseases, and initiatives aimed at improving OSH standards. The project and IMSS have identified a collaborative effort to support and strengthen the analysis and utilization of data collected by IMSS through ELSSA, with a particular focus on data pertaining to workplace violence and harassment.

However, the project team has informed the ET that results pertaining to this output are foreseen for the period 2024/25.

Output 2.3.2: Selected government officials receive ToT and are supported by the project.

The project delivered a training course to 36 government officials, of whom 14 were women and 22 were men, on the use of the SAFEWORK methodology to evaluate workplace risks, psychosocial risks, and the implementation of ILO Convention 190.

⁵⁴ <https://www.imss.gob.mx/elssa/material>

Table 18. Output 2.3.2 Indicators

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
Number of government ToT training courses delivered by the project	0	2	1
Number of government trainers supported by the project	0	40	36

Source: Project’s TPRs and DRF

Government officials included staff from Jalisco's STPS, Jalisco's SISEHM, IMSS, and Jalisco's Unit of Civil Protection and Firefighters. Government officials consulted appreciated the training and underlined its usefulness for multiplying it within their institutions. In addition, they expressed confidence in being able to sustain the results, particularly noting that IMSS and Civil Protection are willing and have the resources to do so.

In addition, the project translated into Spanish relevant modules of the New ILO Curriculum on Building Modern and Effective Labour Inspection Systems⁵⁵, focusing on OSH, vulnerable groups of workers, and psychosocial risks. The project is currently in discussion with STPS on customizing the manual for the agricultural sector to help STPS improve the capacity of the labor inspectorate. Additionally, the project plans on providing training to STPS on the use of the manual.

Output 2.3.3: Capacity building program for Jalisco state agricultural extensionist workers to raise OSH awareness adopted by SADER.

The project has formalized a collaboration agreement with SADER with the aim of integrating OSH into SADER's Extensionist program. This agreement will allow extensionists to visit smallholders and deliver trainings and technical assistance to improve their OSH conditions.

According to project staff, the project will conduct training workshops on OSH in the agriculture sector for extensionists. These extensionists will then deliver trainings to smallholders. The training program for extensionists will cover the following topics: Basic OSH; Risk identification, evaluation, and management; Agrochemicals handling; Response to health-related crises; Heavy loads handling; and Work-life balance.

Sub-outcome 2.4: Strengthened legislative framework to advance OSH compliance at the national level.

The project implements targeted interventions to support the Mexican government with the revision of the national legislative framework for occupational safety and health and to promote improved compliance with OSH national and international standards.

Table 19. Sub-outcome 2.4 Indicators

Indicator	Baseline	Target Apr 23-Sept 23	Actual Apr 23-Sept 23
Convention No. 187 ratified by Mexico	0	1	0

Source: Project’s TPRs and DRF

However, the achieving the ratification of ILO Convention No. 187 by Mexico is not a realistic goal for a single technical cooperation project. Ratification of a convention is a decision based on national sovereignty, influenced by various factors. It would be an overly ambitious and somewhat unrealistic goal to achieve within the confines of a single project, as this is beyond the scope of such a limited project, despite evidence that preparatory work already underway in Mexico and the country is working towards ratification.

Output 2.4.1: Efforts to ratify C187 supported.

The project is actively supporting Mexico's efforts to ratify ILO Convention 187 on the Promotional Framework for Occupational Safety and Health. For example, the project organized a tripartite roundtable discussion bringing together representatives from government, worker organizations, and employers' organizations to promote dialogue and understanding regarding C.187 ratification.

⁵⁵https://www.ilo.org/global/topics/labour-administration-inspection/resources-library/training/WCMS_856578/lang-en/index.htm

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In addition, following the analysis of the legislative gap related to ILO Convention 190 (recently ratified by Mexico) and Convention 187 developed by ILO CO-Mexico, the project is in the process of finalizing a national Occupational Safety and Health profile. This profile will serve as a roadmap for tripartite constituents for working towards C.187 ratification. The OSH profile will identify relevant legislation, list the ILO OSH Conventions ratified by Mexico, and provide an overview of national mechanisms for OSH policy implementation and monitoring. It also will include an analysis of mandatory and voluntary OSH management systems, stakeholder coordination mechanisms, national resources for OSH policies, OSH statistics, and relevant programs offered by different organizations. Additionally, the profile will identify strengths, needs, and areas for improvement in Mexico's OSH landscape.

Table 20. Output 2.4.1 Indicators

Indicator	Baseline	Target Apr23-Sep23	Actual Apr23-Sep23
Number of guidelines, manuals, checklists and good practices developed to support constituents' efforts to ratify ILO Convention 187	0	1	0

Source: Project's TPRs and DRF

As noted above, the project is in the process of finalizing a national OSH profile.

Output 2.4.2: Information on Mexican OSH standards and ways to ensure compliance disseminated among national tripartite actors.

The project has developed informative materials such as posters, videos, and infographics for workers to promote compliance with OSH standards in workplaces.

Table 21. Output 2.4.2 Indicators

Indicator	Baseline	Target Apr23-Sep23	Actual Apr23-Sep23
Number of guidelines, manuals, checklists and good practices developed and disseminated to ensure compliance among national tripartite actors	0	2	1

Source: Project's TPRs and DRF

Under this output, the project includes the development and implementation of a communication strategy, which is used to disseminate materials including guides, life stories, infographics, manuals, etc., with the aim of promoting OSH in accordance with national and international standards.

Challenges

The project experienced a notably extended inception phase from January 2021 until the end of 2023. This delay was primarily due to various factors, including the time taken to hire essential project staff, the development of the study on drivers and constraints, the time-consuming elaboration of CMEP, and a project revision. Consequently, the start of the project's core activities was pushed back until early 2023.

The following section outlines the key challenges encountered during the project's inception phase and the measures taken to address them.

- **COVID-19 Pandemic:** The pandemic disrupted the project's early phase, particularly in holding essential meetings and consultations. To mitigate this, the project leveraged virtual meeting platforms to maintain communication with stakeholders and ensure progress despite the restrictions.
- **Administrative Complexities within ILO:** Navigating the intricate administrative processes for procurement, contract issuance, and travel authorization presented challenges. The project team proactively engaged with ILO administrative personnel to streamline these processes as much as possible and ensure timely execution of project activities.
- **Lack of Prior Experience in Jalisco:** With no previous operations in the state, establishing trust and building relationships with local stakeholders was a major challenge. The project team and the ILO

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Office in Mexico dedicated considerable time and effort to engage in meaningful dialogue, negotiations, and consultations to foster strong partnerships and secure local commitment.

- **Security Challenges in Jalisco:** The security situation in Jalisco occasionally disrupted work schedules and activity programming. The project team adapted by implementing flexible scheduling and prioritizing the safety of staff and stakeholders, ensuring that activities could proceed in a safe manner whenever possible.

Progress and Disparities

The terms of reference for the evaluation have also tasked the ET with assessing whether there exist significant variations in progress within the chili pepper and tomato supply chains. This evaluation has encountered certain limitations in this regard due to the early stage of the project activities and the premature state of project results.

Firstly, as mentioned, although engagement with stakeholders started from the beginning of the project activities commenced only by early-2023, consequently, the project's results remain relatively limited. In addition, the evaluators do not have enough data to make comparisons between the two value chains.

Addressing OSH Deficits and Inclusion

However, various stakeholders, including project staff, have raised some concerns with the evaluation about the project's lack of effectiveness so far in effectively reaching vulnerable populations with project activities. Currently, the project has primarily engaged with large, export-oriented companies, while overlooking small and medium-sized operations where, according to most stakeholders consulted, vulnerable populations are most often employed.

In this regard, and as mentioned in other sections of this report, to address this concern, the project has initiated collaborations with SADER and the Civil Protection and Firefighters Department to extend outreach to smaller operations and consequently to be able to reach more vulnerable populations. While this strategic shift holds promise, it has not yet yielded tangible results at the time of this evaluation.

The discussion in the Coherence section highlights that the project's design emphasizes gender equality and inclusivity as key components of its strategy, demonstrating a committed approach to addressing gender equality. However, the project falls yet short in defining specific objectives and quantitative benchmarks for gender equality and inclusivity. Although a study has been carried out on the profile of female workers within the respective value chains, aiming to guide project interventions, a clear and systematic strategy to tackle gender equality issues is yet missing.

In conclusion, the project's current trajectory suggests a need for a recalibration of efforts towards more inclusive engagement strategies that not only target large exporters but also extend support to small and medium-sized enterprises. As mentioned on several occasions throughout the report and based on primary and secondary information gathered by the evaluators, the project hasn't yet succeeded in reaching the most vulnerable workers. This recalibration will be essential for the project to fulfil its overarching goal of an improvement of OSH of workers in the chili pepper and tomato supply chains in Jalisco, specifically for workers in vulnerable conditions.

Stakeholder Participation and Collaboration

As discussed in previous sections, the project distinguishes itself through its comprehensive approach to involving diverse stakeholders, such as government bodies, workers, and employers' organizations, from its inception through to its ongoing activities. In addition, the project has established a tripartite steering committee that includes representatives of all stakeholders. This committee plays a key role in sharing information and facilitating dialogue. Moreover, the project has proactively conducted meetings and workshops to strengthen such dialogue.

Furthermore, the project emphasizes enhancing the capabilities of key stakeholders by providing them with the necessary tools and insights to independently address OSH challenges. This strategy promotes a seamless integration of the project's actions into the local context, while it will strengthen the capacity of local institutions, and will encourage enduring practices.

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Additionally, by nurturing collaborative connections with a broad spectrum of stakeholders and supported by the tripartite steering committee, the project has woven a supportive network resulting in an enabling context. This framework not only supports the effective execution of the project's plans but also lays the groundwork for local actors to embrace the project's objectives and achievements.

Efficiency

According to the terms of reference, the evaluation has examined whether the project's governance and management structure, as well as the support of the VZF, has so far facilitated an efficient project implementation, as well as the achievement of results. Moreover, the evaluators also have analyzed the extent to which the project has received necessary support from different stakeholders.

Summary:

The project's governance structure and management model are fundamentally sound and well-positioned to support its goals. However, according to some informants, the complexities of the project's governance structure may slow down the decision-making processes, as well as the project's response to stakeholder needs. Moreover, the limited human resources available from the VZF Secretariat and LABADMIN/OSH, as well as from ACTEMP and ACTRAV specialists, are constraining to some extent their capacity to offer the project timely and comprehensive support.

The project receives significant political, technical and administrative support from a wide range of national partners, including government agencies, workers' and employers' organizations and the ILO office in Mexico. This support facilitates project implementation and encourages local ownership of its objectives.

Governance, management structure and support

The evaluation of the governance structure and management model of the ILO-VZF project in the chili pepper and tomato supply chains reveals that the project has been approached with a multidimensional approach to ensure an efficient implementation, delivery of outputs, and achievement of results.

Project's governance and management structure

- **Steering Committee:** At the global level, this is the primary governing body responsible for the strategic direction and oversight of the VZF.
- **Advisory Committee,** which includes global social partners and provides strategic advice and direction to the Fund.
- **Secretariat:** The Secretariat is responsible for the day-to-day operations of the VZF, implementing the decisions of the Steering Committee, and providing technical and administrative support to the project team.
- **The LABADMIN/OSH branch** provides expert support and backstopping to the project team to ensure that efforts to improve OSH are based on sound principles of labor administration and inspection.
- **Donors:** While not a governing body *per se*, donors such as USDOL play a crucial role in the VZF by providing both necessary financial resources and technical support. In addition, USDOL has a seat on the Advisory and Steering Committees.
- **Project Implementation Team:** On the ground, the VZF project in Mexico is implemented by a project team that include a Project Director, a M&E Officer, an OSH Officer, a Value Chains Officer, a Communications Officer, a Project Officer in Jalisco, and two Administrative Assistants. This team is responsible for the day-to-day management of the project.

This structure reflects accountability, transparency, and effective stakeholder engagement, which are critical components for the project success.

Strengths of Governance Structure and Management Model

1. Multi-layered governance structure: The ILO-VZF project benefits from a governance structure that includes a global Steering Committee, Secretariat, LABADMIN/OSH branch support, donor involvement, a dedicated project implementation team, and a Tripartite Consultative Committee for the project. The evaluation team has found that this structure is designed to aim at ensuring that decisions are informed by a wide range of perspectives, including those of donors, technical experts, and national/local stakeholders, which is essential for the project's relevance and effectiveness.
2. Technical Support and Expertise: The provision of technical backstopping by the VZF Secretariat and LABADMIN/OSH, along with inputs from ILO technical specialists and regional specialists from

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ACTEMP and ACTRAV, aims at ensuring that the project is based on sound technical inputs and best practices in occupational safety and health. The evaluation team has found that this expertise supports the project's ability to deliver high-quality outcomes and engage effectively with government bodies, workers' and employers' organizations.

3. Stakeholder Engagement and Ownership: The Evaluation team also has confirmed that the establishment of a Tripartite Consultative Committee for the project promotes engagement, dialogue, and ownership among Mexican stakeholders. It was found that this is critical for fostering local commitment to the project's goals and for ensuring that the project's interventions are aligned with national priorities and contexts.
4. Collaborative Approach: The evaluation team confirms that project's emphasis on participation and collaboration aims to ensure sustainable interventions and a meaningful impact on improving occupational safety and health in the chili pepper and tomato value chains.

Challenges of the Governance Structure and Management Model

1. Complex Processes: The involvement of multiple players in the management model, while beneficial for ensuring a comprehensive approach, has been noted through interviews with key stakeholders to potentially slow down project implementation and response times to national stakeholders' demands.
2. Limited Human Resources: The VZF Secretariat and LABADMIN/OSH staff, along with ACTEMP and ACTRAV regional specialists, face limitations in human resources, which constrains their respective capacity to support the project on an ongoing basis.
3. Capacity Constraints: The broad mandate of the regional specialists, covering all Central America, Mexico, Haiti, and the Dominican Republic, limits their ability to provide dedicated support to the ILO-VZF project.

In light of these findings, the evaluation team notes that the ILO-VZF Mexico project's governance structure and management model are fundamentally sound and well-positioned to support its goals. However, according to some informants, the complexities of the current governance structure may further slowdown the decision-making and technical backstopping processes and may also affect the project's capacity to respond to stakeholder needs. Moreover, the limited human resources available to the VZF Secretariat and LABADMIN/OSH, as well as to ACTEMP and ACTRAV specialists, constrain their capacity to offer the project timely support.

Support from partners and stakeholders

The project demonstrates a significant level of political and technical support from a broad spectrum of national partners. The involvement of government agencies such as STPS, IMSS, SADER, and SISEMH underscores the solid political backing for the project.

In addition, the evaluation team found that the engagement with employers' organizations and chambers of commerce such as, for example COPARMEX and CCIJ, along with unions including CTM and SUMATE, enriches the project's technical and operational dimensions. This diverse network of support aids the project's implementation and fosters a sense of local ownership, essential for project effectiveness and sustainability of the project's outcomes.

Moreover, based on several testimonies gathered by the evaluators, the complete support of the ILO Mexico country office, particularly from the director, has been invaluable. This institutional backing, manifested through active engagement with key project partners and participation in important meetings and events, enhances the project's visibility and credibility among stakeholders.

Project partners have expressed appreciation for the project team members and the country director during interviews, which highlights the effective collaboration and trust building between the ILO and its national partners. This relationship is crucial for the smooth operation of the project.

In summary, the project is receiving substantial political, technical, and administrative support from a wide array of national partners, including the ILO country office. This broad-based support facilitates the project's implementation and fosters local ownership of its objectives. However, the support received from regional

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technical specialists and the headquarters' responsible technical unit, faces some challenges, primarily due to capacity constraints.

Impact and sustainability orientation

Summary:

While the project has laid foundational work for enhancing institutional capacities to promote OSH in the chili pepper and tomato supply chains, the evaluation has found no evidence of tangible impacts yet. However, the comprehensive approach, stakeholder engagement, and the project's emphasis on capacity building are promising. Yet, given the project's early stage and the absence of clear evidence linking changes in capacities directly to the project's activities it is not possible to assess any impacts of such efforts.

Similarly, the integration of tools and methodologies developed by the project into relevant institutions within the chili pepper and tomato supply chain has been limited thus far. Additionally, while project partners have expressed willingness to sustain results post-implementation, actual sustainability will, to a certain extent, depend on forthcoming uncertainties, particularly those associated with electoral outcomes.

Moreover, the project has initiated efforts to influence relevant legal and regulatory OSH related frameworks, public policies and strategies. However, these efforts have yet to generate measurable changes. The project's contributions so far to the broader dialogue and capacity building around OSH is considered valuable, yet more sustained efforts over time are needed for the actual realization of concrete impacts on national legal and regulatory frameworks and public policies.

Finally, the project has achieved the prioritization of OSH within tripartite institutions, which is an important step towards improving working conditions for all workers, including the most vulnerable, specifically women workers. However, despite the project's commitment to addressing the needs of these groups and despite having initiated relevant activities, measurable outcomes or observed reductions in workplace OSH risks for women and other vulnerable workers have yet to be achieved

Impact Orientation

Following the terms of reference, this section describes the assessment findings on the project's impact on strengthening the capacities of relevant institutions to promote OSH until the project's midterm. It also examines whether changes in capacity can be attributed to the project. Moreover, it evaluates whether the project has enhanced national legal and regulatory frameworks concerning the enforcement of OSH regulations, and whether the actions have influenced the design and implementation of relevant public policies, programs, or strategies. It also reflects an analysis of the progress achieved by the project so far in terms of effectively reaching the most vulnerable workers and improving their OSH conditions. Finally, the ET has identified to what extent there are measurable effects and impacts at this point, related to reducing workplace OSH-related risks, particularly for women workers.

Capacity building

Project's contribution to Institutional Capacity-building

The current evaluation reveals a nuanced picture regarding the contributions of the project to strengthening the institutional capacities related to the promotion of OSH in the chili pepper and tomato sectors in Jalisco.

The project design demonstrates a good understanding of the local context, an alignment of activities with desired outcomes for improving OSH standards in the chili pepper and tomato supply chains (please refer to the Coherence section for further details). This coherence in design suggests a good potential for capacity building, even if there are no measurable impacts yet.

As described in the Effectiveness section, at the time this evaluation was being conducted, the project had initiated several capacity-building activities, including training and ToT for a diverse range of stakeholders, combined with the development of OSH knowledge products. These efforts aim to enhance stakeholder capacity in responding to health crises and improve OSH knowledge and compliance within the targeted supply chains.

In addition, the project has formed strategic partnerships with a range of stakeholders, including SADER, IMSS, and local businesses, to deliver training and technical assistance aimed at improving OSH conditions for workers. These collaborations suggest that groundwork is in place for the further strengthening of institutional capacities, through shared objectives and resources.

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However, given the project's protracted inception phase and the recent commencement of core activities, it is at this point premature to expect any significant changes in capacity that can be directly attributed to the project's activities.

Additionally, targets related to increased mitigation of health-related crises and compliance with OSH laws have not yet been met, which suggests that the project's potential of direct contributions to strengthening such institutional capacities remain yet to be fully realized.

Midterm Impact on Legal and Regulatory Frameworks

As described in the Effectiveness section, the project has undertaken a legislative gap analysis and has been involved in advocacy efforts towards the ratification of ILO Convention No. 187. However, these efforts have not yet resulted in tangible changes or improvements in national legal and regulatory frameworks related to OSH enforcement. The process of legal and regulatory change, particularly the ratification of international conventions such as C187, involves complex and often lengthy political processes that extend beyond the scope and timeframe of the project.

In addition, while the project has engaged in activities aimed at enhancing the understanding and capacity of stakeholders regarding OSH, there is no evidence yet that these efforts have translated into the design and implementation of new national public policies, programs, or strategies. The complexities related to the development and adoption of such policies and programs will likely require sustained advocacy, stakeholder engagement, and alignment with broader governmental priorities and agendas.

Midterm Effects on Vulnerable Workers and Gender Perspective

Project's Reach to the most vulnerable populations

The project has made significant strides in prioritizing OSH within the agenda of tripartite institutions in Jalisco. This achievement is crucial for the agriculture sector, where, according to several stakeholders consulted by the evaluators, OSH concerns are often overshadowed by productivity goals. By highlighting the importance of OSH, the project has laid the groundwork for more focused discussions and actions aimed at improving working conditions for all workers, including the most vulnerable workers in the chili pepper and tomato sectors.

Impacts on OSH risk reduction

However, the project has yet to generate tangible benefits for the most vulnerable workers, such as smallholders, women, and informal workers, who often face the greatest risks and have the least access to OSH related resources.

The strategic focus on gender inclusivity and the development of gender-sensitive OSH knowledge products signal the project management's commitment to improving conditions for women workers. However, measurable outcomes or observed reductions in workplace OSH risks for this group have not yet been achieved.

Sustainability Orientation

According to the terms of reference, this section explores the extent to which relevant institutions have started adopting and using the tools developed by the Project and whether they demonstrate a willingness to sustain the results beyond the midterm phase. Additionally, it reviews the Project's operational structures and budgetary measures implemented to ensure midterm sustainability.

Summary of the project's sustainability and exit strategies

The document outlines strategies to promote the sustainability of the project's outcomes and key outputs through transition plans, empowerment of local stakeholders, institutionalization of practices, and continuous engagement of both public and private sectors. The feasibility of these strategies is supported by a participatory approach, thorough stakeholder capacity assessments, and established mechanisms for regular evaluation and adaptation.

1. Transition of Responsibilities:
 - Gradually transfer management of the political dialogue platform and training to local stakeholders to ensure continuity and independence.
2. Empowerment and Autonomy:
 - Continuous training for employers, workers, and relevant government officials to maintain a culture of constant learning and development (training of trainers - ToT).
 - Gradual transition of responsibilities from the project team to government agencies and local organizations.
 - Maintain regular communication among stakeholders to foster trust and adherence to standards and regulations.
3. Public and Private Sector Engagement:
 - Formalize cooperation through written agreements to ensure clear frameworks and mutual commitments.
 - Encourage co-investment to stimulate public and private financial commitment, ensuring resources for project interventions.
 - Establish open communication channels and processes of ownership and co-ownership of project outcomes to benefit all stakeholders and promote continuous collaboration.
4. Institutionalization of Practices:
 - Institutionalize the collection and analysis of OSH data within IMSS
 - Strengthen and improve OSH committees for long-term workplace safety.

Evaluation of Stakeholder Capacity and Feasibility

1. Government Agencies:
 - Agencies like STPS and IMSS will take the lead in training and the continuous improvement of OSH standards.
 - These agencies will be equipped to independently coordinate with health agencies and utilize analytical tools for proactive responses.
2. Employers and Worker Organizations:
 - Employers and organizations will adopt continuous training models, using established knowledge repositories and trainers from the ToT model.
 - Local capacity will be built to provide technical assistance and training without direct project team involvement.
 - Financial models developed during the project will ensure the sustainability of SST training programs.
3. Collaboration with International Organizations:
 - Partnership with organizations like FAO to integrate OSH guidelines with agricultural productivity and climate change adaptation measures.

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- Joint development of training modules and campaigns to promote OSH best practices and climate resilience.

Institutional Appropriation and Midterm Sustainability

Adoption of tools and methodologies developed by the project

As of the timing of the mid-term evaluation, the evidence collected by the evaluators suggests that the project- developed tools and methodologies have only been adopted minimally by relevant institutions in the chili pepper and tomato supply chain. The project has yet to develop a wider range of tools that could potentially be used by project partners in their work.

Willingness among institutions to sustain the results of the project

While project partners expressed to the evaluators their commitment to maintaining the project's results beyond its implementation, whether such sustainability will be realized remains uncertain. The potential for staff changes in key government institutions due to upcoming elections poses a significant challenge to the continuity of the project's achievements thus far.

Operational and budgetary structures to ensure sustainability

In terms of its operational structures, the project has established a tripartite advisory committee, which is a foundational element for potential contributions to the sustainability of project results. Additionally, the project team has developed sustainability and exit strategies. As mentioned previously in the Coherence section, these strategies aim to map out project partners and their capacities, outline a detailed strategy for promoting public and private participation in sustaining the project's results, and emphasize the importance of cooperation between the public and private sectors for long-term sustainability. However, to the evaluators' knowledge, at this mid-term stage, specific budgetary measures to ensure the sustainability of the project's results have not been made explicit.

ILO Project Sustainability Assessment Matrix

The evaluation area of the ILO Regional Office for Latin America and the Caribbean has developed a tool called the "Sustainability Evaluation Matrix of ILO Projects" to diagnose the degree of incorporation of the sustainability approach in the design and implementation of development cooperation projects.

The Matrix also serves as a consultation tool during the project evaluation stage. It includes 13 indicators to assess the sustainability orientation of the project, organized into the following categories: Participation of partners and counterparties and risk management; Institutional sustainability; Financial sustainability; Political sustainability; Gender sustainability; Just transition towards environmentally sustainable economies and societies for all.

The Matrix also provides a way of organizing the indicators depending on when in the project cycle compliance with its criteria is reviewed: at the design stage, at the implementation stage, and at the evaluation stage.

The sustainability assessment tool is prepared in an Excel file. It is a relatively complex tool (please refer to Annex 8). The evaluators below present an adapted and simplified version of this tool so that it can be included in this report.

Matrix 1: Sustainability - Project Design

Category	Indicators	Rating	Comments
Partner engagement and risk management	The constituents actively participate in the design and implementation of the Project. The main elements of the intervention are consistent with their needs and demands.	3 - High sustainability	Constituents participated in the design of the project. The project is consistent with their needs and demands.
Partner engagement and risk management	The Project adopts measures to guarantee sustainability as well as an exit strategy to promote the continuity of its results.	2 – Medium sustainability	The project document includes a risk analysis. The project has developed a sustainability and exit strategy.
Political sustainability	National legislation and/or international standards reinforce the continuity of the Project results.	2 – Medium sustainability	The project document describes the regulatory context. International standards are implicit in the project

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			design. The project document includes explicit references to, for example, ILO Convention 187.
Gender sustainability	The Project carries out a gender analysis/diagnosis, addresses the needs of women in its objectives, results, strategies, and/or target population, has gender-inclusive indicators and goals, and a budget with a gender perspective.	0 – Zero sustainability	The project document does not contain a gender diagnosis.

Matrix 2: Sustainability - Project Implementation

Category	Indicators	Rating	Comments
Partner engagement and risk management	The constituents actively participate in the design and implementation of the Project. The main elements of the intervention are consistent with their needs and demands.	3 - High sustainability	Constituents actively participate in the implementation of the project.
Partner engagement and risk management	The Project adopts measures to guarantee sustainability as well as an exit strategy to promote the continuity of its results.	1 – Low sustainability	The project document contains a risk analysis. It is not evident to what extent these risks are monitored.
Institutional sustainability	The Project improves individual knowledge and capabilities of national constituents/partners.	2 – Medium sustainability	Constituents are in the process of improving their capabilities.
Institutional sustainability	The Project establishes a knowledge management and dissemination strategy, including, for example, a monitoring system.	2 – Medium sustainability	The project has developed or is developing knowledge products in alliance with government actors (IMSS and SISEHM, for example) as well as with the University of Colorado. The project has developed a CMEP.
Political sustainability	National legislation and/or international standards favor or reinforce the continuity of the Project results.	2 – Medium sustainability	The project is aligned with national standards. An analysis has been made of the gaps and opportunities for the ratification of C. 187.
Gender sustainability	The Project carries out a gender analysis/diagnosis, addresses the needs of women in its objectives, results, strategies, and/or target population, has gender-inclusive indicators and goals, and a budget with a gender perspective.	2 – Medium sustainability	The project has prepared an analysis of the profile of women workers. The project provides for gender equality actions, although they have not yet been implemented. There is no evidence that a specific budget exists for these activities.
Gender sustainability	The Project establishes a strategy for the management and dissemination of knowledge on the gender perspective in its planning, execution, and monitoring.	0 – Zero sustainability	There is no evidence that there is a strategy for disseminating knowledge about gender.
Just transition towards environmentally sustainable economies and societies	The Project includes the expected results of the ILO normative frameworks for the just transition towards environmentally sustainable economies and societies for all.	0 – Zero sustainability	There is no evidence that the project incorporates just transition elements.

Category	Indicators	Rating	Comments
Partner engagement and risk management	The Project adopts measures to guarantee sustainability as well as an exit strategy to promote the continuity of its results.	3 - High sustainability	There is a sustainability and exit strategy (document). Project management places special emphasis on the transfer of capabilities and responsibilities to national partners. The project is working with its partners to promote the ratification of C. 187; capacity building actions are carried out; and the provision of future resources is being negotiated (e.g., IMSS, SADER, civil protection).
Institutional sustainability	The Project carries out actions aimed at increasing the knowledge and capabilities of representatives of the constituents/national implementing partners.	2 – Medium sustainability	The project works so that national partners such as the IMSS or the STPS incorporate elements of capacity building in their digital platforms. Training of trainers is carried out to replicate training.
Institutional sustainability	The Project develops institutional capacities in the national constituents/partners, and they develop national, regional, and/or local policies, plans, programs, and strategies that can contribute to consolidating the results.	1 – Low sustainability	Capacity building activities are carried out, but so far, the partners have not developed strategies, policies, or plans.
Financial sustainability	The constituents have committed financial resources and/or have managed to mobilize resources to carry out the policies, plans, strategies, and activities necessary to consolidate the results of the project.	1 – Low sustainability	The evaluators have no evidence that the constituents have yet committed resources to ensure the results of the project.
Political sustainability	The agreements derived from the social dialogue promoted by the Project contribute to consolidating the results of the Project.	2 – Medium sustainability	The project promotes social dialogue. It is unknown to what extent social dialogue will contribute to the sustainability of the project.
Gender sustainability	The Project affects the reduction of inequality in relationships between men and women; increases the representation of women in decision-making; and influences the results of said decisions.	1 – Low sustainability	The project aims to promote gender equality. Studies and materials have been produced to promote gender equality. So far, there is no evidence that the project has undertaken explicit and systematic actions to promote gender equality.

Relevance

1. The project was designed based on a detailed context analysis. The selection of Jalisco as the geographic focus, and of the value chains of chili peppers and tomato, is justified by the economic importance of these value chains in the state and as well as the identified prevailing occupational safety and health (OSH) challenges in these sectors. This targeted approach was informed by consultations with stakeholders, including government agencies, workers' and employers' organizations.
2. The project addresses the needs, priorities, and capacities of its stakeholders and beneficiaries. This alignment was accomplished through comprehensive stakeholder engagement from the very beginning, ensuring that project interventions were guided by a deep understanding of the local context as well as the insights and priorities of those directly involved.
3. The project's relevance extends to its contribution to Mexico's efforts to align its labor practices with international standards, including those stipulated in the USMCA. By focusing on improving OSH standards in the chili pepper and tomato supply chains, the project contributes to the implementation of the agreement's labor provisions, thus promoting safe and healthy working conditions.
3. In addition, the project aligns with Mexico's national OSH policies and supports the objectives of the Memorandum of Understanding for the Decent Work Agenda in Mexico (2019-2024).

Coherence

4. The project is also part of the ILO's global strategies, such as the Safety + Health for All Flagship Programme and the Vision Zero Fund Global Results Framework, reflecting its commitment to improving working conditions globally. Its contribution to the achievement of the Sustainable Development Goals, particularly SDG 8 on decent work and economic growth, underlines its relevance in the global context of promoting sustainable labor practices that respect workers' rights.
5. The project incorporated lessons from the COVID-19 pandemic and previous VZF projects, such as the one focused on the coffee value chain. This includes recognition of the need for sector-specific responses, emphasizing an inclusive and participatory approach, and strengthening legal and regulatory frameworks on OSH.
6. The project is built upon an initial phase of participatory analysis involving a wide range of stakeholders. This stage facilitated a profound understanding of local OSH needs and ensured the engagement of key actors from the outset. The integration of specific studies further strengthened the alignment of the project with local context and priorities, establishing a coherent and logical framework aimed at improving OSH in the selected supply chains.
8. Internal logic and risk management: The project's activities are logically formulated and align well with expected outcomes, demonstrating internal coherence in project planning and formulation. However, there are concerns regarding the need to update risk analysis and mitigation strategies, particularly in light of upcoming elections and potential personnel changes at partner government agencies.
9. The project incorporates a gender equality and inclusion lens, although some limitations have been identified, including the lack of specific quantitative targets and limited engagement with medium and small producers., which often employ the most vulnerable workers, including women.
11. Despite efforts to enhance coordination with other USDOL-funded projects, there is limited evidence of active collaboration or exchange of experiences and good practices between the ILO project and other related initiatives...

Effectiveness

12. Key achievements: The project has made significant progress in several areas, including conducting a Rapid Needs Assessment (RNA) and developing protocols for health crises in agribusiness. Collaborative efforts with institutions like the University of Colorado and IMSS on studies regarding heat exposure and stress are also noteworthy.
13. Challenges and delays: the project has faced significant challenges that have impacted its effectiveness. A prolonged initial phase, eventually extending until early-2023, delayed the commencement of main activities until the middle of that year. This delay was attributed to factors such as the recruitment of project staff, the development of preliminary studies, , and a project revision. Despite these delays, significant progress was made in stakeholder engagement, which was crucial for the selection of value chains and provided valuable inputs for the project design.
14. The evaluation found limitations in analysing variations in progress between the chili pepper and tomato supply chains, mainly due to the recent start of project activities. On the other hand, the project has shown limited effectiveness in reaching vulnerable populations thus far, as efforts have primarily focused on large export-oriented companies. However, recent initiatives are underway to extend its reach to smaller producers through agreements with SADER and Civil Protection.
15. Focus on large export-oriented companies. While the project emphasizes gender equality and inclusion as essential components of its strategy, it has yet to define specific and quantified targets for these aspects. This suggests the need to refocus efforts towards more inclusive interventions. Recent initiatives aim to extend its reach to smaller producers through agreements with SADER and Civil Protection.
16. The active participation and collaboration of stakeholders emerge as key strengths of the project. Capacity building among stakeholders and the fostering of collaborative relationships indicate efforts by the project management to integrate project actions into the local context and promote sustainable practices.

Efficiency

17. Governance and management: The project's governance structure and management model are designed to support effective implementation and promote local ownership of its objectives. However, the complexity of the management model can cause delays in decision-making processes and affect the project's responsiveness to emerging stakeholder needs.
19. The project has received strong political, technical, and administrative support from national partners, including government agencies, workers' and employers' organizations, and the ILO office in Mexico. This support has facilitated the implementation of the project and promoted local ownership of its objectives.

Orientation towards impact and sustainability

20. The mid-term evaluation shows that, although the project has initiated significant efforts to strengthen institutional capacities to promote OSH in the chili pepper and tomato supply chains, the tangible impacts at this stage are limited. The prolonged initial phase of the project and the delayed activation of its core activities have postponed the generation of tangible impacts directly attributable to the project.
21. The project has established strategic partnerships and undertaken training activities, suggesting an intention to strengthen institutional capacities. However, there is minimal evidence to date of the integration of the tools and methodologies developed by the project into relevant institutions.
22. There is a clear willingness among institutions to sustain the results of the project post-implementation, but the effective sustainability faces uncertainties, especially regarding future staff changes after elections. The project's strategies suggest a path towards sustainability, although no specific budgetary measures have been defined by the project at this stage.

