



THIRTEENTH ITEM ON THE AGENDA

Evaluations

(c) Independent evaluation of the ILO country programme for Argentina: 2001–06

I. Introduction

1. In order to be able to draw lessons and derive good practices from the experience gained from the first generation of Decent Work Country Programmes (DWCPs), the Governing Body in November 2005, approved and announced the new policy and strategic framework for evaluation at the ILO (GB.294/PFA/8/4), which established the requirement for carrying out independent evaluations of the ILO's DWCPs. This is the first such evaluation of the DWCP for Argentina and the Americas region.

Objectives and methodology of the evaluation

2. The purpose of the evaluation was to provide an independent analysis of the achievements of the ILO country programme in Argentina over the period 2001–06, with the aim of drawing lessons that could be applied to guide subsequent development of the ILO's strategy for Argentina. The evaluation took into account those areas in which the ILO's collaboration was relatively more or less effective in terms of support to national efforts to achieve the goal of decent work.
3. The evaluation was carried out by the Evaluation Unit in close coordination with the ILO Regional Office for Latin America and the Caribbean and the ILO Office in Argentina. The evaluation team consisted of three members: the external evaluator and two ILO officials.
4. The evaluation also benefited from the participation of the national tripartite constituents, in particular through their participation in the constituents' workshop, the purpose of which was to discuss and validate the findings and conclusions.

II. Argentina: From general crisis to specific problems of development

5. After four years of recession, poverty and growing unemployment, together with low consumer and investor confidence, towards the end of 2001 and early 2002, the Government adopted a package of measures which paralysed the financial system, led to a suspension in the servicing of the public debt to private creditors, and resulted in currency convertibility being abandoned, thereby aggravating the legal and regulatory uncertainty; this had serious consequences for the production of goods and services and resulted in extremely high social costs. During the first half of 2002, the sharp drop in employment resulting from the overall fall in activity continued and indeed accelerated.
6. By the end of 2002, Argentina's gross domestic product (GDP) had fallen by 20 per cent over a four-year period, leaving more than half the population below the poverty line. The persistent drop in GDP resulted in a slowdown in the growth of employment, which grew by less than 1 per cent between May 1998 and the end of 2000. By October 2001, total employment was more than two points below the corresponding figure for May 1998. Unemployment affected different categories of workers more or less equally, although heads of households suffered particularly high levels: at the beginning of the 1990s, the rate was only around 3 per cent but reached 12 per cent by the end of 2001.

Institutional normalization and its social instruments

7. The serious social problems prompted the adoption of emergency measures to help the poorest groups of the population. The central pillar of the assistance policy was the Social Emergency Plan initiated by *Diálogo Argentino*. The plan was intended to offer solutions for those in greatest need through food, health, housing, and school attendance programmes and, in particular, by transferring income to the groups worst affected by poverty and unemployment. These programmes were co-financed by the World Bank and the Inter-American Development Bank.
8. The Programme for Unemployed Heads of Household (*Programa Jefes y Jefas de Hogar Desocupados*) was undoubtedly the most visible and ambitious in scale, with about 2 million beneficiaries receiving a monthly grant of 150 pesos (US\$50) each. This programme was rapidly extended. The total amount of money distributed in 2002 was \$760 million, and that figure rose to more than \$3 billion the following year. The latter figure represented almost 1 per cent of GDP and 5.2 per cent of total federal public expenditure.
9. The moderate increase in average incomes in real terms, and the improved distribution of wages among employed persons that has been observed since early 2003, together with the generalized growth in employment that began the previous year, were all factors that contributed to a reduction in the household income concentration and poverty during the recovery. The incidence of poverty and extreme poverty fell from the highest levels reached in September 2002, from 57.5 per cent and 27.5 per cent, respectively, of the population to 27 per cent and 9 per cent in the second half of 2006.

III. Towards a national decent work programme

Relevance of the programmes in the economic, political and social context

10. The ILO's activities during the period of the evaluation were defined in terms of the strategic priorities whose development in 2005 came together with the National Decent Work Programme. These activities took place in a context of strategic priorities and of the political, economic and social variables that characterized the period 2001–06. That meant that one aim of these activities was to ensure the relevance of the technical assistance provided in conditions subject to considerable change.
11. The prevailing national conditions showed the importance of strengthening the State's institutions and of coordinating its public policies around objectives shared by the other constituents. Technical assistance to the Ministry of Labour, Employment and Social Security (MTESS) was thus a fundamental condition for redefining the role of the State as principal guarantor of the fundamental rights at work and active promoter of policies aimed at achieving economic growth with decent jobs.

