

TRA.2553-07/N

**Independent Evaluation of the ILO's Country
Programme for Argentina: 2001-2006**

International Labour Organization

September 2007

Prepared by
José Maria Puppo
Francisco L. Guzmán
Folke Kayser

Copyright © International Labour Organization 2007
First Edition 2007

International Labour Office publications enjoy the protection of rights by virtue of Protocol 2 annexed to the Universal Convention on Copyrights. Nevertheless, certain brief extracts of these publications can be reproduced without authorization, on the condition that the source is mentioned. To obtain reproduction or translation rights, the respective applications must be filed with ILO Publications (Copyrights and Licenses), International Labour Office, CH-1211 Geneva 22, Switzerland, or by electronic mail to pubdroit@ilo.org, and these applications are welcome.

ILO
Independent evaluation of the ILO Country Programme for Argentina: 2001-2006
Geneva, International Labour Office

ISBN print: 978-92-2-320297-2
ISBN web PDF: 978-92-2-320298-9

Also published in French: (Évaluation indépendante du programme de l'OIT en Argentine: 2001-2006, ISBN print: 978-92-2-220514-1, ISBN web PDF: 978-92-2-220515-8), Geneva, 2007, and in Spanish: (Evaluación independiente del programa de país de la OIT para Argentina: 2001-2006, ISBN print: 978-92-2-320297-2, ISBN web PDF: 978-92-2-320298-9), Geneva, 2007

The terms used, in accordance with the practice followed in the United Nations, and the manner how the data appears to have been presented in the ILO publications, do not imply any form of judgment at all on the part of the International Labour Office concerning the legal status of any of the mentioned countries, zones or territories or of their authorities, nor with respect to the delimitation of the borders.

The responsibility of the opinions stated in the articles, studies and other signed contributions lies solely with the respective authors, and the related publication does not mean that it is sanctioned by the ILO.

Any references made to firms or business processes or products do not imply any form of approval by the International Labour Office, and the fact that no firms or business processes or products are mentioned, does not mean disapproval whatsoever.

ILO publications may be obtained from major book stores or from the local ILO offices in many countries, or requesting it to: ILO Publications, International Labour Office, CH-1211 Geneva 22, Switzerland. You may also request catalogues or new publication lists, from the above-mentioned address, or by electronic mail, at: pubvente@ilo.org

See our web site: www.ilo.org/publns

This is an unofficial translation from Spanish.

Printed in Geneva, Switzerland

Preface

This Evaluation Report relates to Summary GB. 300/PFA/13/3 “Independent Evaluation of ILO Country Programme for Argentina: 2001-2006” submitted by the Office to the Administration Council in the 300th Session, in November 2007.

The report was prepared by an independent evaluator with no previous ties or association to the Argentina PNTD. The evaluation team is responsible for the contents and presentation of the findings submitted.

Table of Contents

1	Introduction.....	14
1.1	<i>Evaluation objectives.....</i>	14
1.2	<i>Methodology.....</i>	14
2	Argentina: from a general crisis to specific problems.....	14
2.1	<i>Political crisis and social emergency.....</i>	14
2.2	<i>Institutional regularization and its social instruments.....</i>	15
2.3	<i>Economic revitalization and the new economic-social agenda.....</i>	15
2.4	<i>Labour agenda: the subsistence of decent work.....</i>	15
3	Organization of the National Decent Work Plan.....	16
3.1	<i>The role of the ILO in Argentina.....</i>	16
3.2	<i>Relevance of programmes to the economic, political and social context.....</i>	17
3.3	<i>Introduction to the Decent Work concept.....</i>	17
3.4	<i>Incorporation and adaptation of the Decent Work concept.....</i>	18
4	Implementation of the National Decent Work Plan (PNTD).....	19
4.1	<i>Means of action.....</i>	21
4.1.1	<i>Technical assistance.....</i>	21
4.1.2	<i>Mobilization of resources.....</i>	24
4.2	<i>Tripartism and articulation with other actors.....</i>	24
4.3	<i>Organizational effectiveness.....</i>	25
5	Results by strategic priority.....	28
5.1	<i>Strategic and political results.....</i>	29
5.1.1	<i>Strategic priority 1: promote and ensure compliance with principles and fundamental labour rights.....</i>	30
5.1.2	<i>Strategic priority 2: create more opportunities for women and men to provide them with income and decent work.....</i>	32
5.1.3	<i>Strategic priority 3: expand coverage and effectiveness of social protection.....</i>	35
5.1.4	<i>Strategic priority 4: strengthen Tripartism and Social Dialogue.....</i>	36
5.1.5	<i>Cross-cutting priorities.....</i>	37
5.2	<i>Priorities, results and resources.....</i>	38
6	Conclusions.....	41
7	Lessons and recommendations.....	42
7.1	<i>Monitoring and evaluating PTDP results.....</i>	44
	<i>Recommendations.....</i>	45
7.2	<i>Organizational and institutional aspects.....</i>	45
	<i>Recommendations.....</i>	45
7.3	<i>Technical cooperation programs.....</i>	45
	<i>Recommendations.....</i>	45

7.4	<i>Ties with other partners</i>	46
	Recommendations.....	46
8	Comments by the Office on the evaluation	46
9	Tripartite Assesment	47
	Annexes	49

List of Tables

Table 1: Budget by Strategic Priority of the ILO Programme for Argentina in US\$	40
Table 2: ILO Conventions ratified by the Argentine government, as of July 2007	49

List of Abbreviations

AECI	Spanish Agency for International Cooperation
IDB	Inter-American Development Bank
WB	World Bank or International Bank for Reconstruction and Development
CEACR	Committee of Experts on the Application of Conventions and Recommendations
ECLAC	Economic Commission for Latin America and the Caribbean
ILC	International Labour Conference
CGT	General Labour Confederation
CTA	Central Argentine Workers Union
CTIO	Tripartite Commission for Equal Treatment and Equal Opportunities for Men and Women in the World of Work
FAECYS	Argentine Federation of Trade and Services Employees
SWOT	Strengths, Opportunities, Weaknesses and Threats Matrix
IFP/CRISIS	InFocus Programme on Response to the Crisis and Reconstruction
ILOAIDS	ILO Programme on HIV/AIDS and the World of Work
IPEC	ILO International Programme for the Eradication of Child Labour
IPEC/SIMPOC	IPEC Statistical Information and Monitoring Programme on Child Labour
MERCOSUR	Southern Cone Common Market
MIA	Argentine Industrial Movement
MIN	National Industrial Movement
MTESS	Ministry of Labour, Employment and Social Security
MSEs	Micro and Small Enterprises
OIE	International Employers' Organization
OIM	International Migration Organization
WTO	World Trade Organization
UN	The United Nations
UNAIDS	The Joint United Nations Programme on HIV/AIDS
SRO	ILO Sub-Regional Office for the Southern Cone of the Americas

CP	Cross-cutting Priorities
GLOBAL PACT	Global Compact Between the United Nations and Companies
GDP	Gross Domestic Product
HHP	Household Heads Plan
PNTD	National Decent Work Plan
UNPD	United Nations Programme for Development
AREA Programme	Integrated Programme to Support the Revitalization of Employment in Argentina
PRSP	Poverty Reduction Strategy Papers
PTDP	Decent Work Programme by Country
PYMES	Small- and Medium-Sized Businesses
RBTC	Regular Budget Technical Cooperation
SIMPOC	Statistical Information and Monitoring Programme on Child Labour
SITD	Decent Work Indicators System
SJIP	Integrated Retirement and Pension System
UIA	Argentine Industrial Union
UNCT	United Nations National Team
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations Children's Fund
UOCRA	Construction Workers' Union of the Republic of Argentina

Executive Summary

Argentina has experienced a political, financial, economic and social crisis of a magnitude never seen in its contemporary history, as a result of a combination of factors that caused its economy to be highly vulnerable to changes in the international economic environment and its own internal dynamics. In late 2001 and early 2002, government authorities of the time adopted a set of measures that paralysed the financial system's workings, led to the suspension of the public debt service with private creditors and to the abandonment of convertibility, worsening the level of uncertainty in the legal and regulatory environment, with serious consequences on the production of goods and services, as well as a very high social cost. By late 2002, Argentina had accumulated a four-year decline of 20 percent of the Gross Domestic Product (GDP), leaving over one half of the population below the poverty line.

Having overcome the worst of the crisis, starting in the second quarter of 2002, the country has attempted to rebuild trust in its institutions and to define a macroeconomic framework capable of leading the economy through a path of recovery. The central government, elected in May 2003, has managed to establish leadership, and this facilitates decision making to make it possible to recover the trust for its institutions and strengthen the country's governability.

During this period, the ILO in Argentina switched from dealing with specific technical assistance requests, to conducting a more relevant programme after the Director General decided to provide extraordinary support to the country based on its profound economic crisis.

The ILO action started to structure itself under the strategic objectives established in 1999; and immediately afterwards, under the emerging Decent Work concept. This permitted the undertaking of those years' tasks within a homogeneous conceptual framework.

The ILO thus had access to extraordinary resources during the times when the social dialogue coordinated by the United Nations was getting underway, and which later diluted as the situation became less critical and the government lost its impetus.

Based on those circumstances, the political relevance of the ILO was very important. Argentina incorporated the Decent Work concept in its internal structure, and transferred it to the regional scope of MERCOSUR and to the international level in the ILO and WTO conferences.

Technical assistance to the country

In technical assistance matters, the ILO became the technical support of the MTESS, cooperating as well with the strengthening of its institutional governance. At the beginning, the Household Heads Plan, which granted subsidies to mass unemployed beneficiaries, was the pillar of government assistance and this included ILO cooperation.