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23. The project has initiated actions to influence legal and regulatory frameworks, as well as the design and implementation of public policies related to OSH. However, these efforts have not yet resulted in measurable changes. The complexity of the political processes involved in the ratification of international conventions and the development of national policies suggests that realizing concrete impacts will require sustained efforts beyond the mid-term evaluation period.
24. While the project has succeeded in prioritizing OSH on the agenda of tripartite institutions in Jalisco, there are still no tangible benefits or reductions in OSH risks for vulnerable workers, including women workers. The project has demonstrated a commitment to gender inclusion and the development of knowledge on gender-responsive OSH, but concrete results and risk reductions for women and vulnerable populations have not yet materialized at the intermediate stage.

▶ Lessons learned

1. *The selection of supply chains is a technical process, that is institutionally and politically sensitive*

In the course of this evaluation, it became evident that the process of selecting the project's target supply chains was not a mere technical exercise, but also institutionally and politically sensitive and time-consuming. The key takeaway from this experience is the paramountcy of engaging in a tripartite social dialogue process, which is informed by solid factual evidence about the supply chains as well as OSH deficiencies and opportunities. Such a process facilitates building trust among all stakeholders involved while securing their buy-in and ownership of the project. This collaborative approach ensures the alignment of the project with the evolving needs of the constituents and its adaptation to contextual challenges.

2. *Challenges in Early Project Implementation: Insights from USDOL-ILO/VZF Initiatives*

An important lesson learned is that implementing core project activities for USDOL-funded and VZF-implemented projects in the first year can be challenging due to extensive preparatory requirements. These requirements include developing a Comprehensive Monitoring and Evaluation Plan (CMEP) and conducting VZF's OSH drivers and constraints study. Although projects may begin implementation with an approved results framework and activity mapping, activities requiring baseline data collection must wait until indicators are developed and data collection instruments are approved. ILAB made several attempts to accelerate progress by requesting a specific/actionable activity mapping and results framework, with the understanding that changes might occur based on stakeholder feedback. However, specifics were only available near the conclusion of the OSH drivers and constraints study. The ILO and VZF project teams must streamline these preparatory processes to reduce delays and enable a timelier start to project activities. The ILO and VZF project teams must streamline these preparatory processes in order to reduce delays and enable a timelier start to project activities.

3. *There is room for improved communication about project results and strategies*

Another lesson learned is that there is a need to better communicate project results and strategies. Firstly, the evaluators noted that the project's technical progress reports are extensive but primarily descriptive, lacking critical analysis. As a result, they do not effectively showcase the project's achievements in terms of tangible results. Furthermore, it was observed that merely reading the project document, the technical progress reports and the project's communication material does not suffice to fully grasp the project's orientation and strategy.

The project exhibits some notable features, including a strong participatory approach, a focus on capacity building and skills transfer to project partners, and a commitment to generating ownership and sustainability of the project amongst key stakeholders. Despite these positive attributes, the project's implementation strategy, results, and orientation towards sustainability remain somewhat unclear. Moreover, the project partners do not necessarily understand the bigger picture of the project, beyond the activities in which they are directly involved.

4. *Attention to the OSH needs of the most vulnerable workers*

Attention to the most vulnerable workers remains a significant challenge to the project. The project's current focus on large exporting companies restricts its scope, limiting its results and impacts on gender equity and inclusion. This leads to less attention for medium and small producer groups, which often employ the most vulnerable workers. This lesson emphasizes the need to refocus the project to ensure balanced support for different types of producers in the chili pepper and tomato value chains and to implement specific measures addressing the OSH related needs of the most vulnerable workers.

► Emerging Good Practices

1. Monitoring plan, Communication and sustainability strategies

The development of a monitoring and evaluation plan, a sustainability and exit strategy, complemented by a communication plan, represents noteworthy, good practices in project management. Developing a monitoring and evaluation plan is a beneficial practice that promotes continuous monitoring of project progress and evaluation of its results and impacts. Developing a sustainability and exit strategy is important to ensure that the benefits and results of a project are sustained and evolve after the project has concluded. Finally, designing and implementing a communication plan enhances the visibility of the project, engages stakeholders, and garners public and private support for the project's initiatives. The project employed specific good practices to ensure stakeholder involvement and ownership, including early and continuous engagement through consultations, inclusive planning workshops, the establishment of a stakeholder advisory committee, capacity-building, joint implementation teams, and transparent communication channels. These practices contribute to ensure the project's alignment with local priorities as well as responsiveness to stakeholder needs.

2. Participatory approach

A key strength of the project has been its detailed and strategic participatory and cooperative approach from the design stage through implementation. Specifically, the project involved government agencies, worker and employer organizations, and other public and private institutions through several targeted practices:

- Early stakeholder mapping: Conducting a thorough mapping of stakeholders at the project inception to identify key players and their interests.
- Inclusive workshops: Organizing inclusive planning workshops that involved a diverse range of stakeholders in the decision-making process.
- Stakeholder Advisory Committee: Establishing a stakeholder advisory committee that met regularly to provide guidance and ensure alignment with local priorities.
- Capacity-building initiatives: Implementing capacity-building programs to empower stakeholders with the skills and knowledge necessary to actively participate in the project.
- Joint implementation teams: Forming joint implementation teams that included representatives from various stakeholder groups to foster collaboration and shared responsibility.
- Transparent communication Channels: Maintaining open and transparent communication channels to keep stakeholders informed and engaged throughout the project lifecycle.

These specific practices not only reinforced the project's relevance and ability to respond to stakeholder needs but also generated strong ownership among all parties involved, laying a solid foundation for the sustainability of the project's results.

► Recommendations

1. *Better communication and contingency plan*

Conversations with both the project team and ILO backstopping staff showed that although the project has produced some valuable communication materials, there is room for improvement in effectively showcasing the project's strategy, especially to USDOL, ILO (internally), constituents, and other project partners, beneficiaries, and the general public.

Additionally, this is particularly important in light of the upcoming electoral process and any potential changes in key personnel in government agencies that may occur as a result. It is important that the project has materials that allow for communication, for example, with the different campaign teams before the elections, and with the new senior officials who will be appointed in the different key government agencies after the elections. These communication activities could also be included in a broader contingency plan to avoid disruptions to the project.

Moreover, it is recommended that the project make an effort to improve the information included in the TPRs. It is important to describe the activities undertaken, perhaps not in such detail, while it is also important to introduce analyses that allow for an understanding of the extent to which the expected results are achieved.

Addressed to	Priority	Implementation	Level of resources	Related conclusion, LL or GP
Project team + Constituents	Medium	Short-term	Low	Conclusion 9 LL 3

2. *Indicator review*

As mentioned in the Coherence section, some indicators are of little relevance in terms of measuring changes in the expected results. Therefore, it is recommended that the project team review them, and either reformulates them or deletes them if not appropriate. These indicators would be, indicator number 19: “% of targeted project stakeholders who report capacity to comply with OSH laws and policies in the targeted sectors (VZF indicator)”; indicator 35: “% of government officials who report capacity to work on OSH issues in the targeted sectors”; and indicator 39, “Convention No. 187, ratified by Mexico”.

Addressed to	Priority	Implementation	Level of resources	Related conclusion, LL or GP
Project team + ILAB + Constituents	High	Short-term	Low	Coherence section

3. *Update risk analysis and sustainability and exit strategy*

It is recommended that the project revises and updates the project's risk assessment. This is particularly important in considering the potential impacts of the upcoming elections for the project. In addition, it would be appropriate to review the project's sustainability and exit strategies before its conclusion to ensure that they are still aligned with the evolving needs and circumstances of the stakeholders and the project context. By conducting such reviews, potential gaps or areas for improvement can be identified and addressed proactively, helping to enhance the effectiveness and long-term impact of the project's results as well as its sustainability beyond its completion. To this end, the project team could use the sustainability evaluation matrix for ILO projects, which has been elaborated by the ILO-Lima Regional Office.

Addressed to	Priority	Implementation	Level of resources	Related conclusion, LL or GP
Project team + ILAB + Constituents	High	Short-term	Low-Medium	Conclusion 9

4. Gender equality

It is essential for the project to further strengthen gender equality and address the specific OSH needs of vulnerable populations, including women and small producers. This involves developing targeted and complementary actions that not only highlight but actively reduce the inequality gap. Based on stakeholder feedback, several gender issues need more focused attention:

- Beyond studies: Move beyond merely developing studies on the working conditions of women and small producers. Implement practical interventions based on these studies, such as tailored training programs, policy advocacy, and direct support initiatives aimed at improving working conditions for these groups.
- Specific gender issues: Address specific gender issues, such as:
 - Access to resources and training: Ensure women and vulnerable workers have equal access to training and resources related to OSH.
 - Work-life balance: Introduce measures to support work-life balance, particularly for women who often juggle work and family responsibilities.
 - Gender-sensitive health Risks: Focus on health risks that disproportionately affect women, such as ergonomic issues and exposure to hazardous chemicals.
- Collaboration with gender experts: Collaborate closely with the ILO Office in Mexico's gender focal point to define and implement these actions. This collaboration should ensure that gender perspectives are fully integrated into all aspects of the project.
- Update the monitoring system: Revise the project's monitoring and evaluation system to include specific indicators that measure progress and impacts of the interventions on women and identified vulnerable groups. These indicators should capture:
 - Participation rates: Track the participation rates of women and vulnerable groups in training and capacity-building activities.
 - Impact on working conditions: Measure improvements in working conditions specifically for women and vulnerable workers.
 - Reduction in OSH risks: Assess the reduction in OSH risks that disproportionately affect women and other vulnerable groups.

By addressing these specific gender issues and updating the monitoring system to track relevant indicators, the project can more effectively promote gender equality and improve OSH outcomes for all workers.

Addressed to	Priority	Implementation	Level of resources	Related conclusion, LL or GP
Project team + Constituents	Medium	Short-term	Low-Medium	Conclusions 14 & 15

5. Develop a systematic OSH capacity building strategy

It is recommended that the project develops a comprehensive and systematic OSH capacity building strategy. While current efforts include various capacity-building activities, a structured and strategic approach is necessary to maximize impact and ensure sustainability. The strategy should:

- a. **Segment Worker Types:** Categorize workers based on variables such as:
 - The specific value chain they work in (chili pepper or tomato).
 - Their existing knowledge of OSH practices.
 - Their degree of vulnerability.
 - Educational background, including basic education levels and literacy.
- b. **Differentiated Objectives and Training Modalities:** Establish specific, differentiated objectives for each group. Develop tailored training strategies and modalities that address the unique needs of each category. This may include:

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- Basic OSH training for workers with limited knowledge.
 - Advanced OSH practices for more experienced workers.
 - Specialized training for small and medium producers focusing on practical applications in their operations.
- c. Institutional capacity building:** Focus on building the capacities of key institutions to enhance the sustainability of the project's outcomes. This includes:
- Government Agencies: Strengthen the capacity of agencies such as STPS, SADER, IMSS, and SISEMH to implement and oversee OSH standards effectively.
 - Employer and Worker Organizations: Equip these organizations with the skills and tools necessary to advocate for and support OSH improvements within their sectors.
 - Local Institutions: Partner with local institutions to deliver training and provide ongoing support to small and medium producers, ensuring they can maintain and expand OSH practices.
- d. Monitoring and Evaluation:** Design robust monitoring and evaluation activities to assess the effectiveness of capacity-building efforts. This should include:
- Measuring the skills acquired by participants.
 - Evaluating the practical application of these skills in the workplace.
 - Tracking improvements in OSH outcomes as a result of the training.

By implementing this systematic capacity building strategy, the project can ensure that OSH training efforts are more effective, targeted, and sustainable, ultimately leading to lasting improvements in occupational safety and health in the chili pepper and tomato supply chains.

Addressed to	Priority	Implementation	Level of resources	Related conclusion, LL or GP
Project team + Constituents	High	Short-term	Low-Medium	Effectiveness section Conclusion 14

6. Optimize the start of USDOL-funded VZF Projects

In projects funded by USDOL and implemented by VZF, it is essential for the ILO to facilitate a more agile start to the project's first year. This requires addressing internal delays, particularly those related to recruiting project staff and developing a project strategy, which are crucial for the timely development of the CMEP.

A practical solution would be to initiate the Drivers and Constraints study early in the project timeline, allowing it to inform both the project design and the CMEP development. This approach requires close coordination and a continuous exchange of information between the VZF project teams, ILAB, and ILO from the beginning of the project planning phase. Additionally, the ILO should commit to a specific and reasonable timeframe for completing these documents, with clear milestones and strict adherence to deadlines.

By addressing internal delays within the ILO and ensuring timely execution of the Drivers and Constraints study and CMEP development, the project can avoid unnecessary setbacks and progress more efficiently.

Addressed to	Priority	Implementation	Level of resources	Related conclusion, LL or GP
ILO-USDOL/ILAB	High	Mid-term	Low	Effectiveness section Conclusion 13

7. Accelerate Project implementation and broaden the project's focus beyond large exporting companies to include medium and small producer groups

Given the amount of time that has already passed and the delays in the project implementation, it is essential for the project team to accelerate its implementation. To do this effectively, it is important to establish a work

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plan that prioritizes activities with the greatest impact and potential for sustainability. This includes, for example building OSH capacity, creating or strengthening OSH committees, and implementing measures to prevent and combat cases of heat stress in workers.

Additionally, the project team should consider not carrying out those planned studies that, although generally useful, are not essential for achieving the core objectives of the project. This recommendation stems from the understanding of the evaluators that, at this stage of implementation, it is crucial to focus resources and efforts on actions that directly contribute to the desired results and can be implemented and show impacts in the remaining timeframe of the project.

In addition, to address the challenge of insufficient attention to the most vulnerable workers, it is recommended that the project keeps on making efforts and broaden its focus beyond large exporting companies to include medium and small producer groups. These smaller entities often employ the most vulnerable workers, including women, migrants, and young workers, who are at greater risk of OSH-related issues.

Addressed to	Priority	Implementation	Level of resources	Related conclusion, LL or GP
Project team - ILO - USDOL/ILAB	High	Short-term	--	Effectiveness section

Annex 1 Terms of Reference of the evaluation



**International
Labour
Organization**

Terms of reference:

Midterm Independent Evaluation

Improving workers' occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project

Project Code:	MEX/20/05/USA
Project title:	Improving workers' occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project
Country:	Mexico
P&B Outcome/Output:	Outcome 7: Adequate and effective protection at work for all
SDGs:	<i>Goal 3. Ensure healthy lives and promote well-being for all at all ages</i> <i>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</i>
CPO:	MEX CPO152: "Occupational safety and health improved in supply chains, and labour inspection at federal and state level managed more effectively".
Project duration:	4 years
Project budget:	5 million USD
Evaluation date:	2023 – 4Q
Administrative unit:	CO - Mexico
Technical Backstopping Unit:	LABADMINOSH
Evaluation Budget:	
Evaluation manager:	Cybele Burga – EVAL & Erika Flores (Oficial de Programación-Oficina de México)

► Evaluation background

According to the International Labour Organization (ILO) Policy Guidelines for Evaluation, this project requires annual reviews, a mid-term evaluation, and a final evaluation (both independent).

The mid-term evaluation and the final evaluation must be planned and implemented in line with the United States Department of Labor (USDOL) and ILO policies for evaluation. Per the Agreement on Management of Evaluations of Sole Source-Funded ILO Projects, one of these evaluations will be led and managed by the ILO through the Evaluation Office (EVAL). The ILO Evaluation Office (ILO-EVAL) will manage the interim evaluation and USDOL will manage the final evaluation.

In accordance with ILO evaluation policies, this evaluation corresponds to the midterm evaluation of the project, whose main objective is to contribute to organizational learning and, based on the findings and recommendations of the mid-term evaluation, to adjust the project's design, implementation and management strategy.

The objective of this midterm evaluation is to analyse the level of achievement with respect to the expected and unexpected results by examining the results chain, processes, contextual factors, and causality using OECD-DAC criteria such as relevance, effectiveness, efficiency, impact, and sustainability. This evaluation should be carried out in accordance with ILO evaluation policies and the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation. Similarly, the evaluation should specify the relevance of the implementation of the project in the ILO programmatic framework, as well as in the United Nations cooperation framework and the scope of the sustainable development goals.

This evaluation should be carried out over a period of 16 weeks.

► Project background

Regional/National Context regarding the theme of the intervention

Occupational Safety and Health in Mexico

Since 12 September 1931, when Mexico joined the ILO as a Member State, it has ratified a total of 82 of the ILO's 190 Conventions.¹ In respect of OSH, Mexico has to date ratified eight Conventions,² while a further ten OSH-related Conventions are yet to be ratified.³

Article 123 of the Constitution of Mexico provides for standards and principles to be observed within the employment relations, including duties of the employer in the field of occupational safety and health. The Federal Regulation on Occupational Safety and Hygiene and the Working Environment adopted in 1997 is the leading OSH legislation. It aims to set up the necessary measures to prevent accidents and diseases in addition to ensuring safe and healthy working conditions for workers. The Federal Labour Law, reformed in 2012 contains provisions on OSH.

¹ See https://www.ilo.org/dyn/normlex/es/f?p=1000:11200:0::NO:11200:P11200_COUNTRY_ID:102764 (Accessed on February 13th, 2023)

² White Lead (Painting) Convention, 1921 (No. 13); Underground Work (Women) Convention, 1935 (No. 45); Radiation Protection Convention, 1960 (No. 115); Hygiene (Commerce and Offices) Convention, 1964 (No. 120); Occupational Safety and Health Convention, 1981 (No. 155); Occupational Health Services Convention, 1985 (No.161); Safety and Health in Construction Convention, 1988 (No. 167); Chemicals Convention, 1990 (No. 170).

³ Guarding of Machinery Convention, 1963 (No. 119); Maximum Weight Convention, 1967 (No. 127); Benzene Convention, 1971 (No. 136); Occupational Cancer Convention, 1974 (No. 139); Working Environment (Air Pollution, Noise and Vibration) Convention, 1977 (No. 148); Asbestos Convention, 1986 (No. 162); Prevention of Major Industrial Accidents Convention, 1993 (No. 174); Safety and Health in Mines Convention, 1995 (No. 176); Safety and Health in Agriculture Convention, 2001 (No. 184); and Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187).

There are also Official Mexican Standards regulating OSH issues such as the Standard on the Constitution, Composition, Organization and Operation of Safety and Health Committees. Furthermore, the General Regulations on the Inspection and Application of Sanctions concerning Labour Legislation Violations of 2014⁴ contains OSH related provisions, and the Regulations of the Secretariat of Labour and Social Welfare of 2008 provides for the duties of the Director of Safety and Health at Work.⁵

In Mexico, the Secretariat of Labour and Social Welfare (STPS) is responsible for designing, implementing, and coordinating public policy on job creation, contract relations, workers' groups and labour and social rights.⁶ The STPS conducts those oversight activities pursuant to Article 123 of the Constitution and in accordance with the Federal Labour Law, including by designing and implementing policies and strategic action plans and projects to strengthen OSH. The institution that coordinates the development of OSH standards is the National Advisory Committee on the Standardization of OSH, while the agency responsible for consultation and risk prevention is the National OSH Advisory Commission (COCONASST).⁷

In Mexico, there is a clear lack of statistics regarding OSH. While employers must report to STPS every occupational accident and disease at the workplace, according to the Federal Labour Law, the data collected prove a very important sub registration of occupational accidents and diseases. The most important data source of occupational hazards is the Mexican Institute of Social Security (IMSS). IMSS collects administrative data from the medical services that it provides and classifies as occupational hazards. However, the medical services delivered by IMSS are only available for workers in the formal sector. According to IMSS, a total of 565,573 cases of work accidents and diseases were registered in 2022.⁸ Jalisco was the second state with the highest number of registered work accidents and diseases, with 63,009. This includes only workers in the formal economy. In the agro-livestock sector, 13,252 cases were registered nationally. Finally, an alternative OSH data source is the Mexican Institute of Statistics and Geography (INEGI), who applied the National Survey of Employment and Social Security. However, this survey has not been implemented since 2017.

STPS recently produced an important policy document that highlights its main priorities in OSH. In the document, entitled *Seguridad y Salud en el Trabajo en México: Avances, retos y desafíos*,⁹ the following priority areas (among others) are identified:

- Strengthening institutional coordination mechanisms;
- Improving the capacity of the government, employers and workers on OSH;
- Encouraging active collaboration between workers and employers in the area of OSH;
- Improving the integration of gender into OSH policies;
- Promoting a culture of prevention through increased knowledge and awareness; and
- Continuing efforts to improve the capacity of the labour inspectorate.

⁴ The last modification of this regulation was in August 2022.

⁵ The last modification of this regulation was in June 2023.

⁶ Information in this section is drawn from a study conducted by the Vision Zero Fund on drivers and constraints for OSH improvement in the coffee value chain in Mexico. The report is available here:

https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/publication/wcms_749646.pdf

⁷ Article 512-A of the Federal Labour Law.

⁸ IMSS "Memoria estadística 2022" at <http://www.imss.gob.mx/conoce-al-imss/memoria-estadistica-2022>

⁹ See <https://www.gob.mx/stps/documentos/seguridad-y-salud-en-el-trabajo-en-mexico-avances-retos-y-desafios> (Accessed on February 13th, 2023)

COVID-19 and its impact in Mexico

The effects of the COVID-19 pandemic had a dramatic impact on the world of work. Workers in vulnerable conditions, including migrants, women, indigenous populations, people with disabilities, and those in the informal economy, were affected in a disproportionate manner, especially in middle- and low-income countries. Many of these workers face a high risk of falling into poverty and experience greater challenges in regaining their livelihoods during the recovery period.

Mexico has been severely affected by the COVID-19 pandemic. To date,¹⁰ Mexico has registered more than

7.6 million confirmed cases, resulting in over 334,000 deaths.¹¹ Mexico is currently in the top ten countries with the highest death toll from the coronavirus.¹² Its observed case fatality ratio (that is the number of deaths per 100 confirmed cases) is approximately 4.5%. While the numbers are already alarmingly high, local authorities have indicated that the real number of infections is likely to be significantly higher than those reported.¹³

Therefore, the economic and human impact of the COVID-19 pandemic in Mexico's economy were severe. Current estimates are that the Mexican economy contracted approximately four percent. The dramatic slowdown in the U.S. economy and the collapse of global tourism pushed the Mexican economy further into recession. With 80 percent of its exports destined for the United States, a U.S. recession always has an outsized impact on the Mexican Economy.

Heat Stress

"Heat stress" refers to heat received more than that which the body can tolerate without suffering physiological impairment. Above a certain threshold of heat stress, the body's internal regulation mechanisms are no longer capable of maintaining body temperature at a level required for normal functioning. As a result, there is an increased risk of discomfort, of limitations in physical functions and capabilities, and ultimately also of injuries and heat-related illnesses. It is therefore clear that exposure to

extreme heat is an occupational safety and health hazard. It is well known that physical work creates heat inside the body and that this affects occupational health and performance when combined with excessive workplace heat.¹⁴ The physiological mechanisms have been known for more than 100 years, and during the last 50 years, hundreds of studies have documented heat risks and injury causing heat exhaustion and heat stroke,¹⁵ and even deaths.¹⁶ Increases in overall temperatures due to climate change result in the increased exposure of workers to heat stress.

Working in warmer temperatures because of the changing climate exposes workers to several potential health consequences such as asthma, respiratory allergies, and airway diseases; cardiovascular disease and stroke; heat-related morbidity and mortality; kidney disease; mental health and stress-related disorders; neurological diseases and disorders; water-borne diseases; weather-related morbidity and mortality. Exposures and risks are potentially aggravated by social and economic factors, such as precarious working and poor living conditions. Injuries can also occur because of cognitive impairment and/or excess sweating leading to slips or falls (of the person or their work instruments).

Agricultural workers are amongst the populations most vulnerable to the health impacts of extreme heat. Climate change will further increase this vulnerability. A characteristic of most agricultural work is that it is performed outdoors, and most agricultural workers, therefore, are exposed continually to prevailing climatic conditions.

¹⁰ August 10, 2023.

¹¹ As of August 10th, 2023. See <https://covid19.who.int/data>

¹² See <https://coronavirus.jhu.edu/data/mortality> (Accessed on August 10th, 2023).

¹³ See <https://www.bbc.com/news/world-latin-america-53618808> (Accessed on February 13th, 2023).

¹⁴ Parsons K. (2014) Human thermal environment. The effects of hot, moderate and cold temperatures on human health, comfort and performance. 3rd edition. New York: CRC Press

¹⁵ Bouchama A, Knochel JP. Heat Stroke. N Engl J Med 2002; 346: 1978-1988

¹⁶ MMWR. Heat-related deaths among crop workers – United States, 1992-2006. JAMA, 2008, 300, 1017-1018. (MMWR, 2008, 57, 649-653).

Crop cultivation in greenhouses is increasing globally and is characterized by similar elevated temperature and humidity exposures. However, it is acknowledged that the occupational health impacts of greenhouse crop cultivation require further study.¹⁷

In Mexico, regulations on occupational heat stress are considered insufficient to adequately protect workers from heat stress, in particular workers in the agricultural sector (working outside and in greenhouses). While the Mexican Official Standard 015-STPS-2001 on "Elevated or lowered thermal conditions-Safety and hygiene conditions"¹⁸ provides guidance on how to mitigate workers' exposure to temperatures below 36C and above 38C (i.e., below or above the normal temperature of the human body, which is 37C), the guidance is related to machinery that generate these levels of heat, but not to solar energy or natural sources of heat. Therefore, no statistics are generated that identify heat stress as a cause of an occupational risk.

United Nations Sustainable Development Cooperation Framework

The project is linked to the UNSDCF Area 2: "Prosperity and Innovation"; Direct Effect 5: "By 2025, the Mexican State has decent work programs to address labour market needs, including institutional strengthening, job training, formalization, women's economic participation, protection of rights, social mobility and labour justice". Similarly, with strategic line 5.1. "Promotion of inclusive alliances between the private sector, public sector, labour unions, workers' organizations and civil society to strengthen the decent work program at the national level and promote the development of decent work programs at the subnational level, promoting social protection, fundamental labour rights, occupational safety and health, social dialogue, fair remuneration, gender equality and the eradication of child labour, including work-family reconciliation policies".

► Project description

The project has a budget of USD \$5 million, financed by the USDOL, and a duration of 4 years. The project is part of the [Vision Zero Fund](#), a G7 initiative endorsed by the G20, that is administered by the ILO. The Vision Zero Fund initiative is integrated under the overall [ILO Flagship Programme Safety + Health for All](#). The project's implementation is decentralized to the ILO Country Office in Mexico under the direction of the ILO Country Office Director. It is managed by a Project Director who is supported by key personnel, including a monitoring and evaluation (M&E) officer.

The overall objective of the project "Improving workers' occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project" is to improve the occupational safety and health conditions of workers in the chili pepper and tomato supply chains in Mexico, focusing on Jalisco and with specific interventions addressing COVID-19, female workers, and workers in vulnerable conditions.

The project supports OSH-related efforts to respond to the COVID-19 pandemic, work on a wider range of occupational diseases that result from biological risks, while ensuring longer-term OSH improvements in the chili pepper and tomato supply chains. Special attention is paid to the situation of women workers and

workers in vulnerable conditions, namely informal workers, migrant workers, young workers above the minimum age of employment (the age of 15) but under the age of 18,19 indigenous populations, and people with disabilities. In collaboration with the Mexican government and other stakeholders, the project is developing a protocol to ensure that if any instances of forced labour or child labour (children under 15) are identified during project implementation, it will be referred to the appropriate government authorities or structure(s) through the ILO Country Office.

¹⁷ Yan T, Yang S, Zhou X, et al. Chronic kidney disease among greenhouse workers and field workers in China. *Chemosphere*. 2022 May 10; 302 134905

¹⁸ NOM-015-STPS-2001 Condiciones térmicas elevadas o abatidas-Condiciones de seguridad e higiene.

At the end of this project, the following two outcomes will have been achieved:

- Outcome 1. Increased mitigation of new and emerging health-related crises, including COVID-19, in the chili pepper and tomato supply chains in Mexico.
- Outcome 2. Increased compliance with OSH laws and policies in the chili pepper and tomato supply chains in Mexico.

Results achieved

As required by USDOL's Office of Child Labor, Forced Labor, and Human Trafficking (OCFT) Management Procedures and Guidelines for Cooperative Agreements, the project worked with OCFT to develop a Comprehensive Monitoring and Evaluation Plan (CMEP), which includes a Performance Monitoring Plan (PMP), during the inception phase of the project. These documents describe the project's monitoring, evaluation, and data collection and analysis strategy throughout the life of the project and provides an important resource for information-based decision-making and implementation adjustments.

Following the [Vision Zero Fund's strategy](#), the project established a Project Tripartite Consultative Committee (TCC) on April 26th, 2022. This TCC includes local representatives from the government and the most representative employers' and workers' organizations such as Confederación de Cámaras Industriales de los Estados Unidos Mexicanos (CONCAMIN), Confederación Patronal de la República Mexicana (COPARMEX), Consejo Nacional Agropecuario (CNA), Confederación Revolucionaria de Obreros y Campesinos (CROC), and Unión Nacional de Trabajadores (UNT). The TCC supports the implementation of the project activities through regular updates and discussion and suggests ways to make project's results sustainable beyond the project duration.

The project completed a Rapid OSH Needs Assessment that provides valuable insights into the direct and indirect effects of the COVID-19 pandemic on the chili pepper and tomato supply chains in Mexico. The assessment identifies challenges in implementing COVID-19 preventive and mitigation measures; inadequacies related to access to medical care for infected persons; challenges associated with providing income and food support to families affected by COVID-19; and insights into specific supply chain disruptions resulting from the pandemic. To validate the findings and prioritize intervention models, the project organized stakeholders' workshops in Guadalajara in September 2022. As a result, three main pillars were integrated into the response plan to guide the project's activities related to Outcome 1. These pillars are: a) Improve the capacity of project stakeholders to respond to health crises at the sectoral level in the chili and tomato chains; b) Develop and strengthen the capacities of project stakeholders to implement good OSH practices at the workplace; c) Information campaigns and good practices for the prevention of risks related to health crises.

The project also completed an assessment of drivers and constraints for OSH improvement. In line with the VZF collective action approach, the study was conducted in strong collaboration with municipal and state authorities of STPS, the Mexican Institute of Social Security (IMSS) and the Secretariat of Substantive Equity between Men and Women (SISEMH), as well as with workers' representatives and local business chambers, among other relevant local, state, and national stakeholders. The project team convened two workshops to validate the intervention models, one for each assessed value chain. Each workshop was attended by representatives of different government agencies and employers', and workers' organizations.

19 In February 2022, the Mexican government reformed the Federal Labour Law and approved the participation of workers from 15 to 17 years in the agriculture sector.

To improve OSH knowledge among employers and workers, the project delivered trainings on basic OSH topics at three of the selected workplaces on October 17th, November 6th, and November 26th, 2022. These trainings were based on the ILO methodology of identification and evaluation of risks and best practices to address OSH hazards. The training included a practical exercise where workers, accompanied by the project staff, conducted walkthrough observations of their workplaces, and identified risks such as ergonomic risk, load handling, work from heights, etc. Project participants received certificates of attendance upon completion of the trainings. A total of 81 attendance certificates were handed to participants who completed the trainings. Additional trainings were delivered regarding basic OHS topics to 21 workers on April 28th, 2023, and 19 union delegates on July 17th, 2023.

To promote sustainability of project interventions, Training of Trainers (ToT) sessions were delivered to selected workers and employers on October 18th, November 8th, and November 30th, 2022. Government officials participated in these ToT that the project delivered. The topics included the use of the SAFEWORK methodology to evaluate workplace risks; psychosocial risks; and the implementation of ILO's C. 190. Government officials included staff from Jalisco's STPS, Jalisco's SISEHM, IMSS, and Jalisco's Unit of Civil Protection and Firefighters. A total of 65 persons took part of these trainings.

To sensitize stakeholders regarding the implementation of C. 190, the project developed videos containing interviews of two agricultural workers who reflected on their experiences regarding gender violence and harassment and on the impact of the project's interventions (including trainings).

A study on the profile of women workers in the agricultural sector, focusing on the selected supply chains was also developed. The project collected primary and secondary data to establish a profile of female workers and their conditions in the agricultural sector. Information from INEGI, SADER, FAO, and IMSS, were used to identify regional characteristics of agricultural female workers. The project also designed and implemented a survey with agricultural workers from the selected supply chains in four municipalities of Jalisco to identify their sociodemographic characteristics, their attitudes towards OSH, their participation in non-paid work, and violence and harassment in the workplace. The survey was administered to a total of 314 workers (168 from the tomato supply chain and 146 from the chili pepper supply chain; 85% women) between November 2022 and February 2023. This included women workers in production and packaging, and those working in greenhouses and in open fields. Preliminary results indicate that women tend to have a higher educational level than men, which will inform the project's approach to the development of training materials.

The project achieved an institutional agreement with Jalisco's SADER to plan for a formal collaboration with its agricultural extensionist program. Through this program, extensionist technicians visit smallholders and deliver trainings and technical assistance to smallholders to increase their productivity. The trainings that they deliver to smallholders usually include sowing and production techniques, use of fertilizers, production technologies, safety, and sustainable production strategies, among others. The project will deliver ToT workshops on OSH in the agriculture sector to extensionists who will then in turn deliver trainings to smallholders.

Thanks to the project, a collaboration agreement was formalized between the ILO CO-Mexico and IMSS. Through this agreement, both parts commit to develop the necessary joint activities to promote and improve the occupational safety and health conditions of workers.

The project has developed audio-visual materials that inform workers regarding their OSH rights and obligations. These materials include posters that are delivered to employers and unions and are located at their workplaces. Then, workers at the workplaces will have direct access to this information and OSH is promoted.

A first phase of a study that will measure and analyse the impacts of heat stress on agricultural workers was developed in July, 2023. During two weeks, the project, in collaboration with the University of Colorado and IMSS, collected health data of more than 150 workers in two workplaces before and after their work day to identify possible negative effects of heat stress on their health. The project will coordinate two additional data collection phases in January and May 2024, to compare the effects of different heat levels on the workers' health.

The project developed a Baseline study regarding 5 key project indicators to identify and define the project's objectives. More than 350 workers in the chili and tomato supply chains were surveyed, as well as the managers at 4 workplaces where the project is implementing its activities.

The project is in the process of designing its sustainability and exit strategies. Through interviews with key project stakeholders, the project will identify stakeholders' capacities (financial, infrastructure, political will, among others) to appropriate the project and continue implementing activities that improve OSH in the selected supply chains after the project has ended. These strategies will guarantee that the project has a long-lasting impact even after its implementing period.

Moreover, the project is designing advanced trainings in specific topics identified during the drivers and constraints for OSH improvement and after discussing the stakeholders needs. Advanced trainings regarding the correct handling of agrochemicals (including the correct use of PPE) and the responsibilities and functioning of OSH committees at the workplace are being designed.

The project is also in the process of designing a general OSH management protocol. This protocol will consider the best national and international practices to manage OSH at the workplace in the chili and tomato supply chains. A specific protocol to respond to new and emergent health crises, like COVID-19, is also in the process of being developed. For this design, the project has coordinated several interviews with local staff of the government, employers and workers, to gather and analyse best practices and develop a standardized protocol.