Incorporation and adaptation of the decent work concept

12. The Decent Work Agenda became embedded in the programme for Argentina when in 2003, at the request of the Office, the Government, in agreement with the United Nations system, included "Objective 3: Promotion of decent work" in the Millennium Development Goals for Argentina.
13. In addition, Law No. 25.877 "Regulations for Labour Code", approved in 2004, stipulates in article 7 that: "The Ministry of Labour, Employment and Social Security shall promote the inclusion of the concept of decent work in public policy at the national, provincial and municipal levels." The ILO Office in Argentina assisted with drafting this legislation.
14. The concept of decent work and the need to promote it has been incorporated in laws and regulations, budget documents and statements, and also expanded on in speeches made by the President, the Ministers of Labour and Foreign Affairs, and in statements made by the social actors in different forums. It has been taken up and examined in numerous press articles.
15. The concept since 2003 has started to find its way into different regional and international declarations and instruments, such as the Buenos Aires Consensus of 2003 and the Copacabana Statement of 2004, both of which were signed by the Presidents of Argentina and Brazil. The Regional Conference on Employment organized in Buenos Aires in April 2004 under the auspices of MERCOSUR's Social and Labour Commission produced a final Declaration signed by the Ministers of Labour of the member States. This included many of the points raised by the ILO in the discussion paper, and affirms that: "In the light of the recommendations of the International Labour Organization, the countries of MERCOSUR, as Members of the ILO, assume that decent work is a fundamental condition for the sustainable development of member States and for successful economic integration of the region."
16. The Fourth Summit of the Americas, which took place in Mar del Plata in Argentina in November 2005, included, at the request of Argentina's Minister for Foreign Affairs, a

meeting on the theme of “Creating jobs to combat poverty and strengthen democratic governance”. The ILO featured prominently on the agenda at the meeting of which the Director-General set out the ILO’s strategic vision. The Declaration includes to a notable degree the concept of decent work.

IV. Implementation of the ILO programme for Argentina

17. The strong commitment of the Government and society in Argentina to the principles of decent work led in June 2004 to the signing of the Memorandum of Understanding by the ILO Director-General, the Minister of Labour, and representatives of Argentinian employers and workers in the ILO Governing Body. The Memorandum sets out the agreement reached on the implementation of the National Decent Work Programme (2005–07) and defines the programme framework for it. According to the Memorandum, the programme comprises two main areas of emphasis. The first is integration of economic and social policies to give priority to the creation of decent jobs. The second refers to the policies of the MTESS in five priority areas:

- active employment and training policies;
- policies to regularize non-registered work and improve working conditions;
- national programme for the elimination of child labour;
- policies to improve incomes;
- policies to extend the scope of the social protection and unemployment insurance system; and
- policies relating to adjustment of the social security system.

18. The technical assistance programme was drawn up on the basis of this programme framework, in the light of local requirements, especially of the Ministry of Labour, and taking into account the ILO’s capacity to respond its comparative advantages in the region and at headquarters. From the beginning of 2002 onwards, the ILO allocated considerable technical and financial resources to supporting Argentina during the crisis. That flow of resources had not existed throughout the decade before the period considered in this report. The Governing Body in 2002 approved the project on “Meeting the decent work challenge in the Argentinian crisis”, funded from surplus funds from the 2000–01 biennium.

19. In addition, with the support of the InFocus Programme on Crisis Response and Reconstruction (IFP/CRISIS), a significant contribution was secured from the Government of Italy for the implementation of the Integrated Support Programme for the Reactivation of Employment in Argentina (AREA). Implementation of this began in 2004 with the involvement of *Italia Lavoro*, an Italian government agency. The programme, like other projects, is integrated into the National Decent Work Programme, and its principal goals include “Contributing to the improvement of conditions of employment and employability in Argentina”. Its main strategic thrusts are: support to the MTESS in the process of introducing active employment policies, in improving employment services and vocational training for the working population, and in launching local economic development strategies.