The different technical cooperation programmes, mainly the IFP/CRISIS "Special Technical Cooperation Programme", "Facing the Decent Work Threats in the Argentine Crisis" and the "National Decent Work Programme – PNTD (2005-2007)", defined a

variety of studies, laws, decrees, meetings and workshops, under programmes which were designed on the basis of medium and long term objectives – especially the PNTD – however, with the improvement of the economic situation, were turned into technical assistance accompanying the recovery process.

Simultaneously, financing was obtained from the Italian Cooperation, which contributed extraordinary resources that were useful in supporting the regular technical assistance. Within the objectives of the AREA Programme – employment, local training and development –, the resources were fundamentally used for the former, cooperating with the creation of the approximately 150 Municipal Labour Exchanges.

The articulation process

In the case of the tripartite concept, the links were more closely associated with political articulation prior to the planning rather than to the execution, due to the fact that the planning was strongly linked to MTESS tasks.

Concerning other articulations, the United Nations' system experienced a coordination boom during the Argentine Dialogue process. Without any further initiatives of the system's coordinating organization worth special mention, the ILO signed a number of agreements with UNICEF, UN-SIDA, PACTO GLOBAL and CEPAL.

The job of the ILO was carried out with the utmost political relevance possible. Success in this area is related to the close relationship between the ILO officials, especially with the MTESS and with an identification of objectives (Decent Work), as well as mutual technical respect. But, there was also influence from the personal respect to the ILO officials participating in the Argentine case. It is very important that this relationship be preserved in the future.

The ILO Office in Argentina was nurtured, during the entire period, by the contributions made by its Geneva Head Office (as well as by its Regional Office). These contributions became an important political support, in terms of economic resources as well as in the form of technical and intellectual ingredients. In turn, the ILO Office in Argentina made an important contribution to such internal articulation.

Thus, the experiences, as well as the specific knowledge developed in this national programme, were shared with Head Office and are – and will continue to be – used by the entire International Labour Organization. Suffice to mention the process that ends with the inclusion of the Decent Work concept in the secondary education system's curriculum, contributions pertaining to Decent Work indicators and its own experience – including rights and wrongs – for the design and implementation of a PNTD.

In spite of the above, there appears not to be – so far – any documents produced at the Geneva Head Office which may have shared, divulged or disseminated knowledge, results or lessons learnt from the planning process.

An initial look at the future

Argentina has overcome the economic crisis, but there have been significant consequences such as an unfair income distribution and informal work, among others.

A new government will be elected by year end, which, even if it is able to provide continuity for the public policies governing employment, will imply new actors. Prior to that, a new Decent Work Programme will be in place that will no longer benefit from the extraordinary contributions deriving from the crisis, but at the same time – as the ILO and Argentina hope – it will continue to keep the relevance that was achieved during that period.

The big question mark has to do with the uncertainty of the resources that will be available in the future since there will not be any out-of-budget funds deriving from the past crisis situation.

Meanwhile, the activities are being completed and the human resources are spreading out. This situation will not be easy to maintain. Furthermore, the MTESS has become accustomed to a level of support that will probably not be sustainable, and it would be counter-productive to raise expectations that cannot be met.

Within this context, coordination with the United Nations System is essential to maximize resources if these are lower than in the recent past. There are mandates to do it, and they require overcoming local resistance, which – through inertia – places obstacles in coordination. This may necessitate going to government officials, who will be the first to be interested in making sure that there is full coordination.

In addition to securing resources, it is important to attempt to secure their regularity since that was one of the problems during the crisis, conspiring against a more efficient use of resources.

Once the problem has been overcome, one must maintain a close relationship with technical and political officials, for planning and follow-up purposes, just as has been the case in the past.

Suggestions for the next PNTD

The technical assistance coordinated under the Decent Work Programme will obviously have a lower emphasis on direct assistance in the MTESS as it should be geared towards more specific subjects, with more concrete objectives, and quantified if possible.

It would be desirable for the effort to have the participation of the CGT and the UIA, in consultation with both organizations about their priorities. The time appears to be right, since the CGT is making progress in its international rapport with the UIA, internally consolidated, (sic) and has also expressed its interest in the participation on matters which are its priority.

It is logically very important to secure resources from other sources. First of all, participation in loans from international financial organizations. There is past experience available, such as the case of the Household Heads Plan, which could be expanded to resources from this source granted by the Ministry of Social Development and Economy, in areas such as Poverty, PYMES and Local Development.

Concerning the AREA Programme, in the event of obtaining different financing, consideration should be given to certain new aspects to improve the positive result of the current programme. Following years of joint work by the participating institutions, an

exploration could be made of an organization that, based on trust, will help reduce management costs and improve efficiency in decision making.

It would also be necessary to obtain greater equilibrium between AREA Programme resources and the resources from the rest of the ILO Office in Argentina. At present, AREA Programme resources are far superior to the resources from the rest of the Office; and therefore, in case of the consolidation of this situation, it may just be that the AREA Programme may end up being an independent programme more as a result of the degree of its work, rather than as the result of a specific decision.

The AREA Programme resources were mostly aimed at the creation of municipal labour exchanges. One of the most successful events of the programme was that the MTESS internally consolidated the technical assistance provided by Italia Lavoro and that it is now capable of increasing the number of labour exchanges on its own. The new resources could thus be aimed at the professional development component expanding the technical assistance already being provided by the ILO to the MTESS in Buenos Aires.

In the case of the local development component, while the MTESS is dealing with this in the field, at the local level, at the source of the demand, and with very scarce resources, other ministries are doing it from the federal level, where the supply exists. At the very least, these widely-dispersed resources should be coordinated, as they tend to support the solution to the same problems. It should be remembered that the Ministry of the Economy and Production's Economic Policy Secretariat has presented a project – hoping to secure financing from the World Bank – to achieve greater coordination of efforts between all governments – both the central government and the provincial governments – in that area.

As a final reference to the Programme Area, although there have been no difficulties with the municipal governments in the provinces where the programme is being developed, it appears to be convenient to establish links with them in tasks that the central government carries out with the municipalities within their territory.

Priority issues to be considered

With regard to priority subjects to be considered in the future, the interviews conducted show a consensus among the various actors:

- Return to social dialogue, on other features and issues since this is a different situation, but copying the promising performance seen at the beginning of the crisis.
- Informal employment, and income distribution. From an analysis of the social indices corresponding to the country's main agglomerates, it appears as though the reduction of poverty has been less successful in the regions where there is greater informality. This is a matter that, due to different reasons in each case, is of interest for the entire tripartite context.
- Job quality, considering the issues inherent to each business sector; work conditions, health and safety. These subjects are also of interest for the tripartite context.

- Work given in vulnerable sectors: gender, child labour, immigrants, native people and the disabled. This is a matter of continuing certain efforts which have been achieved throughout.

From the above, one can deduce that the relationship between Argentina and the ILO during the evaluation period ends with a very positive result and that a new era, with different characteristics, begins.

1 Introduction

1.1 Evaluation objectives

The purpose of this independent evaluation of the ILO national programme in Argentina (PNTD) during the 2001-2006 period is to analyze the progress made toward achieving established outcomes and to identify the lessons learnt, in order to guide the development of the next Decent Work Programme (PTDP) for Argentina. The evaluation takes into account areas where the ILO cooperation has been more or less effective in terms of support to the national efforts for Decent Work.

1.2 Methodology

The evaluation includes several stages and levels of analysis:

- A desk review, where an analysis was performed of the documentation related to the country programme projects, in order to compare and evaluate their development, over time, in the programme's main technical areas.
- The results of this review were complemented by detailed interviews with persons from key institutions, even personnel from the ILO itself and from its programmes, the agencies of the United Nations system and bilateral and multilateral cooperation agencies, including selected areas from the country to review cases in more detail.

2 Argentina: from a general crisis to specific problems

2.1 Political crisis and social emergency

After four years of continuous recession, poverty and increasing unemployment, combined with a low level of consumer and investor confidence, in late 2001 Argentina was no longer able to honour its obligations and declared a credit default in the public sector. The absence of credibility was the centrepiece of the political, social and financial crisis.

Economic recession started in the third quarter of 1998. Between then and the last quarter of 2001, GDP declined at an annual rate of 5.2 percent. Unemployment and extreme poverty hit all-time records in October 2001, with 18.3 percent of manpower unemployed in urban areas, 40.5 percent of the population living below the poverty line and 14.8 percent below the extreme poverty line.

At the same time as the economic and social crisis, Argentina was also victim to a major political crisis. Between December 20, 2001 and January 1, 2002, there were five presidents due to a series of resignations. This historical anecdote illustrates Argentina's worst institutional weakness since the democratic reconstruction.

This situation, when 2002 was just beginning with a new president, was marked by the beginning of a process called the "Argentine Dialogue", which allowed for a constructive entity in a country that badly needed reconstruction.

2.2 Institutional regularization and its social instruments

The serious social reality led to emergency measures being implemented, to try to provide compensation to the lower income population. The centrepiece of this assistance policy was the Social Emergency Plan, promoted by the Argentine Dialogue. This emergency plan was aimed, mainly, at offering solutions for the neediest, via programmes relating to food, health, housing, schooling and, mainly, transfer of income to the poorest or least employed sectors. These programmes were co-financed by the World Bank and the Inter-American Development Bank.

The Unemployed Household Heads Programme was, undoubtedly, the most conspicuous and vast. Its coverage spread quickly, reaching its peak around the middle of 2003, with nearly two million beneficiaries getting a subsidy of 150 Pesos (US\$ 50). Thus, it became the largest social assistance programme ever implemented in Argentina and, no doubt, one of the programmes with the most coverage in the region. The amount disbursed in 2002 was US\$ 760 million, gradually increasing to over US\$ 3,000 billion by the following year. The latter figure represented almost 1 percent of GDP and 5.2 percent of the total federal public sector expenditure.