Linkage with the P&P

This project is aligned with Outcome 7 of the ILO Programme and Budget 2022 – 2023: "Adequate and effective protection at work for all", under Output 7.2 "Increased capacity of Member States to ensure safe and healthy working conditions".

Linkage with the SDGs

This project will contribute to advance towards the achievement of Sustainable Development Goal (SDG) 8: "Promote inclusive and sustainable economic growth, employment and decent work for all", in relation to its target 8.8 "Protect labour rights and promote a safe and secure working environment for all workers, including migrant workers, in particular women migrants and those in precarious employment".

Management arrangements

The project is managed by the Project Director (PD), who reports to the Director of the ILO Country Office for Mexico and Cuba.

The project director, under the supervision of the ILO Country Office director, is responsible for leading the project team: the M&E officer, the Occupational Safety & Health specialist, the Communications Officer, the Value Chains Specialist,²⁰ a Project Officer in Jalisco, a Field Security Associate (part-time),²¹ and the two Administrative and Finance Assistants.

The Project Director and M&E Officer comprise the project's key personnel.

Technical backstopping is provided by the VZF Secretariat and by the Labour Administration, Labour Inspection and Occupational Safety and Health Branch (LABADMIN/OSH) in HQ/Geneva. Technical inputs are also provided by ILO technical specialists in ILO Sub regional Office in San Jose.

Specialists from ILO's Bureau for Employers' Activities (ACTEMP) and its Bureau for Workers' Activities (ACTRAV) are responsible for maintaining communication and coordination channels with workers' and employers' organizations, respectively.

²⁰ Currently vacant.

²¹ Currently vacant

► Purpose, scope and clients of the evaluation

The objective of this midterm evaluation is to review and assess the progress and achievements of the Project against the planned outcomes and products, identify expected and unexpected results by examining the results chain, processes, contextual factors, and causality using OECD-DAC criteria such as relevance, effectiveness, efficiency, impact, and sustainability. The evaluation will also provide actionable recommendations to the project and to the overall VZF approach to the chili and tomato supply chains. The main findings, lessons learnt, and best practices will contribute to organisational learning and improvement of project effectiveness.

The main beneficiaries of this evaluation will be the project's management team and its backstopping units; the ILO's specialists collaborating with the project, i.e., ILO's CO-Mexico, LABADMINOSH, VZF, ACTRAV, ACTEMP, and OSH specialists in HQ and in the region; and USDOL personnel managing and designing international technical assistance projects in related regions/sectors.

The main external partners of the project on the government level are STPS; the National OSH Advisory Committee, including its COCONASST; the state advisory committee and the Federal District OSH Commission (COCOESST); IMSS; SADER; SISEMH and the Local Civil Protection and Firefighting Unit. Among employers' and workers' organizations, are COPARMEX, CONCAMIN, CTM, UNT, CROC, and CROM at the national and sectoral level. Also, local, and regional workplaces in the chili and tomato supply chains, such as Bonanza, Inver-Itza, Divemex, Argaman, ADF, and PLC, have benefitted from the project's interventions.

► Approach and evaluation questions

The conceptual framework on which this evaluation will be developed is that of the [ILO's Policy Guidelines for Results-Based Evaluation \(4th edition, 2020\)](#). The evaluation will be carried out according to ILO

standard policies and procedures and comply with the United Nations Evaluation Group (UNEG) norms and the OECD/DAC evaluation quality standards. The independent midterm evaluation will apply an evaluation framework based on the five principles of a) relevance, b) validity of design, c) effectiveness, d) efficiency, e) impact and f) sustainability.

Suggested key evaluation questions are mentioned below. Given the purpose of the evaluation, the evaluator may suggest additional questions – in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator and reflected in the Inception Report.

Gender mainstreaming and other cross-cutting issues

Gender mainstreaming and other cross-cutting issues play a crucial role in the evaluation process. In order to ensure effective gender mainstreaming, the evaluation should adhere to the guidelines outlined in the EVAL guide on gender mainstreaming in evaluations. This involves more than just including a balanced representation of men and women as primary sources or presenting sex-disaggregated outcomes of interventions, if available. The primary focus should be on incorporating gender equality and non-discrimination in the design and implementation of projects, and evaluating the outcomes achieved in terms of gender equality.

To achieve this, it is essential to incorporate gender-related questions into the criteria of design validity, effectiveness, impact, and sustainability orientation. The questions regarding design validity should aim to identify how the project incorporated a gender and non-discrimination approach into its design. The questions related to effectiveness should assess the extent to which the project's outputs have addressed the specific problem of women, such as occupational safety and health (OSH) deficits. It should also seek information on the progress of the project disaggregated by sex and evaluate the level of participation of gender specialists, government institutions, or civil society organizations specialized in gender issues in the project implementation. In terms of impact and sustainability, the evaluation should analyze whether the project beneficiaries are adopting policies or practices that improve OSH conditions with a gender perspective. Furthermore, it should assess the project's progress in improving OSH conditions for women workers. These aspects will provide valuable insights into the project's overall impact and the sustainability of its gender mainstreaming efforts.

By incorporating these gender-focused questions into the evaluation process, we can ensure a comprehensive assessment of gender mainstreaming and its impact on project design, implementation, and outcomes. This will contribute to advancing gender equality and non-discrimination in a meaningful way.

* Other ILO cross-cutting issues should also need to be considered, such as ILS and mainly tripartite social dialogue, and environmental sustainability.

A list of suggested questions by evaluation criteria is presented in the following table:

Relevance. The extent to which the objectives of a development intervention are consistent with the requirements of the beneficiaries, the needs of the country, the regional priorities and the policies of the partners.

1. How relevant is VZF's work to the chili and tomato supply chain and its OSH needs?, was the Project designed and implemented in accordance with the needs, priorities and capacities of constituents, stakeholders and beneficiaries?
2. What is the level of alignment of the Project with Mexico's national and/or territorial policies on OSH in the chili and tomato supply chain?, What is the level of alignment of the Project with international OSH instruments, with the ILO Country Programme in Mexico, with the United Nations Cooperation Framework in Mexico and with the 2030 Agenda for Sustainable Development?
3. How has the pandemic crisis accentuated the OSH deficit in workers in the chili and tomato sector and to what extent did the Project design adjust its strategies, actions and/or prioritize the target population to remain relevant in the context of the crisis?

Coherence. The extent to which the strategy is logical and consistent.

4. To what extent is the design of the Project logical and coherent? Are the products appropriate and suitable to achieve the expected results? Do the design identify the risks of the intervention and the measures to mitigate their occurrence and/or effects, as well as strategies to benefit the sustainability of the results?
5. Does the Project have indicators at the level of results and specific outputs? Are the planned objectives realistic, taking into account the implementing time of the Project?
6. ¿To what extent does the design of the project contribute, a priori, to the achievement of gender equality, non-discrimination and the protection of vulnerable groups in the chili and tomato supply chains?
7. To what extent has the project established synergies, avoided duplication of efforts, and coordinated with government-led efforts (national and regional) or donor-funded interventions to improve occupational safety and health in Mexico?

Effectiveness: centers on a comprehensive evaluation of project processes, products, as well as intermediate and final outcomes. This evaluation is focused on measuring the degree to which the immediate objectives of the project have been effectively realized or are anticipated to be met. This assessment takes into careful consideration the relative significance of these objectives, the capabilities of the management team, and the methodologies employed for project implementation. Central to this evaluation is a discerning analysis of how project outcomes impact distinct beneficiary groups, namely migrants and local communities. By differentiating between these groups, a nuanced understanding is gained about how the project's results manifest differently across various stakeholders.

8. To what extent has the Project delivered the outputs and achieved the planned design results? What have been the main internal and external constraints/challenges faced during implementation? What were the critical success factors and what have been the main contributions of the ILO?, What are the main contributions of the Project to the achievement of the results of the VZF?

9. Are there significant differences in progress between outcomes in the chili and tomato chain? between the level of intervention scope (workplace/industry, national, global)? If so, what are the reasons for this?
10. To what extent has the Project addressed the specific problems (OSH deficits) of women and other vulnerable groups in the chili and tomato supply chains? Have the inclusion objectives of gender equality, non-discrimination and protection of vulnerable groups been achieved in the chili and tomato supply chains?
11. What has been the level and type of effective participation of constituents, stakeholders and beneficiaries/participants in the implementation of the project, at national and provincial levels? What factors explain this? Has collective action by various stakeholders (employers' organizations, workers' organizations, private sector, multinationals and brands, governments, international financial and labour organizations, civil society) been effective? What have been the most effective mechanisms used by the Project to promote tripartite social dialogue?

Efficiency. It seeks to assess to what extent the resources/inputs of the project (funds, experience, time, etc.) are converted into results.

12. Does the governance structure and management model of the Project facilitate the delivery of outputs, the achievement of results and efficient implementation? Has the strategic support of the VZF global governance bodies and governance bodies at national level (Secretariat of Labor, COCONASST, employers' and workers' organizations) consisted of and contributed to the achievement of project results?
13. The intervention has received adequate political, technical and administrative support from national partners, the country office, regional technical specialists and the technical unit responsible for headquarters?

Impact Orientation It seeks to assess whether the strategic orientation of the project under study allows making significant contributions to its long-term objectives. These contributions can be positive and negative changes produced by the intervention in question either directly or indirectly, intentionally or unintentionally; Sustainability It seeks to assess whether the results of the intervention will be durable and whether they can be sustained or even scaled up and replicated by other development partners once the intervention has been completed or after donor funding has ended.

14. What are the effects of the Project in relation to strengthening the capacities of relevant institutions in Mexico to promote OSH in the chili and tomato supply chains?, How is this capacity building manifested or reflected?, Could these changes be causally linked to the Project?, What other factors can explain this?
15. To what extent has the Project favored the appropriation of the intervention by the relevant institutions in the chili and tomato supply chain in Mexico?, Have they institutionalized some of the tools developed within the framework of the Project?, Are they willing to keep the results once the Project is finished?, Do they have an operating structure and budget for it?
16. To what extent is there an impact on improving national legal and regulatory frameworks in the enforcement, design and/or implementation of national public policies/programmes/strategies to promote OSH in the chili and tomato chains?
17. Has the Project been successful in reaching the final beneficiaries (most vulnerable workers in the chili and tomato sectors)?, What are the main effects/impacts in terms of reducing exposure to OSH risks in the workplace in the final beneficiaries?, To what extent is the Project expected to have a sustainable impact on the handling of OSH in GSCs with a gender perspective?, To what extent is the Project making progress towards improving the OSH conditions of women workers?

This evaluation will be managed by Cybele Burga, Regional Evaluation Officer for Latin America and the Caribbean, and co-managed by Erika Flores, an official who has not participated in the implementation of the project. The evaluation manager is responsible for all administrative aspects of the day-to-day evaluation process; act as the main interlocutor with the team of evaluators; facilitate communication with relevant stakeholders to ensure that evaluators receive the required data and ensure the overall quality of the evaluation. The Regional Evaluation Officer will be responsible for ensuring adherence to the ILO evaluation policy and the technical quality of all products for approval.

► Evaluation methodology

The basic conceptual framework on which this evaluation will be developed is the [ILO Policy Guidelines for Results-Based Evaluation](#); principles, rationality, planning and management. The evaluation will also be carried out in accordance with regular ILO policies and procedures. The ILO adheres to the UNS norms and standards of evaluation. The evaluation should adopt an approach that recognizes the role of gender in economic and social development. It will also include an assessment question matrix with assessment questions, qualitative and quantitative indicators, and data collection techniques designed to be gender-sensitive and maximize participation. Gender analysis should be reflected throughout the findings, conclusions, and recommendations.

Evaluation is expected, as far as possible, to combine quantitative (desktop review phase) and qualitative (mainly during the field or virtual information collection phase) analysis, which should be used to obtain the information needed to answer the evaluation questions. Therefore, the design of the evaluation should be carried out from a mixed approach in which qualitative information captures information that may not be systematized in written documentation, perceptions and expressions that provide relevant information to corroborate hypotheses and the understanding of the processes that explain the results.

The evaluation should integrate the gender perspective, this involves: Ensure that gender equality and women's empowerment (GEEW) is integrated into the scope of the evaluation analysis, and that indicators are designed in a way that ensures the collection of GEEW-related data; ensure that evaluation questions specifically address how GEEW has been integrated into the design, planning and implementation of interventions and the results achieved. Finally, the main findings, conclusions and recommendations should be formulated taking into account the practical and strategic needs of women and men according to their situation of special vulnerability.

The evaluation should be based on a theory of change approach, from planned activities to the expected results of project efforts. The theory of change should show the expected causal links between the activities, planned outputs and the project's contribution to results, as well as the contextual factors that influence them.

In the framework of ILO's mandate, the evaluation team should use participatory evaluation methodologies to obtain information reflecting impact, as well as perceptions on the use and appropriation of products.

The evaluator may use diverse and innovative evaluation methods, such as Outcome harvesting or process tracing.

Evaluation approaches

Participatory evaluation: The evaluation should involve all relevant actors, UN System Agencies, civil society organizations and other key actors. This will make it possible to collect different perspectives and experiences, identify lessons learned and obtain stronger recommendations.

Evaluation based on the systemic perspective, which includes:

- The evaluation of processes: it is fundamental to evaluate the processes of implementation of the project. This implies examining the coordination between the actors, the quality of the planning and management of the actions, the participation of the different sectors and the efficiency in the use of the available resources.
- The evaluation of results: This implies analyzing how the intervention has contributed to the established objectives, what changes have been achieved and what effects have been observed in the relevant counterparts (government entities, employers' and workers' organizations).

- Tripartite and normative approach: Labor standards are fundamental to the work of the ILO, either directly or indirectly. The Organization seeks to ensure coherence and consistency in its work related to standards, including their integration and implementation in member states. To achieve this, it focuses on monitoring and evaluation as supporting tools. Normative work, like that of social dialogue, according to UNEG is essential in all ILO development cooperation interventions. The relationship between these interventions and the relevant standards may vary: in some projects, the standards are central and fundamental; in others, it focuses on technical aspects related to standards; and in some extreme cases, the rules are not set at all in the intervention. ILO development cooperation projects may develop, integrate or implement labor standards. In this sense, the evaluation will seek to find out to what extent the intervention has implicitly promoted the integration and/or application of standards, as well as social dialogue, in its Member States.

Evaluation stages

A. Documentary review

The project coordination team will provide a list of relevant documents collected internally and a base contact list, following the instructions of the evaluation manager. All documents will be made available at the beginning of the process. At the beginning of the documentary analysis phase, the evaluator will hold a meeting in Teams with the Evaluation Manager and the ILO officials in charge of project implementation, in order to have an adequate understanding of the scope from the beginning, changes and key results of the project as well as the areas of interest of the ILO regarding the evaluation products.

Below is a referential list of the main sources:

- Key project documents: relevant background as well as country-level data and programmatic documents, such as joint UN plans, agency-specific program plans, budgets, and project Monitoring System reports, laws, policies, national development strategies and others, transversal to the competent public institutions.
- Work plan.
- Project monitoring plans.
- Progress reports.
- Project budget and related financial reports.
- Reports of various activities (including training materials, trainings, workshops, working group meetings, videoconferences, meeting minutes, workshop reports, etc.).
- Training materials, studies, campaigns, etc.
- Others as needed.

After having made a general review of the main documentation and after having had a first informative meeting with the project team, the evaluator is expected to prepare the first evaluation product, Initiation Report, the scope and content of which is detailed in the "evaluation products" section.

B. Information collection

The evaluation team will carry out initial interviews, virtual or by telephone, with project key informants (project partners and national officials involved in project implementation), as well as an initial meeting with the evaluation manager and the project team.

The aim of the initial consultation is to reach a common understanding of the status of the project, the priority evaluation questions, the available data sources and the data collection instruments to be used, as well as to preliminarily discuss an outline of the content of the evaluation report.

In summary, this initial consultation will address the following topics:

- Background, materials and information about the project.
- Key evaluation questions and priorities.
- Outline of the initial and final report.

In general, extensive initial briefings will be conducted with key ILO team members and implementing partners, including members of the Tripartite Project Committee to fully understand the characteristics and particularities of the assessment object, followed by brief interviews with initially identified priority stakeholders.

Based on the scope and purpose of the assessment, document review, briefings and initial interviews, the evaluation team will prepare an Inception Report with the final proposed methodology and work plan.

The evaluation team will work with the project and evaluation manager to ensure that participants who can provide information to answer the questions are invited to the meetings or, if availability does not allow, separate meetings are arranged.

The evaluation data collection methodology is expected to have a mixed approach that combines face-to-face interviews with final beneficiaries (focus groups, observation techniques, discussion groups), and remote interviews with direct institutional beneficiaries. For example, assessing whether the project's work is evidence-based should be a triangulation of document reviews, structured observation, and reference to subject matter standards; and not rely solely on perception surveys.

For remote interviews, the evaluation team must have the flexibility to schedule or reschedule the interviews in the event of connectivity failures or unforeseen changes in the schedule. The suggested methodology for data collection is semi-structured interviews, focus groups, group meetings, in-depth interviews and structured/semi-structured online surveys. The project team is expected to provide all its support in organizing these virtual and/or face-to-face interviews. The evaluator will ensure that the opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included.

A virtual stakeholder workshop will be organized to discuss with key stakeholders, ILO staff and representatives of funding/implementing partners the initial findings and fill in any potential information gaps. The workshop will be held after the delivery of the partial evaluation report and will have the logistical support of the project and will be managed by the evaluator in coordination with the evaluation manager. Details should be clearly stated in the initial report for further preparation during the data collection phase.

Interviews with ILO staff

A first meeting will be held with the project team. The evaluation team will also interview staff from other ILO projects and ILO staff responsible for financial, administrative and technical support of the project, as needed. The coordination will prepare an indicative list of people to interview in consultation with the Evaluation manager.

Interviews with key actors and related ILO projects

The evaluation team will conduct face to face and virtual interviews with the relevant interested parties to examine the delivery of products in its dimensions of technical quality and delivery timeliness, as well as the results that have been achieved with them. The project will provide the complete list of actors from which the evaluation team will select an adequate sample of respondents that will be reviewed by the evaluator and may be expanded in coordination with the evaluation manager and in consultation with project team.

As appropriate, the questions and information collection will be disaggregated by population group based on race/ethnicity, sexual orientation, gender identity, age, disability.

C. Report writing phase

Based on inputs from discussions and interviews with key stakeholders, the evaluation leader will write the evaluation report. The draft report will be sent to the Evaluation Manager for methodological review and then shared with key stakeholders for input/comment.

The Evaluation Manager will consolidate all comments, including methodological comments, and then share them with the evaluator for consideration in finalizing the report.

The evaluator will conclude the report, incorporating the feedback provided by stakeholders, and subsequently submit the finalized version for EVAL's approval. The final evaluation report must be submitted in both English and Spanish and in a [Section 508](#)-compliant format (in both Microsoft Word and Adobe PDF) without personally identifiable or other industry-sensitive information.

D. Dissemination workshop (virtual)

A virtual workshop/meeting is scheduled to present the final outcomes, and it will involve key implementers and stakeholder groups. In this space, primary conclusions and recommendations drawn from the evaluation will be presented and discussed. It is an opportunity to validate feasibility of each proposed recommendation. The responsibility for methodological planning of the workshop, in coordination with the evaluation manager, rests with the evaluator or evaluation team. The project team, in consultation with the evaluator and the Evaluation manager, will oversee the identification of workshop participants and logistical arrangements.

Regarding the deliverables, all products are required to be produced in Spanish. Additionally, both the Executive Summary and the final report are to be delivered in English as well.

The evaluation process will culminate in a succinct evaluation report. This report will comprehensively detail the overall and specific performance of the project. This assessment will be conducted based on the relevance and strategic alignment of the intervention, the robustness of the intervention's design, the advancement and efficacy of the intervention's execution, the efficient utilization of resources, the effectiveness of management mechanisms, and the focus on impact and sustainability of the intervention. These evaluation criteria are in line with the ILO Policy Guidelines for Results-Based Evaluation.

► Main products

The evaluation will result in a concise evaluation report detailing the overall and specific performance of the project as assessed in terms of relevance and strategic fit of the intervention; validity of the intervention design; progress and effectiveness of the intervention; resource use efficiency; effectiveness of management arrangements; orientation to the impact and sustainability of the intervention; as defined in the ILO Guidelines for the preparation of independent evaluations of ILO programs and projects ([ILO Policy Guidelines for Results-Based Evaluation](#)).

The evaluator or evaluator is expected to deliver the following products:

► Product 1: Inception report. The Initiation Report, of no more than 15 pages (not including Annexes), will be submitted for review and approval by the evaluation manager. This Report must include a detailed description of the methodology to be used in both evaluations, sources and

procedures to be used for data collection, key activities, interview questionnaires, list of key stakeholders, research questions, compliance indicators and the evaluation schedule. This report will be used as the initial point of agreement and understanding between the evaluation team and the contracting party (see Checklist 4.8: [Writing the Initial Report](#)).

► Products 2 and 3 (Progress report- product 2 and final evaluation report- product 3). The evaluation report must be submitted to the Evaluation Manager. The report must follow the ILO

specific presentation formats and must not be longer than 50 pages, excluding annexes. The annexes of the report will include: the questions and indicators used for the investigation, the final instruments used in the field work, the results of the survey, a list of the people interviewed and a list of the documents reviewed. The report must be established in line with the ILO "quality checklists 4 and 5" for evaluation reports that will be downloaded from the link in Annex 2.

This Evaluation Report must include:

- (1) Title page with the key data of the project and evaluation;
- (2) Table of contents and lists (annexes and tables or graphs)

► EVALUATION REPORT

- (3) List of abbreviations
- (4) Executive summary (no more than 5 pages. In addition, the executive summary Template of EVAL)
 - 4.1. Background and context
 - 4.1.1. Summary of Evaluation Purpose, Logic, and Structure
 - 4.1.2. Current allocation status
 - 4.1.3. Purpose, scope and clients of the evaluation
 - 4.1.4. Evaluation methodology
 - 4.2. Main findings and conclusions
 - 4.3. Recommendations, lessons learned and good practices
- (5) Body of the report
 - 5.1. Background of the intervention
 - 5.2. Background to the midterm independent evaluation
 - 5.3. Methodology
 - 5.4. Main findings ordered according to the five criteria of the analytical framework
- (6) Conclusions
 - 6.1. Conclusions
 - 6.2. Lessons learned (according to [eval template](#))
 - 6.3. Good practices (according to [eval template](#))
 - 6.4. recommendations
- (7) Annexes (list of interviews, meeting summary, stakeholder meetings, other relevant information)

Consult Checklist 4.2: [Preparing the Evaluation Report](#).

The report should follow the EVAL format template, including a title page (see Checklist 4.3: [Filling in the evaluation title page](#)). The quality of the Report will be graded based on EVAL's quality standards (see Checklist 4.9: [Rating the quality of an evaluation report](#)).

Executive Summary for high circulation dissemination. The executive summary must follow the EVAL guidance format, synthesize the most important results of the evaluation by evaluation criteria, lessons learned, good practices and recommendations and must not be longer than 7 pages (see Checklist 4.4: [Preparing the Evaluation Report Summary](#)). Likewise, an executive summary must be prepared for the project, highlighting the differentiated results by intervention.

► Product 4: PowerPoint with main results that summarize the most substantive aspects of the final independent evaluation report, background, methodology used (emphasis on the limitations of COVID-19 and lessons learned), main findings, conclusions, lessons learned, good practices and recommendations.

► Product 5: 1 Infographic. A quick note of 4 pages without editing, in Spanish and English. This note will include a brief description of the main findings (highlighting quantitative information), lessons learned, best practices, main recommendations, and the voices of constituents and key stakeholders (unnamed direct citations, indicating only the type of stakeholder to which reference is made, prior consent request from the interviewees).

► Product 6: 1 life story. The life story or institutional story must be representative of the evaluation results, it can be stories of success or improvement but that it delivers learning.

► Tentative work plan

This evaluation exercise anticipates a level of effort of 80 effective working days distributed among all members of the evaluation team, which will be developed between late September 2023 – February 2024. Here is the tentative schedule:

Phase	Tentative date	Main tasks	Responsible
Phase 1: preparatory activities for the evaluation	September – October	At least two meetings via Teams/Zoom with the evaluator to adjust the methodology, documents and format of the inception report	Evaluator and Regional Evaluation Officer – REO
Phase 2: Evaluation process	3rd week of October	Refinement of the method, research tools and inception report	Evaluator and REO
		Definition of evaluation questions, search strategy and protocol through dialogue with REO	
	November	Interviews with key stakeholders (via Skype, Zoom, Teams, etc.)	Evaluator
	Late November	Data analysis and systematization	Evaluator
	Mid December	Preliminary report	Evaluator
	Mid-January	Comments to the report by REO, EVAL, USDOL, and ILO officials	ILO
	Mid-February	Deadline to deliver the Final Report	Evaluator
Phase 3: Dissemination of results	Late February	Evaluation results dissemination workshop	Evaluator

► **Responsibilities and required profile of the evaluation team**

The midterm independent evaluation of the project “ Improving workers’ occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project” subject of these ToR must be carried out by an independent evaluation team. The gender balance in the composition of the team and thematic knowledge in Occupational Safety and Health is desirable.

Responsibilities of the evaluation team

Evaluation team leader responsibilities
a) Briefing with ILO / evaluation managers (discussion on evaluation scope).
b) Document review.
c) Preliminary interviews with project coordinator and key stakeholders.
d) Preparation of the Inception Report, including the evaluation matrix and instruments (methodology, evaluation questions/indicators and interview guides).
e) Conduct interviews with interested parties (face to face interviews, skype, telephone or similar means).
f) Draft evaluation report.
h) Internal meeting to present preliminary results.
g) Finalize the evaluation report.
h) Make the presentation of the results of the evaluation in a Virtual Workshop.

Responsibilities of the national consultant and/or thematic expert
) Carry out stakeholder analysis, face to face interviews, focal groups, interviews with interested parties. It could also use virtual means, whenever the stakeholder is not available.
) Provide information for the evaluation report: context, relevant institutional and political aspects, statistics, among others.

Evaluation team profile

The evaluation team should be composed of at least two persons who together must meet the following profile.

- University Degree in Economics, Social Sciences, or related graduate qualifications with minimum 7 years of experience in project /program evaluation.
- Proven skills and experience in undertaking evaluations of similar projects, preferably in Mexico.
- Experience in using the Theory of change approach on evaluation.
- Strong background in Human Rights Based Approach programming and Results Based Management.
- Knowledge and experience in employment, occupational safety and health or supply chains.
- Extensive knowledge and experience in applying qualitative and quantitative research methodologies.
- Experience in direct and participatory community-based observation, and experience in participative evaluation techniques would be an asset.
- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable.
- Excellent analytical skills and communication skills.
- Demonstrated excellent report writing skills in Spanish and English.

*All interviews will be carried out in Spanish.

► Payment schedule

The evaluation team fees will be carried out once the products are received to the satisfaction of the OIT as follows:

- Payment 1: 20% against delivery and approval of the Inception Report.
- Payment 2: 30% upon delivery and approval of the Preliminary Report (Product 2).
- Payment 3: 50% against the delivery and approval of the Final Report (Product 3), PowerPoint of results (Product 4), Infographic without design/content (Product 5) and life/institutional story (Product 6).

► Legal and ethical aspects

The evaluator will maintain the utmost confidentiality related to sensitive information and comments that arise during individual and group interviews. They should be given enough space to ask any questions they may have, and they should be answered to their satisfaction before the interview begins.

This evaluation complies with the United Nations norms and standards for evaluation and will ensure that ethical safeguards regarding the independence of the evaluation are taken into account. Please, ask [here UNEG ethical guidelines](#).

► Annexes

Annex I. Complete list of actors / responsibility / level of influence

Actors	Responsibility	Level of influence
STPS - Federal	National OSH regulator	High
COPARMEX	Tripartite Consultative Committee	High
IMSS	Tripartite Consultative Committee	High
STPS - Jalisco	Tripartite Consultative Committee	High
SADER	Tripartite Consultative Committee	High
CCIJ	Tripartite Consultative Committee	High
SISEMH	Tripartite Consultative Committee	High
Unidad Estatal de Protección Civil y Bomberos	Tripartite Consultative Committee	High
SESAJAL	Tripartite Consultative Committee	High
CTM	Tripartite Consultative Committee	High
SEGOB	Tripartite Consultative Committee	High
CROC - SUMATE	Tripartite Consultative Committee	High
Bonanza	Tripartite Consultative Committee	High
Inver Itza	Project Beneficiary	Medium
Divemex	Project Beneficiary	Medium
PLC	Project Beneficiary	Medium
Argaman	Project Beneficiary	Medium
ADF	Project Beneficiary	Medium
Hershey's Mexico	Project Beneficiary	Low

Annex II. Mandatory consultation guides and templates of the ILO Evaluation Policy

[ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 4th ed.:](http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf)
http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf

Guidance notes:

- ▶ [Guidance Note 3.1](#) Integrating gender equality in monitoring and evaluation of projects
- ▶ [Guidance Note 3.2](#) Adapting evaluation methods to the ILO's normative and tripartite mandate
- ▶ [Guidance Note 4.3](#) Data collection methods
- ▶ [Guidance Note 4.5](#) Stakeholder engagement
- ▶ [Guidance Note 5.5](#) Dissemination of lessons learned and good practices

Checklists:

- ▶ [Checklist 4.8](#) Writing the inception report
- ▶ [Checklist 4.2](#) Preparing the evaluation report
- ▶ [Checklist 4.9](#) Rating the quality of evaluation reports

Templates:

- ▶ [Lessons Learned Template](#)
- ▶ [Good Practice Template](#)
- ▶ [Executive Summary Template](#)
- ▶ [Title Page Template](#)
- ▶ [Code of conduct for consultants](#)

Annex 2 Evaluation Questions Matrix

Evaluation Criteria	Evaluation Question	Indicators	Data Sources	Data Collection Methods	Stakeholders/Informants
Relevance	<p><u>Relevance to OSH Needs:</u></p> <ol style="list-style-type: none"> How well does the Vision Zero Fund's work address the specific OSH needs within the chili and tomato supply chain in Mexico? Was "the Project" designed and implemented in accordance with the needs, priorities, and capacities of the constituents, stakeholders, and beneficiaries? 	<ul style="list-style-type: none"> Inclusion of constituents, stakeholders, and beneficiaries in project planning and implementation Stakeholder perception of relevance through interviews Alignment with OSH needs Design responsiveness 	<ul style="list-style-type: none"> Project documentation TPRs /Project products Context/background documentation Development/sectorial policies/plans ILO and Project Team feedback Constituents and other project stakeholders' feedback 	<ul style="list-style-type: none"> Document review Interviews/FG Evaluation debriefing 	<ul style="list-style-type: none"> Project team ILO (HQ, RO, CO) Donor Workers Employers Government agencies Beneficiaries
Relevance	<p><u>Relevance to USMCA-Related Initiatives:</u></p> <ol style="list-style-type: none"> To what extent has the project been relevant in supporting Mexico's efforts and alignment with the implementation of the USMCA (United States-Mexico-Canada Agreement), considering its role within a significant portfolio financed by the USDOL (US Department of Labor) and the broader context of USMCA-related initiatives? 	<ul style="list-style-type: none"> ILO Mexico CO portfolio of USMCA related projects Project alignment with USMCA chapters relevant to labor, OSH, and other pertinent areas. Extent of involvement and collaboration with USMCA-related stakeholders in project activities. Project's orientation towards sustainability and long-term impact on supporting Mexico's compliance with and implementation of USMCA provisions. 	<ul style="list-style-type: none"> Project documentation TPRs /Project products Context/background documentation ILO and Project Team feedback Constituents and other project stakeholders' feedback 	<ul style="list-style-type: none"> Document review Interviews Evaluation debriefing 	<ul style="list-style-type: none"> Project team ILO (HQ, RO, CO) Donor Government agencies
Relevance	<p><u>Alignment with Policies and Frameworks:</u></p> <ol style="list-style-type: none"> To what extent does the project align with Mexico's national and/or territorial policies on OSH 	<ul style="list-style-type: none"> Alignment with international ILO's strategy on OSH as well as the global results framework of VZF and Safety+Health for All Flagship programme 	<ul style="list-style-type: none"> ILO's strategy on OSH Project documentation TPRs /Project products ILO P&Bs, DWCP; UNCF; 2030 Agenda 	<ul style="list-style-type: none"> Document review Interviews/FG Evaluation debriefing 	<ul style="list-style-type: none"> Project team ILO (HQ, RO, CO) Workers Employers Government agencies

Evaluation Criteria	Evaluation Question	Indicators	Data Sources	Data Collection Methods	Stakeholders/Informants
	<p>in the chili and tomato supply chain?</p> <p>5. How does the project align with international ILO's strategy on OSH as well as the global results framework of VZF and Safety+Health for All Flagship programme, the ILO Decent Work Country Programme in Mexico, the United Nations Cooperation Framework in Mexico, and the 2030 Agenda for Sustainable Development?</p>	<ul style="list-style-type: none"> - for All Flagship programme, the ILO Decent Work Country Programme in Mexico, the United Nations Cooperation Framework in Mexico, and the 2030 Agenda for Sustainable Development 	<ul style="list-style-type: none"> - Context/background documentation - ILO and Project Team feedback - Constituents and other project stakeholders' feedback 		
Relevance	<p><u>Adaptation to COVID-19 Crisis:</u></p> <p>6. What key lessons has the project learned from the COVID-19 crisis as well as from the previous VZF project in the coffee chain in Mexico, and how have these lessons influenced the current project's approach?</p>	<ul style="list-style-type: none"> - Impact assessment of the pandemic on OSH in the chili and tomato sector - Adaptation and of changes in project strategies and priorities in response to the pandemic crisis. - Gender-specific impact assessments related to the pandemic. 	<ul style="list-style-type: none"> - Pandemic impact studies - Project documentation - TPRs /Project products - Context/background documentation - ILO and Project Team feedback - Constituents and other project stakeholders' feedback 	<ul style="list-style-type: none"> - Document review - Interviews/FG - Evaluation debriefing 	<ul style="list-style-type: none"> - Project team - ILO (HQ, RO, CO) - Donor - Workers - Employers - Government agencies - Other Projects and Agencies - Beneficiaries
Coherence	<p><u>Logic and Coherence:</u></p> <p>7. Is the project logically designed to achieve its objectives?; Are the project's deliverables well-matched to the expected outcomes?; Does the project address potential risks and ensure result sustainability?</p>	<ul style="list-style-type: none"> - Logic and coherence of project design - Appropriateness of products - Risk identification and mitigation measures - Documentation of efforts to promote sustainability in project design. 	<ul style="list-style-type: none"> - Project design documents - Risk assessment/reports - ILO and Project Team feedback - Constituents and other project stakeholders' feedback 	<ul style="list-style-type: none"> - Document review - Interviews/FG - Evaluation debriefing 	<ul style="list-style-type: none"> - Project team - ILO (HQ, RO, CO) - Donor - Workers - Employers - Government agencies
Coherence	<p><u>Objectives and Realism:</u></p> <p>8. Are there clear indicators for project results and outputs?; Are</p>	<ul style="list-style-type: none"> - Presence of SMART (Specific, Measurable, 	<ul style="list-style-type: none"> - CMEP - TPRs 	<ul style="list-style-type: none"> - Document review - Interviews/FG - Evaluation debriefing 	<ul style="list-style-type: none"> - Project team - ILO (HQ, RO, CO) - Donor