Technical assistance and means of action

20. Almost throughout the decade preceding the period considered in the report, ILO technical cooperation in Argentina did not have national programmes of sufficiently broad coverage and continuity, or the necessary financial resources, to achieve progress.
21. The first Memorandum of Understanding, signed by the Government and the representatives of employers' and workers' organizations in the ILO Governing Body, dates from March 2002. It lays down the main aspects of the special technical cooperation programme funded and monitored by IFP/CRISIS. This was a response to the urgent nature of the crisis in Argentina.
22. As regards technical assistance, the ILO has channelled its efforts through the technical support to the MTESS and collaborated in the institutional strengthening of the latter. From the beginning, the Unemployed Heads of Household Programme, which provides financial assistance to unemployed people, was the pillar of the Government's efforts in this area and was supported by the ILO.
23. The technical cooperation programmes, above all the special technical cooperation programme of IFP/CRISIS, "Meeting the decent work challenge in the Argentinian crisis" and the National Decent Work Programme (2005–07) resulted in numerous studies, laws, decrees, meetings and workshops. The programmes are based on medium- and long-term objectives, especially the National Decent Work Programme, priority being given, as social and economic conditions improve and at the request of the MTESS, to direct technical assistance.

Mobilizing resources

24. The analysis will also cover the resources deployed by the ILO in Argentina during the period of the evaluation for the purpose of achieving the strategic priorities, and some of the particular priorities of the technical cooperation programmes. Some 51.90 per cent of total resources for that period were derived from national technical cooperation programmes, 27.68 per cent from regional projects, and only 20.42 per cent from the regular budget.
25. A total of 23.30 per cent of resources was allocated to activities relating to priority No. 1; 58.78 per cent to priority No. 2; and 8.89, 5.89 and 3.14 per cent respectively to priorities Nos 3 and 4 and the cross-cutting priorities.
26. The appendix sets out data on budget expenditure by the ILO Office in Buenos Aires for the period of the evaluation. The data for the period up to 2005 are set out by biennium and include data for the year 2000, which is outside the period of the review. The data show expenditure from budget resources.¹

Tripartite collaboration

27. The Ministry of Labour has been both the principal partner with the ILO in its activities and the main beneficiary. Relations between the ILO and the Ministry have been very beneficial, both for the ILO and its Buenos Aires Office and for the Ministry, and this is perceived to be the case by the various actors, both institutions and individuals.

¹ Source: ILO Office in Argentina, data provided at the request of the consultant.

28. Political and institutional relations with the General Confederation of Labour (CGT) have been very good, as has been recognized by those involved. This relationship has led to significant successes which in turn led to the Memorandum of Understanding and technical cooperation agreements. The joint efforts during the crisis and the incorporation of the decent work concept are examples of this. With regard specifically to technical cooperation activities, the focus has been on initiatives to strengthen institutions, training, and promotion of the fundamental principles and rights at work.
29. Political and institutional relations with the Argentine Industrial Union (UIA) have been very positive, in the view of both sides. The UIA's commitment to the notion of tripartism appears to reflect the convictions of individuals who ensure that topics are followed up, with the agreement of the rest of that organization.
30. The importance of tripartite participatory machinery is seen in different activities but especially in the participation developed in various social dialogue bodies and in the participation of the constituents in tripartite follow-up machinery such as the coordination committees or consultative committees set up by the ILO Office in Argentina, ILO headquarters departments, regional offices, the MTESS as representative of the Government and the most representative organizations of employers and workers.

Collaboration with other international cooperation institutions

31. As already indicated, the period of the evaluation was marked in its early stages by social dialogue in which the United Nations and the entire system played a predominant and coordinated role. Once this period came to an end, and despite the existence of an umbrella agreement to allow coordinated action, such dialogue was not in evidence. The Office of the United Nations Development Programme (UNDP) was unable to create a sufficient incentive to overcome the obstacles of its own administration and elsewhere in the system, and as a result there have not been any coordination frameworks or operational contact points except for certain initiatives.
32. In general, relations with the international institutions have been very good. A list of the projects implemented with funding from those sources alone is proof of this. The AREA programme, which has involved one of the most important financial contributions made by the ILO, has its roots in Italian assistance efforts. Spanish cooperation has also played an important part, especially through regional projects. It would be useful to involve the Spanish International Cooperation Agency (AECI) in projects intended specifically for Argentina. The United States and Canada have also made valuable contributions.