During the first half of 2002, the sharp drop in the employment rate continued, linked to the accelerated fall in aggregate activities. Towards the middle of 2002, social protests continued, and that fuelled the political crisis, forcing the then President to shorten his tenure and call an election for early in the following year.

The new government took office in May 2003. Accompanied by an incipient, and then continuous economic growth and by an improvement in the social situation, political institutions began to recover from their more serious wounds.

2.3 Economic revitalization and the new economic-social agenda

As mentioned earlier, in spite of the continuing context of economic and political uncertainty, the recession ceased during the second quarter of 2002. The level of activity was similar to that of the first three months of the year in non-seasonal terms and GDP showed a slight growth in the following quarter (equivalent to 3 percent per annum). The production growth that had begun has continued uninterrupted to the present time.

Economic growth during the 2003-2006 period was 9 percent, on average, and that resulted in a GDP recovery that reached its peak prior to the 1998 crisis. This recovery was mainly propelled by the increased domestic consumption, revenues resulting from exports and higher levels of investment.

2.4 Labour agenda: the subsistence of decent work

The persistent decline of the GDP caused a deceleration in the growth of employment, which increased at an annual rate somewhat below 1 percent between May 1998 and the end of 2000. Subsequent to that, the process involved a complete destruction of jobs, given the acute macroeconomic difficulties. By October 2001, total employment was more than two points below that corresponding to May 1998. Unemployment affected, with a similar intensity, workers of various types, but what should be highlighted is the high levels in the case of household heads: in the early nineties, this figure was only

approximately 3 percent and in late 2001, it was 12 percent. Also prevailing during this phase was the increase in the relative importance of work.

Perhaps the most notable feature of the recovery process started in 2002 was the rapid expansion experienced by total employment. Throughout 2003 and 2004, there was an annual 6 percent increase in employment not related to the employment plans.

The exploitation of the installed capacity, which was sharply under-utilized, appears to be a relevant reason to partly explain the important rise experienced by employment-product elasticity compared to previous periods.

The moderate increase in the actual average income and the improvement in the wage distribution among those who were employed, as observed in early 2003, together with the general increase in employment begun in the previous year, were factors that contributed to the decline posted by the concentration of household income and poverty along the recovery process. The incidence of poverty and indigence, in turn, came down from the peaks reached in September 2002, 57.5 percent and 27.5 percent of the population, to 26.9 percent and 8.7 percent, respectively, in the second semester of 2006.

3 Organization of the National Decent Work Plan

3.1 The role of the ILO in Argentina

During almost the entire decade preceding the period covered in this report, ILO technical cooperation in Argentina did not have a broad national programme that was sufficiently long-term, nor did it have the necessary financial resources to carry it out.

The activities that led to a broader programme with a greater input of technical cooperation began in 2001, bringing about the search for results that helped achieve the four strategic priorities considered in the period covered by the report¹. Independently of the contribution of technical cooperation, the ILO Office has obtained good results regarding the high priority of Decent Work, specifically in the fundamental rights of work, thanks to a successful acceptance of these concepts within government institutions and entities in the country.

In February 2002, the Regional Office for the Americas, the then Multidisciplinary Technical Team headquartered in Santiago, Chile and the ILO Office in Argentina, participated in the “Social and Productive Labour Negotiation Panel” set up in February 2002 within the scope of the “Argentine Dialogue”.

In view of the seriousness of the crisis, the ILO organized a special work group to coordinate the Organization’s response actions. This group was made up of representatives of the four sectors of the Head Office, coordinated by the Director General’s Office. The Technical Secretariat was responsible for the InFocus on Response to the Crisis and Reconstruction (IFP/CRISIS).

¹ The four strategic dimensions of the PTDP: (1) employment, (2) social security, (3) work rights and (4) representation.

Furthermore, a support group was created at the level of field offices, made up by the Regional Office for the Americas, the ILO Area Office for Argentina, Paraguay and Uruguay (now the ILO Office in Argentina) and the Multidisciplinary Technical Team in Santiago, Chile (now the Sub-Regional Office for America's Southern Cone). Within this framework, many of the missions were carried out from the headquarters of the Field Offices, to articulate technical cooperation needs. This group's participation was reduced as the planning process progressed and consolidated itself.

Based on the planning framework, definitions were made for the technical cooperation programme, which compiled the local requirements, particularly from the Ministry of Labour, taking into account the response capacity and comparative advantages of the ILO both in the region as well as at headquarters.

3.2 Relevance of programmes to the economic, political and social context

The participation of the ILO during the period of evaluation covered in this report was framed in strategic priorities with the PNTD and developed as of 2005. This participation took into account those priorities as well as the political, economic and social variables present during the 2001-2006 period and described in this report. This meant that the objective of the work was to ensure that the technical assistance provided was relevant within the highly changeable context.

This process was guided by the incorporation of the Decent Work concept as a planning framework of national policy, and resulted in the inclusion of a specific objective in the Millennium Development Objectives to reflect the national commitment to promote Decent Work. This proposal facilitated the creation of opportunities for dialogue and basic consensuses on the importance of Decent Work, and the effects contributed to a cumulative progress that is now reflected at the institutional level as well as in public policies and in the social agenda.

The prevailing national conditions showed the need to address the strengthening of government institutions and the coordination of public policies around objectives that are socially shared with the rest of the constituents. As a consequence, technical assistance to the MTESS was a basic condition for repositioning the role of the State as the main guarantor of the fundamental rights at work and as an active promoter of policies aimed at economic growth with decent work.

The political, economic and social crisis in 2001 and 2002, mentioned earlier in this report, created an enormous need for assistance, for the country and for strengthening its institutions. The fundamental element of the social crisis was unemployment, which brought in the rapid response of an organization such as the ILO, whose focus was work, together with a Ministry of Labour that needed help given the demand it was facing.

The rapid incorporation of the Decent Work concept by the Argentina Office was a fundamental element in facilitating the availability of resources it did not have.

3.3 Introduction to the Decent Work concept

The introduction to the proposal for the 2000-2001 Programme and Budget, put forth by the ILO Director General, indicated that such a presentation was the beginning of the

efforts to be made to attach a strategic status to the ILO budget. There is a shift from the previous structure, based on 39 main programmes, to a new structure revolving around four strategic priorities that define the basic orientation of the ILO and that were conceived with a long term vision, to which the Member States should aspire.

The four strategic objectives of the ILO Decent Work Programme are:

1. promote and ensure compliance with the principles and fundamental rights of work;
2. create more opportunities for women and men, so that they will have a respectable income and job;
3. expand coverage and effectiveness in Social Protection;
4. strengthen the tripartite concept and social dialogue.

Complementarily, the introduction states that there are two interleaved subjects: development and gender, assuring that the activities proposed for the 2000-2001 programme centre around development.

Subsequent to that, in the Report addressed to the International Labour Conference (ILC) of June 1999, the ILO Director General made the Decent Work concept official. He said then, that “the mission of the ILO is to improve conditions for human beings in the working world. These days, that mission is in line with the general endeavour, within an environment that involves major changes, to find Decent Work. Currently, the utmost purpose of the ILO is to promote opportunities so that men and women will be able to get Decent Work, productive work, in conditions of freedom, equality, safety and human dignity”.

The ILO 2000-2001 Programme and Budget, approved by that Conference, was the first to be defined within the framework of that concept.

As a consequence, the ILO Office in Argentina understood – as expressed in its documents – that the 2000-2001 Programme and Budget implicitly included a mandate to define the organization of the field Offices in line with the scope of this concept.

The successive Programmes and Budgets continued enriching the scope, especially with regard to Cross Section objectives or thematic strategies interleaved with the above-mentioned objectives.

The operating strategy of the ILO Office in Argentina starting in 2001 was designed, therefore, taking as a reference what had been understood to be an implicit mandate contained in the 2000-2001 Programme and Budget and which was enriched by the contents of the instruments contributed by the operational instrumentation of the Decent Work concept. Some of these elements are contemporary or subsequent to the programme being executed by the Office, thus, they could not be taken into consideration in each planning period, or were taken into account only when adjusting some phases of the programme or of its activities.

3.4 Incorporation and adaptation of the Decent Work concept

Although Argentina was not chosen to conduct a Decent Work Pilot Programme, the organization process centred on the Decent Work concept. Accordingly, the defined

strategy had two approaches: one which was purely political, and another one, strictly related to technical cooperation.

The first Memorandum of Understanding signed by the Argentine government, representatives to the Administration Council of employers and workers organizations and the ILO, dates back to March 2002. The document contained the guidelines of the Special Technical Cooperation Programme financed and monitored by the InFocus Programme on Responses to the Crisis and Reconstruction, of the ILO. This result is associated with the urgency of the Argentine crisis.

A short time thereafter, however – in September 2002 – the Panel for the Promotion of Decent Work was set up in the Ministry of Labour, Employment and Social Security, and was comprised of business and union representatives as well as officials of the provincial labour offices.

In December 2002, again, the same parties signed a Memorandum of Understanding, this time fixing the guidelines for a National Decent Work Programme in Argentina.

The interest in the Decent Work concept in Argentina was patent when, in 2003, at the request of the Office, the Argentine government, in agreement with the United Nations System, incorporated into the Millennium Development Objectives for Argentina, “Objective 3: Promotion of Decent Work”. The goals set forth for Objective 3 for the year 2015, reviewed in 2005, are as follows: reduce unemployment to a rate below 10 percent; reduce informal employment to less than 30 percent; increase Social Protection coverage to 60 percent of the unemployed population; reduce to less than 30 percent the percentage of workers earning wages below the basic minimum wage, and eradicate child labour.