Evaluation Criteria	Evaluation Question	Indicators	Data Sources	Data Collection Methods	Stakeholders/Informants
	the project's objectives achievable within the specified timeline?	<ul style="list-style-type: none"> - Achievable, Relevant, Time-bound) indicators. - Evidence of adjustments made to objectives based on realistic assessment. - Gender-disaggregated indicators and objectives. 	<ul style="list-style-type: none"> - ILO and Project Team feedback - Constituents and other project stakeholders' feedback 		<ul style="list-style-type: none"> - Workers - Employers - Government agencies
Coherence	<u>Gender Equality and Inclusivity:</u> 9. Does the project actively promote gender equality and inclusivity?	<ul style="list-style-type: none"> - Inclusion of vulnerable groups in the project's design and objectives - Evidence of strategies to address discrimination and protect women and vulnerable groups in the supply chains 	<ul style="list-style-type: none"> - Project documentation and RF: Inclusive design features - Project gender mainstreaming strategy - CMEP - TPRs - ILO and Project Team feedback - Constituents and other project stakeholders' feedback 	<ul style="list-style-type: none"> - Document review - Interviews/FG - Evaluation debriefing 	<ul style="list-style-type: none"> - Project team - ILO (HQ, RO, CO) - Workers - Employers - Government agencies - Beneficiaries
Coherence	<u>Integration of Cross-cutting Issues:</u> 10. Has the project effectively integrated ILO cross-cutting issues such as International Labour Standards (ILS), social dialogue, and environmental sustainability?	<ul style="list-style-type: none"> - Evidence of Integration of ILO cross-cutting issues in the project design - Consideration of environmental sustainability in project interventions 	<ul style="list-style-type: none"> - Project documentation - ILO guidelines - ILO and Project Team feedback - Constituents and other project stakeholders' feedback 	<ul style="list-style-type: none"> - Document review - Interviews/FG - Evaluation debriefing 	<ul style="list-style-type: none"> - Project team - ILO (HQ, RO, CO) - Workers - Employers - Government
Coherence	<u>Synergies and Coordination:</u> 11. Does the project collaborate with other initiatives and coordinate efforts to improve occupational safety and health in Mexico?	<ul style="list-style-type: none"> - Evidence of collaboration with other initiatives - Evidence of efforts to avoid duplication and ensure complementarity - Stakeholder feedback on coordination effectiveness 	<ul style="list-style-type: none"> - Project documentation - TPRs /Project products - ILO and Project Team feedback - Other projects' representatives feedback - Partnership agreements 	<ul style="list-style-type: none"> - Document review - Interviews/FG - Evaluation debriefing 	<ul style="list-style-type: none"> - Project team - ILO (HQ, RO, CO) - Donor - Government agencies - Other Projects and Agencies
Effectiveness	<u>Delivery of Outputs and Results:</u>	<ul style="list-style-type: none"> - Achievement of project milestones and deliverables. 	<ul style="list-style-type: none"> - Project documentation - TPRs /Project products 	<ul style="list-style-type: none"> - Document review - Interviews/FG - Evaluation debriefing 	<ul style="list-style-type: none"> - Project team - ILO (HQ, RO, CO) - Donor

Evaluation Criteria	Evaluation Question	Indicators	Data Sources	Data Collection Methods	Stakeholders/Informants
	<p>12. To what extent has the Project achieved its planned outputs and results?;</p> <p>13. What were the main challenges faced during implementation, and how did the project contribute to addressing them?</p>	<ul style="list-style-type: none"> - Identification and analysis of internal and external challenges. - Success factors and contributions identified through stakeholder interviews and project reviews - Alignment of project contributions with VZF objectives. 	<ul style="list-style-type: none"> - ILO and Project Team feedback - Constituents and other project stakeholders' feedback - Beneficiaries feedback 		<ul style="list-style-type: none"> - Workers - Employers - Government agencies - Other Projects and Agencies - Beneficiaries
Effectiveness	<p><u>Progress and Disparities:</u></p> <p>14. Are there significant variations in progress within the chili and tomato supply chains?</p> <p>15. What factors explain differences in progress across different intervention scopes?</p>	<ul style="list-style-type: none"> - Progress disparities between different supply chains and intervention levels. - Contextual factors contributing to differences - Strategies to address disparities. 	<ul style="list-style-type: none"> - Project documentation - TPRs /Project products - ILO and Project Team feedback - Constituents and other project stakeholders' feedback - Beneficiaries feedback 	<ul style="list-style-type: none"> - Document review - Interviews/FG - Evaluation debriefing 	<ul style="list-style-type: none"> - Project team - ILO (HQ, RO, CO) - Workers - Employers - Government agencies - Beneficiaries
Effectiveness	<p><u>Addressing OSH Deficits and Inclusion:</u></p> <p>16. How effectively is the Project addressing OSH challenges for women and vulnerable workers⁵⁶ in the chili and tomato supply chains?; Are the goals of gender equality, non-discrimination, and</p>	<ul style="list-style-type: none"> - Gender-specific outcomes and achievements - Documentation and evidence of targeted interventions for vulnerable groups - Evidence of progress in achieving gender equality objectives. 	<ul style="list-style-type: none"> - Project documentation - TPRs /Project products - ILO and Project Team feedback - Constituents and other project stakeholders' feedback - Beneficiaries feedback - Gender-specific OSH reports 	<ul style="list-style-type: none"> - Document review - Interviews/FG - Evaluation debriefing 	<ul style="list-style-type: none"> - Project team - ILO (HQ, RO, CO) - Workers - Employers - Government agencies - Beneficiaries

⁵⁶ **Vulnerable workers:** While there is no generally accepted definition of “vulnerable worker”, the term is often used to refer to those for whom employment is often precarious, poorly paid, sometimes dangerous, and who often suffer from some form of discrimination. Such workers nevertheless have a number of characteristics in common, namely: gender or age; often economically, socially and/or politically marginalized; may work in physical, geographical, social or cultural isolation; could be physically disabled; are often poorly organized and represented by trade unions or other workers organizations, if at all; are often not covered by labor legislation, especially in the case of the informal economy. In this project, the term vulnerable workers is used mostly to refer to migrants, women, temporary workers, people with disabilities, the elderly and the indigenous population, who are often affected by one or many of the situations described, which results in them being exposed to situations of OSH hazards.

Evaluation Criteria	Evaluation Question	Indicators	Data Sources	Data Collection Methods	Stakeholders/Informants
	protection of vulnerable workers being met?		- Vulnerable groups' protection assessments		
Effectiveness	<p><u>Stakeholder Participation and Collaboration:</u></p> <p>17. What level and type of participation did ILO constituents, stakeholders, and beneficiaries demonstrate at various project levels?</p> <p>18. What mechanisms, if any, facilitate effective collaboration among stakeholders, including tripartite social dialogue?</p>	<ul style="list-style-type: none"> - Evidence of stakeholder engagement processes and outcomes - Factors influencing effective participation - Collective action effectiveness - Identification of successful mechanisms for promoting social dialogue. 	<ul style="list-style-type: none"> - Project documentation - TPRs /Project products - ILO and Project Team feedback - Constituents and other project stakeholders' feedback 	<ul style="list-style-type: none"> - Document review - Interviews/FG - Evaluation debriefing 	<ul style="list-style-type: none"> - Project team - ILO (HQ, RO, CO) - Donor - Workers - Employers - Government agencies
Efficiency	<p><u>Governance Structure and Management:</u></p> <p>19. Does the governance structure and management model of the Project effectively support the delivery of outputs, the achievement of results, and efficient implementation?</p> <p>20. To what extent is the strategic support from VZF Secretariat contributing to the attainment of project results?</p>	<ul style="list-style-type: none"> - Evaluation of project governance structure effectiveness - Documentation/evidence of support from global and national governance bodies - Contribution of governance bodies to project results. 	<ul style="list-style-type: none"> - Project documentation - TPRs /Project products - ILO and Project Team feedback - Constituents and other project stakeholders' feedback - Governance structure documents 	<ul style="list-style-type: none"> - Document review - Interviews/FG - Evaluation debriefing 	<ul style="list-style-type: none"> - Project team - ILO (HQ, RO, CO) - Donor - Workers - Employers - Government agencies
Efficiency	<p><u>Support from Partners and Stakeholders:</u></p> <p>21. Is the intervention receiving sufficient political, technical, and administrative support from</p>	<ul style="list-style-type: none"> - Assessment of support from national partners - Assessment of support from CO, RO, HQ 	<ul style="list-style-type: none"> - TPRs /Project products - ILO and Project Team feedback - Constituents and other project stakeholders' feedback 	<ul style="list-style-type: none"> - Document review - Interviews/FG - Evaluation debriefing 	<ul style="list-style-type: none"> - Project team - ILO (HQ, RO, CO) - Donor - Workers - Employers - Government agencies

Evaluation Criteria	Evaluation Question	Indicators	Data Sources	Data Collection Methods	Stakeholders/Informants
	national partners, including the ILO country office, regional technical specialists, and the responsible technical unit at headquarters?				
Impact Orientation and Sustainability	<p><u>Strengthening Institutional Capacities:</u></p> <p>22. How is the Project contributing to strengthening the capacities of relevant institutions in Mexico to promote OSH in the chili and tomato supply chains during the midterm period?</p> <p>23. Can these capacity-building changes be attributed to the Project at this stage, and what other factors may have influenced them?</p>	<ul style="list-style-type: none"> - Evidence of institutional capacity building outcomes - Causal links between project activities and institutional changes. - Identification of external factors contributing to capacity building. 	<ul style="list-style-type: none"> - TPRs /Project products - ILO and Project Team feedback - Constituents and other project stakeholders' feedback - Capacity-building reports - Causal link assessments 	<ul style="list-style-type: none"> - Document review - Interviews/FG - Evaluation debriefing 	<ul style="list-style-type: none"> - Project team - ILO (HQ, RO, CO) - Donor - Workers - Employers - Government agencies - Other Projects and Agencies - Beneficiaries
Impact Orientation and Sustainability	<p><u>Institutional Appropriation and Midterm Sustainability:</u></p> <p>24. To what extent have relevant institutions within the chili and tomato supply chain in Mexico started to embrace and integrate the tools developed within the Project during the midterm assessment?; Are these institutions showing willingness to sustain the results beyond the Project's midterm phase?</p> <p>25. What initial operational structures and budgetary</p>	<ul style="list-style-type: none"> - Evidence of institutional buy-in and appropriation - Evidence of tools institutionalization - Commitment and readiness to sustain project results - Availability of resources for continued OSH efforts 	<ul style="list-style-type: none"> - TPRs /Project products - ILO and Project Team feedback - Constituents and other project stakeholders' feedback 	<ul style="list-style-type: none"> - Document review - Interviews/FG - Evaluation debriefing 	<ul style="list-style-type: none"> - Project team - ILO (HQ, RO, CO) - Donor - Workers - Employers - Government agencies - Other Projects and Agencies

Evaluation Criteria	Evaluation Question	Indicators	Data Sources	Data Collection Methods	Stakeholders/Informants
	measures have been put in place to ensure midterm sustainability?				
Impact Orientation and Sustainability	<p><u>Midterm Impact on Legal and Regulatory Frameworks:</u></p> <p>26. Has the Project begun to impact the improvement of national legal and regulatory frameworks regarding OSH enforcement, design, and implementation of public policies, programs, or strategies within the midterm period?</p>	<ul style="list-style-type: none"> - Evidence of influence on legal and regulatory changes - Documentation of policy impact on OSH in the supply chains - Stakeholder perceptions of the project's contribution to policy improvement. 	<ul style="list-style-type: none"> - TPRs /Project products - ILO and Project Team feedback - Constituents and other project stakeholders' feedback - Legal and regulatory documents - Policy improvement reports 	<ul style="list-style-type: none"> - Document review - Interviews/FG - Evaluation debriefing 	<ul style="list-style-type: none"> - Project team - ILO (HQ, RO, CO) - Donor - Workers - Employers - Government agencies - Other Projects and Agencies
Impact Orientation and Sustainability	<p><u>Midterm Effects on Vulnerable Workers and Gender Perspective:</u></p> <p>27. How has the Project progressed in reaching and benefiting the most vulnerable workers in the chili and tomato sectors during the midterm evaluation?</p> <p>28. What midterm effects and impacts have been observed in terms of reducing workplace OSH risks in the chili and tomato supply chain in Mexico, particularly for women workers?</p>	<ul style="list-style-type: none"> - Evaluation of the reach and impact on vulnerable workers - Reduction in OSH risks documented among final beneficiaries - Sustainability of OSH improvements in gender-sensitive supply chains - Progress towards improving OSH conditions for women workers. 	<ul style="list-style-type: none"> - TPRs /Project products - ILO and Project Team feedback - Constituents and other project stakeholders' feedback - Beneficiaries feedback - Gender progress reports 	<ul style="list-style-type: none"> - Document review - Interviews/FG - Evaluation debriefing 	<ul style="list-style-type: none"> - Project team - ILO (HQ, RO, CO) - Donor - Workers - Employers - Government agencies - Other Projects and Agencies - Beneficiaries

Annex 3 Interview Guides

ILO and Project Team

I. Introduction to the interview

Thank you for participating in this interview. Our names are Rafael Munoz and Janett Salvador. We are the consultants conducting the Midterm Independent Evaluation of the Improving workers' occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project.

The purpose of this interview is to help us better understand the project, its results and effects. In order to do so, I would like you to respond to some questions, **based on your experience and perspective** as a stakeholder on the ILO Project.

The interview will take about 45-60 min. of your time.

Your answers will be treated with the strictest **confidentiality**.

The evaluators will ask the respondent to introduce him/herself and his/her role/participation in the project

Do you have any questions before we begin?

II. Evaluation questions

Relevance

1. Please explain how the rationale and objectives of the project align with the specific needs and challenges of workers in the chili and tomato supply chains in Mexico.
2. How well does the Vision Zero Fund's work address the specific OSH needs within the chili and tomato supply chain in Mexico?
2. To what extent was the project design informed by the needs, priorities, and capacities of constituents, stakeholders, and beneficiaries?
3. To what extent has the project been relevant in supporting Mexico's efforts and alignment with the implementation of the USMCA (United States-Mexico-Canada Agreement), considering its role within a significant portfolio financed by the USDOL (US Department of Labor) and the broader context of USMCA-related initiatives?
3. How effectively has the project aligned with Mexico's national and/or territorial policies on occupational safety and health (OSH) in the chili and tomato supply chain?
4. How does the project align with international ILO's strategy on OSH as well as the global results framework of VZF and Safety+Health for All Flagship programme, the ILO Decent Work Country Programme in Mexico, the United Nations Cooperation Framework in Mexico, and the 2030 Agenda for Sustainable Development?
6. What key lessons has the project learned from the COVID-19 crisis as well as from the previous VZF project in the coffee chain in Mexico, and how have these lessons influenced the current project's approach?

Coherence

1. Can you describe the overall logic and coherence of the project design? How do the different project components and activities contribute to achieving the overall objectives?
2. To what extent does the project design identify and mitigate potential risks associated with the intervention? Are there any specific risk mitigation measures that have been particularly effective?
3. Does the project have clear and measurable indicators at the level of results and specific outputs? Can you explain how these indicators are used to track progress and assess the project's effectiveness?
4. Are the planned objectives for the project realistic and achievable within the timeframe of the project? If not, what are the challenges that may affect the project's ability to meet its objectives?
5. How does the project design contribute to the achievement of gender equality, non-discrimination, and the protection of vulnerable groups in the chili and tomato supply chains? Can you provide specific examples of how the project addresses these issues?
6. To what extent does the project integrate other ILO cross-cutting issues such as International Labour Standards (ILS), tripartite social dialogue, and environmental sustainability? Can you provide examples of how these issues are addressed in the project's design and implementation?
7. How has the project established synergies, avoided duplication of efforts, and coordinated with government-led efforts (national and regional) or donor-funded interventions to improve occupational safety and health in Mexico? Can you provide specific examples of collaboration and coordination with other stakeholders?

Effectiveness

1. To what extent has the project delivered the planned outputs and achieved the expected results? Can you provide specific examples of successful project activities and outcomes?
2. What have been the main internal and external constraints/challenges faced during the implementation of the project? How has the project team addressed these challenges?
3. What were the critical success factors for the project? What specific contributions have been made by the ILO to the project's success?
5. Are there significant differences in progress between outcomes in the chili and tomato chain and between the level of intervention scope (workplace/industry, national, global)? If so, what are the reasons for this?
6. To what extent has the project addressed the specific problems (OSH deficits) of women and other vulnerable groups in the chili and tomato supply chains? Can you provide examples of how the project has prioritized these groups?
7. Have the inclusion objectives of gender equality, non-discrimination, and the protection of vulnerable groups been achieved in the chili and tomato supply chains? What factors have contributed to or hindered the achievement of these objectives?
8. What has been the level and type of effective participation of constituents, stakeholders, and beneficiaries/participants in the implementation of the project, at national and provincial levels? What factors explain this level of participation?

10. What have been the most effective mechanisms used by the Project to promote tripartite social dialogue and collective action?

Efficiency

1. Is the governance structure and management model of the project facilitating the delivery of outputs, the achievement of results, and efficient implementation?

2. Is the project receiving adequate political, technical, and administrative support from national partners, the country office, regional technical specialists, and the technical unit responsible for headquarters?

3. To what extent is the strategic support from VZF Secretariat contributing to the attainment of project results?

Impact Orientation and Sustainability

1. How is the Project contributing to strengthening the capacities of relevant institutions in Mexico to promote OSH in the chili and tomato supply chains during the midterm period?

2. Can these capacity-building changes be attributed to the Project at this stage, and what other factors may have influenced them?

3. To what extent have relevant institutions within the chili and tomato supply chain in Mexico started to embrace and integrate the tools developed within the Project during the midterm assessment?; Are these institutions showing willingness to sustain the results beyond the Project's midterm phase?

4. What initial operational structures and budgetary measures have been put in place to ensure midterm sustainability?

5. Has the Project begun to impact the improvement of national legal and regulatory frameworks regarding OSH enforcement, design, and implementation of public policies, programs, or strategies within the midterm period?

6. How has the Project progressed in reaching and benefiting the most vulnerable workers in the chili and tomato sectors during the midterm evaluation?

7. What midterm effects and impacts have been observed in terms of reducing workplace OSH risks in the chili and tomato supply chain in Mexico, particularly for women workers?

Do you have any recommendations that may be useful to the ILO in Improving workers' occupational safety and health in the chili pepper and tomato supply chains?

Government, workers, employers and other national stakeholders

I. Introduction to the interview

Thank you for participating in this interview. Our names are Rafael Munoz and Janett Salvador. We are the consultants conducting the Midterm Independent Evaluation of the Improving workers' occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project.

The purpose of this interview is to help us better understand the project, its results and effects. In order to do so, I would like you to respond to some questions, **based on your experience and perspective** as a stakeholder on the ILO Project.

The interview will take about 45-60 min. of your time.

Your answers will be treated with the strictest **confidentiality**.

The evaluators will ask the respondent to introduce him/herself and his/her role/participation in the project

Do you have any questions before we begin?

II. Evaluation questions

Relevance:

1. How relevant is VZF's work to the chili and tomato supply chain and its OSH needs?
2. Was the Project designed and implemented in accordance with the needs, priorities, and capacities of constituents, stakeholders, and beneficiaries?
3. What is the level of alignment of the Project with Mexico's national and/or territorial policies on OSH in the chili and tomato supply chain?
4. What key lessons has the project learned from the COVID-19 crisis as well as from the previous VZF project in the coffee chain in Mexico, and how have these lessons influenced the current project's approach?
5. To what extent has the project been relevant in supporting Mexico's efforts and alignment with the implementation of the USMCA (United States-Mexico-Canada Agreement), considering its role within a significant portfolio financed by the USDOL (US Department of Labor) and the broader context of USMCA-related initiatives?

Coherence:

1. Are the planned objectives realistic, taking into account the implementing time of the Project?
2. To what extent does the design of the project contribute to the achievement of gender equality, non-discrimination, and the protection of vulnerable groups in the chili and tomato supply chains?
3. To what extent has the project established synergies, avoided duplication of efforts, and coordinated with government-led efforts or donor-funded interventions to improve occupational safety and health in Mexico?

Effectiveness:

1. To what extent has the Project delivered the outputs and achieved the planned design results?
2. What have been the main internal and external constraints/challenges faced during implementation?

3. What were the critical success factors, and what have been the main contributions of the ILO?
4. Are there significant differences in progress between outcomes in the chili and tomato chain, and between the level of intervention scope (workplace/industry, national, global)? If so, what are the reasons?
5. To what extent has the Project addressed the specific problems (OSH deficits) of women and other vulnerable groups in the chili and tomato supply chains?

Efficiency:

1. Does the governance structure and management model of the Project facilitate the delivery of outputs, the achievement of results, and efficient implementation?
2. Has the strategic support of employers' and workers' organizations contributed to the achievement of project results?

Impact Orientation and Sustainability:

1. How is the Project contributing to strengthening the capacities of relevant institutions in Mexico to promote OSH in the chili and tomato supply chains during the midterm period?
2. Can these capacity-building changes be attributed to the Project at this stage, and what other factors may have influenced them?
3. To what extent have relevant institutions within the chili and tomato supply chain in Mexico started to embrace and integrate the tools developed within the Project during the midterm assessment?; Are these institutions showing willingness to sustain the results beyond the Project's midterm phase?
4. What initial operational structures and budgetary measures have been put in place to ensure midterm sustainability?
5. Has the Project begun to impact the improvement of national legal and regulatory frameworks regarding OSH enforcement, design, and implementation of public policies, programs, or strategies within the midterm period?
6. How has the Project progressed in reaching and benefiting the most vulnerable workers in the chili and tomato sectors during the midterm evaluation?
7. What midterm effects and impacts have been observed in terms of reducing workplace OSH risks in the chili and tomato supply chain in Mexico, particularly for women workers?

Do you have any recommendations that may be useful to the ILO in Improving workers' occupational safety and health in the chili pepper and tomato supply chains?

Donor (USDOL)

I. Introduction to the interview

Thank you for participating in this interview. Our names are Rafael Munoz and Janett Salvador. We are the consultants conducting the Midterm Independent Evaluation of the Improving workers' occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project.

The purpose of this interview is to help us better understand the project, its results and effects. In order to do so, I would like you to respond to some questions, **based on your experience and perspective** as a stakeholder on the ILO Project.

The interview will take about 45-60 min. of your time.

Your answers will be treated with the strictest **confidentiality**.

The evaluators will ask the respondent to introduce him/herself and his/her role/participation in the project

Do you have any questions before we begin?

II. Evaluation questions

Relevance:

1. To what extent has the project been relevant in supporting Mexico's efforts and alignment with the implementation of the USMCA (United States-Mexico-Canada Agreement), considering its role within a significant portfolio financed by the USDOL (US Department of Labor) and the broader context of USMCA-related initiatives?
2. How relevant is VZF's work to the chili and tomato supply chain and its OSH needs?
3. What key lessons has the project learned from the COVID-19 crisis as well as from the previous VZF project in the coffee chain in Mexico, and how have these lessons influenced the current project's approach?

Coherence:

1. Are the planned objectives realistic, taking into account the implementing time of the Project?
2. To what extent does the design of the project contribute to the achievement of gender equality, non-discrimination, and the protection of vulnerable groups in the chili and tomato supply chains?

Effectiveness:

1. To what extent has the Project delivered the outputs and achieved the planned design results?
2. What have been the main internal and external constraints/challenges faced during implementation?
3. What were the critical success factors, and what have been the main contributions of the ILO?
4. Are there significant differences in progress between outcomes in the chili and tomato chain, and between the level of intervention scope (workplace/industry, national, global)? If so, what are the reasons?
5. To what extent has the Project addressed the specific problems (OSH deficits) of women and other vulnerable groups in the chili and tomato supply chains?

Efficiency:

1. What were the main factors that contributed to the project's efficiency?
2. What could have been done to improve the project's efficiency?

Impact Orientation and Sustainability:

1. How is the Project contributing to strengthening the capacities of relevant institutions in Mexico to promote OSH in the chili and tomato supply chains during the midterm period?
2. Can these capacity-building changes be attributed to the Project at this stage, and what other factors may have influenced them?
3. To what extent have relevant institutions within the chili and tomato supply chain in Mexico started to embrace and integrate the tools developed within the Project during the midterm assessment?; Are these institutions showing willingness to sustain the results beyond the Project's midterm phase?
4. What initial operational structures and budgetary measures have been put in place to ensure midterm sustainability?
5. Has the Project begun to impact the improvement of national legal and regulatory frameworks regarding OSH enforcement, design, and implementation of public policies, programs, or strategies within the midterm period?
6. How has the Project progressed in reaching and benefiting the most vulnerable workers in the chili and tomato sectors during the midterm evaluation?
7. What midterm effects and impacts have been observed in terms of reducing workplace OSH risks in the chili and tomato supply chain in Mexico, particularly for women workers?

Do you have any recommendations that may be useful to the ILO in Improving workers' occupational safety and health in the chili pepper and tomato supply chains?

Annex 4 Focal groups with beneficiaries

Guía de los grupos focales

Objetivo:

Recopilar información detallada de los beneficiarios del proyecto Mejora de la seguridad y la salud en el trabajo de los trabajadores en las cadenas de suministro de chiles y tomates sobre sus experiencias, percepciones y comentarios sobre la eficacia, pertinencia y sostenibilidad del proyecto, centrándose en los aspectos generales y de género de la SST.

Introducción:

Bienvenidos y gracias por participar en este grupo de discusión. Sus experiencias y conocimientos como beneficiarios son invaluable para evaluar el impacto y la eficacia del Proyecto de la OIT en la mejora de la seguridad y salud ocupacional (SST) en las cadenas de suministro de Chile y tomate en Jalisco. Por favor, siéntase libre de compartir sus pensamientos abiertamente.

Presentaciones:

Para empezar, vamos a presentarnos. Comparta su nombre, función y una breve descripción de su participación en las cadenas de suministro de chiles y tomates.

Desarrollo:

Explorando las percepciones de la seguridad y la salud en el trabajo (20 minutos)

- ¿Cuáles son sus percepciones generales sobre la seguridad y salud ocupacional (SST) en su trabajo en la empresa?
- ¿Cuáles son los principales riesgos o riesgos laborales que usted o sus colegas experimentan en el lugar de trabajo, considerando tanto factores generales como específicos de género?

Comprensión de las experiencias con las intervenciones del proyecto (25 minutos)

- ¿Ha participado en alguna de las capacitaciones o algunas otras actividades sobre SST que les han brindado por parte de la OIT? Si es así, ¿cuáles?
- ¿Cuáles han sido sus experiencias generales sobre esas actividades, tanto en general como en términos de su enfoque específico en cuestiones de SST relacionadas con el género? ¿Cuáles han sido más útiles?

Evaluación de la eficacia del proyecto (15 minutos)

- ¿En qué medida cree que el proyecto ha mejorado las condiciones de SST en su trabajo?
- ¿Ha notado algún cambio en la forma en que los empleadores o directivos abordan las preocupaciones en materia de SST, en particular en relación con la igualdad de género y la inclusión?

Abordar la pertinencia y la sostenibilidad: un enfoque holístico (15 minutos)

- ¿Hasta qué punto cree que el enfoque del proyecto en la SST es relevante para las necesidades y prioridades de los trabajadores de la empresa?
- ¿Qué recomendaciones haría para mejorar esas actividades de capacitación?

- ¿Qué más se puede hacer para que personas que no han participado en las actividades lo hagan?

Cierre (5 minutos)

- Mensaje de cierre
- Muchas gracias por su participación!

Annex 5 List of Stakeholders Interviewed

Nombre	Organización	Cargo
Danielle Crooks	USDOL	Grant Officer's Representative
Marc Masson	USDOL	USDOL project M&E
Ockert Dupper	OIT Ginebra	Programme Manager VZF
María Munaretto	OIT Ginebra	Oficial Técnico VZF
Paul Wallot	OIT Ginebra	Oficial de Programa y operación VZF
Mini Thakur	OIT Ginebra	Oficial de M&E LABADMINOSH
Ana Catalina Ramirez	OIT Ginebra	Especialista de SST LABADMINOSH
Joaquin Pintado Nunes	OIT Ginebra	LABADMINOSH Branch Chief
Pedro Américo Furtado de Oliveira	Oficina País de la OIT en México	Director
Erika Flores	Oficina País de la OIT en México	Unidad de Programación
Ana García	Oficina País de la OIT en México	Oficial Nacional de Género
Yessica Calvario	OIT-Proyecto	Coordinadora
Oscar Baldenebro	OIT-Proyecto	Oficial de Monitoreo y Evaluación
José Luis Barradas	OIT-Proyecto	Oficial Nacional de Seguridad y Salud en el Trabajo
Rodrigo Pérez Ramírez	OIT-Proyecto	Oficial de Cadenas de Valor
Juan Cedeño	OIT-Proyecto	Oficial de Comunicación
Ariana Rubio	OIT-Proyecto	Administración y Finanzas
Leticia Soni	OIT-Proyecto	Administración y Finanzas
Pierre-Alexis Delord	OIT-Proyecto	Oficial de Proyecto en Jalisco
Jorge Arturo Ríos Badillo	Secretaría del Trabajo y Previsión Social (STPS) - CDMX	Director General de Relaciones Institucionales
Janet Ortega	Secretaría del Trabajo y Previsión Social (STPS) - CDMX	Subdirectora de Organismos y Mecanismos Multilaterales. Asuntos Internacionales
Mara Salazar	Secretaría del Trabajo y Previsión Social (STPS) - CDMX	Directora de Asuntos Hemisféricos. Asuntos Internacionales
Cointa Lagunes	Secretaría del Trabajo y Previsión Social (STPS) - CDMX	Directora de Seguridad y Salud en el Trabajo
Rebeca Velasco Reyna	Instituto Mexicano Del Seguro Social (IMSS) - CDMX	Coordinadora de Salud en el Trabajo
Ricardo Alonso Rivera Beltrán	Instituto Mexicano Del Seguro Social (IMSS) - CDMX	Coordinador de Prevención de Riesgos de Trabajo
Gabriel Alejandro Real Ornelas	Instituto Mexicano Del Seguro Social (IMSS) - CDMX	Coordinador Normativo Homólogo
Patricia Hernández	Confederación de Trabajadores de México (CTM) - CDMX	Coordinadora de Programas de la CTM y Punto Focal para el VZF
Bélgica Jimenez Solano	Instituto Mexicano Del Seguro Social (IMSS) - Jalisco	Especialista en Seguridad Laboral
Jesús Efraín Gracia Cholico	Instituto Mexicano Del Seguro Social (IMSS) - Jalisco	Coordinador de Seguridad
Paola Lazo Corvera	Secretaría de Igualdad Sustantiva entre Mujeres y Hombres (SISEMH) - Jalisco	Secretaria de Igualdad Sustantiva entre Mujeres y Hombres
Badi Zárate	Secretaría de Igualdad Sustantiva entre Mujeres y Hombres (SISEMH) - Jalisco	Director de Cooperación y Vinculación
Karina González	Secretaría de Igualdad Sustantiva entre Mujeres y Hombres (SISEMH) - Jalisco	Encargada de la Red de Vinculación Empresarial

Nombre	Organización	Cargo
Ana Paula Morales	Secretaría de Igualdad Sustantiva entre Mujeres y Hombres (SISEMH) - Jalisco	Jefa de Cooperación Internacional
Minerva Medina Enríquez	Secretaría de Agricultura y Desarrollo Rural (SADER) - Jalisco	Directora de Área de Extensionismo y Capacitación Rural
Rubén Darío Larios	Secretaría del Trabajo y Previsión Social (STPS)-Jalisco	Director
Dafne Garcia	Secretaría del Trabajo y Previsión Social (STPS)-Jalisco	Asistente
Lupita Cedeño	Secretaría del Trabajo y Previsión Social (STPS)-Jalisco	Asistente
Karla de León	Confederación Patronal de la República Mexicana (COPARMEX) Jalisco	Especialista en Seguridad, Salud y Medio Ambiente
Álvaro Del Toro	Confederación Patronal de la República Mexicana (COPARMEX) Jalisco	
Alejandra Corona	Consejo de Cámaras Industriales de Jalisco CCIJ- Jalisco	Jefatura de capacitaciones
Noelia Caro	Consejo de Cámaras Industriales de Jalisco CCIJ- Jalisco	Directora general
Ignacio Gómez	Consejo de Desarrollo Agropecuario y Agroindustrial de Jalisco (CDAAJ) - Jalisco	Director General
Patricia Hernández	Confederación de Trabajadores de México (CTM)	Coordinadora de Programas de la CTM y Punto Focal para el VZF
Luis Trujillo	SUMATE- Jalisco	Secretario de Previsión Social
Gabriel Antonio Trujillo	SUMATE- Jalisco	Secretario General
Humberto Ortiz	SUMATE- Jalisco	Coordinador sindical
Julio Sedano	Protección Civil y Bomberos de Zapopan- Jalisco	Primer Oficial
Carlos Vargas	SESAJAL- Jalisco	Gerente de Desarrollos Agrícolas
Ignacio Aceves	Bonanza- Jalisco	Gerente de Producción
Edgar Jinéz Aguilar	Bonanza	Encargado del departamento de Seguridad y Salud en el Trabajo
Martín Villalobos Robles	Invertza- Jalisco	Gerente
Luz Gutierrez	Invertza- Jalisco	Socia
Emilia Grajeda Cuevas	Empaque	Beneficiario Etzatlán
Fernin H. D.	Producción	Beneficiario Etzatlán
Alma Nayeli Reyes Ruiz	Inocuidad	Beneficiario Etzatlán
Cynthia Barajas G.	Fumigación	Beneficiario Etzatlán
Dolores Gutiérrez Gómez	Producción	Beneficiario Etzatlán
Maria del Rosario Preciado Durán	Producción	Beneficiario Etzatlán
Julian Aaron Sierra Guevara	Producción	Beneficiario Etzatlán
Jose Darío Gomez	Producción	Beneficiario Etzatlán
Maria Elena Grajeda A.	Producción	Beneficiario Etzatlán
Angela Ramos Navarro	Recursos Humanos	Beneficiario Etzatlán
Felix Pacheco	Trabajador	Beneficiario Etzatlán
Cristhian Gomez Garcia	Labores	Beneficiario Etzatlán
Rubén Mateo Locodio	Labores	Beneficiario Autlán de Navarro
Victoria Lopez	Labores	Beneficiario Autlán de Navarro
Flora Lopez Hernandez	Labores	Beneficiario Autlán de Navarro

Nombre	Organización	Cargo
Perla Marel Tlocuik Mitteo	Labores	Beneficiario Autlán de Navarro
Brenda Eepanou Coloti	Labores	Beneficiario Autlán de Navarro
Margarita Tolentino	Labores	Beneficiario Autlán de Navarro
Miriam Rebeca Avalos Z.	Labores	Beneficiario Autlán de Navarro
Josefina Aguilar P.	Labores	Beneficiario Autlán de Navarro
Litzy Fabiola Carrillo R.	Labores	Beneficiario Autlán de Navarro

Annex 6 Project's alignment with broader ILO objectives

Alignment with the ILO DWCP and P&B

The evaluation has reviewed relevant documentation and concludes that the project VZF in Mexico is fully aligned with the Memorandum of Understanding for the Decent Work Program in Mexico (2019-2024) and the Country Programme Objectives (CPOs) as well as with the ILO Programme and Budget (P&B).