Organizational effectiveness

33. The process of evaluating the decent work programme for Argentina included a self-evaluation exercise with the National Decent Work Programme support group, led by the evaluation team. The exercise was carried out with the involvement of officials from the ILO Office in Buenos Aires, the AREA programme team, some technical experts from the Subregional Offices in Santiago and Lima and the Regional Office in Lima. The methodology consisted of a detailed survey, an evaluation matrix and a group discussion on the results, which was held by videoconference. The following topics were discussed:
 - the programme's mission and vision statement;
 - the development and implementation of strategies;

- the ability to build partnerships and achieve influence on policy;
 - internal management and collaboration;
 - the skills needed to generate and use information on the programme's performance in terms of improving and innovating.
34. In addition, the independent evaluator prepared a matrix setting out the main strengths, opportunities and weaknesses of the ILO Office and the threats (challenges) it has faced at each stage of the programme, including implementation, with emphasis on its policy position, its human assets, its organizational structure and its economic resources.
35. These two exercises produced the same findings with regard to the opportunities and challenges facing the ILO in Argentina, on the basis of its experiences in managing and monitoring the programme. The findings that emerged from both exercises are set out below.

Strengths

- Its technical programming experience.
- Its technical experience in carrying out technical cooperation activities.
- The influence of the decent work concept at the local and international levels – the ILO has affirmed this leading role.
- The institutional presence of the ILO, based on the respect it has earned from other actors in Argentina's society with regard to technical and policy issues, especially at the political and governmental levels.
- The ILO Office in Argentina has received significant support from and has maintained contact with the ILO headquarters in Geneva and the regional management team.

Opportunities

- The issue of giving employment priority over job quality.
- Its past performance could lead to more requests in the future from the ILO's main partner in Argentina: the Government.
- The incoming Government will, in all probability, support the thinking behind the foundations laid by the present Government.
- The MTESS has a sound technical and logistical structure, in particular in comparison with other state bodies.
- Strengthening workers' and employers' organizations: institutional coordination, and in particular tripartism, requires constituents (workers and employers) who are committed to the concept of decent work, strengthened relations with the ILO and a sound institutional basis.
- Improved coordination between multilateral institutions as a result of new inter-agency agreements and MTESS participation.

Weaknesses

- The structure of funding sources is a matter of concern, given the scope of regular funding sources compared to that of extraordinary funding for cooperation programmes.
- Efforts to measure the performance of the National Decent Work Programme and the DWCP are affected by the lack of measurable indicators, goals and targets, owing to a lack of tools and inexperience in measuring programme results and performance.

Risks

- A reduction in donations, as donors might be less prepared to make contributions to Argentina now that they have seen that the country has emerged from its crisis.
- The possibility of changes to the hierarchy of government staff, particularly in the Ministry of Labour, which has, until now, been very closely attuned to the ILO in terms of programming and personnel.

Results

36. The results presented below correspond to specific activities which were carried out without measurement of performance and achievement using established indicators. The results correspond to the stated priorities but can only be evaluated from a qualitative point of view. An evaluation with more quantitative elements would be possible only if the results were more specific and better defined and if the corresponding performance indicators were set with the same conceptual precision.
37. It should be noted, however, that this shortcoming was acknowledged by many of the officials who were interviewed, as was its solution, i.e. to provide more and better training on the correct formulation of objectives, results and performance indicators.

V. Results under each strategic priority

38. The ILO's contribution to the different indicator systems has made it possible to achieve significant results. Examples include the establishment and implementation of a system of decent work indicators (incorporating new dimensions such as dignity and security, well-being and equality, and freedom, as well as the gender dimension and its links with the Millennium Development Goals) and a subsystem of indicators for managing labour relations.
39. As the National Decent Work Programme only entered into force in March 2005, its programme framework cannot be applied retroactively to the activities that were carried out prior to its establishment. Accordingly, the four pillars of the decent work concept are used as the reference programme framework, because, since the outset, these pillars have determined what type of post-crisis support has been received by Argentina. Each programme set its own objectives, taking into account the political and economic situation and local requirements – especially those of the Ministry of Labour.