In addition, National Law 25.877, known as “Consolidation of the Labour Regimen”, enacted in 2004, sets forth in Article 7, that “The Ministry of Labour, Employment and Social Security will promote the inclusion of the Decent Work concept in national, provincial and municipal public policies. To that effect, it will execute and promote the implementation – articulated with other national, provincial and municipal organizations – of actions aimed at sustaining and encouraging employment, reinstatement of unemployed workers into the labour force, and train and develop workers professionally.” The ILO Office in the country cooperated in the wording of this bill.

4 Implementation of the National Decent Work Plan (PNTD)

The strong commitment of the Argentine government and society with the principles of Decent Work culminated in June 2004, with the signing of the Memorandum of Understanding, agreeing to execute the National Decent Work Programme – PNTD (2005-2007) and, in its Annex, there is a definition of the principles and priorities of the programme. In June 2004, on the occasion of the International Labour Conference, the ILO Director General, the Minister of Labour, Employment and Social security and Argentine business and workers’ representatives in the Administration Council, signed a new Memorandum of Understanding, agreeing on the execution of the “National Decent Work Programme” (2005- 2007) and in its Annex there was a definition of the principles and priorities thereof.

The PNTD is the final phase of the ILO programme in the period covered by this report. From then onwards, an intense planning process was carried out over six months, with the participation of all sectors of the Head Office (through missions and video-conferences), the Regional Office, SRO specialists for the Southern Cone of the Americas and officials of the Ministry of Labour, Employment and Social Security, including the Minister and his Undersecretaries. The preparation of the PNTD ended in February 2005, and it was immediately forwarded to the social actors for observation and comments.

According to the agreement made in the Memorandum of Understanding, the programme is comprised of two main parts:

The first part refers to the integration of economic and social policies, placing emphasis on the institutionalized integration of the policies that are most relevant. Thus, the proposal puts forth the need to develop integrated approaches to define these policies that will give priority to objectives associated with creating decent work.

The second part refers to the Ministry of Labour, Employment and Social Security's policies in five priority areas:

- Active employment and development policies. This includes the transformation of the temporary employment programmes into labour re-insertion policies and the instrumentation of active employment policies aimed at vulnerable sectors.
- Policies to help informal employment become incorporated into the legal system and improve working conditions. This entails the design and execution of strategies leading to the formalization of the various forms of informal employment and to the improvement of working conditions.
- National Programme for the Eradication of Child Labour. This proposes the coordination and execution of actions leading to the detection, quantification and eradication of child labour.
- Policies for the improvement of employment income, by means of strengthening collective bargaining, the increase of the minimum wage and a better income distribution.
- Policies for the expansion of the Social Protection system and of unemployment insurance, as well as those referred to the adaptation of the social pension system.



Unloading cargo from a shipping boat

4.1 Means of action

As far as technical assistance matters are concerned, the ILO became the technical support of the MTESS, cooperating as well with strengthening its structure as an institution. At first, the Household Heads Plan, which granted subsidies to mass unemployed beneficiaries, was the pillar of government assistance. It also had the cooperation of the ILO.

The various technical cooperation programmes, mainly the IFP/CRISIS Special Technical Cooperation Programme, Facing the Decent Work Threats in the Argentine Crisis, and the National Decent Work Programme – PNTD (2005-2007), put together many studies, laws, decrees, meetings and workshops, under programmes which were designed on the basis of the medium- and long-term objectives – especially the PNTD. However, with an improving economic situation, this became the technical assistance accompanying the recovery process.

4.1.1 Technical assistance

The Administration Council approved, in 2002, the project “Enfrentando los retos al trabajo decente en la crisis argentina” (“Confronting the challenges of decent work in the Argentine crisis”) financed with funds from the 2000-2001 surplus. The project’s objectives, which are put together within the chosen programming framework by the Office, which in turn took care of the representatives’ demands, were as follows:

- Improve methods and conditions concerning the decentralized implementation of social inclusion programmes.

- Support the preservation of employment through the preventive intervention in the business crisis, collective conflicts and productive reconversion.
- Support the coordination and harmonization process between policies, programmes and plans in the economic and employment fields.
- Prevent and counter the deterioration of wages and other income during the crisis.
- Increase coverage for the protection of unemployment, pension, survivorship and employment risks.
- Improve institutional and technical capabilities of social dialogue participants.

In order to ensure tripartite follow-up on the project, a Coordination Committee was created for its implementation, comprised of the ILO Office in Argentina, the Head Office's IFP/CRISIS and the Ministry of Labour, Employment and Social Security (MTESS), on behalf of the Argentine government. Also created was a National Consultative Group, consisting of the Coordination Committee, the Regional Office and employers' and workers' representatives. Seven meetings, of each of the areas, were held during project execution.

Since early 2002, the ILO deployed an appreciable volume of technical and financial resources to support Argentina during the crisis. This flow did not exist during the entire decade prior to the period covered by this report.

The aforementioned Memorandum of Understanding was signed in March 2002, fixing the guidelines of a Special Technical Cooperation Programme, which was financed and monitored by the IFP/CRISIS. The programme was based on the ILO objective to attend to the crisis and emergency situations and it was proposed to support the government in its efforts to meet the social and labour effects of the crisis. The following priorities were set within that scope:

- Coordination and harmonization of economic, employment and social protection programmes, giving priority to the considerations of social equality, financial and economic viability, and transparent instrumentation.
- Promotion of productive employment, job reinsertion and special youth programmes.
- Support to employment preservation, business crisis prevention, income policies and labour regulations review programmes.
- Extension of the coverage of social protection programmes, giving urgent attention to unemployment and training.
- Development of the institutional and technical capabilities required for a better engagement in social dialogue.

As a result of the actions undertaken, and considering the progress made by the government and the Argentine social actors in understanding and analysing the critical factors of the crisis, its impacts in the job market and the identification of response actions, it was concluded that an urgent complementary action was needed to help develop the proposals made within the framework of the previous programme,

reinforcing the capacity of the institutions involved, especially the Ministry of Labour, Employment and Social Security.

Additionally, with IFP/CRISIS support, it was possible to obtain an important contribution from the Italian government to execute the Integrated Programme in Support of the Revitalization of Employment in Argentina – AREA. Its execution, in which the Italian government agency “Italia Lavoro” also participates, began in 2004, and it continues through to the present time.

The AREA Programme was articulated with other projects underway as well as with the actions being carried out by the Employment Secretariat with regard to creating genuine employment, particularly through the promotion of the micro enterprises sector and improved possibilities to access job and training opportunities.

One of the main purposes of the AREA Programme is to "Contribute to improving work and employment conditions in Argentina" (and for this reason, it is mentioned in the PNTD as a source of resources for its third immediate objective). Its strategic lines are as follows:

- Support the MTESS in the process of innovating active employment policies.
- Support the MTESS in the improvement of employment services and the professional development of the workforce.
- Facilitate the implementation of local economic development strategies integrated to employment policies and employment services, with emphasis on the development of MYPEs.

Furthermore, two work lines were defined to form the cross-cutting support, and these are the development of a virtual system of information and exchange and the configuration of national technical units responsible for operating the programme.

Negotiations for AREA began in 2002; and, as stated, it started its activities in 2004 and this led to the verification of adaptation based on the priorities of the Ministry of Labour, Employment and Social Security, particularly of its Employment Secretariat and on the political, economic and social progress achieved in the country.

Tripartite follow-up was ensured by the creation of the National Consultative Committee, which is effectively comprised of the Ministry of Labour, Employment and Social Security, employer and worker organizations represented in the ILO Administration Council, the ILO Office in Argentina, the Regional Office and the Head Office’s IFP/CRISIS. The commitment of this Committee is to approve the Annual Operating Plan. It has held two meetings.

Tripartite follow-up on the PNTD was ensured with the creation of a Coordination Committee comprised of the ILO Office in Argentina, the Head Office’s INTEGRATION Department and the Ministry of Labour, Employment and Social Security, on behalf of the Argentine government and the National Consultative Group, consisting of the Coordination Committee, the most representative employer and worker organizations and the Regional ILO Division.

4.1.2 Mobilization of resources

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.

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.

In section 5.2, table 2 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.

4.2 Tripartism and articulation with other actors

In spite of the changes in the Executive Branch, the MTESS managed to preserve the stability of its human resources and an adequate relationship with the ILO based on having top level technical officials.

The General Labour Confederation of the Republic of Argentina (CGT) was founded in 1930. It is the largest trade union, and it is comprised of organizations from the different branches of industry, something that is reflected in its assorted Board of Directors and an organization chart with many secretariats. This is the institution that represents the workers to the ILO.

The representation crisis that prevailed at the beginning of the period covered in this report did not only affect policies but also all social organizations. The two factions of the CGT (which had split in 2000 as a result of the labour reform law) merged and, in an initial stage, were run by a three-member board when no agreement could be reached among the different sectors on the candidates for Secretary General. An agreement was later reached and a new CGT Secretary General was appointed, and the union returned to normal operations.

Meanwhile, the Argentine Industrial Union (UIA) was founded in 1887. While this is the industrial sector's most representative institution, it is not the only major organization in the Argentine productive sector, since there are important sectorial entities such as, for example, the Argentine Rural Society, the Farmers Federation and the Argentine Chamber of Commerce. The UIA is a member of the International Organization of Employers (IOE) and ILO.

At the beginning of the historical period under analysis, the UIA – for the first time in many years – found that its internal harmony was under threat. Within the corporation there were two major positions: on the one hand, the Argentine Industrial Movement (MIA), organized by leaders from the export and agro industrial sectors; and on the other, the National Industrial Movement (MIN), more closely associated with companies aiming at the domestic market. However, neither of these positions was considered to be

uniform, compact and necessarily opposed to the other. The UIA managed to resolve the situation.