- Memorandum of Understanding for the Decent Work Program in Mexico (2019-2024)

The project is aligned with the Memorandum of Understanding (MoU) for the Decent Work Program in Mexico (2019-2024)⁵⁷. Through this MoU, the tripartite constituents (STPS, employers' and workers' representatives), along with the ILO, agreed to collaborate on four key priorities: 1) employment promotion and decent work, particularly for young people; 2) strengthening the social security and protection system; 3) the dissemination, application and compliance of national and international labor standards; and 4) the strengthening of effective tripartite social dialogue for the formulation and execution of labor and productivity policies

Moreover, the project contributes to the ILO's Country Programme Objective (CPO) MEX CPO 152: "Occupational safety and health improved in supply chains, and labor inspection at federal and state level managed more effectively".

- ILO Programme and Budget (P&B)

The Programme and Budget of the ILO sets out the strategic objectives and expected outcomes for the Organization's work in the biennium and is approved every two years by the International Labour Conference⁵⁸.

The project is aligned with and contributes to the following P&B outcomes:

Table 22. Project's alignment with the ILO P&B

Programme and Budget	Outcome of P&B
P&B for the biennium 2024–25	Outcome 6: Protection at work for all
P&B for the biennium 2022–23	Outcome 7: Adequate and effective protection at work for all
P&B for the biennium 2020-21	Outcome 7: Adequate and effective protection at work for all

Source: ILO : <https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/programme-and-budget/lang--en/index.htm>

⁵⁷ Memorandum de Entendimiento para el Programa de Trabajo Decente en México (https://www.ilo.org/mexico/publicaciones/WCMS_746148/lang-es/index.html)

⁵⁸Source: ILO : <https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/programme-and-budget/lang--en/index.htm>

Alignment with broader ILO strategies and programmes

The ILO administers the Fund and implements its projects. VZF is a central component of the ILO's Safety + Health for All Flagship Programme⁵⁹. In addition, the project is well aligned with broader ILO strategies and Programs such as the ILO Global Strategy on Occupational Safety and Health as well as the Vision Zero Fund Global Results Framework as detailed below.

- The ILO Global Strategy on Occupational Safety and Health

As requested by the ILO Governing Body at its 347th Session following the inclusion of a safe and healthy working environment as a fundamental principle and right at work, the International Labour Office prepared a revised Global Strategy on Occupational Safety and Health 2024-2030 and plan of action for its implementation⁶⁰.

The ILO Global Strategy on Occupational Safety and Health (2024–2030) and its implementation plan aim to enhance global OSH efforts. The Strategy is structured around improving national OSH frameworks, strengthening partnerships and investments, and enhancing workplace OSH management systems. The plan of action focuses on promoting international labor standards, knowledge dissemination, advocacy, technical assistance, and multilateral cooperation.

The project aligns significantly with the strategy by focusing on mitigating health crises and enhancing compliance with OSH laws in specified supply chains. Its emphasis on addressing immediate and long-term OSH improvements, with particular attention to vulnerable workers including women, informal workers, and migrant workers, reflects the strategy's pillars and guiding principles, including promoting a preventative safety and health culture and improving national OSH frameworks. Additionally, the project shows a clear orientation towards strengthening partnerships. Furthermore, key project interventions aim to enhance workplace OSH management systems.

- The ILO Safety + Health for All Flagship Programme:

The ILO's Safety + Health for All Flagship Programme aims at ensuring safe and healthy working conditions globally, recognizing occupational safety and health as a fundamental work right. Its key objectives include strengthening national OSH systems, enhancing social dialogue, improving data collection on workplace accidents and diseases, raising awareness and capacity for OSH, addressing the needs of vulnerable worker groups, and promoting international cooperation. This initiative supports sustainable development by integrating OSH into broader economic and social policies, aiming for a global culture of prevention and safety at work.

In the broader context, the Vision Zero Fund initiative is an integral component of the ILO's overarching Flagship Programme Safety + Health for All. This integration ensures that specific efforts like the Mexico project are part of the ILO/VZF global strategy to enhance OSH standards. The project in Jalisco thus represents more than a standalone effort; it embodies a global commitment to safety and health, contributing to the overarching goals of the Safety+Health for All initiative through sector-specific interventions.

The project aligns well with the Flagship Programme as it focuses on improving OSH in specific agricultural supply chains, embodying the Flagship Programme's comprehensive approach to ensuring safe and healthy working conditions for all workers, with particular attention to strengthening OSH systems, fostering social dialogue, enhancing data-driven decision-making, and addressing the needs of vulnerable workers.

⁵⁹ Vision Zero Fund Strategy 2019-2023

⁶⁰ https://www.ilo.org/global/topics/safety-and-health-at-work/policy-documents/WCMS_897539/lang--en/index.htm

- The Vision Zero Fund Global Results Framework

The project aligns with the Vision Zero Fund Global Results Framework through its targeted interventions aimed at enhancing occupational safety and health within specific agricultural supply chains in Jalisco, Mexico.

The VZF's Framework for Action focuses on three core interventions⁶¹:

Intervention 1 Linking Research to Policy

Strategic Outcome 1. *Strengthened global, regional and national enabling environments for the promotion of safe and healthy working conditions in targeted GSCs⁶².*

Description: VZF works to improve coordination among academics, researchers and policy institutions of knowledge on OSH in GSCs and organizes global, regional and country level, public and private stakeholders' meetings to design and implement industry and/or country-wide strategies to foster compliance with OSH standards along the targeted GSCs.

The project supports government agencies, employers' and workers' organizations, producers, companies, and other stakeholders in creating an enabling environment and promoting coordination and dialogue that allows for the improvement and strengthening of OSH capacities to respond to health-related crises in the chili pepper and tomato supply chains (Outcome 1) as well as to foster compliance with OSH standards (Outcome 2)

In addition, the project aligns with this global VZF outcome by generating and (potentially) utilizing research (e.g., drivers and constraints study; heat stress study) to inform implementation strategies aimed at enhancing OSH standards within the chili pepper and tomato supply chains.

Intervention 2 Strengthening Legal and Policy Frameworks

Strategic Outcome 2. *Improved legal and policy frameworks to promote and enforce OSH protection, prevention and compensation in targeted GSCs.*

Description: VZF carries out assessments on the drivers and constraints for OSH improvements in targeted supply chains, including their legal and institutional environment in selected producing countries. Findings are used to develop tailor-made interventions to strengthen policy makers' capacity to collect and analyse data and reinforce the country's legal and policy frameworks that impact OSH outcomes.

The project conducted an assessment of the drivers and constraints for improving OSH within the chili pepper and tomato supply chains, utilizing an established ILO methodology employed in all VZF country projects⁶³. This assessment provided insights into each selected value chain, including its drivers and constraints regarding decent work and OSH, and how these factors impact the various groups of workers within the value chain. Furthermore, according to the project team and other ILO officials interviewed by the evaluators, the assessment facilitated the identification of strategic entry points, and the formulation of strategies for enhancing OSH standards in the chili and tomato value chains in Jalisco. Additionally, Outcome 2 of the project aims to strengthen compliance with OSH laws and policies in both supply chains.

⁶¹ Vision Zero Fund Strategy 2019-2023.

⁶² GSCs: Global Supply chains

⁶³ See https://www.ilo.org/safework/projects/WCMS_635157/lang--en/index.htm (Accessed on February 13th, 2023)

Intervention 3 Accelerating Workplace Improvements

Strategic Outcome 3. *Improved application of OSH prevention, protection and compensation mechanisms for women and men working in targeted GSCs.*

Description: Workplace level activities support country level efforts, and pilot innovative, small-scale improvement models. Through capacity development activities and technical assistance, VZF seeks to improve employers' and workers' capacities and mechanisms to promote OSH, and to empower workers to significantly engage in the promotion of such issues. When possible, activities are implemented jointly with other ILO initiatives such as the Flagship Programme on OSH, Better Work, and SCORE.

The project seeks to improve occupational safety and health by enhancing employers' and workers' capacities and engagement to promote OSH through capacity-building activities and technical support. These efforts aim to equip stakeholders with the knowledge and skills needed to recognize and mitigate workplace hazards effectively. Additionally, the project provides guidance and assistance in implementing best practices and OSH standards.

Annex 7. ILO portfolio of USDOL-funded projects in Mexico

The USMCA implementation legislation includes financial resources for ILAB for USMCA-related technical assistance projects. By funding such projects, ILAB supports the Government of Mexico and other stakeholders in implementing labor reform, strengthening labor standards to protect workers, promoting acceptable conditions of work, and addressing risks of child labor and forced labor.⁶⁴

As illustrated in the table below, the ILO Country Office (CO) in Mexico is currently engaged in seven technical cooperation projects, four of which are funded by the USDOL. The three remaining projects are supported by Core Voluntary Funds (RBSA) and contributions from the private sector. With a total budget of USD 28,211,709 for these initiatives, the USDOL-funded projects represent a substantial portion (96%) amounting to USD 27,145,000.

Table 23. Mexico's Country Office technical cooperation projects

Project title	Donor	Start date	End date	Budget (USD)
Improving workers' occupational safety and health in selected supply chains in Mexico – A Vision Zero Fund Project	United States (USDOL)	01/01/2021	31/12/2025	6,150,000
Observation and Engagement for Freedom of Association and Collective Bargaining Rights Realization (OBSERVAR) Initiative	United States (USDOL)	23/08/2023	22/08/2026	5,000,000
Building a comprehensive government approach to combatting child labor and forced labor in Mexico	United States (USDOL)	29/03/2022	31/03/2027	13,000,000
Strengthening Civil Society to Protect and Advocate for Migrant Workers	United States (USDOL)	01/01/2024	30/06/2028	2,995,000
Subtotal USDOL				27,145,000
Recuperación del empleo frente al COVID19 en Coahuila con un enfoque de transición justa	Core voluntary funds (RBSA)	01/07/2021	05/01/2024	498,535
Promoviendo la transición justa en contextos de recuperación económica y cambio climático en México. De economías grises a economías verdes.	Core voluntary funds (RBSA)	01/03/2023	31/10/2024	300,000
Leveraging social protection systems to support parents to provide the best care for their children	Private Sector	23/07/2022	31/08/2024	268,174
Subtotal RBSA + Private sector				1,066,709
Grand total				28,211,709

Source: ILO Development Cooperation Dashboard

This financial snapshot underlines the dominant role of USDOL in supporting the ILO's mission in Mexico, with RBSA and private sector contributions representing a smaller yet significant share of the funding landscape.

Feedback from ILO staff at both the Country Office and Headquarters highlights the pivotal role of USDOL-funded projects in addressing the pressing needs of the ILO's constituents in Mexico. These projects are instrumental in tackling critical issues such as OSH, freedom of association, collective bargaining rights, child labor, forced labor, and the protection and advocacy for migrant workers. Such initiatives not only respond to immediate challenges but also contribute strategically to the ILO's broader agenda for decent work in Mexico.

In addition, the USDOL-funded projects have a direct impact on the ILO-Mexico's contributions to the ILO Programme and Budget (P&B 2024-2025), particularly outcomes 1, 6, and 7. This alignment underlines the relevance and importance of these projects in furthering the ILO's global strategic objectives.

⁶⁴ Source: ILAB: <https://www.dol.gov/agencies/ilab/our-work/trade/labor-rights-usmca>

Annex 8 ILO Project Sustainability Assessment Matrix

Matrix 1: Sustainability - Project Design

INDICADORES	Criterio CAD-OCDE al que se vincula	#	CRITERIOS DE CUMPLIMIENTO	PUNTAJE ASIGNADO	MÉTRICA DE CUMPLIMIENTO
I. Participación de socios y contrapartes y gestión de riesgos					
(I.1) Los mandantes participan activamente en el diseño e implementación del Proyecto y esta participación se refleja en que los principales elementos de la intervención son coherentes con las necesidades /	Coherencia	I.1.1	<p>Los mandantes (representantes de gobierno, empleadores y trabajadores) participan activamente en el diseño del Proyecto.</p> <p>a) Como responsables principales b) Participando en reuniones / discusiones de trabajo c) Como proveedores de información estadística u otros insumos técnicos cuando existe una brecha de información d) Haciendo comentarios al diseño e) Asumiendo compromisos para la implementación</p>		<p>3. Los 3 mandantes (gobierno, empleadores y trabajadores) participan en el diseño del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e) 2. 2 mandantes participan en el diseño del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e) 1. 1 mandante participa en el diseño del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e) 0. Ningún mandante participa en el diseño del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p>

<p>demandas / intereses de los mandantes</p>	<p>Relevancia</p>	<p>I.1.2. Los siguientes elementos de la intervención:</p> <ul style="list-style-type: none"> a) Los objetivos / resultados b) Los productos / actividades / estrategias c) La población objetivo / alcance geográfico d) Los socios o actores involucrados <p>se derivan o son coherentes con las demandas / necesidades / intereses de los mandantes durante el proceso de diseño del Proyecto</p>	<p>3. El diseño de la intervención se deriva o es coherente con las demandas / acuerdos / consensos de los mandantes en al menos 3 de los elementos mencionados (a, b, c o d)</p> <p>2. El diseño de la intervención se deriva o es coherente con las demandas / acuerdos / consensos de los mandantes en 2 de los elementos mencionados (a, b, c o d)</p> <p>1. El diseño de la intervención se deriva o es coherente con las demandas / acuerdos / consensos de los mandantes en 1 de los elementos mencionados (a, b, c o d)</p> <p>0. El diseño de la intervención no se deriva ni es coherente con las demandas / acuerdos / consensos de los mandantes en ninguno de los elementos mencionados (a, b, c ni d)</p> <p><i>Nota. Si en el indicador I.1.1 el puntaje es "0", automáticamente en este indicador I.1.2 el puntaje también será "0"</i></p>
<p>(I.2) El Proyecto gestiona los principales riesgos de la ejecución de la intervención</p>	<p>Coherencia</p>	<p>I.2.1. El documento de diseño del Proyecto (PRODOC) cumple con los siguientes elementos:</p> <ul style="list-style-type: none"> a) Identifica los principales riesgos operativos, estratégicos, políticos, reputacionales que pueden afectar el logro y la sostenibilidad de los resultados y, para el caso de proyectos con población beneficiaria final, identifica los principales riesgos de abuso sexual y otras faltas de conducta respecto a dicha población que 	<p>3. El documento de diseño del Proyecto identifica los principales riesgos, los cuantifica y plantea medidas de mitigación de la probabilidad de ocurrencia y de los efectos de los riesgos identificados (cumple a, b y c)</p> <p>2. El documento de diseño del Proyecto identifica los principales riesgos; y adicionalmente, cuantifica estos riesgos o plantea medidas de mitigación (cumple a y adicionalmente b o c)</p>

		<p>pueden afectar a las personas receptoras de la asistencia técnica de la OIT y a la propia Organización.</p> <p>b) Cuantifica estos riesgos en términos de su probabilidad de ocurrencia (alta, media, baja) y de su importancia (alta, media, baja) en relación con la concreción de actividades y productos y con el logro de los resultados</p> <p>c) Plantea medidas de mitigación de la probabilidad de ocurrencia y/o de los efectos de los riesgos identificados</p>	<p>1. El documento de diseño del Proyecto identifica los principales riesgos pero no los cuantifica ni contempla medidas de mitigación (cumple a)</p> <p>0. El documento de diseño del Proyecto no identifica los principales riesgos, su cuantificación ni las medidas de mitigación (no cumple a, b ni c)</p>
<p>(I.3) El Proyecto gestiona medidas para garantizar la sostenibilidad así como una estrategia de salida o transición para favorecer la continuidad de sus resultados</p>	Coherencia	<p>I.3.1. El documento de diseño del Proyecto (PRODOC) incluye la identificación de:</p> <p>a) Los supuestos críticos para la sostenibilidad de la intervención a nivel: político, normativo, institucional, financiero, recursos y capacidades humanas, y/o avances técnicos/tecnológicos</p> <p>b) Las estrategias para contribuir al cumplimiento de estos supuestos</p> <p>c) Una estrategia de salida con un plan de transferencia de responsabilidades y entrega del Proyecto de manera gradual y efectiva a los socios nacionales</p>	<p>3. El documento de diseño del Proyecto identifica los supuestos críticos, las estrategias para contribuir al cumplimiento de estos supuestos y una estrategia de salida (cumple a, b y c)</p> <p>2. El documento de diseño del Proyecto identifica los supuestos críticos; y adicionalmente las estrategias para contribuir al cumplimiento de estos supuestos o una estrategia de salida (cumple a y adicionalmente b o c)</p> <p>1. El documento de diseño del Proyecto identifica los supuestos críticos pero no las estrategias para contribuir al cumplimiento de estos supuestos y tampoco una estrategia de salida (cumple a)</p> <p>0. El documento de diseño del Proyecto no identifica los supuestos críticos, las estrategias para contribuir al cumplimiento ni una estrategia de salida (no cumple a, b ni c)</p>

<p>(I.4) El Proyecto tiene estrategias explícitas para hacer frente al contexto de la pandemia y, eventualmente, de post pandemia</p>	<p>Coherencia</p>	<p>I.4.1. El documento del diseño del Proyecto (PRODOC) explicita que se llevarán a cabo acciones de generación de información y acciones de formación y asistencia técnica a los mandantes / socios nacionales para hacer frente al contexto de pandemia:</p> <p>a) Acciones de generación de información: realización de estudios, investigaciones sobre los efectos (reales y potenciales) de la pandemia en el problema que se quiere contribuir a resolver y/o en la institucionalidad existente para hacer frente al problema (<i>ver ejemplos en la pestaña "Definiciones-Ejemplos"</i>)</p> <p>b) Acciones de formación y asistencia técnica a los mandantes / socios nacionales: provisión de herramientas teóricas y metodológicas para que puedan analizar el impacto del COVID-19; asistencia técnica en la identificación de las medidas a implementar para mitigar los efectos negativos del COVID-19; asistencia técnica para la elaboración de políticas públicas y movilización de recursos; intercambio de experiencias con otros países sobre el impacto de la COVID-19 y de las medidas implementadas.</p>	<p>3. El documento de diseño del Proyecto explicita que se llevarán a cabo acciones de generación de información, así como acciones de formación y asistencia técnica (cumple a y b)</p> <p>2. El documento de diseño del Proyecto explicita que se llevarán a cabo acciones de formación y asistencia técnica pero no acciones de generación de información (cumple b)</p> <p>1. El documento de diseño del Proyecto explicita que se llevarán a cabo acciones de generación de información pero no acciones de formación y asistencia técnica (cumple a)</p> <p>0. El documento de diseño del Proyecto no explicita que se llevarán a cabo acciones de generación de información, ni acciones de formación y asistencia técnica (no cumple a ni b)</p>
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	Coherencia	<p>I.4.3. Los siguientes elementos de la intervención, especificados en el documento de diseño del Proyecto (PRODOC), revelan que se está tomando en cuenta los efectos de la pandemia y las medidas implementadas por el gobierno y los interlocutores sociales ante la crisis de la pandemia:</p> <p>a) Objetivos / resultados (al apuntar a la formación, empleo y trabajo decente de los beneficiarios) <i>(ver ejemplos en la pestaña "Definiciones-Ejemplos")</i></p> <p>b) Productos / acciones / estrategias (al priorizar aquellas que tengan mayor probabilidad de contribuir a revertir los efectos que traerá la pandemia en un contexto de escasez de recursos; y/o al incluir temas particularmente afectados por la pandemia, como por ejemplo seguridad y salud en el trabajo y sus nuevos protocolos) <i>(ver ejemplos en la pestaña "Definiciones-Ejemplos")</i></p> <p>c) Público objetivo (al priorizar la situación particular de grupos particularmente vulnerables al contexto de la pandemia, como por ejemplo adolescentes, población migrante o indígena a la problemática del trabajo infantil)</p> <p>d) Alcance geográfico (al priorizar zonas que han sido más afectadas por la pandemia) o sectorial (al priorizar sectores con potencial de rápido crecimiento en el contexto de pandemia)</p>	<p>3. El documento de diseño del Proyecto incorpora la atención a los efectos de la pandemia en al menos 3 de los elementos mencionados (a, b, c o d)</p> <p>2. El documento de diseño del Proyecto incorpora la atención a los efectos de la pandemia en 2 de los elementos mencionados (a, b, c o d)</p> <p>1. El documento de diseño del Proyecto incorpora la atención a los efectos de la pandemia en 1 de los elementos mencionados (a, b, c o d)</p> <p>0. 3. El documento de diseño del Proyecto no incorpora la atención a los efectos de la pandemia en ninguno de los elementos mencionados (a, b, c ni d)</p>
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II. Sostenibilidad institucional				
<p>(II.1) El diseño del Proyecto incluye un diagnóstico de capacidades de los mandantes / socios nacionales implementadores e identifica estrategias para fortalecer estas capacidades</p>	<table border="1"> <tr> <td data-bbox="495 212 680 1157"> <p>Coherencia</p> </td> <td data-bbox="685 212 1375 1157"> <p>II.1.1. El documento de diseño del Proyecto (PRODOC) contiene un diagnóstico de las capacidades de los mandantes / socios nacionales relativas a: a) Recursos humanos b) Estructura organizacional, procedimientos y procesos c) Infraestructura física, mobiliario y recursos materiales d) Infraestructura tecnológica y capacidades digitales</p> </td> <td data-bbox="1379 212 2029 1157"> <p>3. El documento de diseño del Proyecto contiene un diagnóstico de las capacidades de los principales mandantes y socios, el cual incluye el primer elemento mencionado (a) y al menos 2 de los otros elementos (b, c o d) 2. El documento de diseño del Proyecto contiene un diagnóstico de las capacidades de los principales mandantes y socios, el cual incluye el primer elemento mencionado (a) y 1 de los otros elementos (b, c, d) 1. El documento de diseño del Proyecto contiene un diagnóstico de las capacidades de los principales mandantes y socios, el cual incluye el primer elemento mencionado (a) pero ninguno de los otros elementos (b, c ni d) 0. El documento de diseño del Proyecto no contiene un diagnóstico de las capacidades de los principales mandantes y socios que incluya alguno de los documentos mencionados (a, b, c ni d)</p> </td> </tr> </table>	<p>Coherencia</p>	<p>II.1.1. El documento de diseño del Proyecto (PRODOC) contiene un diagnóstico de las capacidades de los mandantes / socios nacionales relativas a: a) Recursos humanos b) Estructura organizacional, procedimientos y procesos c) Infraestructura física, mobiliario y recursos materiales d) Infraestructura tecnológica y capacidades digitales</p>	<p>3. El documento de diseño del Proyecto contiene un diagnóstico de las capacidades de los principales mandantes y socios, el cual incluye el primer elemento mencionado (a) y al menos 2 de los otros elementos (b, c o d) 2. El documento de diseño del Proyecto contiene un diagnóstico de las capacidades de los principales mandantes y socios, el cual incluye el primer elemento mencionado (a) y 1 de los otros elementos (b, c, d) 1. El documento de diseño del Proyecto contiene un diagnóstico de las capacidades de los principales mandantes y socios, el cual incluye el primer elemento mencionado (a) pero ninguno de los otros elementos (b, c ni d) 0. El documento de diseño del Proyecto no contiene un diagnóstico de las capacidades de los principales mandantes y socios que incluya alguno de los documentos mencionados (a, b, c ni d)</p>
<p>Coherencia</p>	<p>II.1.1. El documento de diseño del Proyecto (PRODOC) contiene un diagnóstico de las capacidades de los mandantes / socios nacionales relativas a: a) Recursos humanos b) Estructura organizacional, procedimientos y procesos c) Infraestructura física, mobiliario y recursos materiales d) Infraestructura tecnológica y capacidades digitales</p>	<p>3. El documento de diseño del Proyecto contiene un diagnóstico de las capacidades de los principales mandantes y socios, el cual incluye el primer elemento mencionado (a) y al menos 2 de los otros elementos (b, c o d) 2. El documento de diseño del Proyecto contiene un diagnóstico de las capacidades de los principales mandantes y socios, el cual incluye el primer elemento mencionado (a) y 1 de los otros elementos (b, c, d) 1. El documento de diseño del Proyecto contiene un diagnóstico de las capacidades de los principales mandantes y socios, el cual incluye el primer elemento mencionado (a) pero ninguno de los otros elementos (b, c ni d) 0. El documento de diseño del Proyecto no contiene un diagnóstico de las capacidades de los principales mandantes y socios que incluya alguno de los documentos mencionados (a, b, c ni d)</p>		

	Coherencia	<p>II.1.2. El documento de diseño del Proyecto (PRODOC) plantea cómo fortalecer las capacidades de los mandantes / socios nacionales:</p> <p>a) Establece si se busca desarrollar las capacidades necesarias como un medio para alcanzar otros objetivos de tipo institucional o si es un fin en sí mismo</p> <p>b) Identifica el grupo objetivo cuyas capacidades se quieren desarrollar / fortalecer</p> <p>c) Identifica qué tipo de conocimientos y capacidades se quieren generar / desarrollar en el grupo objetivo</p> <p>d) Identifica cómo se quieren generar / desarrollar estas capacidades (<i>ver ejemplos en la pestaña "Definiciones-Ejemplos"</i>)</p>	<p>3. El documento de diseño del Proyecto plantea al menos 3 de los 4 elementos mencionados respecto a cómo fortalecer las capacidades de los actores clave y/o socios implementadores (a, b, c o d)</p> <p>2. El documento de diseño del Proyecto plantea 2 de los 4 elementos mencionados respecto a cómo fortalecer las capacidades de los actores clave y/o socios implementadores (a, b, c o d)</p> <p>1. El documento de diseño del Proyecto plantea solamente 1 de los 4 elementos mencionados respecto a cómo fortalecer las capacidades de los actores clave y/o socios implementadores (a, b, c o d)</p> <p>0. El documento de diseño del Proyecto no plantea ninguno de los elementos mencionados sobre cómo fortalecer las capacidades de los actores clave y/o socios implementadores (a, b, c ni d)</p>
III. Sostenibilidad financiera			

<p>(III.1) El diseño del Proyecto incluye acciones de advocacy para que los mandantes y/o contrapartes contribuyan al financiamiento de la implementación del Proyecto</p>	<p>Coherencia</p>	<p>III.1.1 El documento de diseño del Proyecto (PRODOC) explicita que se llevarán a cabo acciones de advocacy para que los mandantes y/o contrapartes financien (con recursos propios y/o provenientes de otras fuentes) la realización de algunos productos del Proyectos, el seguimiento a los resultados esperados, la realización de actividades que contribuyan al posicionamiento de la intervención u otras actividades que, a priori, puedan contribuir a la efectividad del Proyecto</p>	<p>3.El documento de diseño del Proyecto incorpora acciones de advocacy orientadas a que los 3 mandantes aportan recursos financieros para la implementación del Proyecto 2.El documento de diseño del Proyecto incorpora acciones de advocacy orientadas a que 2 mandantes aportan recursos financieros para la implementación del Proyecto 1.El documento de diseño del Proyecto incorpora acciones de advocacy orientadas a que 1 mandantes aportan recursos financieros para la implementación del Proyecto 0.El documento de diseño del Proyecto no incorpora acciones de advocacy orientadas a que los mandantes aportan recursos financieros para la implementación del Proyecto</p>
<p>IV. Sostenibilidad política</p>			

<p>(IV.1) La promulgación y/o aplicación de la legislación y normativa nacional, los sistemas normativos privados y/o las normas internacionales existentes favorecen o refuerzan la continuidad de los resultados del Proyecto</p>	<p>Relevancia</p>	<p>IV.1.1. El documento de diseño del Proyecto (PRODOC) cumple con los siguientes elementos:</p> <p>a) Describe el contexto normativo en el que se va a desarrollar: las normas pertinentes (convenios, recomendaciones, directrices, normas internacionales de trabajo) y su estado de ratificación</p> <p>b) Identifica la relación entre estas normas y el tipo de intervención del Proyecto, existiendo las siguientes posibilidades:</p> <ul style="list-style-type: none"> - Intervención sin referencia a las normas - Normas implícitas en la intervención: la atención se centra en otro elemento pero la relación normativa es periférica a la intervención, sigue estando presente - Normas se reflejan de manera explícita en la intervención. 	<p>3. El documento de diseño del Proyecto describe el contexto normativo en el que se va a desarrollar y las normas se reflejan de manera explícita en la estructura de la intervención (objetivos, productos, estrategias y/o acciones)</p> <p>2. El documento de diseño del Proyecto describe el contexto normativo en el que se va a desarrollar y las normas están implícitas en la estructura de la intervención (objetivos, productos, estrategias y/o acciones)</p> <p>1. El documento de diseño del Proyecto describe el contexto normativo en el que se va a desarrollar pero las normas no se reflejan de manera explícita ni están implícitas en la estructura de la intervención (objetivos, productos, estrategias y/o acciones)</p> <p>0. El documento de diseño del Proyecto no describe el contexto normativo en el que se va a desarrollar y las normas tampoco se reflejan de manera explícita ni están implícitas en la estructura de la intervención (objetivos, productos, estrategias y/o acciones)</p>
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	Relevancia	<p>IV.1.2. El documento de diseño del Proyecto (PRODOC) cumple con los siguientes elementos <i>(este criterio solo aplica en los casos en los que las normas se reflejan de manera explícita en la intervención):</i></p> <p>a) Identifica si se pretende el desarrollo, la integración o la aplicación de las normas <i>(ver definiciones en la pestaña "Definiciones-Ejemplos")</i></p> <p>b) Identifica cuál es el rol de la OIT, en función a la existencia o no de posibilidades de cooperación con los stakeholders y a la evidencia de la magnitud de los problemas en cuestión: activismo, advocacy, lobbying o asesoramiento <i>(ver definiciones en la pestaña "Definiciones-Ejemplos")</i></p>	<p>3. El documento de diseño del Proyecto identifica si se pretende el desarrollo, integración o aplicación de las normas y que el rol de OIT es de lobbying o asesoramiento.</p> <p>2. El documento de diseño del Proyecto identifica si se pretende el desarrollo, integración o aplicación de las normas y que el rol de OIT es de activismo o advocacy</p> <p>1. El documento de diseño del Proyecto identifica si se pretende el desarrollo, integración o aplicación de las normas pero no identifica si el rol de OIT es de activismo, advocacy, lobbying o asesoramiento.</p> <p>0. El documento de diseño del Proyecto no identifica si se pretende el desarrollo, integración o aplicación de las normas ni cuál es el rol de la OIT</p>
(IV.2) Los acuerdos, pactos u otros mecanismos derivados del diálogo social, que apoyan a los interlocutores sociales a cumplir los objetivos Proyecto; y/o el fortalecimiento de los procesos, instituciones y espacios de diálogo social contribuyen a	Relevancia	<p>IV.2.1. El documento de diseño del Proyecto (PRODOC) establece los siguientes elementos:</p> <p>a) Describe el contexto del diálogo social, identificando los principales interlocutores sociales con quien puede o debe interactuar el Proyecto para promover el diálogo social, así como la posición de cada uno de ellos en relación a los objetivos del Proyecto.</p> <p>b) Establece si el diálogo social está previsto como una herramienta que contribuya a la efectividad de la intervención o si la mejora del diálogo social es un resultado de la intervención</p>	<p>3. El documento de diseño del Proyecto describe el contexto del diálogo social en el que se va a desarrollar el Proyecto y establece que la mejora del diálogo social es un resultado de la intervención</p> <p>2. El documento de diseño del Proyecto describe el contexto del diálogo social en el que se va a desarrollar el Proyecto y establece que el diálogo social es una herramienta que contribuirá a la efectividad de la intervención</p> <p>1. El documento de diseño del Proyecto describe el contexto del diálogo social en el que se va a desarrollar el Proyecto pero no establece si el diálogo social</p>

consolidar los resultados del Proyecto			<p>está previsto como herramienta que contribuya a la efectividad de la intervención o si la mejora del diálogo social es en sí mismo un resultado a alcanzar.</p> <p>0. El documento de diseño no describe el contexto del diálogo social en el que se va a desarrollar el Proyecto</p>
V. Sostenibilidad de género			
<p>(V.1) El Proyecto realiza un análisis / diagnóstico de género sobre la situación actual de la discriminación basada en el sexo y las desigualdades entre hombres y mujeres en ámbitos relevantes para la intervención, atiende las necesidades de las mujeres en los objetivos, resultados, productos, estrategias, acciones y/o población objetivo de su intervención, y cuenta con un presupuesto con perspectiva de género como</p>	Relevancia	<p>V.1.1. El documento de diseño del Proyecto (PRODOC) incluye los siguientes elementos:</p> <p>a) Explicita que durante la implementación se llevará a cabo (o incluye en el mismo documento de diseño) un análisis / diagnóstico de género sobre la situación actual de la discriminación basada en el sexo y las desigualdades entre hombres y mujeres en el ámbito laboral, social, político y otros temas relevantes para la intervención, así como las causas estructurales que explican los resultados <i>(ver ejemplos de su contenido en la pestaña "Definiciones-Ejemplos")</i></p> <p>b) Contempla atender las necesidades de las mujeres en los objetivos, resultados, productos, estrategias, acciones y/o población objetivo de su intervención <i>(ver ejemplos de formas de atención de las necesidades en la pestaña "Definiciones-Ejemplos")</i></p> <p>c) Cuenta con un presupuesto con perspectiva de género como herramienta para destinar recursos específicos para la</p>	<p>3. El documento de diseño del Proyecto incluye los 3 elementos mencionados (a, b y c)</p> <p>2. El documento de diseño del Proyecto incluye 2 de los elementos mencionados (a, b o c)</p> <p>1. El documento de diseño del Proyecto incluye 1 de los elementos mencionados (a,b o c)</p> <p>0. El documento de diseño del Proyecto no incluye ninguno de los elementos mencionados (a, b ni c)</p>

herramienta para destinar recursos concretos para la igualdad de género y empoderamiento de la mujer.		igualdad de género y empoderamiento de la mujer		
(V.2) El Proyecto cuenta con indicadores y metas incluyentes desde el punto de vista del género , que permiten medir los efectos diferenciados del proyecto en mujeres y hombres	Coherencia	<p>V.2.1. El documento de diseño del Proyecto (PRODOC) contempla indicadores y metas incluyentes desde el punto de vista del género (<i>ver ejemplos de tipos de indicadores en la pestaña "Definiciones-Ejemplos"</i>):</p> <ul style="list-style-type: none"> a) Desagregados por sexo: recoger datos sobre los efectos con un registro de las características de género b) Específicos de género: recogen datos relevantes solo para un grupo específico de género c) Transformativos de género: evalúan las normas de género d) Diferenciativos de género: evalúan la representación y empoderamiento de las mujeres en diferentes ámbitos (laboral, económico, jurídico, político, social) 		<p>3. El documento del diseño del Proyecto incluye indicadores incluyentes desde el punto de vista de género que corresponden al menos 3 de los tipos mencionados (a, b, c o d)</p> <p>2. El documento del diseño del Proyecto incluye indicadores incluyentes desde el punto de vista de género que corresponden a 2 de los tipos mencionados (a, b, c o d)</p> <p>1. El documento del diseño del Proyecto incluye indicadores incluyentes desde el punto de vista de género que corresponde a 1 de los tipos mencionados (a, b, c o d)</p> <p>0. El documento de diseño del Proyecto no incluye indicadores incluyentes desde el punto de vista de género, de ningún tipo (a, b, c ni d)</p>