Priority No. 1: Promoting and realizing the fundamental principles and rights at work

40. The main outcomes under this strategic priority can be grouped into the following categories:
- elimination of child labour;
 - promotion of fundamental principles and rights;
 - decent work and its relationship with the fundamental principles and rights;
 - freedom of association and fundamental rights; and
 - indigenous and tribal peoples.
41. The specific issue of the elimination of child labour is the one which produces the most significant and well-defined results. Progress has been made in the area of strategy and policy management (the establishment of the National Committee for the Elimination of Child Labour). The programme's technical cooperation activities were carried out with the support of the ILO, international cooperation and the private business sector, through corporate social responsibility projects. The programme is primarily funded by the Department of Labor of the United States and the AECI, with the participation of UNICEF.
42. Attention is drawn to some of the results achieved by constituents, which could be largely due to the technical contributions and institutional support provided by the ILO:
- Support for the Social and Labour Commission of MERCOSUR and, in particular, for the MTESS of Argentina, in organizing the Regional Conference on Employment, the outcome of which was a Declaration signed by the Ministers of Labour of Argentina, Brazil, Paraguay and Uruguay, which, for the first time in that region's history, incorporated most of the proposals contained in the document submitted by the ILO.
 - In November 2005, the Fourth Summit of the Americas was held in Mar del Plata, Argentina. The Regional Office had followed this initiative very closely from its early stages, particularly in view of the theme of the meeting, as proposed by the Ministry of Foreign Affairs of Argentina: "Creating jobs to combat poverty and strengthen democratic governance". The Director-General was personally invited to participate in the Summit to share the ILO's strategic vision. The Declaration adopted at the Summit includes to a notable degree the concept of decent work.

Priority No. 2: Creating greater opportunities for women and men to obtain decent incomes and employment

43. The main outcomes under this priority can be grouped into the following categories:
- employment, and especially decent work;
 - local development;
 - professional training;
 - improved income distribution; and

- gender mainstreaming.
44. Decent work has been the key focus of the work of the ILO Office in Argentina. Accordingly, besides the important policy outcomes achieved under this priority – including the introduction of this concept at the political and technical levels – the progress made in the area of employment, and particularly decent work, may be considered its most important achievements. This concept was incorporated at an early stage in the initial technical cooperation activities and was further strengthened in the National Decent Work Programme. The outcomes relating to local development and vocational training may be linked with employment and decent work, because they are aimed at improving the conditions and quality of employment and are among the proposed components of the AREA programme.
45. *Italia Lavoro* provided its expertise and experience during the creation of job centres and more than 50 per cent of the programme’s resources were earmarked for this purpose. The remaining resources, for training and local development, were channelled towards expanding job opportunities.

Priority No. 3: Improving the coverage and effectiveness of social protection

46. The main outcomes under this strategic priority can be grouped into the following categories:
- social security and the welfare system;
 - non-registered and informal sector employment;
 - labour inspection;
 - unemployment benefits; and
 - occupational health and safety.
47. Significant results have been achieved through activities relating to labour inspection, unemployment benefits and the regularization of non-registered employment. Emphasis has been placed on the attainments in the areas of social security and the welfare system, in particular by the Social Security Office of the MTESS, which has described them as a significant contribution to its institution-building efforts, comprising a range of technical assistance, research and training activities, workshops and, in particular, activities to transfer the ILO’s knowledge and tools to the Ministry.

Priority No. 4: Strengthening tripartism and social dialogue

48. The main outcomes under this strategic priority can be grouped into the following categories:
- social dialogue;
 - strengthening workers’ and employers’ organizations; and
 - promoting collective bargaining.

49. The most significant results relating to social dialogue were in the area of strategy and policy. The ILO's participation in the Argentinian dialogue was important not only in terms of its contribution to the overall goals but also because it gave rise to the subsequent development of technical cooperation. The breakdown of the social dialogue for broad political reasons meant that the ILO no longer had any connection with the macroeconomic issues influencing labour and the factors which had an impact on its tripartite action.

VI. Lessons learned and recommendations

50. From the above, it may be concluded that the relationship between Argentina and the ILO during the evaluation period ended on a very positive note and set the scene for a new era with very different characteristics.
51. Although Argentina has come through its economic crisis, there are significant after-effects, including such problems as the imbalances in income distribution, job insecurity and non-registered employment.
52. Prior to the election of a new Government, a new decent work programme will be developed which will no longer benefit from the extraordinary contributions allocated in response to the crisis. It is the hope of both the ILO and Argentina, however, that the issue will be accorded as much relevance as it was during the evaluation period.
53. In sum, the success of Argentina's economic and social activities was facilitated by the activities of the ILO, which took a risk that paid off with its initial decision to support Argentina during the crisis.
54. The following lessons should be considered in the preparation of the next DWCP:
- Although the results can be evaluated qualitatively, a quantitative analysis would be impossible, given that the results are so broad and are sometimes hard to separate from the overall macroeconomic objectives of the Government of Argentina.
 - The same can be said of some of the performance indicators used to follow up on the application of the country programme. It has been noted on various occasions that there is a shortage of information on the use of the technical and financial resources provided by various ILO missions in support of the programme.
 - As has been noted above, it would seem impossible to increase the level of political importance that has been attached by the public to the joint objectives of the country and the ILO, which is why efforts will need to be made to maintain the current momentum and to continue to take full advantage of whatever opportunities for action that may arise.
 - If the programmes are to be adequate, the officials at all levels who choose to take action in the future should have technical and human skills that meet the country's needs.
 - The ILO Office in Buenos Aires lacks technical staff to participate in discussions on the programmes, which is a task that calls for a permanent specialist. For this reason, and because the Office is currently very small, its internal structure should be reviewed with a view to making optimal use of resources.
 - Striking a greater balance between funding sources and the corresponding organizational structures is an important consideration, given the current imbalance