The importance of the tripartite participation mechanism was reflected in different activities, but particularly in the participation at various levels of the social dialogue. During the period corresponding to the peak of the Argentine crisis, amid a high degree of conflict and an institutional and political crisis, there was active participation in other forums such as the “Argentine Dialogue”. This forum, promoted by the Catholic Church and with the active participation of other religious creeds and multilateral institutions, became an important contribution to the institutional reconstruction. Within that framework, not only was the political-social dialogue re-established, but life was also given to the Social Emergency Plan.

Both in the case of planning, as well as in the implementation and follow up on the Programme, the ILO Office in Argentina was intent on promoting tripartite dialogue avenues. However, the political-institutional complexities did not always allow it. The highest tripartite participation consisted of attaching priorities to actions, and that translated into the Memorandum of Understanding, where the mandataries agreed with the Director General to prepare, assume and participate in el ILO Programme.

4.3 Organizational effectiveness

The process for the evaluation of the Decent Work programme for Argentina included a self-evaluation exercise with the PNTD support group led by the evaluation team. The exercise involved 14 Buenos Aires ILO officials, the AREA Programme team, some technical specialists of the sub-regional offices in Santiago and Lima as well as from the Lima Regional Office. The methodology consisted of a specific survey, a valuation matrix and a joint discussion about the results performed via video-conference. The subjects discussed were related to:

- expression of the programme’s mission and vision,
- development and execution of strategies,
- capacity to develop alliances and to achieve political fluency,
- internal management and cooperation,
- capacities to generate and use information about the programme’s performance for improvement and innovation.

Furthermore, the independent evaluator developed a matrix establishing the main strengths, opportunities, weaknesses and threats (risks) in the ILO Office in each programme phase and in its implementation, pointing out its political positioning, its human resources, its organizational characteristics and its economic resources.

Both exercises identify and coincide in their findings about the opportunities and risks faced by the ILO in Argentina based on the experience gained during the management and supervision of the programmes. Below are the groups of findings validated by both exercises:

Strengths

- **Technical experience in planning.** The ILO and its Office in Argentina have managed to accumulate significant experience in planning not only in institutional terms but also in terms of its own human resources.
- **Technical experience in executing technical cooperation.** While at the beginning of the period, the ILO Office in Argentina lacked experience in negotiation, design, execution and administration of technical cooperation, especially those deriving from donations by governments, it now could be considered one of its main strengths.
- **Background for new technical cooperation.** Beyond the strengthening of institutional governance contributed by the technical cooperation experience, the programmes executed represent an important background when putting forth new proposals and requesting new contributions and donations.
- **Leadership contributed by the Decent Work concept.** At the beginning of the period under evaluation, the emergence of the Decent Work concept allowed the ILO to achieve a conceptual leadership. Now, with the concept having been established and in operation – at the local and international levels – the ILO has cemented that leadership.
- **Institutional presence of the ILO.** The ILO and its Office in Argentina have consolidated an important institutional presence based on the technical and political respect of other actors of Argentine society, especially at the political level and at the national government level. At this level, the ILO Office in Argentina has managed to incorporate itself and to positively associate itself with the political and government system.
- **Intrainstitutional support.** The ILO Office in Argentina has had important support and exchange both at the ILO Head Office in Geneva, as well as at the Regional Division.

Opportunities

- **The matter of employment as a priority.** The 2001 and 2002 political, economic and social crisis created a huge need for assistance to be given to the country and for strengthening its institutions. Which, at the appropriate time, provided an opportunity that was later taken by the ILO. The fundamental element of the social crisis was unemployment and the characteristics with which it appeared in that historical situation. This matter quickly attracted an organization whose main focus was labour. The matter of employment continues to be an opportunity: according to all local surveys, and beyond specific situations, it is the main subject of interest of the Argentine people, as well as of the political system. This places the ILO face to face with a new opportunity: now that the crisis is over, work can focus on the pending agenda of jobs, especially in relation to quality employment.
- **High execution background.** Having executed an important and successful programme, particularly with a considerable increase in the resources used, can imply a greater future demand by Argentina ILO's main partner: Government.

- **New government in tune with the same philosophy.** It is highly probable that the new government will continue, at least within the scope of principles and policies related to work, with the bases established by the current government. Particularly, the Ministry of Labour, through its different Ministers over time, not only sought ILO support based on the existing interests, but also based on philosophical compatibilities and policies. It is probable that that will continue as such.
- **Structure of the Ministry of Labour.** Although its situation is not the same as during the 2001 institutional crisis, there is still a strong demand for institutional and technical strengthening. To its favour, the Ministry already has an important technical and logistical structure, especially in comparison with other government agencies.
- **Consolidation of worker and employer organizations.** Institutional and especially tripartite articulation works with a CGT that has fully endorsed the Decent Work concept and is willing to reinforce its relationship with the ILO; and a UIA that has been institutionally consolidated with a new Board of Directors.
- **The situation of the multilateral institutions.** The signing of new inter-agency agreements and the participation of the MTESS would seem to ensure a better coordination for the future. This situation is important since there are resources from loans issued by international financial organizations (WB and IDB) with technical assistance components referring to subjects associated with the areas discussed herein, such as, for example, local development. The way to use those funds via agreements with the executing ministries has not yet been explored.

Weaknesses

- **Execution scale.** In 2001, the ILO Office in Argentina did not have its own economic and human resources to allow it to take into consideration an aggregate demand due to the crisis. This structure continues to be small, in spite of the important execution, since all new human resources were temporarily associated with the execution of technical cooperation programmes.
- **Technical weakness.** It does not have an employment specialist; and therefore, not only has this been a disadvantage because of not having specialized technical contributions during the design, negotiation and execution of the technical cooperation programmes but also because the Office in Argentina and its human resources did not have access to the know-how now available in such matters.
- **Change in Management of the ILO Office in Argentina.** Following several years of institutional stability and permanent growth in matters related to execution, a possible change in the Management of the Office could become a weakness. Given the fact that the personnel's mobility is part of any process in international organizations, careful consideration should be given to the time when this will take place.
- **Lack of foresight.** Aside from the shortage of financial resources in the regular budget, the Office in Argentina has had an important flow related to technical cooperation; however, this flow has not permitted adequate foresight for planning or

execution, when this situation could have been projected to the Office's immediate future.

- **Source structure of resources.** There is concern about the relative magnitude of the regular sources of resources, including those of regular technical cooperation, in comparison with special cooperation programmes. At this point, the AREA Programme's budget is greater than that of the Office. Thus, balance is an important factor to take into consideration.
- **Weak tripartism.** In spite of the very good institutional relationship, and of the contributions mentioned in political and strategic matters, the tripartite concept is not easily viewed by worker and employer organizations as a path from their own genuine interests leading to concrete activities and results in the country.

Risks

- **Reduced flow of donations.** The ILO and its Office in Argentina achieved positive results in obtaining resources from technical cooperation; this was aided, as has been previously stated, by the international concern over the 2001 crisis; and, thus, it must be realized at this time, that donors may not be as willing to make contributions to Argentina once it has been confirmed that the country is no longer in a crisis.
- **New officials in the new government.** Although it is believed that the future government will continue with the same philosophy and policies as the current government, it must be remembered that there possibly will be changes in high-ranking government officials, particularly in the case of the Ministry of Labour, which has had a close relationship until now with the ILO on programme issues and at the level of personnel.

5 Results by strategic priority

Technical assistance started in the midst of the crisis facing different strategies; and for that reason, there were many studies, seminars and workshops held, since there was no consensus as to what direction to follow. With respect to the crisis, the choice was a set of resources to act as quickly as possible, with flexible mechanisms and objectives, while the Household Heads Plan was implemented with the technical assistance of the ILO.

The economic climate when the future technical assistance programmes began to be executed was of an incipient recovery at first, and of definite recovery later.

As mentioned earlier, the Memorandum of Understanding was signed in March 2002, fixing the guidelines for a Special Technical Cooperation Programme, financed and monitored by the IFP/CRISIS. A short time later, the Administration Council approved the Facing the Decent Work Threats in the Argentine crisis project, financed with funds originating from the 2000-2001 surplus. In June 2004, the Memorandum of Understanding setting forth the execution of the National Decent Work Programme – PNTD (2005-2007) was signed. All of these programmes were financed with special funds from ILO itself.

The goals of successive programmes were sufficiently ambitious to be considered permanent objectives of the MTESS and, therefore, an evaluation of the achievement of the objectives would not be relevant in quantitative terms. Even in the case of complying with some of the quantitative objectives, this was due to the high growth rates accomplished by the Argentine economy during the period under consideration.

The MTESS emphasized its wish to receive direct technical assistance committed to the daily operations of the Ministry, and this was met. This situation, of course, presents a difficulty in defining and quantifying the achievement of the objectives. Even in cases where direct technical assistance could be considered to have doubtful results, it did contribute to the development of the MTESS officials who participated.

The ILO contributed its experience in programmes from other countries, acting as a facilitator and broker in a Ministry where the highest political and technical position holders knew the Organization very well as well as the contributions that it could make. The creation of the Undersecretary's Office for Technical Planning and Labour Studies provided a space for common tasks in study areas and statistical support, with the technical support of the ILO.

Thus, much more than considering the individual objectives of these programmes, and their eventual results, it is pertinent to underscore the outcome of their two main objectives: their contribution to the more general and strategic objectives of the ILO in Argentina and specific support to the institutional strengthening of the MTESS. In both cases, the technical cooperation programmes were successful.

5.1 Strategic and political results

As a product of its institutional relations, especially at the political level, the ILO Office in Argentina managed to place itself in a position that allowed it to achieve important results at the strategic and political levels.