<p>(V.3) El Proyecto establece una estrategia de gestión y difusión del conocimiento sobre enfoque de género en la planificación, ejecución, seguimiento e implementación de la intervención</p>	<p>Relevancia</p>	<p>V.3.1. El documento de diseño del Proyecto (PRODOC) incluye los siguientes elementos:</p> <p>a) Explicita que se aprovecharán los conocimientos y experiencia de profesionales especialistas (de OIT, UNWOMEN y/u otras agencias de SNU) y/o instituciones especializadas en género para el diseño y la implementación de la intervención con enfoque de género (<i>ver ejemplos sobre cómo se puede dar este aprovechamiento en la pestaña "Definiciones-Ejemplos"</i>)</p> <p>b) Contempla realizar acciones de sensibilización y capacitación en herramientas y procedimientos de análisis de género y en cómo incorporar el enfoque de género en la planificación, ejecución, seguimiento y evaluación de las intervenciones (<i>ver ejemplos de a quiénes pueden estar dirigidas estas acciones en pestaña "Definiciones-Ejemplos"</i>)</p> <p>c) Contempla realizar seguimiento y monitoreo de los avances y dificultades de la implementación del enfoque de género en la intervención y que en los informes / reportes de monitoreo se incluyan aspectos específicos relacionados con la promoción de la igualdad de género, con un análisis diferenciado de los resultados obtenidos en los distintos grupos poblacionales</p>	<p>3. El documento de diseño del Proyecto incluye los 3 elementos mencionados (a, b y c)</p> <p>2. El documento de diseño del Proyecto incluye 2 de los elementos mencionados (a, b o c)</p> <p>1. El documento de diseño del Proyecto incluye 1 de los elementos mencionados (a,b o c)</p> <p>0. El documento de diseño del Proyecto no incluye ninguno de los elementos mencionados (a, b ni c)</p>
<p>VI. Sostenibilidad ambiental</p>			

<p>(VI.1) El Proyecto responde o refleja los resultados previstos de los marcos normativos de la OIT para la sostenibilidad ambiental y el cambio climático</p>	<p>Relevancia</p>	<p>VI.1.1. El documento de diseño del Proyecto (PRODOC) contempla acciones orientadas a promover la sostenibilidad ambiental y contribuir a abordar los efectos del cambio climático y/o la pérdida de la biodiversidad:</p> <p>a) Explicita que la tecnología utilizada buscará favorecer la conservación del ambiente y que no consumirá recursos naturales no renovables o, de ser así, contempla medidas para reemplazarlos o para limitar los daños</p> <p>b) Contempla acciones de generación de información y de formación sobre sostenibilidad ambiental, cambio climático y/o pérdida de biodiversidad (<i>ver ejemplos de estas acciones en la pestaña "Definiciones-Ejemplos"</i>)</p> <p>c) Prevé la adopción de acciones / medidas de política para integrar las dimensiones ambientales en las intervenciones en materia de empleo productivo y trabajo decente; y/o para facilitar una transición justa hacia economías y sociedades ambientalmente sostenibles a nivel nacional, sectorial o local, mediante el trabajo decente</p>	<p>3. El documento de diseño del Proyecto incorpora acciones / medidas de política para integrar las dimensiones ambientales en las intervenciones en materia de empleo productivo y trabajo decente; y/o para facilitar una transición justa hacia economías y sociedades ambientalmente sostenibles a nivel nacional, sectorial o local, mediante el trabajo decente (cumple c)</p> <p>2. El documento de diseño del Proyecto contempla acciones de generación de información y de formación sobre sostenibilidad ambiental, cambio climático y/o pérdida de biodiversidad (cumple b)</p> <p>1. El documento de diseño del Proyecto explicita que la tecnología utilizada buscará favorecer la conservación del ambiente y que no consumirá recursos naturales no renovables (cumple a)</p> <p>0. El documento de diseño del Proyecto no incluye ninguno de los elementos mencionados (no cumple a, b ni c)</p>
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Matrix 2: Sustainability – Project implementation

INDICADORES	Criterio CAD-OCDE al que se vincula	#	CRITERIOS DE CUMPLIMIENTO	PUNTAJE ASIGNADO	MÉTRICA DE CUMPLIMIENTO
I. Participación de socios y contrapartes y gestión de riesgos					
(I.1) Los mandantes participan activamente en el diseño e implementación del Proyecto y esta participación se refleja en que los principales elementos de la intervención son coherentes con las necesidades / demandas / intereses de los mandantes	Efectividad	I.1.3.	<p>Los mandantes (representantes de gobierno, empleadores y trabajadores) participan activamente en la implementación del Proyecto.</p> <p>a) Como proveedor de servicios de asistencia, capacitación, sensibilización u otros productos del Proyecto</p> <p>b) Como receptor de servicios de asistencia, capacitación, sensibilización u otros productos del Proyecto</p> <p>c) Participando en instancias de diálogo y toma de decisiones vinculados a las temáticas del Proyecto</p> <p>d) Participando en instancias consultivas ad hoc para discutir los avances del Proyecto</p> <p>e) Haciendo presentaciones conjuntas de informes/reportes</p>		<p>3. Los 3 mandantes (gobierno, empleadores y trabajadores) participan en la implementación del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p> <p>2. 2 mandantes participan en la implementación del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p> <p>1. 1 mandante participa en la implementación del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p> <p>0. Ningún mandante participa en la implementación del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p>

	Eficacia de la gestión	I.1.4	<p>Actores relevantes de la sociedad civil, academia, SNU, instancias regionales / locales participan activamente en la implementación del Proyecto.</p> <p>a) Como proveedor de servicios de generación de información, asistencia, capacitación, sensibilización u otros productos del Proyecto</p> <p>b) Como receptor de servicios de asistencia, capacitación, sensibilización u otros productos del Proyecto</p> <p>c) Participando en instancias de diálogo y toma de decisiones vinculados a las temáticas del Proyecto</p> <p>d) Compartiendo sus redes de contactos relevantes para fines de la intervención</p> <p>e) Compartiendo buenas prácticas y lecciones aprendidas</p>	<p>3. 3 tipos de actores relevantes (sociedad civil academia, SNU, instancias regionales / locales) participan en la implementación del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p> <p>2. 2 tipos de actores relevantes participan en la implementación del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p> <p>1. 1 tipo de actor relevante participa en la implementación del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p> <p>0. Ningún tipo de actor relevante participa en la implementación del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p>
(I.2) El Proyecto gestiona los principales riesgos de la ejecución de la intervención	Eficacia de la gestión	I.2.2.	<p>Durante la implementación del Proyecto se cumplen con los siguientes elementos:</p> <p>a) Se monitorea la ocurrencia de los riesgos identificados</p> <p>b) Se implementan las medidas para mitigar la probabilidad de ocurrencia y/o los efectos de los riesgos identificados</p> <p>c) La información resultante de ambas acciones se utiliza para la toma de decisiones.</p>	<p>3. Durante la implementación del Proyecto se monitorea la ocurrencia de los riesgos, se implementan las medidas de mitigación y se utiliza la información resultante para la toma de decisiones (cumple a, b y c)</p> <p>2. Durante la implementación del Proyecto se monitorea la ocurrencia de los riesgos y implementan medidas de mitigación pero no se utiliza la información resultante para la toma de decisiones (cumple a y b)</p> <p>1. Durante la implementación del Proyecto se monitorea la ocurrencia de los riesgos pero no se implementan las medidas de mitigación ni se utiliza la información resultante para la toma de decisiones (cumple a)</p> <p>0. Durante la implementación del Proyecto no se monitorea la ocurrencia de los riesgos ni se implementan las</p>

<p>(I.4) El Proyecto tiene estrategias explícitas para hacer frente al contexto de pandemia y, eventualmente, de post pandemia</p>	<p>Efectividad</p>	<p>I.4.2. Durante la implementación del Proyecto se llevan a cabo acciones de generación de información y acciones de formación y asistencia técnica a los mandantes / socios nacionales para hacer frente al contexto de pandemia COVID-19: a) Acciones de generación de información: realización de estudios, investigaciones sobre los efectos (reales y potenciales) de la pandemia en el problema que se quiere contribuir a resolver y/o en la institucionalidad existente para hacer frente al problema b) Acciones de formación y asistencia técnica a los mandantes / socios nacionales: provisión de herramientas teóricas y metodológicas para que puedan analizar el impacto del COVID-19; asistencia técnica en la identificación de las medidas a implementar para mitigar los efectos negativos del COVID-19; asistencia técnica para la elaboración de políticas públicas y movilización de recursos; intercambio de experiencias con otros países sobre el impacto de la COVID-19 y de las medidas implementadas.</p>	<p>medidas de mitigación ni se utiliza la información (no cumple a, b ni c)</p> <p>3. Durante la implementación del Proyecto se llevan a cabo acciones de generación de información así como acciones de formación y asistencia técnica (cumple a y b) 2. Durante la implementación del Proyecto se llevan a cabo acciones de formación y asistencia técnica pero no acciones de generación de información (cumple b) 1. Durante la implementación del Proyecto se llevan a cabo acciones de generación de información pero no acciones de formación y asistencia técnica (cumple a) 0. Durante la implementación del Proyecto no se llevan a cabo acciones de generación de información y tampoco se realizan acciones de formación y asistencia técnica (no cumple a ni b)</p>
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	Efectividad	I.4.4.	<p>Durante la implementación del Proyecto se cumplen con las metas referidas a los siguientes elementos de la intervención:</p> <p>a) Los objetivos / resultados vinculados a revertir los efectos de la pandemia.</p> <p>b) Los productos / acciones / estrategias vinculadas a revertir los efectos de la pandemia</p> <p>c) La situación del público objetivo priorizado por ser particularmente vulnerable a los efectos de la pandemia</p> <p>d) La situación de las zonas geográficas priorizadas por haber sido más afectadas por la pandemia y la situación de los sectores de actividad priorizados por su potencial de rápido crecimiento en el contexto de pandemia</p>	<p>3 Durante la implementación del Proyecto se cumplen con las metas previstas de al menos 3 de los elementos mencionados (a, b, c o d)</p> <p>2 Durante la implementación del Proyecto se cumplen con las metas previstas de 2 de los elementos mencionados (a, b, c o d)</p> <p>1 Durante la implementación del Proyecto se cumplen con las metas previstas de 1 de los elementos mencionados (a, b, c o d)</p> <p>0 Durante la implementación del Proyecto no se cumplen con las metas previstas de ninguno de los elementos mencionados (a, b, c o d)</p> <p><i>Nota. Si en el indicador I.4.3 el puntaje es "0", automáticamente en este indicador I.4.4 el puntaje también será "0"</i></p>
II. Sostenibilidad institucional				
(II.2) El Proyecto lleva a cabo acciones dirigidas a incrementar los conocimientos y capacidades de representantes de los mandantes / socios nacionales implementadores	Efectividad	II.2.1.	<p>El Proyecto utiliza diferentes técnicas de desarrollo de conocimientos y capacidades:</p> <p>a) Acciones, cursos o programas de formación individual o grupal</p> <p>b) Reuniones de intercambio de conocimiento, creación de redes y/o comunidades de práctica para discutir un tema específico</p> <p>c) Exposición de lecciones aprendidas y buenas prácticas de otras instituciones /instancias nacionales o internacionales, lo que puede incluir talleres, seminarios, visitas de campo y/o viajes de estudio</p> <p>d) Programas de coaching y mentoring, lo que puede incluir educación entre pares</p> <p>e) Aprendizaje en el trabajo, útil sobre todo</p>	<p>3. El Proyecto utiliza 3 o más de las técnicas de desarrollo de conocimientos y capacidades mencionadas (a, b, c, d o e)</p> <p>2. El Proyecto utiliza 2 de las técnicas de desarrollo de conocimientos y capacidades mencionadas (a, b, c, d o e)</p> <p>1. El Proyecto utiliza 1 de las técnicas de desarrollo de conocimientos y capacidades mencionadas (a, b, c, d o e)</p> <p>0. El Proyecto no utiliza ninguna de las técnicas de desarrollo de conocimientos y capacidades mencionadas (a, b, c, d ni e)</p>

		<p>para el desarrollo de habilidades técnicas y vocacionales.</p> <p><i>Está pendiente definir criterios mínimos en cuanto a duración y contenido de las técnicas mencionadas</i></p>	
	Efectividad	<p>II.2.2. El Proyecto, como parte de su estrategia de formación de capacidades, realiza las siguientes acciones:</p> <p>a) Elabora guías, manuales u otras herramientas relativos a los temas sobre los que se capacitó para que puedan ser aplicadas o replicadas por los propios mandantes / socios nacionales implementadores</p> <p>b) Capacita a representantes de estos mandantes y/o socios en el uso y aplicación de estas guías, manuales u otras herramientas</p> <p>c) Brinda asistencia técnica a estos mandantes y/o socios para el desarrollo de una plataforma virtual, sistema web o sistema informático que les permita brindar formación al personal de sus organizaciones o al público en general (o la elaboración la plataforma virtual, sistema web o sistema informático y su transferencia a los mandantes y/o socios)</p> <p>d) Lleva a cabo acciones de formación de formadores en estos mandantes y/o socios</p>	<p>3. Como parte de la estrategia de formación de capacidades se han realizado al menos 3 de las acciones mencionadas (a, b, c o d)</p> <p>2. Como parte de la estrategia de formación de capacidades se han realizado 2 de las acciones mencionadas (a, b, c o d)</p> <p>1. Como parte de la estrategia de formación de capacidades se ha realizado 1 de las acciones mencionadas (a, b, c o d)</p> <p>0. No se ha realizado ninguna de las acciones mencionadas (a, b, c ni d)</p>
(II.3) El Proyecto desarrolla capacidades individuales en los representantes de los mandantes / socios nacionales que participan en el Proyecto y esto se	Orientación hacia el impacto	<p>II.3.1. Los representantes de los mandantes / socios nacionales desarrollan capacidades individuales (<i>ver ejemplos en la pestaña "Definiciones-Ejemplos"</i>) como consecuencia de las acciones del Proyecto.</p> <p>a) Las personas cumplen con los criterios establecidos para egresar (<i>por ejemplo, N° de horas</i>)</p> <p>b) Las personas han mejorado sus</p>	<p>3. Si cumple con el criterio C.</p> <p>2. Si cumple con el criterio B.</p> <p>1. Si cumplen solo con el criterio A.</p> <p>0. Si no cumple con A, B o C,</p>

<p>traduce en cambios en el desempeño individual que pueden contribuir a consolidar los resultados de la intervención.</p>	<p>Orientación hacia el impacto</p>	<p>conocimientos c) Las personas han mejorado su desempeño</p> <p>II.3.2. Las capacidades individuales también se han generado a nivel regional o local. (por ejemplo, Direcciones Regionales de Trabajo, Federaciones, Cámaras, Asociaciones, gremios, sindicatos)</p>	<p>3.El 50% o más de los representantes de los mandantes / socios a nivel regional o local cumplen con los criterios establecidos para egresar de la formación y mejoran sus conocimientos y competencias 2.Entre el 25% y 49% de los representantes de los mandantes / socios a nivel regional o local cumplen con los criterios establecidos para egresar de la formación y mejoran sus conocimientos y competencias 1.Menos del 25% de los representantes de los mandantes / socios a nivel regional o local cumplen con los criterios establecidos para egresar de la formación y mejoran sus conocimientos y competencias 0. No se han aplicado instrumentos para medir el desarrollo de los conocimientos y competencias de los representantes de los mandantes / socios nacionales que recibieron formación del Proyecto</p> <p><i>Nota. Si en el indicador II.3.1 el puntaje es "0", automáticamente en este indicador II.3.2 el puntaje también será "0"</i></p>
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<p>(II.5) El Proyecto establece una estrategia de gestión y difusión del conocimiento que incluye la generación, recopilación y análisis de información vinculada a los resultados de la intervención, así como alianzas interinstitucionales con mandantes / socios nacionales, la sociedad civil y agencias de cooperación del SNU vinculadas a las temáticas que se trabajan en el Proyecto</p>	Eficacia de la gestión	<p>II.5.1. El Proyecto utiliza un sistema de monitoreo o base de datos que provee información confiable y oportuna sobre los resultados de la intervención</p> <p>a) El sistema está diseñado e implementado b) La información que se genera con la implementación del sistema es compartida dentro del equipo del proyecto y la oficina de la OIT y con otras partes interesadas a través de eventos de aprendizaje e intercambio planificados. c) La información que se genera con la implementación del sistema es utilizada para tomar decisiones relativas a la ejecución del Proyecto</p>	<p>3 El Proyecto implementa un sistema de monitoreo y la información generada es compartida dentro del equipo del Proyecto, a la oficina de la OIT y a otras partes interesadas y es utilizada para la toma de decisiones (cumple a, b, c) 2. El Proyecto implementa un sistema de monitoreo y la información generada es compartida dentro del equipo del Proyecto, a la oficina de la OIT y a otras partes interesada pero no es utilizada para la toma de decisiones (cumple a y b) 1. El Proyecto implementa un sistema de monitoreo pero la información generada no es compartida dentro del equipo del Proyecto, a la oficina de la OIT y a otras partes interesada y tampoco es utilizada para la toma de decisiones (cumple a) 0. El Proyecto no implementa un sistema de monitoreo (no cumple a, b ni c)</p>
	Eficacia de la gestión	<p>II.5.2. El Proyecto establece alianzas interinstitucionales con mandantes y éstas se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención</p> <p>a) Estas alianzas se establecen con mandantes con ventajas y experiencia en las temáticas sobre las que trabaja el Proyecto b) Estas alianzas se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención.</p>	<p>3. El Proyecto establece alianzas con más de un mandante que se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención 2. El Proyecto establece alianzas con un mandante que se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención 1. El Proyecto establece alianzas con mandantes pero que no se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención</p>

				0. El Proyecto no establece ninguna alianza con mandantes
Eficacia de la gestión	II.5.3.	<p>El Proyecto establece alianzas interinstitucionales con otros actores relevantes (sociedad civil, academia, SNU, instancias regionales / locales) y éstas se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención</p> <p>a) Estas alianzas se establecen con sociedad civil, academia, SNU, y/o instancias regionales / locales con ventajas y experiencia en las temáticas sobre las que trabaja el Proyecto</p> <p>b) Estas alianzas se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención.</p>		<p>3. El Proyecto establece alianzas con diferentes tipos de actores relevantes (sociedad civil, academia, SNU, instancias regionales / locales) que se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención</p> <p>2. El Proyecto establece alianzas con un tipo de actor relevante (sociedad civil, academia, SNU, instancias regionales / locales) que se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención</p> <p>1. El Proyecto establece alianzas con actores relevantes (sociedad civil, academia, SNU, instancias regionales / locales) pero que no se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención</p> <p>0. El Proyecto no establece ninguna alianza con actores relevantes (sociedad civil, academia, SNU, instancias regionales / locales)</p>
III. Sostenibilidad financiera				
(III.1) Los mandantes aportan recursos financieros propios y/o provenientes de otras fuentes para la implementación del Proyecto	Efectividad	III.2.1.	<p>Los mandantes aportan recursos financieros propios y/o provenientes de otras fuentes para llevar a cabo las actividades previstas en el Proyecto (ver ejemplos en la pestaña "Definiciones-Ejemplos")</p>	<p>3. Los 3 mandantes aportan recursos financieros para llevar a cabo las actividades previstas en el Proyecto</p> <p>2. 2 mandantes aportan recursos financieros para llevar a cabo las actividades previstas en el Proyecto</p> <p>1. 1 mandante aporta recursos financieros para llevar a cabo las actividades previstas en el Proyecto</p> <p>0. Ningún mandante aporta recursos</p>

				financieros para llevar a cabo las actividades previstas en el Proyecto
V. Sostenibilidad de género				
(V.1) El Proyecto realiza un análisis / diagnóstico de género sobre la situación actual de la discriminación basada en el sexo y las desigualdades entre hombres y mujeres en ámbitos relevantes para la intervención, atiende las necesidades de las mujeres en los objetivos, resultados, productos, estrategias, acciones y/o población objetivo de su intervención, y cuenta con un presupuesto con perspectiva de género como herramienta para destinar recursos concretos para la igualdad de género y empoderamiento de la mujer.	Efectividad	V.1.2.	<p>Durante la implementación del Proyecto se cumplen con los siguientes elementos:</p> <p>a) Se realiza un análisis / diagnóstico de género sobre la situación actual de la discriminación basada en el sexo y las desigualdades entre hombres y mujeres en el ámbito laboral, social, político y otros temas relevantes para la intervención, así como las causas estructurales que explican los resultados.</p> <p>b) Se atienden las necesidades de las mujeres en los objetivos, resultados, productos, estrategias, acciones y/o población objetivo de su intervención.</p> <p>c) Se ejecuta un presupuesto con perspectiva de género como herramienta para destinar recursos específicos para la igualdad de género y empoderamiento de la mujer</p>	<p>3. Durante la implementación del Proyecto se cumplen los 3 elementos mencionados (a, b y c)</p> <p>2. Durante la implementación del Proyecto se cumplen 2 de los elementos mencionados (a, b o c)</p> <p>1. Durante la implementación del Proyecto se cumple 1 de los elementos mencionados (a,b o c)</p> <p>0. Durante la implementación del Proyecto no se cumple ninguno de los elementos mencionados (a, b ni c)</p> <p><i><u>Nota. Si en el indicador V.1.1 el mismo documento de diseño incluye el análisis de género, entonces se cumple tanto el elemento a) de dicho indicador como el elemento a) de este indicador V.1.2</u></i></p>

<p>(V.2) El Proyecto cuenta con indicadores y metas incluyentes desde el punto de vista del género, que permiten medir los efectos diferenciados del proyecto en mujeres y hombres</p>	<p>Efectividad</p>	<p>V.2.2. Durante la implementación del Proyecto, se logran las metas de aquellos indicadores incluyentes desde el punto de vista de género</p>	<p>3.El Proyecto logra las metas previstas en el 75% o más de los indicadores incluyentes desde el punto de vista de género 2. El Proyecto logra las metas previstas en el 50% a 74% de los indicadores incluyentes desde el punto de vista de género 1 El Proyecto logra las metas previstas en el 25% a 49% de los indicadores incluyentes desde el punto de vista de género 0 El Proyecto logra las metas previstas en menos del 25% de los indicadores incluyentes desde el punto de vista de género</p>
<p>(V.3) El Proyecto establece una estrategia de gestión y difusión del conocimiento sobre enfoque de género en la planificación, ejecución, seguimiento e implementación de la intervención</p>	<p>Efectividad</p>	<p>V 3.2 Durante la implementación del Proyecto se cumplen con los siguientes elementos: a) Se aprovechan los conocimientos y experiencia de profesionales especialistas (de OIT, UNWOMEN y/u otras agencias de SNU) y/o instituciones especializadas en género para el diseño y la implementación de la intervención con enfoque de género b) Se realizan acciones de sensibilización y capacitación en herramientas y procedimientos de análisis de género y en cómo incorporar el enfoque de género en la planificación, ejecución, seguimiento y evaluación de las intervenciones c) Se realiza seguimiento y monitoreo de los avances y dificultades de la implementación del enfoque de género en la intervención y que en los informes / reportes de monitoreo se incluyan aspectos específicos relacionados con la promoción de la igualdad de género, con un análisis diferenciado de los resultados obtenidos en los distintos grupos poblacionales</p>	<p>3. Durante la implementación del Proyecto se cumplen los 3 elementos mencionados (a, b y c) 2. Durante la implementación del Proyecto se cumplen 2 de los elementos mencionados (a, b o c) 1. Durante la implementación del Proyecto se cumple 1 de los elementos mencionados (a,b o c) 0. Durante la implementación del Proyecto no se cumple ninguno de los elementos mencionados (a, b ni c)</p>

VI. Sostenibilidad ambiental					
(VI.1) El Proyecto responde o refleja los resultados previstos de los marcos normativos de la OIT para la sostenibilidad ambiental y el cambio climático	Efectividad	VI.1.2.	<p>Durante la implementación del Proyecto se cumplen con los siguientes elementos:</p> <p>a) La tecnología utilizada favorece la conservación del ambiente y que no consumirá recursos naturales no renovables o, de ser así, el Proyecto aplica medidas para reemplazarlos o para limitar los daños</p> <p>b) Se llevan a cabo acciones de generación de información y de formación sobre sostenibilidad ambiental, cambio climático y/o pérdida de biodiversidad</p> <p>c) Se adoptan acciones / medidas de política para integrar las dimensiones ambientales en las intervenciones en materia de empleo productivo y trabajo decente; y/o para facilitar una transición justa hacia economías y sociedades ambientalmente sostenibles a nivel nacional, sectorial o local, mediante el trabajo decente</p>		<p>3. Durante la implementación del Proyecto se adoptan acciones / medidas de política para integrar las dimensiones ambientales en las intervenciones en materia de empleo productivo y trabajo decente; y/o para facilitar una transición justa hacia economías y sociedades ambientalmente sostenibles a nivel nacional, sectorial o local, mediante el trabajo decente (cumple c)</p> <p>2. Durante la implementación del Proyecto se llevan a cabo acciones de generación de información y de formación sobre sostenibilidad ambiental, cambio climático y/o pérdida de biodiversidad (cumple b)</p> <p>1. Durante la implementación del Proyecto la tecnología utilizada favorece la conservación del ambiente y que no consumirá recursos naturales no renovables (cumple a)</p> <p>0. Durante la implementación del Proyecto no se cumple ninguno de los elementos mencionados (no cumple a, b ni c)</p>

Matrix 3: Sustainability – Evaluation

INDICADORES	Criterio CAD-OCDE al que se vincula	#	CRITERIOS DE CUMPLIMIENTO	PUNTA JE ASIGNADO	MÉTRICA DE CUMPLIMIENTO
I. Participación de socios y contrapartes y gestión de riesgos					

<p>(I.1) Los mandantes y otros actores relevantes participan activamente en el diseño e implementación del Proyecto y esta participación se refleja en que los principales elementos de la intervención son coherentes con las necesidades / demandas / intereses de los mandantes</p>	Coherencia	<p>I.1.1 Los mandantes (representantes de gobierno, empleadores y trabajadores) participan activamente en el diseño del Proyecto.</p> <p>a) Como responsables principales b) Participando en reuniones / discusiones de trabajo c) Como proveedores de información estadística u otros insumos técnicos cuando existe una brecha de información d) Haciendo comentarios al diseño e) Asumiendo compromisos para la implementación</p>	<p>3. Los 3 mandantes (gobierno, empleadores y trabajadores) participan en el diseño del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e) 2. 2 mandantes participan en el diseño del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e) 1. 1 mandante participa en el diseño del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e) 0. Ningún mandante participa en el diseño del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p>
	Relevancia	<p>I.1.2. Los siguientes elementos de la intervención:</p> <p>a) Los objetivos / resultados b) Los productos / actividades / estrategias c) La población objetivo / alcance geográfico d) Los socios o actores involucrados</p> <p>se derivan o son coherentes con las demandas / necesidades / intereses de los mandantes durante el proceso de diseño del Proyecto</p>	<p>3. El diseño de la intervención se deriva o es coherente con las demandas / acuerdos / consensos de los mandantes en al menos 3 de los elementos mencionados (a, b, c o d) 2. El diseño de la intervención se deriva o es coherente con las demandas / acuerdos / consensos de los mandantes en 2 de los elementos mencionados (a, b, c o d) 1. El diseño de la intervención se deriva o es coherente con las demandas / acuerdos / consensos de los mandantes en 1 de los elementos mencionados (a, b, c o d) 0. El diseño de la intervención no se deriva ni es coherente con las demandas / acuerdos / consensos de los mandantes en ninguno de los elementos mencionados (a, b, c ni d)</p> <p><i>Nota. Si en el indicador I.1.1 el puntaje es "0", automáticamente en este indicador I.1.2 el puntaje también será "0"</i></p>

	Efectividad	<p>I.1.3. Los mandantes (representantes de gobierno, empleadores y trabajadores) participan activamente en la implementación del Proyecto.</p> <p>a) Como proveedor de servicios de asistencia, capacitación, sensibilización u otros productos del Proyecto</p> <p>b) Como receptor de servicios de asistencia, capacitación, sensibilización u otros productos del Proyecto</p> <p>c) Participando en instancias de diálogo y toma de decisiones vinculados a las temáticas del Proyecto</p> <p>d) Participando en instancias consultivas ad hoc para discutir los avances del Proyecto</p> <p>e) Haciendo presentaciones conjuntas de informes/reportes</p>	<p>3. Los 3 mandantes (gobierno, empleadores y trabajadores) participan en la implementación del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p> <p>2. 2 mandantes participan en la implementación del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p> <p>1. 1 mandante participa en la implementación del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p> <p>0. Ningún mandante participa en la implementación del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p>
	Eficacia de la gestión	<p>I.1.4 Actores relevantes de la sociedad civil, academia, SNU, instancias regionales / locales participan activamente en la implementación del Proyecto.</p> <p>a) Como proveedor de servicios de generación de información, asistencia, capacitación, sensibilización u otros productos del Proyecto</p> <p>b) Como receptor de servicios de asistencia, capacitación, sensibilización u otros productos del Proyecto</p> <p>c) Participando en instancias de diálogo y toma de decisiones vinculados a las temáticas del Proyecto</p> <p>d) Compartiendo sus redes de contactos relevantes para fines de la intervención</p> <p>e) Compartiendo buenas prácticas y lecciones aprendidas</p>	<p>3. 3 tipos de actores relevantes (sociedad civil academia, SNU, instancias regionales / locales) participan en la implementación del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p> <p>2. 2 tipos de actores relevantes participan en la implementación del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p> <p>1. 1 tipo de actor relevante participa en la implementación del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p> <p>0. Ningún tipo de actor relevante participa en la implementación del Proyecto en al menos 2 de las 5 formas identificadas (a, b, c, d o e)</p>

(I.2) El Proyecto gestiona los principales riesgos de la ejecución de la intervención	Coherencia	<p>I.2.1. El documento de diseño del Proyecto (PRODOC) cumple con los siguientes elementos:</p> <p>a) Identifica los principales riesgos operativos, estratégicos, políticos, reputacionales que pueden afectar el logro y la sostenibilidad de los resultados y, para el caso de proyectos con población beneficiaria final, identifica los principales riesgos de abuso sexual y otras faltas de conducta respecto a dicha población que pueden afectar a las personas receptoras de la asistencia técnica de la OIT y a la propia Organización.</p> <p>b) Cuantifica estos riesgos en términos de su probabilidad de ocurrencia (alta, media, baja) y de su importancia (alta, media, baja) en relación con la concreción de actividades y productos y con el logro de los resultados</p> <p>c) Plantea medidas de mitigación de la probabilidad de ocurrencia y/o de los efectos de los riesgos identificados</p>	<p>3. El documento de diseño del Proyecto identifica los principales riesgos, los cuantifica y plantea medidas de mitigación de la probabilidad de ocurrencia y de los efectos de los riesgos identificados (cumple a, b y c)</p> <p>2. El documento de diseño del Proyecto identifica los principales riesgos; y adicionalmente, cuantifica estos riesgos o plantea medidas de mitigación (cumple a y adicionalmente b o c)</p> <p>1. El documento de diseño del Proyecto identifica los principales riesgos pero no los cuantifica ni contempla medidas de mitigación (cumple a)</p> <p>0. El documento de diseño del Proyecto no identifica los principales riesgos, su cuantificación ni las medidas de mitigación (no cumple a, b ni c)</p>
	Eficacia de la gestión	<p>I.2.2. Durante la implementación del Proyecto se cumplen con los siguientes elementos:</p> <p>a) Se monitorea la ocurrencia de los riesgos identificados</p> <p>b) Se implementan las medidas para mitigar la probabilidad de ocurrencia y/o los efectos de los riesgos identificados</p> <p>c) La información resultante de ambas acciones se utiliza para la toma de decisiones.</p>	<p>3. Durante la implementación del Proyecto se monitorea la ocurrencia de los riesgos, se implementan las medidas de mitigación y se utiliza la información resultante para la toma de decisiones (cumple a, b y c)</p> <p>2. Durante la implementación del Proyecto se monitorea la ocurrencia de los riesgos y implementan medidas de mitigación pero no se utiliza la información resultante para la toma de decisiones (cumple a y b)</p> <p>1. Durante la implementación del Proyecto se monitorea la ocurrencia de los riesgos pero no se implementan las medidas de mitigación ni se utiliza la información resultante para la toma de decisiones (cumple a)</p> <p>0. Durante la implementación del Proyecto no se monitorea la ocurrencia de los riesgos ni se implementan las medidas de mitigación ni se utiliza la información (no cumple a, b ni c)</p>