between sources of regular funding and extraordinary funding for technical cooperation. The resources of the AREA programme are currently greater than those of the rest of the Office, which could, if the situation continues, mean the end of the AREA programme as an independent programme, which would be the product of circumstance rather than a carefully thought-out decision.

- Not only is it important to secure funding, it is also important to try to ensure that such funding is regular, so as not to hamper the efficient use of funds, as has happened in the past.
- It is, of course, very important to explore the possibility of funding from other sources. This might initially include, for example, existing or future loans from international financial institutions. There is some experience in this regard, such as in the case of the Programme for Unemployed Heads of Household in the Ministry of Labour, although this could be extended to include the funding from this source granted to the Ministry of Social Development and the Ministry of Economy and Production for areas such as poverty, small and medium enterprises and local development.
- The ILO Office should have a clear and transparent coverage policy, setting tangible objectives with regard to the different target populations; accordingly, the programmes will take this into account and will be introduced on the basis of their own priorities.

55. In addition to taking into account the lessons set out above, some priority recommendations are set out below for consideration and possible approval by the Governing Body:

Recommendations

Monitoring and evaluating the results of the DWCP

- (1) Training technical staff and constituents to apply the new procedures and methods adopted by the ILO in relation to the planning, implementation, monitoring and evaluation of DWCPs and their technical support activities requires a more strategic focus, in the framework of an institutional training plan on results-based management.
- (2) A better record needs to be kept of the budgetary resources allocated for programme support by technical missions. This will make it possible to improve documentation of the ILO's technical and budgetary support to the country.

Organizational and institutional aspects

- (3) The success of the technical assistance programme for constituents within the framework of the National Decent Work Programme will generate greater demand for ILO assistance. The Office should conduct an analysis of its installed capacity in order to be able to respond to future requests for cooperation.
- (4) The ILO Office in Buenos Aires lacks technical staff to participate in discussions on the programmes, which is a task that calls for a permanent specialist. For this reason, and because the Office is currently very small, its internal structure should be reviewed with a view to making optimal use of resources.

Technical cooperation programmes

- (5) Ensure that the ILO Office receives sufficient funding to meet its obligations to oversee all the projects under the DWCP, including the cooperation programmes funded with extra-budgetary resources.
- (6) The ILO Office in Argentina needs to develop a strategy to increase and diversify its sources of extra-budgetary funding, if it is to continue to count on programme support as significant as that provided through Italian cooperation efforts.

Links with other partners

In view of the diminished availability of resources, it is essential to coordinate with the United Nations system and other international cooperation bodies to maximize resources. There have been some mandates to this effect, which is why it is imperative to overcome local resistance that, sometimes as a result of inactivity, hampers coordination.

- (7) The DWCP should include an action plan to identify and facilitate access to funding in the form of loans from international financial institutions (such as the World Bank and the Inter-American Development Bank) with technical assistance components on the issues discussed in this document, such as local development, strengthening trade unions and productive partnerships.
- (8) Increased participation of the CGT and the UIA in the management of the programme would be welcome, through consultations with both organizations on their priorities.