First of all, contributing to begin a strategic path for cooperation with the Ministry of Labour at a time when the Argentine crisis demanded emergency objectives related to the historical political, economic and social crisis of the time.

Secondly, the objective of the focus was for the Decent Work concept to be first understood by the constituents, to then be conceived as a central element of Argentina's development policy, accepted as a global objective.

The action was carried out on two planes: national and international. In the two areas, the Decent Work concept and its implications were not yet established in the considerations and action for development.

The previous enumeration itself shows that it was not easy to achieve a greater impact.

The successive governments during the period under consideration took the ILO proposals and made them their own, including them in legislation and in international and regional forums.

In the national political field there is deep recognition of the support provided by the ILO, right from the time when the country was practically isolated from the world. The ILO proposals were carried out by the MTESS, and this was facilitated by the participation of

officials in political and technical positions who had previously been ILO consultants. ILO technicians were practically considered national officials.

Perhaps the only negative aspect was the interruption of the so-called Argentine Dialogue, in which the United Nations System (ILO within its scope) had an important participation. Visualizing a better outlook and given the urgency and priority of the action, the dialogue was called off and there was no implementation of the Economic and Social Council, which would have been a useful tool for a better tripartite participation.

At this point, however, the results are presented according to the four ILO strategic objectives. The strategic objectives were in place from the very beginning of the evaluation period. Thus, the Introduction to the proposed 2000-2001 Programme and Budget, put together by the ILO Director General, indicated that there is a new budget definition centered on four strategic objectives that define the priorities and the basic orientation of the ILO and that they were conceived with a long-term vision to which the Member States should aspire. They then become the priorities of the Decent Work Programmes.

In Annex 6, one can consult a detailed list and explanation of these results presented by the ILO Office in Argentina. Complementarily, reference is also made to the results of the achievements of the Cross-cutting Priorities. And, as proposed in the Terms of Reference of the advisory services, also considered is the sub-division of the period under analysis in the establishment of those terms: 2000-2001, 2002, 2002-2003 and 2003-2006.

The results presented in that Annex are identified by subject, indicating the various forms and instruments used in their results: incidence in public decisions and actions, advice, technical assistance, project development, research, training, exchange of information and know-how through workshops and seminars, and the distribution and publication of documents. Each of these results emerges from the different programmes, and their respective sources of financing executed. They all contribute to the strategic priorities.

5.1.1 Strategic priority 1: promote and ensure compliance with principles and fundamental labour rights

The main results associated with this strategic priority can be grouped in the following subjects:

- Eradication of child labour
- Promotion of principles and fundamental rights
- Decent Work and its relationship with principles and fundamental rights
- Freedom to unionize and fundamental rights
- Indigenous peoples and tribes

As a specific subject, the Eradication of Child Labour is probably the one with the most important and articulated results through the three defined sub-periods. Results have been obtained in the strategic and political endeavour (Creation of the National Commission for the Eradication of Child Labour). Since the execution of technical cooperation programmes with sources of the ILO's own resources, with sources from international

cooperation and from the private business sector through social business responsibility projects. An important example of that was the Child Labour Survey and Observatory – IPEC/SIMPOC with contributions from the Canadian government.

In the so-called “Buenos Aires Consensus” and the “Copacabana Report” signed by the Presidents of Argentina and Brazil in September 2003 and March 2004, mention was made of the Decent Work concept as conceived by the ILO.

During 2003 and early 2004, the ILO Office in Argentina and the Regional Office supported the MERCOSUR Social and Labour Commission and, especially, the Argentine Ministry of Labour, Employment and Social Security, in the organization of the Regional Employment Conference held in Buenos Aires in April 2004.

The Conference ended with a declaration signed by the Ministers of Labour of Argentina, Brazil, Paraguay and Uruguay, incorporating a good part of the proposals contained in the document presented by the ILO, for the first time in the region, and in which the considering clauses stated as follows: “In view of the recommendations of the International Labour Organization, the MERCOSUR countries, as members of the ILO, agree that Decent Work is a fundamental condition for the sustained development of the member countries and for the successful economic integration of the region.”

As a consequence of the conclusions arrived at in that Conference, in 2004, the MERCOSUR Common Market Council resolved to create a High Level Employment Group to prepare a “MERCOSUR Strategy for Employment Growth”, comprised of the ministries responsible for economic, industrial, labour and social policies of the Member States. The ILO Office in Argentina has provided technical assistance to that Group since its creation.

The Fourth Summit of the Americas was held in November 2005, in Mar del Plata, Argentina. The Regional Office closely followed this initiative from the beginning, and contributed to the title that determined the subject of the meeting, as proposed by the Argentine Foreign Affairs Ministry: “Create Jobs to Face Poverty and Strengthen Democratic Governance.” The Director General was especially invited to participate and to speak on the ILO’s strategic vision. The Declaration makes important mention of the Decent Work concept.

In addition, and in spite of this occurring outside the period of the present evaluation, it is worth stating that at the WTO meeting held on February 14, where a review was made of the country’s trade policies, Argentina included for the first time the subject of Decent Work in relation to the issue of employment.

Lastly, the most important step could be considered the “International Programme for the Abolition of Child Labour” – IPEC – which, with financing from the Spanish Cooperation Agency and UNICEF participation, has been important in consolidating the National Commission for the Eradication of Child Labour. On the one hand, its own results are successful and, on the other, it permitted articulation with other national projects and other sources of financing (for example, Child Labour Survey and Observatory – IPEC/SIMPOC, with contributions from the Canadian government).

5.1.2 Strategic priority 2: create more opportunities for women and men to provide them with income and decent work

The main results associated with this strategic priority can be grouped in the following themes:

- Employment and, particularly, Decent Work
- Local development
- Professional development
- Improvement in income distribution
- Inclusion of the gender concept



Training is also a high priority for the programme's technical advisory services.

Decent Work has been the conceptual axis of the work of the ILO Office in Argentina. Accordingly, notwithstanding the important political results achieved in this strategic priority – including having inserted the concept at political and technical levels – the results attained in matters of employment; and more particularly, Decent Work, can be considered to be the most significant of this strategic goal.

The support of IFP/CRISIS made it possible to obtain an important contribution from the Italian government to execute the Integrated Programme to Support Reactivation of Employment in Argentina – AREA. Its execution, with the participation of the Italian

government's "Italia Lavoro" agency, started in 2004 and it continues to the present time. Although a great deal of time was spent on the negotiation and organization period, assimilation of the programme has not been easy.

Italia Lavoro contributed its knowledge and experience in the establishment of the labour exchanges and more than 50 percent of the programme's resources were aimed at this objective. The other objectives, of local training and development, attempted to expand employment possibilities. Italia Lavoro also contributed a website to bring together the supply and demand of jobs. In its local application, which has had difficulties that have not been fully overcome, the service has attempted to adapt itself to Argentine circumstances and characteristics.

Only as late as 2005, it was decided that the labour exchanges should be associated with the municipalities of seven regions. From then on, progress has been made, with mostly favourable results. Approximately 150 labour exchanges were created, and the government hopes to include a little over 250 municipalities, which would cover 95 percent of the economically active population.

Through the municipal offices, the aim is to broker between the supply and the demand of jobs; and according to what the MTESS indicates, the number of persons of the Household Heads Plan is reduced, first transferring them to the "training and employment insurance" with a greater subsidy level, but with a limited duration, supplying training and advice to assist in the job hunting exercise. The idea is to go from an unemployed clientele, to a municipalities clientele, multiplying the job generation capacity.

With regard to the labour exchanges, their creation requires a base diagnosis on the status of employment in the municipality, a minimum team of officials and an incipient negotiation panel, with participation of non-public entities that may exist in the municipality.

This effort has managed to establish the employment issue in the municipalities and its link with training and local development, although the results in these fields are not quantified.

As far as local development is concerned, the most specific results are related – and are the product of – valuable individual efforts more so than of policies, methodologies or institutional coordination activities.

The website provided by Italia Lavoro appears to have a good potential for use as an information base of the municipalities, although there have been obstacles in its use, apparently due to technical problems, according to some of the municipalities visited.

The participation of the AREA Project has reinforced the capabilities of the municipalities with more qualified personnel, creating, above all, a network of links between technicians performing similar work, an objective that was not envisioned but that is very important in the event that this task becomes longer-term.

When the project was designed, it was adapted, then, to the conditions of the MTESS and the ILO, but with the main donor maintaining particular management features. As a result, its execution required the creation of a complex organization with supervisory lines that were not very clear.

This situation is further compounded by the decentralized nature of the project, a dissimilar functioning of the offices in the municipalities, in which consultants and officials co-exist with differentiated incomes and formal and informal lines of command that are not very clear sometimes.

With regard to the staff hired, it was proved that the Programme has been able to recruit professionals who are qualified and willing to work for the municipal labour exchanges. Many results were obtained, but, in reference to this strategic priority, the results are concentrated in the 2003-2006 sub-period. This is simply due to the fact that the execution of the AREA Programme and the PNTD took place during those years. These programmes have negotiation processes, and they begin in a contemporary manner. The PNTD is only subsequent to the AREA Programme. Accordingly, in its Immediate Priority No. 3 – strengthening of the MTESS – it indicates that “some of the results proposed will be covered by” the AREA Programme.

Concerning the results verified in relation to this priority, certain observations must be made:

First of all, it was observed that some of the proposed objectives and results expected from the programmes are too general and broad. In certain cases, they coincide with general political, economic and social priorities.

Secondly, that beyond a possible contribution by the programme to the achievement of such objectives, the results, and their respective achievement indicators, depends on factors that are external to the programme and often concern aspects associated to the country’s macroeconomic policies and situations. An example is, an “observable improvement in income distribution.”