<p>(I.3) El Proyecto gestiona medidas para garantizar la sostenibilidad así como una estrategia de salida o transición para favorecer la continuidad de sus resultados</p>	<p>Coherencia</p>	<p>I.3.1. El documento de diseño del Proyecto (PRODOC) incluye la identificación de: a) Los supuestos críticos para la sostenibilidad de la intervención a nivel: político, normativo, institucional, financiero, recursos y capacidades humanas, y/o avances técnicos/tecnológicos b) Las estrategias para contribuir al cumplimiento de estos supuestos c) Una estrategia de salida con un plan de transferencia de responsabilidades y entrega del Proyecto de manera gradual y efectiva a los socios nacionales</p>	<p>3. El documento de diseño del Proyecto identifica los supuestos críticos, las estrategias para contribuir al cumplimiento de estos supuestos y una estrategia de salida (cumple a, b y c) 2. El documento de diseño del Proyecto identifica los supuestos críticos; y adicionalmente las estrategias para contribuir al cumplimiento de estos supuestos o una estrategia de salida (cumple a y adicionalmente b o c) 1. El documento de diseño del Proyecto identifica los supuestos críticos pero no las estrategias para contribuir al cumplimiento de estos supuestos y tampoco una estrategia de salida (cumple a) 0. El documento de diseño del Proyecto no identifica los supuestos críticos, las estrategias para contribuir al cumplimiento ni una estrategia de salida (no cumple a, b ni c)</p>
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	Sostenibilidad	<p>I.3.2. Durante la implementación del Proyecto se cumplen con los siguientes elementos:</p> <p>a) Se desarrollan las estrategias previstas para contribuir al cumplimiento de los supuestos para la sostenibilidad de la intervención</p> <p>b) Se pone en práctica una estrategia de salida para transferir responsabilidades a los socios nacionales</p> <p>c) Se lograron acuerdos (o están en negociación) que revelan el compromiso de los socios con ratificaciones de normativas, adopción de políticas, realización de acciones de formación y/o provisión de recursos financieros o humanos para asegurar la continuidad de los resultados alcanzados</p>	<p>3. Durante la implementación del Proyecto se desarrollan las estrategias previstas para contribuir al cumplimiento de los supuestos de la sostenibilidad, se pone en práctica una estrategia de salida y se logran (o están en negociación) acuerdos que revelan el compromiso de los socios nacionales para asegurar la continuidad de los resultados alcanzados (cumple a, b y c)</p> <p>2. Durante la implementación del Proyecto se desarrollan las estrategias previstas para contribuir al cumplimiento de los supuestos de la sostenibilidad y se pone en práctica una estrategia de salida pero no se logran acuerdos que revelan el compromiso de los socios nacionales para asegurar la continuidad de los resultados alcanzados (cumple a y b)</p> <p>1. Durante la implementación del Proyecto se desarrollan las estrategias previstas para contribuir al cumplimiento de los supuestos de la sostenibilidad, pero no se pone en práctica una estrategia de salida y tampoco se logran acuerdos que revelan el compromiso de los socios nacionales para asegurar la continuidad de los resultados alcanzados (cumple a)</p> <p>0. Durante la implementación del Proyecto no se desarrollan las estrategias previstas para contribuir al cumplimiento de los supuestos de la sostenibilidad, no se pone en práctica una estrategia de salida ni se logran acuerdos que revelen el compromiso de los socios nacionales (no cumple a, b ni c)</p>
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<p>(I.4) El Proyecto tiene estrategias explícitas para hacer frente al contexto de pandemia y, eventualmente, de post pandemia</p>	<p>Coherencia</p>	<p>I.4.1. El documento del diseño del Proyecto (PRODOC) explicita que se llevarán a cabo acciones de generación de información y acciones de formación y asistencia técnica a los mandantes / socios nacionales para hacer frente al contexto de pandemia: a) Acciones de generación de información: realización de estudios, investigaciones sobre los efectos (reales y potenciales) de la pandemia en el problema que se quiere contribuir a resolver y/o en la institucionalidad existente para hacer frente al problema (<i>ver ejemplos en pestaña "Definiciones-Ejemplos"</i>) b) Acciones de formación y asistencia técnica a los mandantes / socios nacionales: provisión de herramientas teóricas y metodológicas para que puedan analizar el impacto del COVID-19; asistencia técnica en la identificación de las medidas a implementar para mitigar los efectos negativos del COVID-19; asistencia técnica para la elaboración de políticas públicas y movilización de recursos; intercambio de experiencias con otros países sobre el impacto de la COVID-19 y de las medidas implementadas.</p>	<p>3. El documento de diseño del Proyecto explicita que se llevarán a cabo acciones de generación de información, así como acciones de formación y asistencia técnica (cumple a y b) 2. El documento de diseño del Proyecto explicita que se llevarán a cabo acciones de formación y asistencia técnica pero no acciones de generación de información (cumple b) 1. El documento de diseño del Proyecto explicita que se llevarán a cabo acciones de generación de información pero no acciones de formación y asistencia técnica (cumple a) 0. El documento de diseño del Proyecto no explicita que se llevarán a cabo acciones de generación de información, ni acciones de formación y asistencia técnica (no cumple a ni b)</p>
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	Efectividad	<p>I.4.2. Durante la implementación del Proyecto se llevan a cabo acciones de generación de información y acciones de formación y asistencia técnica a los mandantes / socios nacionales para hacer frente al contexto de pandemia COVID-19:</p> <p>a) Acciones de generación de información: realización de estudios, investigaciones sobre los efectos (reales y potenciales) de la pandemia en el problema que se quiere contribuir a resolver y/o en la institucionalidad existente para hacer frente al problema</p> <p>b) Acciones de formación y asistencia técnica a los mandantes / socios nacionales: provisión de herramientas teóricas y metodológicas para que puedan analizar el impacto del COVID-19; asistencia técnica en la identificación de las medidas a implementar para mitigar los efectos negativos del COVID-19; asistencia técnica para la elaboración de políticas públicas y movilización de recursos; intercambio de experiencias con otros países sobre el impacto de la COVID-19 y de las medidas implementadas.</p>	<p>3. Durante la implementación del Proyecto se llevan a cabo acciones de generación de información así como acciones de formación y asistencia técnica (cumple a y b)</p> <p>2. Durante la implementación del Proyecto se llevan a cabo acciones de formación y asistencia técnica pero no acciones de generación de información (cumple b)</p> <p>1. Durante la implementación del Proyecto se llevan a cabo acciones de generación de información pero no acciones de formación y asistencia técnica (cumple a)</p> <p>0. Durante la implementación del Proyecto no se llevan a cabo acciones de generación de información y tampoco se realizan acciones de formación y asistencia técnica (no cumple a ni b)</p>
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	Coherencia	<p>I.4.3. Los siguientes elementos de la intervención, especificados en el documento de diseño del Proyecto (PRODOC), revelan que se está tomando en cuenta los efectos de la pandemia y las medidas implementadas por el gobierno y los interlocutores sociales ante la crisis de la pandemia:</p> <p>a) Objetivos / resultados (al apuntar a la formación, empleo y trabajo decente de los beneficiarios) (<i>ver ejemplos en la pestaña "Definiciones-Ejemplos"</i>)</p> <p>b) Productos / acciones / estrategias (al priorizar aquellas que tengan mayor probabilidad de contribuir a revertir los efectos que traerá la pandemia en un contexto de escasez de recursos; y/o al incluir temas particularmente afectados por la pandemia, como por ejemplo seguridad y salud en el trabajo y sus nuevos protocolos) (<i>ver ejemplos en la pestaña "Definiciones-Ejemplos"</i>)</p> <p>c) Público objetivo (al priorizar la situación particular de grupos particularmente vulnerables al contexto de la pandemia, como por ejemplo adolescentes, población migrante o indígena a la problemática del trabajo infantil)</p> <p>d) Alcance geográfico (al priorizar zonas que han sido más afectadas por la pandemia) o sectorial (al priorizar sectores con potencial de rápido crecimiento en el contexto de pandemia)</p>	<p>3. El documento de diseño del Proyecto incorpora la atención a los efectos de la pandemia en al menos 3 de los elementos mencionados (a, b, c o d)</p> <p>2. El documento de diseño del Proyecto incorpora la atención a los efectos de la pandemia en 2 de los elementos mencionados (a, b, c o d)</p> <p>1. El documento de diseño del Proyecto incorpora la atención a los efectos de la pandemia en 1 de los elementos mencionados (a, b, c o d)</p> <p>0. 3. El documento de diseño del Proyecto no incorpora la atención a los efectos de la pandemia en ninguno de los elementos mencionados (a, b, c ni d)</p>
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	Efectividad	<p>I.4.4. Durante la implementación del Proyecto se cumplen con las metas referidas a los siguientes elementos de la intervención:</p> <p>a) Los objetivos / resultados vinculados a revertir los efectos de la pandemia.</p> <p>b) Los productos / acciones / estrategias vinculadas a revertir los efectos de la pandemia</p> <p>c) La situación del público objetivo priorizado por ser particularmente vulnerable a los efectos de la pandemia</p> <p>d) La situación de las zonas geográficas priorizadas por haber sido más afectadas por la pandemia y la situación de los sectores de actividad priorizados por su potencial de rápido crecimiento en el contexto de pandemia</p>	<p>3 Durante la implementación del Proyecto se cumplen con las metas previstas de al menos 3 de los elementos mencionados (a, b, c o d)</p> <p>2 Durante la implementación del Proyecto se cumplen con las metas previstas de 2 de los elementos mencionados (a, b, c o d)</p> <p>1 Durante la implementación del Proyecto se cumplen con las metas previstas de 1 de los elementos mencionados (a, b, c o d)</p> <p>0 Durante la implementación del Proyecto no se cumplen con las metas previstas de ninguno de los elementos mencionados (a, b, c o d)</p> <p><i>Nota. Si en el indicador I.4.3 el puntaje es "0", automáticamente en este indicador I.4.4 el puntaje también será "0"</i></p>
II. Sostenibilidad institucional			
(II.1) El diseño del Proyecto incluye un diagnóstico de capacidades de los mandantes / socios nacionales implementadores e identifica estrategias para fortalecer estas capacidades	Coherencia	<p>II.1.1. El documento de diseño del Proyecto (PRODOC) contiene un diagnóstico de las capacidades de los mandantes / socios nacionales relativas a:</p> <p>a) Recursos humanos</p> <p>b) Estructura organizacional, procedimientos y procesos</p> <p>c) Infraestructura física, mobiliario y recursos materiales</p> <p>d) Infraestructura tecnológica y capacidades digitales</p>	<p>3. El documento de diseño del Proyecto contiene un diagnóstico de las capacidades de los principales mandantes y socios, el cual incluye el primer elemento mencionado (a) y al menos 2 de los otros elementos (b, c o d)</p> <p>2. El documento de diseño del Proyecto contiene un diagnóstico de las capacidades de los principales mandantes y socios, el cual incluye el primer elemento mencionado (a) y 1 de los otros elementos (b, c, d)</p> <p>1. El documento de diseño del Proyecto contiene un diagnóstico de las capacidades de los principales mandantes y socios, el cual incluye el primer elemento mencionado (a) pero ninguno de los otros elementos (b, c ni d)</p> <p>0. El documento de diseño del Proyecto no contiene un diagnóstico de las capacidades de los principales mandantes y socios que incluya alguno de los documentos mencionados (a, b, c ni d)</p>

	Coherencia	<p>II.1.2. El documento de diseño del Proyecto (PRODOC) plantea cómo fortalecer las capacidades de los mandantes / socios nacionales:</p> <p>a) Establece si se busca desarrollar las capacidades necesarias como un medio para alcanzar otros objetivos de tipo institucional o si es un fin en sí mismo</p> <p>b) Identifica el grupo objetivo cuyas capacidades se quieren desarrollar / fortalecer</p> <p>c) Identifica qué tipo de conocimientos y capacidades se quieren generar / desarrollar en el grupo objetivo</p> <p>d) Identifica cómo se quieren generar / desarrollar estas capacidades (ver ejemplos en la pestaña "Definiciones-Ejemplos")</p>	<p>3. El documento de diseño del Proyecto plantea al menos 3 de los 4 elementos mencionados respecto a cómo fortalecer las capacidades de los actores clave y/o socios implementadores (a, b, c o d)</p> <p>2. El documento de diseño del Proyecto plantea 2 de los 4 elementos mencionados respecto a cómo fortalecer las capacidades de los actores clave y/o socios implementadores (a, b, c o d)</p> <p>1. El documento de diseño del Proyecto plantea solamente 1 de los 4 elementos mencionados respecto a cómo fortalecer las capacidades de los actores clave y/o socios implementadores (a, b, c o d)</p> <p>0. El documento de diseño del Proyecto no plantea ninguno de los elementos mencionados sobre cómo fortalecer las capacidades de los actores clave y/o socios implementadores (a, b, c ni d)</p>
(II.2) El Proyecto lleva a cabo acciones dirigidas a incrementar los conocimientos y capacidades de representantes de los mandantes / socios nacionales implementadores	Efectividad	<p>II.2.1. El Proyecto utiliza diferentes técnicas de desarrollo de conocimientos y capacidades:</p> <p>a) Acciones, cursos o programas de formación individual o grupal</p> <p>b) Reuniones de intercambio de conocimiento, creación de redes y/o comunidades de práctica para discutir un tema específico</p> <p>c) Exposición de lecciones aprendidas y buenas prácticas de otras instituciones /instancias nacionales o internacionales, lo que puede incluir talleres, seminarios, visitas de campo y/o viajes de estudio</p> <p>d) Programas de coaching y mentoring, lo que puede incluir educación entre pares</p> <p>e) Aprendizaje en el trabajo, útil sobre todo para el desarrollo de habilidades técnicas y vocacionales.</p> <p><i>Está pendiente definir criterios mínimos en</i></p>	<p>3. El Proyecto utiliza 3 o más de las técnicas de desarrollo de conocimientos y capacidades mencionadas (a, b, c, d o e)</p> <p>2. El Proyecto utiliza 2 de las técnicas de desarrollo de conocimientos y capacidades mencionadas (a, b, c, d o e)</p> <p>1. El Proyecto utiliza 1 de las técnicas de desarrollo de conocimientos y capacidades mencionadas (a, b, c, d o e)</p> <p>0. El Proyecto no utiliza ninguna de las técnicas de desarrollo de conocimientos y capacidades mencionadas (a, b, c, d ni e)</p>

		<i>cuanto a duración y contenido de las técnicas mencionadas</i>	
Efectividad	II.2.2.	<p>El Proyecto, como parte de su estrategia de formación de capacidades, realiza las siguientes acciones:</p> <p>a) Elabora guías, manuales u otras herramientas relativos a los temas sobre los que se capacitó para que puedan ser aplicadas o replicadas por los propios mandantes / socios nacionales implementadores</p> <p>b) Capacita a representantes de estos mandantes y/o socios en el uso y aplicación de estas guías, manuales u otras herramientas</p> <p>c) Brinda asistencia técnica a estos mandantes y/o socios para el desarrollo de una plataforma virtual, sistema web o sistema informático que les permita brindar formación al personal de sus organizaciones o al público en general (o la elaboración la plataforma virtual, sistema web o sistema informático y su transferencia a los mandantes y/o socios)</p> <p>d) Lleva a cabo acciones de formación de formadores en estos mandantes y/o socios</p>	<p>3. Como parte de la estrategia de formación de capacidades se han realizado al menos 3 de las acciones mencionadas (a, b, c o d)</p> <p>2. Como parte de la estrategia de formación de capacidades se han realizado 2 de las acciones mencionadas (a, b, c o d)</p> <p>1. Como parte de la estrategia de formación de capacidades se ha realizado 1 de las acciones mencionadas (a, b, c o d)</p> <p>0. No se ha realizado ninguna de las acciones mencionadas (a, b, c ni d)</p>

	Sostenibilidad	<p>II.2.3. La continuidad de las acciones de formación una vez finalizado el Proyecto, sin depender de proyectos o fondos de otras instituciones, está garantizada por el cumplimiento de los siguientes elementos:</p> <p>a) Los mandantes / socios nacionales incorporan el contenido de la formación recibida como parte de su oferta formativa regular</p> <p>b) Los mandantes / socios nacionales que cuentan con una plataforma virtual, sistema web o sistema informático para brindar formación, han comprometido recursos humanos y financieros para el mantenimiento</p> <p>c) Los mandantes / socios nacionales actualizan el contenido de la plataforma / sistema en consulta / coordinación con la OIT</p> <p>d) El personal formado, como parte de la estrategia de "formación de formadores", se compromete, mediante convenio o acuerdo con la OIT, a replicar lo aprendido con otros profesionales, sin desvirtuar el modelo de intervención, las temáticas, herramientas y metodologías recibidas.</p>	<p>3. Para garantizar la continuidad de las acciones de formación una vez finalizado el Proyecto, se han cumplido al menos 3 de los elementos mencionados (a, b, c o d)</p> <p>2. Para garantizar la continuidad de las acciones de formación una vez finalizado el Proyecto, se han cumplido 2 de los elementos mencionados (a, b, c o d)</p> <p>1. Para garantizar la continuidad de las acciones de formación una vez finalizado el Proyecto, se han cumplido 1 de los elementos mencionados (a, b, c o d)</p> <p>0. No se han cumplido ninguno de los elementos mencionados (a, b, c ni d)</p>
(II.3) El Proyecto desarrolla capacidades individuales en los representantes de los mandantes / socios nacionales que participan en el Proyecto y esto se traduce en cambios en el desempeño individual que	Orientación hacia el impacto	<p>II.3.1. Los representantes de los mandantes / socios nacionales desarrollan capacidades individuales (<i>ver ejemplos en la pestaña "Definiciones-Ejemplos"</i>) como consecuencia de las acciones del Proyecto.</p> <p>a) Las personas cumplen con los criterios establecidos para egresar (<i>por ejemplo, N° de horas</i>)</p> <p>b) Las personas han mejorado sus conocimientos</p> <p>c) Las personas han mejorado su desempeño</p>	<p>3. Si cumple con el criterio C.</p> <p>2. Si cumple con el criterio B.</p> <p>1. Si cumplen solo con el criterio A.</p> <p>0. Si no cumple con A, B o C,</p>

<p>pueden contribuir a consolidar los resultados de la intervención.</p>	<p>Orientación hacia el impacto</p>	<p>II.3.2. Las capacidades individuales también se han generado a nivel regional o local. (por ejemplo, Direcciones Regionales de Trabajo, Federaciones, Cámaras, Asociaciones, gremios, sindicatos)</p>	<p>3.El 50% o más de los representantes de los mandantes / socios a nivel regional o local cumplen con los criterios establecidos para egresar de la formación y mejoran sus conocimientos y competencias 2.Entre el 25% y 49% de los representantes de los mandantes / socios a nivel regional o local cumplen con los criterios establecidos para egresar de la formación y mejoran sus conocimientos y competencias 1.Menos del 25% de los representantes de los mandantes / socios a nivel regional o local cumplen con los criterios establecidos para egresar de la formación y mejoran sus conocimientos y competencias 0. No se han aplicado instrumentos para medir el desarrollo de los conocimientos y competencias de los representantes de los mandantes / socios nacionales que recibieron formación del Proyecto</p> <p><i>Nota. Si en el indicador II.3.1 el puntaje es "0", automáticamente en este indicador II.3.2 el puntaje también será "0"</i></p>
	<p>Orientación hacia el impacto</p>	<p>II.3.3. El desarrollo de capacidades se refleja en cambios en el desempeño individual a) Se identifican las condiciones bajo las cuales se debe observar el desempeño individual, los estándares que deben cumplirse para que el desempeño se considere aceptable y los instrumentos / herramientas que deben aplicarse (<i>ver ejemplos en la pestaña "Definiciones-Ejemplos"</i>) b) Se aplican los instrumentos / herramientas para medir el desempeño individual c) Producto de la medición se han detectado mejoras en el desempeño individual</p>	<p>3.Se encontró evidencia de que se han producido mejoras en el desempeño individual de quienes recibieron formación del Proyecto 2. Se aplican instrumentos / herramientas para medir el desempeño individual de quienes recibieron formación del Proyecto pero no se encontró evidencia de que se han producido mejoras en el desempeño 1. Se contempla la medición del desempeño individual de quienes recibieron formación del Proyecto pero no se han aplicado los instrumentos / herramientas para medir dicho desempeño 0. No se contempla la medición del desempeño individual de quienes recibieron formación del Proyecto</p>

<p>(II.4) El Proyecto desarrolla capacidades institucionales funcionales (de organización y gestión) y técnicas en los mandantes / socios nacionales y éstos desarrollan políticas, planes, programas, estrategias, marcos institucionales y/o estructuras de funcionamiento de alcance nacional regional y/o local que pueden contribuir a consolidar los resultados</p>	<p>Orientación hacia el impacto</p>	<p>II.4.1. Los mandantes / socios nacionales desarrollan capacidades institucionales funcionales y técnicas como consecuencia de las acciones del Proyecto a) Los mandantes / socios nacionales desarrollan capacidades institucionales funcionales de organización y gestión: son capacidades transversales no asociadas a un tema o sector en particular, sino al funcionamiento más amplio de la organización (<i>ver ejemplos en la pestaña "Definiciones-Ejemplos"</i>) b) Los mandantes / socios nacionales desarrollan capacidades institucionales técnicas: son capacidades específicas asociadas con áreas particulares de especialización y estrechamente relacionadas con un tema o sector en particular (<i>ver ejemplos en la pestaña "Definiciones-Ejemplos"</i>)</p>	<p>3. Los 3 mandantes desarrollan al menos una capacidad institucional funcional y/o técnica 2. 2 mandantes desarrollan al menos una capacidad institucional funcional y/o técnica 1. 1 mandante desarrolla al menos una capacidad institucional funcional y/o técnica 0. Ningún mandante desarrolla capacidades institucionales funcionales ni técnicas</p>
	<p>Orientación hacia el impacto</p>	<p>II.4.2. Las capacidades institucionales funcionales y técnicas también se han generado a nivel regional y local (por ejemplo, Direcciones Regionales de Trabajo, Federaciones, Cámaras, Asociaciones, gremios, sindicatos)</p>	<p>3. Los 3 mandantes desarrollan a nivel regional o local al menos una capacidad institucional funcional y/o técnica 2. 2 mandantes desarrollan a nivel regional o local al menos una capacidad institucional funcional y/o técnica 1. 1 mandante desarrolla a nivel regional o local al menos una capacidad institucional funcional y/o técnica 0. Ningún mandante desarrolla a nivel regional o local capacidades institucionales funcionales ni técnicas</p> <p><i>Nota. Si en el indicador II.4.1 el puntaje es "0", automáticamente en este indicador II.4.2 el puntaje también será "0"</i></p>

Sostenibilidad	<p>II.4.3. Los mandantes / socios nacionales desarrollan, mejoran, institucionalizan y/o amplían la cobertura (en el período en el que se implementa el Proyecto) políticas, planes, programas, estrategias, marcos institucionales y/o estructuras de funcionamiento, de alcance nacional, regional o local, que pueden contribuir a consolidar los resultados de la intervención</p>	<p>3.Los 3 mandantes desarrollan, mejoran, institucionalizan y/o amplían la cobertura de políticas, planes, programas, estrategias, marcos institucionales y/o estructuras de funcionamiento que pueden contribuir a consolidar los resultados de la intervención</p> <p>2. 2 mandantes desarrollan, mejoran, institucionalizan y/o amplían la cobertura de políticas, planes, programas, estrategias, marcos institucionales y/o estructuras de funcionamiento pertinentes que pueden contribuir a consolidar los resultados de la intervención</p> <p>1. 1 mandante desarrolla, mejora, institucionaliza y/o amplía la cobertura de políticas, planes, programas, estrategias, marcos institucionales y/o estructuras de funcionamiento pertinentes que pueden contribuir a consolidar los resultados de la intervención</p> <p>0. Ningún mandante desarrolla, mejora, institucionaliza y/o amplía la cobertura de políticas, planes, programas, estrategias, marcos institucionales y/o estructuras de funcionamiento pertinentes que pueden contribuir a consolidar los resultados de la intervención</p>
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	Sostenibilidad	<p>II.4.4 Se han identificado, con la debida justificación técnica, áreas geográficas, sectores de actividad, niveles de gobierno, organizaciones, donde existen mejores condiciones para que la réplica de la intervención tenga, a priori, más posibilidades de éxito.</p> <p>a) Se han identificado áreas geográficas y/o sectores de actividad donde la intervención podría ser replciada (<i>ver ejemplos en la pestaña "Definiciones-Ejemplos"</i>)</p> <p>b) Se han identificado niveles de gobierno y socios nacionales para poder replicar la intervención</p> <p>c) Se han concretado acuerdos o pre acuerdos verbales o escritos con estos socios nacionales para llevar a cabo la réplica de la intervención</p>	<p>3 Se han identificado áreas geográficas y/o sectores de actividad donde la intevención podría ser replicada, así como niveles de gobierno y socios nacionales para poder replicarla y además se han concretado acuerdos o pre acuerdos con estos socios para llevarla a cabo (cumple a, b, c)</p> <p>2 Se han identificado áreas geográficas y/o sectores de actividad donde la intevención podría ser replicada, así como niveles de gobierno y socios nacionales para poder replicarla, pero aún no han concretado acuerdos o pre acuerdos con estos socios para llevarla a cabo (cumple a y b)</p> <p>1 Se han identificado áreas geográficas y/o sectores de actividad donde la intevención podría ser replicada pero no se han identificado niveles de gobierno y socios nacionales para poder replicarla ni concretado acuerdos o pre acuerdos con estos socios para llevarla a cabo (cumple a)</p> <p>0 No se han identificado áreas geográficas y/o sectores de actividad donde la intevención podría ser replciada intervención pueda ser replicada, ni niveles de gobierno y socios nacionales para poder replicarla y tampoco se han concretado acuerdos o pre acuerdos con estos socios para llevarla a cabo (no cumple a, b ni c)</p>
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<p>(II.5) El Proyecto establece una estrategia de gestión y difusión del conocimiento que incluye la generación, recopilación y análisis de información vinculada a los resultados de la intervención, así como alianzas interinstitucionales con mandantes / socios nacionales, la sociedad civil y agencias de cooperación del SNU vinculadas a las temáticas que se trabajan en el Proyecto</p>	<p>Eficacia de la gestión</p>	<p>II.5.1. El Proyecto utiliza un sistema de monitoreo o base de datos que provee información confiable y oportuna sobre los resultados de la intervención a) El sistema está diseñado e implementado b) La información que se genera con la implementación del sistema es compartida dentro del equipo del proyecto y la oficina de la OIT y con otras partes interesadas a través de eventos de aprendizaje e intercambio planificados. c) La información que se genera con la implementación del sistema es utilizada para tomar decisiones relativas a la ejecución del Proyecto</p>	<p>3 El Proyecto implementa un sistema de monitoreo y la información generada es compartida dentro del equipo del Proyecto, a la oficina de la OIT y a otras partes interesadas y es utilizada para la toma de decisiones (cumple a, b, c) 2. El Proyecto implementa un sistema de monitoreo y la información generada es compartida dentro del equipo del Proyecto, a la oficina de la OIT y a otras partes interesada pero no es utilizada para la toma de decisiones (cumple a y b) 1. El Proyecto implementa un sistema de monitoreo pero la información generada no es compartida dentro del equipo del Proyecto, a la oficina de la OIT y a otras partes interesada y tampoco es utilizada para la toma de decisiones (cumple a) 0. El Proyecto no implementa un sistema de monitoreo (no cumple a, b ni c)</p>
	<p>Eficacia de la gestión</p>	<p>II.5.2. El Proyecto establece alianzas interinstitucionales con mandantes y éstas se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención a) Estas alianzas se establecen con mandantes con ventajas y experiencia en las temáticas sobre las que trabaja el Proyecto b) Estas alianzas se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención.</p>	<p>3. El Proyecto establece alianzas con más de un mandante que se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención 2. El Proyecto establece alianzas con un mandante que se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención 1. El Proyecto establece alianzas con mandantes pero que no se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención 0. El Proyecto no establece ninguna alianza con mandantes</p>

	Eficacia de la gestión	II.5.3.	<p>El Proyecto establece alianzas interinstitucionales con otros actores relevantes (sociedad civil, academia, SNU, instancias regionales / locales) y éstas se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención</p> <p>a) Estas alianzas se establecen con sociedad civil, academia, SNU, y/o instancias regionales / locales con ventajas y experiencia en las temáticas sobre las que trabaja el Proyecto</p> <p>b) Estas alianzas se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención.</p>	<p>3. El Proyecto establece alianzas con diferentes tipos de actores relevantes (sociedad civil, academia, SNU, instancias regionales / locales) que se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención</p> <p>2. El Proyecto establece alianzas con un tipo de actor relevante (sociedad civil, academia, SNU, instancias regionales / locales) que se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención</p> <p>1. El Proyecto establece alianzas con actores relevantes (sociedad civil, academia, SNU, instancias regionales / locales) pero que no se traducen en acciones y/o productos específicos vinculados a los resultados y objetivos de la intervención</p> <p>0. El Proyecto no establece ninguna alianza con actores relevantes (sociedad civil, academia, SNU, instancias regionales / locales)</p>
III. Sostenibilidad financiera				
(III.1) El diseño del Proyecto incluye acciones de advocacy para que los mandantes y/o contrapartes contribuyan al financiamiento de la implementación del Proyecto	Coherencia	III.1.1	<p>El documento de diseño del Proyecto (PRODOC) explicita que se llevarán a cabo acciones de advocacy para que los mandantes y/o contrapartes financien (con recursos propios y/o provenientes de otras fuentes) la realización de algunos productos del Proyecto, el seguimiento a los resultados esperados, la realización de actividades que contribuyan al posicionamiento de la intervención u otras actividades que, a priori, puedan contribuir a la efectividad del Proyecto</p>	<p>3.El documento de diseño del Proyecto incorpora acciones de advocacy orientadas a que los 3 mandantes aportan recursos financieros para la implementación del Proyecto</p> <p>2.El documento de diseño del Proyecto incorpora acciones de advocacy orientadas a que 2 mandantes aportan recursos financieros para la implementación del Proyecto</p> <p>1.El documento de diseño del Proyecto incorpora acciones de advocacy orientadas a que 1 mandantes aportan recursos financieros para la implementación del Proyecto</p> <p>0.El documento de diseño del Proyecto no incorpora acciones de advocacy orientadas a que los mandantes aportan recursos financieros para la implementación del Proyecto</p>

<p>(III.2) Los mandantes aportan recursos financieros propios y/o provenientes de otras fuentes para la implementación del Proyecto</p>	<p>Efectividad</p>	<p>III.2.1 .</p>	<p>Los mandantes aportan recursos financieros propios y/o provenientes de otras fuentes para llevar a cabo las actividades previstas en el Proyecto (<u>ver ejemplos en la pestaña "Definiciones-Ejemplos"</u>)</p>	<p>3.Los 3 mandantes aportan recursos financieros para llevar a cabo las actividades previstas en el Proyecto 2. 2 mandantes aportan recursos financieros para llevar a cabo las actividades previstas en el Proyecto 1. 1 mandante aporta recursos financieros para llevar a cabo las actividades previstas en el Proyecto 0. Ningún mandante aporta recursos financieros para llevar a cabo las actividades previstas en el Proyecto</p>
<p>(III.3) Los mandantes han comprometido recursos financieros propios y/o han logrado movilizar recursos financieros de otras fuentes para llevar a cabo las políticas, planes, estrategias y actividades necesarias para consolidar los resultados de la intervención.</p>	<p>Sostenibilidad</p>	<p>III.3.1 .</p>	<p>Los mandantes han comprometido oficialmente recursos financieros propios y/o provenientes de otras fuentes para dar continuidad a los resultados alcanzados, a través del escalamiento o réplica de los productos/actividades del Proyecto una vez que éste culmine.</p> <p><i>Nota. El compromiso oficial significa que existe una resolución u otro documento oficial que explicita el compromiso de la institución; que dicho compromiso está incluido en el Presupuesto Operativo o Anual Institucional futuro de la institución; y/o (en el caso de instituciones del gobierno) que está incluido en el Sistema Integrado de Administración o Información Financiera</i></p>	<p>3. Los 3 mandantes han comprometido oficialmente recursos financieros para dar continuidad a los resultados alcanzados 2. 2 mandantes han comprometido oficialmente recursos financieros para dar continuidad a los resultados alcanzados 1. 1 mandante ha comprometido oficialmente recursos financieros para dar continuidad a los resultados alcanzados 0. Ningún mandante ha comprometido oficialmente recursos financieros para dar continuidad a los resultados alcanzados</p>

IV. Sostenibilidad política

<p>(IV.1) La promulgación y/o aplicación de la legislación y normativa nacional, los sistemas normativos privados y/o las normas internacionales existentes favorecen o refuerzan la continuidad de los resultados del Proyecto</p>	Relevancia	<p>IV.1.1 El documento de diseño del Proyecto (PRODOC) cumple con los siguientes elementos:</p> <p>a) Describe el contexto normativo en el que se va a desarrollar: las normas pertinentes (convenios, recomendaciones, directrices, normas internacionales de trabajo) y su estado de ratificación</p> <p>b) Identifica la relación entre estas normas y el tipo de intervención del Proyecto, existiendo las siguientes posibilidades:</p> <ul style="list-style-type: none"> - Intervención sin referencia a las normas - Normas implícitas en la intervención: la atención se centra en otro elemento pero la relación normativa es periférica a la intervención, sigue estando presente - Normas se reflejan de manera explícita en la intervención. 	<p>3. El documento de diseño del Proyecto describe el contexto normativo en el que se va a desarrollar y las normas se reflejan de manera explícita en la estructura de la intervención (objetivos, productos, estrategias y/o acciones)</p> <p>2. El documento de diseño del Proyecto describe el contexto normativo en el que se va a desarrollar y las normas están implícitas en la estructura de la intervención (objetivos, productos, estrategias y/o acciones)</p> <p>1. El documento de diseño del Proyecto describe el contexto normativo en el que se va a desarrollar pero las normas no se reflejan de manera explícita ni están implícitas en la estructura de la intervención (objetivos, productos, estrategias y/o acciones)</p> <p>0. El documento de diseño del Proyecto no describe el contexto normativo en el que se va a desarrollar y las normas tampoco se reflejan de manera explícita ni están implícitas en la estructura de la intervención (objetivos, productos, estrategias y/o acciones)</p>
	Relevancia	<p>IV.1.2 El documento de diseño del Proyecto (PRODOC) cumple con los siguientes elementos <i>(este criterio solo aplica en los casos en los que las normas se reflejan de manera explícita en la intervención):</i></p> <p>a) Identifica si se pretende el desarrollo, la integración o la aplicación de las normas (<u><i>ver ejemplos en la pestaña "Definiciones-Ejemplos"</i></u>)</p> <p>b) Identifica cuál es el rol de la OIT, en función a la existencia o no de posibilidades de cooperación con los stakeholders y a la evidencia de la magnitud de los problemas en cuestión: activismo, advocacy, lobbying o asesoramiento (<u><i>ver ejemplos en la pestaña "Definiciones-Ejemplos"</i></u>)</p>	<p>3. El documento de diseño del Proyecto identifica si se pretende el desarrollo, integración o aplicación de las normas y que el rol de OIT es de lobbying o asesoramiento.</p> <p>2. El documento de diseño del Proyecto identifica si se pretende el desarrollo, integración o aplicación de las normas y que el rol de OIT es de activismo o advocacy</p> <p>1. El documento de diseño del Proyecto identifica si se pretende el desarrollo, integración o aplicación de las normas pero no identifica si el rol de OIT es de activismo, advocacy, lobbying o asesoramiento.</p> <p>0. El documento de diseño del Proyecto no identifica si se pretende el desarrollo, integración o aplicación de las normas ni cuál es el rol de la OIT</p>