Comments by the Office on the evaluation

- 56.** The Office welcomes the independent evaluation of the ILO country programme for Argentina: 2001–06 and the conclusions and recommendations set out in this executive summary.
- 57.** Mindful of the importance of bolstering monitoring and evaluation systems, the Office endorses the first and second recommendations and reports that it has begun various activities that should lead to their fulfilment. These activities are intended to train officials in the programming units and specialists in the offices throughout the region so that they can pass on the ILO's planning methods and instruments to constituents.
- 58.** The third recommendation is already being implemented in so far as the technical assistance activities and missions are linked, in the strategic budget, to each of the target results for the country programme, which are based on the priorities fixed in the respective Decent Work Country Programmes.
- 59.** The Regional Office has established a regional DWCP support group, through which the area offices are able to request multidisciplinary support in the areas of specialization that they require, which will address the suggestion made in the fourth recommendation. In addition to this, the Subregional Office for the south cone of Latin America provides constant support for the technical needs of the Office in Argentina through its team of specialists.
- 60.** With regard to the fifth recommendation, the technical capacity of the Programming and Regional Technical Cooperation Unit will be increased with the appointment of a programme and project evaluation and follow-up specialist in order to cope with the demands for support placed on the offices throughout the region.

61. The Office states that the use of resources from other cooperation institutions is being explored at different levels. Furthermore, a strategy has been implemented to enhance capacities for mobilizing extra-budgetary resources, in accordance with the sixth and seventh recommendations.
62. The Office agrees that the implementation of programmes providing training in design, monitoring and evaluation, which have already been scheduled, will have a positive impact on the ability to establish and define better projects and will provide input for the next DWCP. The Office has already begun the capacity building referred to in the first recommendation.
63. The Office fully endorses the eighth recommendation on the opportunity provided by the drafting of the next DWCP to involve the employers' and workers' organizations more directly. The Office proposes taking the Decent Work Agenda as the yardstick in decisions on the assistance that the ILO provides to countries.
64. ***The Committee may wish to recommend to the Governing Body that it request the Director-General to take into consideration the above findings and recommendations, together with the deliberations of the Committee, for continuing support to Argentina through the ILO's DWCP.***

Geneva, 16 October 2007.

Point for decision: Paragraph 64.

Appendix

Table 1. Budget performance by strategic priority ¹
ILO programme for Argentina 2000–07
 (in US\$)

Activity	Total budget for project	Total expenditure for Argentina			
		2000–01	2002–03	2004–05	2006
Strategic priority No. 1: Promoting and realizing the fundamental principles and rights at work					
(1) ILO regular budget (including RBTC)	129 699	12 708	5 704	77 122	34 165
(2) Technical cooperation projects:					
(a) National projects	352 246	0	12 631	318 131	21 484
(b) Regional projects	1 934 743	509 081	530 265	743 295	152 102
Total strategic priority No. 1	2 416 688	521 789	548 600	1 138 548	207 751
	23.30%	49.00%	36.64%	23.18%	7.16%
Strategic priority No. 2: Creating greater opportunities for women and men to obtain decent incomes and employment					
(1) ILO regular budget (including RBTC)	481 459	8 781	269 125	136 496	67 057
(2) Technical cooperation projects:					
(a) National projects	5 032 300	97 942	33 424	2 754 537	2 146 397
(b) Regional projects	584 465	143 933	270 812	73 014	96 706
Total strategic priority No. 2	6 098 224	250 656	573 361	2 964 047	2 310 160
	58.78%	23.54%	38.29%	60.35%	79.65%
Strategic priority No. 3: Improving the coverage and effectiveness of social protection for all					
(1) ILO regular budget (including RBTC)	886 515	194 021	180 901	282 600	228 993
(2) Technical cooperation projects:					
(a) Regional projects	35 399	0	4 154	19 245	12 000
Total strategic priority No. 3	921 914	194 021	185 055	301 845	240 993
	8.89%	18.22%	12.36%	6.15%	8.31%
Strategic priority No. 4: Strengthening tripartism and social dialogue					
(1) ILO regular budget (including RBTC)	309 314	46 782	125 943	128 307	8 282
(2) Technical cooperation projects:					
(a) Regional projects	301 970	51 521	42 893	148 634	58 922
Total strategic priority No. 4	611 284	98 303	168 836	276 941	67 204
	5.89%	9.23%	11.28%	5.64%	2.32%
Cross-cutting priorities					
(1) ILO regular budget (including RBTC)	311 335	0	21 571	230 409	59 355
(2) Technical cooperation projects:					
(a) Regional projects	14 803	0	0	0	14 803
Total cross-cutting priorities	326 138	0	21 571	230 409	74 158
	3.14%	0	1.44%	4.69%	2.56%
Grand total	10 374 248	1 064 769	1 497 423	4 911 790	2 900 266

¹ These figures reflect the recorded expenditure of the Buenos Aires Office.