Thirdly, that sometimes there is a lack of correspondence between the priorities fixed, the expected results and the achievement indicators that will measure such results. Thus, there are priorities that are very general, with set goals to be measured by very general quantitative indicators (Gini factor to ascertain an eventual “observable improvement in income distribution”, for example, or income gap to ascertain the differences between men and women).



Gender equality in the work place

At other times, however, priorities and results are more in line with the characteristics and possibilities of the programme, such as, for example, the supervision of growth goals (number of inspectors, number of trained inspectors, number of inspected companies, etc.) or the standardisation of companies and workers; or, in the case of the AREA Programme, the opening of labour exchanges or the number of productive projects carried out in the local development component.

Special mention is due to the result obtained by the project “Building the Future through Decent Work,” which secured the inclusion of the Decent Work concept and the principles and fundamental rights into the secondary education curriculum in all of the country’s jurisdictions. This work was performed in coordination with the Ministries of Labour and Education.

5.1.3 Strategic priority 3: expand coverage and effectiveness of social protection

The main results associated with this strategic priority can be grouped in the following subjects:

- Social security and pension system
- Unregistered employment and informality
- Work inspection
- Unemployment benefits

- Safety and health at work

The results of work inspection related activities (eg, the inspection services' permanent training programme), unemployment benefits (eg, technical assistance to the Social Security Secretariat for the improvement and expansion of the Integrated Unemployment Benefits System) and formalization of informal employment (institutional strengthening of the MTESS) all have been important results achieved.

The results obtained with regard to the social security and pension system have been singled out, particularly, by the MTESS Social Security Secretariat, as a substantive contribution to the institutional strengthening of the Ministry. This support materialized in various types of technical assistance, research, training, workshops and – very especially – in the transfer of know-how and tools from the ILO to the Ministry. This is the case of tools used in diagnosis and financial and actuarial modelling contributed to the Argentine Integrated Retirement and Pension System (SJIP).



Government and employers' and workers' organizations are better equipped to ensure safe and healthy work environments.

5.1.4 Strategic priority 4: strengthen Tripartism and Social Dialogue

The main results associated with this strategic priority can be grouped in the following subjects:

- Social dialogue

- Strengthening of worker and employer organizations
- Strengthening of collective bargaining.

The most significant results of the social dialogue were best in the first sub-period under consideration; and they actually belonged to the strategic-political area. The mentioned participation of the ILO in the Argentine Dialogue was important not only in terms of its contribution to the general priorities of that entity, but also in terms of having originated the post technical cooperation development.

There are also results deriving from the ILO technical cooperation: the creation of the Federal Settlement and Arbitration Service, the incorporation of the gender dimension into the subject of equality such as, for example, the creation of the Tripartite Commission on Equal Treatment and Equal Opportunity for Men and Women in the Labour World (CTIO) and the adherence of the Argentine private sector to the United Nations Global Pact.

Due to its importance, it is worth noting the inclusion of the Decent Work concept in the secondary education institutions' curriculum in all the country's jurisdictions, via Resolution No. 267/06 of the Federal Culture and Education Council of the Ministry of Education, Science and Technology.

Although during the evaluation period there were contributions to the institutional strengthening of worker and employer organizations, they have already been used. This, plus the weaknesses in both types of organizations – recognized by their representatives – regarding their own capacity to articulate and engage in dialogue, has meant that the results on these matters were not significant.

In the last sub-period under consideration, 2003-2006, there was a renewed effort – and results achieved – in the institutional strengthening of collective bargaining. The new political framework given by the government to collective bargaining has meant that, since 2003, the number of agreements and wage adjustment accords has increased year after year. Only in 2006, there were more than 500 agreements, compared to the 1990s when the figure was 150.

5.1.5 Cross-cutting priorities

The main results associated with these priorities can be grouped as follows:

- Coordination of policies
- Indicators system
- Use of knowledge

The ILO contribution to the various indicator systems has brought about important results. The construction and commissioning of a Decent Work Indicators System (SITD) (which includes the incorporation of new dimensions such as dignity and security, welfare and equality, and freedom, as well as the dimension of gender and its link to the Objectives of the Millennium), and the Labour Relations Management Indicators Subsystem are examples.

As shown in Annexes 6, 8 and 9, and some examples given, the results worth mentioning are those obtained by the ILO in the shared use of knowledge, especially technical knowledge.

5.2 Priorities, results and resources

In the period covered in this evaluation, the ILO did not have a budget system by objectives and results and neither did the technical cooperation programmes; at least not much beyond that which comprised in few large components.

Budgets were mainly prepared by expense categories: Personnel, Advisory Services, Workshops, Seminars, Training, Publications, etc. But none of these categories identify the specific objective of the programme being targeted, nor the result expected from the application of such resources.

As stated earlier, each programme planned its own objectives. In fact, in certain cases, the goals of the successive programmes were ambitious enough to be considered as permanent objectives of the MTESS. Therefore, additionally, it was stated that an evaluation of the accomplishment of such objectives would not have relevance in a quantitative sense, as – in some cases – such evolution depended on factors that were external to the programme and even to the policies and macroeconomic situations.

However, as has been noted in the preceding point, the ILO Programme has had – during the entire period – strategic objectives that have recorded its global performance. That is where observations have been made of the results achieved in each of those strategic objectives based on their relation to the particular objectives of the technical cooperation programmes.

This exercise shows an approximation to an analysis on the confluence, compatibility, coordination and relevance of the objectives. As a counterpart, note should be made of its greater limitation: when there is an ex post distribution of resources by objectives, this distribution may not accurately reflect the nature of each of the components and their contribution to such objectives. It is impossible, in such a short period of analysis and with the existing information, to obtain a more accurate result.

On this matter, the analysis incorporates the resources used by the ILO in Argentina in the evaluation period; and such resources are associated with the realization of the strategic priorities, and certain particular objectives of the technical cooperation programmes.

Annex 7 presents an exercise requested from the ILO Office in Argentina by this evaluation, for a simulation budget by strategic priority. This exercise permits an initial approximation to know the manner in which the resources were used to achieve each of those priorities. Table 2 summarizes some of the most important aspects of this exercise.

Budget execution is presented in Table 2, summarizing the expenditures made for three bi-annual periods. The first period: 2000-2001, is prior to the beginning of the full execution of the Programme evaluated; and thus, it represents the budget expenditure baseline for the period ending with the execution carried out in 2006.

The concepts in which resources are distributed are, precisely, the four strategic priorities of the ILO and the cross-cutting priorities (CP). Within each priority, and for each bi-

annual period, there are details of three main sources of resources: the regular budget of the ILO, including the technical cooperation itself (RBTC), the technical cooperation aimed at programmes in Argentina, and the technical cooperation deriving from regional projects. From the Annex, one can also appreciate the very source of each of the technical cooperation programmes: mainly bilateral cooperation from Italy, Spain, the United States, Argentina, etc.

Some of the elements resulting from this analysis (with figures stated in current US Dollars) are as follows:

- Taking the 2000-2001 bi-annual period as a base, the resources used by the ILO in Argentina experienced a moderate growth of 14 percent in the 2002-2003 bi-annual period, but they multiplied nearly five-fold (461 percent) for the 2004-2005 bi-annual period, and nearly three-fold (272 percent) for 2006.
- 51.9 percent of total resources of the period derived from National Technical Cooperation Programmes; 27.68 percent from Regional projects and 27.68 percent from the Regular budget of the ILO.
- 23.30 percent of the total resources were applied to activities related to Priority 1, 58.78 percent to Priority 2, while 8.89, 5.89 and 3.14 percent were attributed reciprocally to Priorities 3 and 4, and the cross-cutting priorities.
- In the bi-annual base period 2000-2001, the share of the national technical cooperation programmes was almost non-existing: 1 percent of the total resources. 2.44 percent corresponded to the regular budget of the ILO; and therefore, in that period, the activity of the ILO in Argentina was based on the existence of regional projects that represented 97.56 percent. More specifically, the main contribution in this sense was for the eradication of child labour.
- The comparison with respect to the resources applied to the strategic priorities also features notable differences: in the base bi-annual period 2000-2001, Strategic Priority 1 used 49 percent of the resources, Strategic Priority 2 used 24 percent, Strategic Priority 3 used 18 percent, Strategic Priority 4 used 9 percent and the CP did not have resources allocated.
- In the bi-annual period 2006-2007, the following shares were reported: 23.18 percent for Strategic Priority 1; 60.35 percent for Strategic Priority 2; 6.15 percent for Strategic Priority 3; and 5.46 percent for Strategic Priority 4 and 4.69 percent for the CP. In 2006, Priority 1 used 7.16 percent of the resources, Priority 2 used 79.65 percent, Priority 3 used 8.31 percent, Priority 4 used 2.32 percent and the CP used 2.56 percent.

Priorities	Total	2000-2001	2002-2003	2004-2005	2006
Strategic priority 1: Promote and comply with regulations, principles and fundamental rights in the workplace					
1. Regular budget of the ILO (includes 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 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 2: Create better opportunities for women and men with the purpose of providing them with decent income and work					
1. Regular budget of the ILO (includes 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	584,464	143,933	270,812	73,014	96,706
Total Strategic Priority 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 3: Broaden the scope and efficiency of social protection for all					
1. Regular budget of the ILO (includes 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 3	921,914	194,021	185,055	301,845	240,993
	8.89%	18.22%	12.36%	6.15%	8.31%
Strategic priority 4: Strengthen tripartism and social dialogue					
1. Regular budget of the ILO (includes 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 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. Regular budget of the ILO (includes 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

Table 1: Budget by Strategic Priority of the ILO Programme for Argentina in US\$

Source: ILO Office in Argentina at the request of Consultant. Notes to tables and charts: 1. Regular Budget: ILO Office, including RBTC (Regular Budget Technical Cooperation); 2. Technical Cooperation Projects (COOP TEC): separately includes National Projects (PROY NAC): Technical Cooperation with Other Financing Exclusive to the Country and to the Regional Projects (PROY REG): Technical Cooperation with Other Financing of a Regional Nature. SP: Strategic Priority CP: Cross-cutting Priority

A final note in relation to the subject of resources: Argentina is a medium size income country; for this reason, neither does it have PRSP, nor a UNDAF in Argentina. Nevertheless, a UNCT has been created and thematic groups exist, working together with the United Nations on gender and HIV/AIDS-related matters.