Coherencia	<p>IV.1.3 Los siguientes elementos dan cuenta de la sostenibilidad de la intervención desde el punto de vista normativo:</p> <p>a) Si el Proyecto contempla <u>el desarrollo o integración de las normas</u>, entonces se puede observar que:</p> <p>a1) se realizaron discusiones tripartitas para desarrollar o integrar las normas a2) se elaboró un proyecto o ante-proyecto de ley a3) se promulgaron o ratificaron las leyes o convenios que se tenían previstos</p> <p>b) Si el Proyecto contempla la <u>aplicación de las normas</u>, entonces se puede observar que:</p> <p>b1) se elaboró un diagnóstico / estudio sobre la problemática de la no aplicación de las normas así como propuestas para revertir la situación b2) existe algún avance en la aplicación de las normas b3) se están produciendo cambios en la situación práctica de los objetivos de las normas (puede ser las instituciones, las políticas, las condiciones de trabajo; de aplicación general o específicos a determinados grupos económicos) como consecuencia de la aplicación de las mismas</p> <p>c. Si las normas <u>están implícitas en la intervención</u>, entonces se puede observar que:</p> <p>c1) la legislación y normativa nacional (leyes, reglamentos, ordenanzas, decretos) refuerzan el cumplimiento de los resultados de la intervención c2) los sistemas normativos privados</p>	<p><u>Si el Proyecto contempla el desarrollo o integración de las normas</u></p> <p>3 Se promulgaron o ratificaron las leyes o convenios que se tenían previstos (cumple a3) 2. Se elaboró un proeycto o ante proyecto de ley (cumple a2) 1. Se realizaron discusiones tripartitas para desarrollar o integrar las normas (cumple a1) 0. No se cumplen con ninguno de los elementos mencioandos (no cumple a1, a2 ni a3)</p> <p><u>Si el Proyecto contempla la aplicación de las normas</u></p> <p>3 Se están produciendo cambios en la situación práctica de los objetivos de las normas como consecuencia de la aplicación de las mismas (cumple b3) 2. Existe algún avance en la aplicación de las normas (cumple b2) 1. Se elaboró un diagnóstico / estudio sobre la problemática de la no aplicación de las normas así como propuestas para revertir la situación (cumple b1) 0. No se cumplen con ninguno de los elementos mencioandos (no cumple b1, b2 ni b3)</p> <p><u>Si las normas están implícitas en la intervención</u></p> <p>3 El cumplimiento de los resultados de la intervención se refuerza por los 3 elementos mencionados (c1, c2 y c3) 2 El cumplimiento de los resultados de la intervención se refuerza por 2 de llos 3 elementos mencionados (c1, c2 o c3) 1 El cumplimiento de los resultados de la intervención se refuerza por 1 de los 3 elementos mencionados (c1, c2 o c3) 0 El cumplimiento de los resultados de la intervención no se refuerza por ninguno de los elementos mencionados (no cumple c1, c2, c3)</p>
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		(códigos de conducta, normas industriales) refuerzan el cumplimiento de los resultados de la intervención c3) las normas internacionales existentes (como guía para las prácticas o normas nacionales o como base para la promoción) refuerzan el cumplimiento los resultados de la intervención	NA. Si El Proyecto plantea una intervención sin referencia a las normas (es decir, puntaje "1" o "0" en el indicador IV.1.1)
(IV.2) Los acuerdos, pactos u otros mecanismos derivados del diálogo social, que apoyan a los interlocutores sociales a cumplir los objetivos Proyecto; y/o el fortalecimiento de los procesos, instituciones y espacios de diálogo social contribuyen a consolidar los resultados del Proyecto	Relevancia	IV.2.1 El documento de diseño del Proyecto (PRODOC) establece los siguientes elementos: a) Describe el contexto del diálogo social, identificando los principales interlocutores sociales con quien puede o debe interactuar el Proyecto para promover el diálogo social, así como la posición de cada uno de ellos en relación a los objetivos del Proyecto. b) Establece si el diálogo social está previsto como una herramienta que contribuya a la efectividad de la intervención o si la mejora del diálogo social es un resultado de la intervención	3. El documento de diseño del Proyecto describe el contexto del diálogo social en el que se va a desarrollar el Proyecto y establece que la mejora del diálogo social es un resultado de la intervención 2. El documento de diseño del Proyecto describe el contexto del diálogo social en el que se va a desarrollar el Proyecto y establece que el diálogo social es una herramienta que contribuirá a la efectividad de la intervención 1. El documento de diseño del Proyecto describe el contexto del diálogo social en el que se va a desarrollar el Proyecto pero no establece si el diálogo social está previsto como herramienta que contribuya a la efectividad de la intervención o si la mejora del diálogo social es en sí mismo un resultado a alcanzar. 0. El documento de diseño no describe el contexto del diálogo social en el que se va a desarrollar el Proyecto

	Coherencia	<p>IV.2.2 Los siguientes elementos dan cuenta de la sostenibilidad de la intervención desde el punto de vista del diálogo social:</p> <p>a) Si en el Proyecto <u>el diálogo social se contempla como una herramienta que contribuye a la efectividad de la intervención, entonces se puede observar que:</u> a1) existen espacios de diálogo tripartito ad hoc del Proyecto donde se discuten periódicamente los avances y dificultades de la intervención a2) existen acuerdos, pactos u otros mecanismos / herramientas derivadas del diálogo social, que apoyan la realización de actividades y/o la concreción de productos del Proyecto a3) existen espacios institucionalizados de diálogo tripartito donde se trabajan temas que contribuyen a consolidar los resultados de la intervención.</p> <p>b) Si en el Proyecto <u>la mejora del diálogo social es un resultado de la intervención, entonces se puede observar que:</u></p> <p>b1) existe una participación más activa de las partes en los espacios de diálogo social b2) los acuerdos que se toman en los espacios de diálogo social son más relevantes para consolidar los resultados de la intervención y se realiza seguimiento al cumplimiento de estos acuerdos b3) los espacios de diálogo social promueven la negociación colectiva, la cooperación en el lugar de trabajo, la solución de los conflictos laborales por la vía del diálogo y la concertación u otros aspectos que contribuyen a consolidar los resultados de la intervención</p>	<p><u>Si el Proyecto contempla el diálogo social como herramienta que contribuye a la efectividad de la intervención</u></p> <p>3 Existen espacios institucionalizados de diálogo tripartito donde se trabajan temas que contribuyen a consolidar los resultados de la intervención (cumple a3) 2. Existen acuerdos, pactos u otros mecanismos / herramientas derivadas del diálogo social, que apoyan la realización de actividades y/o la concreción de productos del Proyecto (cumple a2) 1. Existen espacios de diálogo tripartito ad hoc del Proyecto donde se discuten periódicamente los avances y dificultades de la intervención (cumple a1) 0. No se cumplen con ninguno de los elementos mencionados (no cumple a1, a2 ni a3)</p> <p><u>Si en el Proyecto la mejora del diálogo social es un resultado de la intervención, entonces se puede observar que:</u></p> <p>3. Los espacios de diálogo social promueven la negociación colectiva, la cooperación en el lugar de trabajo, la solución de los conflictos laborales por la vía del diálogo y la concertación u otros aspectos que contribuyen a consolidar los resultados de la intervención (cumple b3) 2. Los acuerdos que se toman en los espacios de diálogo social son más relevantes para consolidar los resultados de la intervención y se realiza seguimiento al cumplimiento de estos acuerdos (cumple b2) 1. Existe una participación más activa de las partes en los espacios de diálogo social (cumple b1) 0. No se cumplen con ninguno de los elementos mencioandos (no cumple b1, b2 ni b3)</p>
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	Sostenibilidad	IV.2.3 . La actuación de la OIT a nivel descentralizado (regional o local) brinda la oportunidad de potenciar el diálogo con otros actores cercanos a los beneficiarios finales (<i>ver ejemplos en la pestaña "Definiciones-Ejemplos"</i>) y permite apoyar la construcción de políticas locales mucho más alineada a las necesidades y problemática de las personas	<p>3. Se ha potenciado el diálogo social a nivel regional o local y ello ha permitido apoyar la construcción de políticas locales</p> <p>2. Se ha potenciado el diálogo social a nivel local.</p> <p>1. Se ha potenciado el diálogo social a nivel regional</p> <p>0. No se ha potenciado el diálogo social a nivel regional o local.</p>
V. Sostenibilidad de género			
(V.1) El Proyecto realiza un análisis / diagnóstico de género sobre la situación actual de la discriminación basada en el sexo y las desigualdades entre hombres y mujeres en ámbitos relevantes para la intervención, atiende las necesidades de las mujeres en los objetivos, resultados, productos, estrategias, acciones y/o población objetivo de su intervención, y cuenta con un presupuesto con perspectiva de género como herramienta para destinar recursos concretos para la igualdad de género y	Relevancia	V.1.1. El documento de diseño del Proyecto (PRODOC) incluye los siguientes elementos: a) Explicita que durante la implementación se llevará a cabo (o incluye en el mismo documento de diseño) un análisis / diagnóstico de género sobre la situación actual de la discriminación basada en el sexo y las desigualdades entre hombres y mujeres en el ámbito laboral, social, político y otros temas relevantes para la intervención, así como las causas estructurales que explican los resultados (<i>ver ejemplos de su contenido en la pestaña "Definiciones-Ejemplos"</i>) b) Contempla atender las necesidades de las mujeres en los objetivos, resultados, productos, estrategias, acciones y/o población objetivo de su intervención (<i>ver ejemplos de formas de atención de las necesidades en la pestaña "Definiciones-Ejemplos"</i>) c) Cuenta con un presupuesto con perspectiva de género como herramienta para destinar recursos específicos para la igualdad de género y empoderamiento de la mujer	<p>3. El documento de diseño del Proyecto incluye los 3 elementos mencionados (a, b y c)</p> <p>2. El documento de diseño del Proyecto incluye 2 de los elementos mencionados (a, b o c)</p> <p>1. El documento de diseño del Proyecto incluye 1 de los elementos mencionados (a,b o c)</p> <p>0. El documento de diseño del Proyecto no incluye ninguno de los elementos mencionados (a, b ni c)</p>

empoderamiento de la mujer.	Efectividad	<p>V.1.2. Durante la implementación del Proyecto se cumplen con los siguientes elementos:</p> <p>a) Se realiza un análisis / diagnóstico de género sobre la situación actual de la discriminación basada en el sexo y las desigualdades entre hombres y mujeres en el ámbito laboral, social, político y otros temas relevantes para la intervención, así como las causas estructurales que explican los resultados.</p> <p>b) Se atienden las necesidades de las mujeres en los objetivos, resultados, productos, estrategias, acciones y/o población objetivo de su intervención.</p> <p>c) Se ejecuta un presupuesto con perspectiva de género como herramienta para destinar recursos específicos para la igualdad de género y empoderamiento de la mujer</p>	<p>3. Durante la implementación del Proyecto se cumplen los 3 elementos mencionados (a, b y c)</p> <p>2. Durante la implementación del Proyecto se cumplen 2 de los elementos mencionados (a, b o c)</p> <p>1. Durante la implementación del Proyecto se cumple 1 de los elementos mencionados (a,b o c)</p> <p>0. Durante la implementación del Proyecto no se cumple ninguno de los elementos mencionados (a, b ni c)</p> <p><i>Nota. Si en el indicador V.1.1 el mismo documento de diseño incluye el análisis de género, entonces se cumple tanto el elemento a) de dicho indicador como el elemento a) de este indicador V.1.2</i></p>
(V.2) El Proyecto cuenta con indicadores y metas incluyentes desde el punto de vista del género , que permiten medir los efectos diferenciados del proyecto en mujeres y hombres	Coherencia	<p>V.2.1. El documento de diseño del Proyecto (PRODOC) contempla indicadores y metas incluyentes desde el punto de vista del género (<i>ver ejemplos en la pestaña "Definiciones-Ejemplos"</i>):</p> <p>a) Desagregados por sexo: recoger datos sobre los efectos con un registro de las características de género</p> <p>b) Específicos de género: recogen datos relevantes solo para un grupo específico de género</p> <p>c) Transformativos de género: evalúan las normas de género</p> <p>d) Diferenciativos de género: evalúan la representación y empoderamiento de las mujeres en diferentes ámbitos (laboral, económico, jurídico, político, social)</p>	<p>3. El documento del diseño del Proyecto incluye indicadores incluyentes desde el punto de vista de género que corresponden al menos 3 de los tipos mencionados (a, b, c o d)</p> <p>2. El documento del diseño del Proyecto incluye indicadores incluyentes desde el punto de vista de género que corresponden a 2 de los tipos mencionados (a, b, c o d)</p> <p>1. El documento del diseño del Proyecto incluye indicadores incluyentes desde el punto de vista de género que corresponde a 1 de los tipos mencionados (a, b, c o d)</p> <p>0. El documento de diseño del Proyecto no incluye indicadores incluyentes desde el punto de vista de género, de ningún tipo (a, b, c ni d)</p>

	Efectividad	V.2.2. Durante la implementación del Proyecto, se logran las metas de aquellos indicadores incluyentes desde el punto de vista de género	<p>3.El Proyecto logra las metas previstas en el 75% o más de los indicadores incluyentes desde el punto de vista de género</p> <p>2. El Proyecto logra las metas previstas en el 50% a 74% de los indicadores incluyentes desde el punto de vista de género</p> <p>1 El Proyecto logra las metas previstas en el 25% a 49% de los indicadores incluyentes desde el punto de vista de género</p> <p>0 El Proyecto logra las metas previstas en menos del 25% de los indicadores incluyentes desde el punto de vista de género</p>
(V.3) El Proyecto establece una estrategia de gestión y difusión del conocimiento sobre enfoque de género en la planificación, ejecución, seguimiento e implementación de la intervención	Relevancia	<p>V.3.1. El documento de diseño del Proyecto (PRODOC) incluye los siguientes elementos:</p> <p>a) Explicita que se aprovecharán los conocimientos y experiencia de profesionales especialistas (de OIT, UNWOMEN y/u otras agencias de SNU) y/o instituciones especializadas en género para el diseño y la implementación de la intervención con enfoque de género (<i>ver ejemplos sobre cómo se puede dar este aprovechamiento en la pestaña "Definiciones-Ejemplos"</i>)</p> <p>b) Contempla realizar acciones de sensibilización y capacitación en herramientas y procedimientos de análisis de género y en cómo incorporar el enfoque de género en la planificación, ejecución, seguimiento y evaluación de las intervenciones (<i>ver ejemplos de a quiénes pueden estar dirigidas estas acciones en la pestaña "Definiciones-Ejemplos"</i>)</p> <p>c) Contempla realizar seguimiento y monitoreo de los avances y dificultades de la implementación del enfoque de género en la intervención y que en los informes / reportes de monitoreo se incluyan aspectos</p>	<p>3. El documento de diseño del Proyecto incluye los 3 elementos mencionados (a, b y c)</p> <p>2. El documento de diseño del Proyecto incluye 2 de los elementos mencionados (a, b o c)</p> <p>1. El documento de diseño del Proyecto incluye 1 de los elementos mencionados (a,b o c)</p> <p>0. El documento de diseño del Proyecto no incluye ninguno de los elementos mencionados (a, b ni c)</p>

		específicos relacionados con la promoción de la igualdad de género, con un análisis diferenciado de los resultados obtenidos en los distintos grupos poblacionales	
Efectividad	V 3.2	<p>Durante la implementación del Proyecto se cumplen con los siguientes elementos:</p> <p>a) Se aprovechan los conocimientos y experiencia de profesionales especialistas (de OIT, UNWOMEN y/u otras agencias de SNU) y/o instituciones especializadas en género para el diseño y la implementación de la intervención con enfoque de género</p> <p>b) Se realizan acciones de sensibilización y capacitación en herramientas y procedimientos de análisis de género y en cómo incorporar el enfoque de género en la planificación, ejecución, seguimiento y evaluación de las intervenciones</p> <p>c) Se realiza seguimiento y monitoreo de los avances y dificultades de la implementación del enfoque de género en la intervención y que en los informes / reportes de monitoreo se incluyan aspectos específicos relacionados con la promoción de la igualdad de género, con un análisis diferenciado de los resultados obtenidos en los distintos grupos poblacionales</p>	<p>3. Durante la implementación del Proyecto se cumplen los 3 elementos mencionados (a, b y c)</p> <p>2. Durante la implementación del Proyecto se cumplen 2 de los elementos mencionados (a, b o c)</p> <p>1. Durante la implementación del Proyecto se cumple 1 de los elementos mencionados (a,b o c)</p> <p>0. Durante la implementación del Proyecto no se cumple ninguno de los elementos mencionados (a, b ni c)</p>

<p>(V.4) El Proyecto incide en la reducción de la desigualdad de las relaciones de poder y participación entre hombres y mujeres dentro del hogar y en la comunidad; en las acciones de autoprotección; en el incremento de la representación de la mujer en cargos de toma de decisiones en diversas instancias; y en los resultados de las decisiones que estas instancias adoptan en términos de mayor igualdad de género y reducción de brechas</p>	<p>Orientación hacia el impacto</p>	<p>V.4.1. La intervención del Proyecto: a) elaboró una estrategia de sostenibilidad que permita potenciar los cambios positivos que contribuyen a eliminar las desigualdades entre mujeres y hombres, y promover el ejercicio de los derechos de las mujeres b) generó capacidades individuales y colectivas (mecanismos gubernamentales para la promoción de la igualdad de género, organizacionales de las mujeres, etc.) para apoyar el incremento de las oportunidades en el proceso de toma de decisiones, la igualdad de trato y la garantía de los derechos de las mujeres c) promovió políticas y normativas dirigidas a mejorar la situación de exclusión y discriminación de género.</p>	<p>3 El Proyecto desarrolló capacidades en los términos expresados en b) y promovió políticas/normativas para mejorar la situación de exclusión y discriminación de género c), teniendo o no teniendo a) 2. El Proyecto desarrolló capacidades en los términos expresados en b), teniendo o no a) 1. El Proyecto elaboró a) 0. El Proyecto no realizó ninguna de las acciones mencionadas en los puntos a, b o c.</p>
	<p>Orientación hacia el impacto</p>	<p>V.4.2. La intervención del Proyecto incide en uno o más de los siguientes aspectos vinculados a la reducción de brechas y empoderamiento de las mujeres: a) La reducción de la desigualdad de las relaciones de poder y participación entre hombres y mujeres dentro del hogar y en la comunidad b) El incremento de las acciones de autoprotección: conformación de grupos de apoyo, redes de ayuda mutua. c) El incremento de la representación de la mujer en cargos de toma de decisiones en diversas instancias: parlamentos, juntas directivas de empresas, dirigencia sindical d) Los resultados de las decisiones que estas instancias adoptan en términos de mayor igualdad de género y reducción de brechas en ámbitos de salud, educación, ingresos, empleo y otros.</p>	<p>3 El Proyecto incide en la reducción de brechas y empoderamiento de las mujeres, en más de 2 de los elementos mencionados (a, b, c o d) 2. El Proyecto incide en la reducción de brechas y empoderamiento de las mujeres, en 2 de los elementos mencionados (a, b, c o d) 1. El Proyecto incide en la reducción de brechas y empoderamiento de las mujeres, en 1 de los elementos mencionados(a, b, c o d) 0. El Proyecto no incide en la reducción de brechas y empoderamiento de las mujeres (a, b, c ni d)</p>

VI. Sostenibilidad ambiental				
<p>(VI.1) El Proyecto responde o refleja los resultados previstos de los marcos normativos de la OIT para la sostenibilidad ambiental y el cambio climático</p>	<p>Relevancia</p>	<p>VI.1.1 El documento de diseño del Proyecto (PRODOC) contempla acciones orientadas a promover la sostenibilidad ambiental y contribuir a abordar los efectos del cambio climático y/o la pérdida de la biodiversidad:</p> <p>a) Explicita que la tecnología utilizada buscará favorecer la conservación del ambiente y que no consumirá recursos naturales no renovables o, de ser así, contempla medidas para reemplazarlos o para limitar los daños</p> <p>b) Contempla acciones de generación de información y de formación sobre sostenibilidad ambiental, cambio climático y/o pérdida de biodiversidad (<i>ver ejemplos de estas acciones en la pestaña "Definiciones-Ejemplos"</i>)</p> <p>c) Prevé la adopción de acciones / medidas de política para integrar las dimensiones ambientales en las intervenciones en materia de empleo productivo y trabajo decente; y/o para facilitar una transición justa hacia economías y sociedades ambientalmente sostenibles a nivel nacional, sectorial o local, mediante el trabajo decente</p>		<p>3. El documento de diseño del Proyecto incorpora acciones / medidas de política para integrar las dimensiones ambientales en las intervenciones en materia de empleo productivo y trabajo decente; y/o para facilitar una transición justa hacia economías y sociedades ambientalmente sostenibles a nivel nacional, sectorial o local, mediante el trabajo decente (cumple c)</p> <p>2. El documento de diseño del Proyecto contempla acciones de generación de información y de formación sobre sostenibilidad ambiental, cambio climático y/o pérdida de biodiversidad (cumple b)</p> <p>1. El documento de diseño del Proyecto explicita que la tecnología utilizada buscará favorecer la conservación del ambiente y que no consumirá recursos naturales no renovables (cumple a)</p> <p>0. El documento de diseño del Proyecto no incluye ninguno de los elementos mencionados (no cumple a, b ni c)</p>

	Efectividad	VI.1.2 Durante la implementación del Proyecto se cumplen con los siguientes elementos: a) La tecnología utilizada favorece la conservación del ambiente y que no consumirá recursos naturales no renovables o, de ser así, el Proyecto aplica medidas para reemplazarlos o para limitar los daños b) Se llevan a cabo acciones de generación de información y de formación sobre sostenibilidad ambiental, cambio climático y/o pérdida de biodiversidad c) Se adoptan acciones / medidas de política para integrar las dimensiones ambientales en las intervenciones en materia de empleo productivo y trabajo decente; y/o para facilitar una transición justa hacia economías y sociedades ambientalmente sostenibles a nivel nacional, sectorial o local, mediante el trabajo decente	3. Durante la implementación del Proyecto se adoptan acciones / medidas de política para integrar las dimensiones ambientales en las intervenciones en materia de empleo productivo y trabajo decente; y/o para facilitar una transición justa hacia economías y sociedades ambientalmente sostenibles a nivel nacional, sectorial o local, mediante el trabajo decente (cumple c) 2. Durante la implementación del Proyecto se llevan a cabo acciones de generación de información y de formación sobre sostenibilidad ambiental, cambio climático y/o pérdida de biodiversidad (cumple b) 1. Durante la implementación del Proyecto la tecnología utilizada favorece la conservación del ambiente y que no consumirá recursos naturales no renovables (cumple a) 0. Durante la implementación del Proyecto no se cumple ninguno de los elementos mencionados (no cumple a, b ni c)
VII. Otro tipo de sostenibilidad			
(VII. 1) Para proyectos que incluyen algún componente de desarrollo productivo, autoempleo y/o empleo dependiente , los puestos de trabajo / ocupaciones generados a través de estos componentes están vinculados a sectores de actividad en crecimiento y con potencial de crecimiento	Sostenibilidad	VII.1. Los puestos de trabajo / ocupaciones generados a través de los componentes de desarrollo productivo, autoempleo y/o empleo dependiente del Proyecto están vinculados a sectores de actividad en crecimiento y con potencial de crecimiento 1.	3. Los puestos de trabajo / ocupaciones generados a través de los componentes de desarrollo productivo, autoempleo y/o empleo dependiente del Proyecto están vinculados a sectores de actividad en crecimiento y con potencial de crecimiento 2. Los puestos de trabajo / ocupaciones generados a través de los componentes de desarrollo productivo, autoempleo y/o empleo dependiente del Proyecto están vinculados a sectores de actividad en crecimiento 1. Los puestos de trabajo / ocupaciones generados a través de los componentes de desarrollo productivo, autoempleo y/o empleo dependiente del Proyecto están vinculados a sectores de actividad con potencial de crecimiento 0. Los puestos de trabajo / ocupaciones generados a través de los componentes de desarrollo productivo, autoempleo y/o empleo dependiente del Proyecto están vinculados a sectores de actividad que no están

			en crecimiento y tampoco tienen potencial de crecimiento
(VII. 2) Para proyectos que incluyan algún componente de provisión o mejora de infraestructura, equipamiento o mobiliario, las obras y/o mobiliario se transfieren formalmente a la institución encargada y ésta cuenta con la capacidad para gestionar su operatividad y mantenimiento	Sostenibilidad	VII.2. La infraestructura, equipamiento y/o mobiliario se transfieren formalmente a la institución encargada y ésta cuenta con la capacidad organizacional y financiera para gestionar su operatividad y mantenimiento 1.	3 La infraestructura, equipamiento y/o mobiliario se transfieren formalmente a la institución encargada y ésta cuenta con la capacidad organizacional y financiera para gestionar su operatividad y mantenimiento 2. La infraestructura, equipamiento y/o mobiliario se transfieren formalmente a la institución encargada y ésta cuenta con la capacidad organizacional para gestionar su operatividad y mantenimiento pero no con la capacidad financiera. 1. La infraestructura, equipamiento y/o mobiliario se transfieren formalmente a la institución encargada pero ésta no cuenta con la capacidad organizacional ni financiera para gestionar su operatividad y mantenimiento 0. La infraestructura, equipamiento y/o mobiliario no se transfieren formalmente a la institución encargada



Annex 9 Lessons Learned Template

Improving workers' occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project

Project code: MEX/20/05/USA

Name of Evaluator: Rafael Muñoz Sevilla and Janett Salvador

Date: 03 April 2024

The following lesson learned has been identified in the evaluation process. More explanatory text of the lesson can be included in the full evaluation report.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	In the course of this evaluation, it became evident that the process of selecting the project's target supply chains was not a mere technical exercise, but also institutionally and politically sensitive and time-consuming. The key takeaway from this experience is the paramountcy of engaging in a tripartite social dialogue process, which is informed by solid factual evidence about the supply chains as well as OSH deficiencies and opportunities. Such a process facilitates building trust among all stakeholders involved while securing their buy-in and ownership of the project. This collaborative approach ensures the alignment of the project with the evolving needs of the constituents and its adaptation to contextual challenges.
Context and any related preconditions	This learning occurred within the framework of a VZF project that seeks to improve occupational safety and health within the chili and tomato supply chains in the state of Jalisco, Mexico. The precondition was the identification and selection of specific supply chains that were significant for the ILO, the project, the donor and the different constituents of the ILO in Mexico, taking into account not only technical aspects, but also the institutional and political environment.
Targeted users /Beneficiaries	ILO, USDOL and ILO constituents
Challenges /negative lessons -Causal factors	A key challenge was the time and effort required to navigate the institutional and political complexity in selecting supply chains. The difficulties arose from the need to align interests that are not always convergent and to manage the expectations of multiple stakeholders.
Success / Positive Issues -Causal factors	Achievements include the establishment by the ILO and CO-Mexico of an effective tripartite social dialogue process that allowed the active participation of all interested parties. This collaborative approach led to a more informed and conscious selection of supply chains, aligned with the real needs and challenges of the context.
ILO Administrative Issues (staff, resources, design, implementation)	This lesson is important in future processes of identification and design of Vision Zero Fund projects.



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Date: 03 April 2024

The following lesson learned has been identified in the evaluation process. More explanatory text of the lesson can be included in the full evaluation report.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	An important lesson learned is that implementing core project activities for USDOL-funded and VZF-implemented projects in the first year can be challenging due to extensive preparatory requirements. These requirements include developing a Comprehensive Monitoring and Evaluation Plan (CMEP) and conducting VZF's OSH drivers and constraints study. Although projects may begin implementation with an approved results framework and activity mapping, activities requiring baseline data collection must wait until indicators are developed and data collection instruments are approved. ILAB made several attempts to accelerate progress by requesting a specific/actionable activity mapping and results framework, with the understanding that changes might occur based on stakeholder feedback. However, specifics were only available near the conclusion of the OSH drivers and constraints study. The ILO and VZF project teams must streamline these preparatory processes to reduce delays and enable a timelier start to project activities. The ILO and VZF project teams must streamline these preparatory processes in order to reduce delays and enable a timelier start to project activities..
Context and any related preconditions	The context of this lesson is located in the cooperation projects between USDOL and ILO/VZF, where compliance with ILAB guidelines is required, including the development of a CMEP and the Vision Zero Fund methodology, which includes the development of a study of OSH Incentives and Limitations in supply chains before the start of project activities. These prerequisites seek to ensure effective and sustainable implementation of the project.
Targeted users /Beneficiaries	ILO, USDOL and ILO constituents
Challenges /negative lessons -Causal factors	The main challenges include delays in the start of project activities due to the extensive preparation required for the CMEP and the Drivers and Constraints study. These processes are essential to the success of the project. However, its detailed and exhaustive nature can consume considerable time, postponing the execution of activities, especially during the first year of implementation.
Success / Positive Issues -Causal factors	Implicit positive aspect is the development of a solid framework for monitoring, evaluating, and understanding the incentives and constraints of the project from its initial stages. This can significantly improve the quality and sustainability of project interventions in the long term.
ILO Administrative Issues (staff, resources, design, implementation)	The ILO and project teams need to streamline these preparatory processes to minimize delays and ensure a timelier commencement of project activities.



Improving workers' occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project

Project code: MEX/20/05/USA

Name of the Evaluator: Rafael Muñoz Sevilla and Janett Salvador

Date: 03 April 2024

The following lesson learned has been identified in the evaluation process. More explanatory text of the lesson can be included in the full evaluation report.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	<p>Another lesson learned is that there is a need to better communicate project results and strategies. Firstly, the evaluators noted that the project's technical progress reports are extensive but primarily descriptive, lacking critical analysis. As a result, they do not effectively showcase the project's achievements in terms of tangible results. Furthermore, it was observed that merely reading the project document, the technical progress reports and the project's communication material does not suffice to fully grasp the project's orientation and strategy.</p> <p>The project exhibits some notable features, including a strong participatory approach, a focus on capacity building and skills transfer to project partners, and a commitment to generating ownership and sustainability of the project amongst key stakeholders. Despite these positive attributes, the project's implementation strategy, results, and orientation towards sustainability remain somewhat unclear. Moreover, the project partners do not necessarily understand the bigger picture of the project, beyond the activities in which they are directly involved.</p>
Context and any related preconditions	<p>This lesson is learned in the context of projects that, despite having a solid design and execution with participatory approaches, transfer of capacities, and strategies aimed at vulnerable populations, fail to effectively communicate these qualities and results to through your existing communication channels, including progress reports and communication materials.</p>
Targeted users /Beneficiaries	<p>Project team, ILO, USDOL and ILO constituents in Mexico.</p>
Challenges /negative lessons -Causal factors	<p>Challenges include the lack of critical analysis in progress reports and the insufficiency of communication materials to provide a holistic view of the project, as well as communication strategies that effectively address the diversity of project audiences and their specific information needs.</p>
Success / Positive Issues -Causal factors	<p>Despite communication challenges, the project has managed to establish an effective participatory approach, fostered capacity development and transfer, and committed to ownership and sustainability among stakeholders. In addition, it has implemented successful strategies to reach vulnerable populations. These achievements underscore the importance of effectively communicating both results and strategy to all stakeholders.</p>
ILO Administrative Issues (staff, resources, design, implementation)	<p>Resources should be allocated to the development of communication materials that not only inform, but also engage and educate stakeholders about the project vision and strategy.</p>



Improving workers' occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project

Project code: MEX/20/05/USA

Name of the Evaluator: Rafael Muñoz Sevilla and Janett Salvador

Date: 03 April 2024

The following lesson learned has been identified in the evaluation process. More explanatory text of the lesson can be included in the full evaluation report.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	Attention to the most vulnerable workers remains a significant challenge to the project. The project's current focus on large exporting companies restricts its scope, limiting its results and impacts on gender equity and inclusion. This leads to less attention for medium and small producer groups, which often employ the most vulnerable workers. This lesson emphasizes the need to refocus the project to ensure balanced support for different types of producers in the chili pepper and tomato value chains and to implement specific measures addressing the OSH related needs of the most vulnerable workers.
Context and any related preconditions	The lesson learned emphasizes the importance of expanding the focus of the project to include not only large exporting companies but also medium and small producers. This is because the current limitation restricts the scope of the project, negatively affecting its impact on gender equity and inclusion. The project's focus on large exporting companies, without adequately considering smaller producers, constitutes a precondition that limits the effectiveness of the project in reaching workers in vulnerable situations.
Targeted users /Beneficiaries	Project team, ILO, USDOL and ILO constituents in Mexico.
Challenges /negative lessons -Causal factors	The main challenge lies in the insufficient attention provided to groups of medium and small producers, resulting in limited coverage and reduced impact in terms of gender equity and inclusion. The cause of this challenge is related to the difficulties that the project has in reaching small and medium producers.
Success / Positive Issues -Causal factors	Implicit positive aspect is the recognition of the need to reorient the focus of the project to include all types of producers. This reorientation has the potential to expand the project's impact in terms of equity and inclusion, ensuring that benefits reach the most vulnerable workers.
ILO Administrative Issues (staff, resources, design, implementation)	Addressing this lesson would require a review and readjustment of the project implementation strategy (although NOT de project design).



Annex 10 Emerging Good Practices Template

Improving workers' occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project

Project code: MEX/20/05/USA

Evaluator name: Rafael Muñoz and Janett Salvador

Date: 03 April 2024

The following emerging good practice has been identified in the evaluation process. More content can be found in the full evaluation report.

COMPONENT OF GOOD PRACTICE	CONTENT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The development of a monitoring and evaluation plan, a sustainability and exit strategy, complemented by a communication plan, represents noteworthy good practices in project management. Developing a monitoring and evaluation plan is a beneficial practice that promotes continuous monitoring of project progress and evaluation of its results and impacts. Developing a sustainability and exit strategy is important to ensure that the benefits and results of a project are sustained and evolve after the project has concluded. Finally, designing and implementing a communication plan enhances the visibility of the project, engages stakeholders, and garners public and private support for the project's initiatives.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	These practices are applicable and replicable in a wide range of projects and contexts, although their success depends on several factors, including the adaptability of the plans to the specificities of the project, the availability of resources and the ability to effectively involve all the interested parts. It is advisable to customize these plans based on the size and scope of the project, as well as the cultural and sectoral environment in which it is implemented.
Establish a clear cause-effect relationship	Implementing these practices directly leads to better project management and results. A monitoring and evaluation plan allows adjustments in real time and helps ensure that objectives are met efficiently. A sustainability strategy ensures that the benefits of the project last beyond its direct useful life. A communication plan increases awareness and support, potentially facilitating project replicability.
Indicate measurable impact and targeted beneficiaries	Potential impact includes improvements in project effectiveness, greater ownership and support from stakeholders, promoting continuity of long-term benefits. The intended beneficiaries are project partners and project target populations (workers), and potentially other ILO and/or USDOL-funded projects.
Potential for replication and by whom	High replication potential. Other ILO and/or USDOL-funded projects
Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)	
Other documents or relevant comments	



Improving workers' occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project

Project code: MEX/20/05/USA

Name of the evaluator: Rafael Muñoz Sevilla and Janett Salvador

Date: 03 April 2024

The following emerging good practice has been identified in the evaluation process. More content can be found in the full evaluation report.

COMPONENT OF GOOD PRACTICE	CONTENT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	A noteworthy good practice of the project, from the design stage to its implementation phase, has been its participatory and cooperative approach with government agencies, worker and employer organizations, and other public and private institutions. This collaborative approach of the project reinforces its relevance, its capacity to respond to the needs of stakeholders, and its strategic alignment with local priorities in the area of OHS. These factors generate ownership among the different parties involved and lay the foundation for the sustainability of the project's results.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	This practice is applicable in a variety of contexts. However, its success depends on the existence of a collaborative environment and the willingness of all parties to actively participate. The main limitation may be resistance to change. It is recommended to ensure the inclusion of all relevant voices from the beginning and maintain transparent and regular communication to facilitate its applicability and replicability.
Establish a clear cause-effect relationship	Adopting a participatory approach leads to greater relevance and alignment of the project with local needs and OSH priorities, which in turn encourages ownership by stakeholders. This ownership is essential for the sustainability of results, as interventions are most likely maintained and defended by those who have been involved in their development and implementation.
Indicate measurable impact and targeted beneficiaries	Potential impact includes increased stakeholder engagement and satisfaction, improved project alignment with local priorities, and increased likelihood of long-term sustainability of project outcomes. The intended beneficiaries are government agencies, worker and employer organizations, other public and private institutions involved, and ultimately , workers who benefit from improved OSH practices .
Potential for replication and by whom	High replication potential. Other ILO and/or USDOL-funded projects
Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)	
Other documents or relevant comments	