6 Conclusions

Prior to the period under consideration in this evaluation, the ILO Office in Argentina was not prepared to manage technical assistance requests. There had been almost no technical cooperation resources during the previous decade. Taking into account the magnitude of the crisis, the ILO Director General decided to create a support program for Argentina.

Almost simultaneously, the ILO started to structure itself under the decent work concept, allowing the task to be performed under a homogeneous conceptual framework. The ILO Office in Argentina, with a great political perception of the situation being experienced, quickly took hold of the concept in order to differentiate its role within the country, thus, putting together the first decent work plan.

While social dialogue coordinated by the United Nations began, which then started to lose steam as the government lost its initiative, the ILO had extraordinary resources at its disposal for a crisis work program.

From then on, political relevance, as well as the ILO impact could not have been greater. Regarding technical assistance, the ILO served as a pillar of support for MTESS initiatives, acting as a facilitator and a support system to the institutional strengthening thereof. The ILO was fundamental in setting the clearest of goals and its contribution was significant in the creation of the Undersecretary's Office for Technical Scheduling and Labour Studies, as well as in the determination of technical tables, development and transfer of knowledge and the informal character of programs, also including the creation of a decent work indicators system.

The ILO was fundamental in providing support to various MTESS secretariats with respect to vocational training; in the area of social security, at the beginning of the period under consideration, it contributed by providing a significant diagnosis for the discussion of the model. It also transferred important elements of knowledge, such as the actuarial projections model.

It helped detect deviations in the Heads of Household Plan, providing technical support for the MTESS, very much valued by a Ministry, always working in emergencies. Furthermore, it contributed to strengthening the capacity of the Ministry in Labour in inspection matters.

Thus, the different programs [IFP/CRISIS “Programa Especial de Cooperación Técnica” (Special Technical Cooperation Program) “Enfrentando los retos al trabajo decente en la crisis argentina” (Confronting the challenges of decent work in the Argentine crisis) and the “Programa Nacional de Trabajo Decente – PNTD (2005-2007) (National Decent Work Program – PNTD (2005-2007))] resulted in many studies, laws, decrees, meetings and workshops, under programs, which were designed on the basis of medium and long

term objectives; however, with an improving economic situation, they became forms of technical assistance accompanying the recovery process. Therefore, a program designed for a situation of growing deterioration ended up serving as a program associated with the recovery of economic and social levels.

All of that was possible due to a series of favourable circumstances:

- Unemployment levels, the highest in the history of Argentina, made employment a priority in public policies, coinciding with the ILO objective of priority.
- The economic and social concept of the governments of the time coincided with that sponsored by the ILO.
- The main political and technical officials of the MTESS were included with the ILO; they had cooperated with the ILO and were therefore familiar with the products they could possibly obtain.

Lastly, the ILO tried to provide technical assistance to strengthen worker union institutions, especially with regard to fundamental rights and principles.

7 Lessons and recommendations

Pursuant to the foregoing, it can be concluded that the relation between Argentina and the ILO during the evaluation period concluded with a very positive result and that a new stage with different characteristics began.

Argentina has overcome the economic crisis, leading to significant consequences, such as income distribution inequality, precarious employment conditions and unregistered employment, among others.

Prior to the new government election, a new Decent Work program will be put together, which shall no longer benefit from the extraordinary contributions presented during the crisis, although; at the same time, an aspiration, both of the ILO, as well as of Argentina, shall be to maintain the relevance achieved during the evaluated period.

The followings lessons are put forth for consideration as part of the preparation of the next PTDP:

- As it has been stated, it appears to be impossible to improve the political relevance derived from the community of objectives between the country and the ILO; therefore, as an aspiration, one would have to maintain the existing climate and continue taking advantage of the opportunities for action which may crop up.
- No matter how adequate the programs are, officials appointed at all levels to act in the future should possess the technical and human conditions to adapt themselves to the characteristics of the country.
- The ILO Office in Buenos Aires lacks technical personnel to participate in programs discussion and thus, it would be essential to have a permanent specialist. This, plus the small size of the current scale of the Office, should cause a review to be performed of its internal structure with the purpose of enhancing resources.

- Accomplishing greater equilibrium between sources of economic resources and the corresponding institutional structures is an important factor to be considered due to the current imbalance of the sources of resources in comparison with extraordinary programs of cooperation. At this time, resources of the AREA Program are greater than those of the rest of the office; thus, if this situation consolidates itself, the AREA Program would end up being an independent Program, arriving at this situation by the mere weight of the events, rather than due to a meditated decision.
- In addition to obtaining resources, it is important to attempt at achieving their regularity, since that was one of the problems in the past, which conspired against their efficient use.
- It is of course very important to explore the gathering of resources from other sources; first of all, for example, sharing in loans of international financial organizations already granted, or to be granted. There is experience, as in the case of the Heads of Household Plan in the Ministry of Labour, but it could be expanded to include resources of this source granted to the Ministries of Social Development and the Ministry of Economy and Production, in areas such as poverty, PYMES and local development.
- The ILO Office should have a clear and open diffusion policy that sets specific objectives with respect to different publics at which they will be aimed; thus, Programs could consider it and include it on the basis of their own objectives.

In summary, economic and social activity in Argentina was successful in using the ILO action, which risked and succeeded with the initial decision to support Argentina in the crisis.

Within this framework of favourable results in the ILO action in Argentina, some results, which have not been satisfactory and which should be taken into account and serve as lessons learned for the next scheduling, may be indicated:

- The discontinuance of the Social Dialogue, due to reasons of general policy; the ILO was left out of macroeconomic matters that influence work and relationships that affected its tripartite action.
- In matters of assistance, the concentration of activities with the MTESS was executed in a somewhat disorderly manner, especially in the initial stage, by the many different opinions regarding solutions to the problems prevailing in that environment.
- The resources received were subject to gaps with respect to the projected schedule, and this forced their use, in some cases, to be disorderly, with technical assistance being executed based on the arrival of the resources. In the case of the AREA Program, which has a vast amount of resources available, the consolidated financial report for years 2004-2005-2006, accounts for some of such “gaps”.
- In relation to the AREA Program, this can be considered successful if one takes into account that there were extraordinary resources which were used to support constant technical assistance. Nevertheless, among its three objectives (employment, training

and local development) only the first one was largely met. This result is explained by the fact that it is the component to which the majority of the Program's resources were directed, even if the other two had an important aspiration to be carried out.

- There was no adequate coordination with the United Nations System. The prime responsibility appears to fall upon the coordinating organization and, given the shortage of available resources, it became a significant observation.
- The ILO Office in Buenos Aires' execution task was carried out with a great level of acceptance by the MTESS, UIA and CGT, which like to praise the human and technical values of their officials. Nonetheless, they point out the surprise of not having been able to incorporate, in that Office, the employment specialist which had been sought. This is the most general and unanimous observation which has been ascertained.
- Both the CGT and the UIA stated their wish to be further taken into the consideration of ILO actions, although they recognized the fact that they did not have economic resources and/or human resources for a more permanent involvement; thus, they attached priority to short-term interest actions or international participation, which were politically represented in the field of the ILO.
- Perhaps a significant deficit is the scarce **dissemination** of ILO work in Argentina. This, first of all relates to the diffusion of results of the reports or studies prepared for the MTESS (recognizing that they could have been sensitive, taking into account the existing economic and social situation); many of them may still continue to be valued methodologically.
- Secondly the ILO works were scarcely diffused to the general public since even in the case of persons associated with the subject, it is a surprise to take account of all that was done in the period. In general, this is a low profile policy due to the nature of the subjects, which, however, appears to have been exaggerated and therefore, it should be reviewed.
- Thus far, there does not seem to have been produced any documents in the Geneva Head Office that may have shared, divulged or disseminated knowledge, results or lessons learned from this scheduling process.

In addition to taking into account the above-listed lessons, below are lessons and recommendations to be considered by the Administration Council, for approval:

7.1 Monitoring and evaluating PTDP results

Although the results can be evaluated on the basis of their quality, a quantitative evaluation would be impossible given that the expected results are too broad, and sometimes, confusing, even with the global macroeconomic objectives of the Argentine government. The same could be said about certain achievement indicators. With respect to the follow up on the implementation of the Country Program, there have been several cases where a shortage of information was noticed regarding the use of technical and financial resources contributed by the various ILO missions in support of the program.

Recommendations

1. The training of technical personnel and constituents on new procedures and methods adopted by the ILO in relation to the scheduling, implementation, monitoring and evaluation of the PTDPs and their technical support activities, requires a more strategic treatment within the context of an institutional training plan on management by results.
2. There is a need for better records of budget resources aimed at the support provided by technical missions to the program. This would allow for a better level of documentation of the ILO technical and budget contribution to the country.

7.2 Organizational and institutional aspects

In the year 2001, the ILO Office in Argentina did not have its own economic and human resources that would allowed it to contemplate an aggregated demand due to the crisis. This structure is still small, in spite of the important execution, since all new human resources were temporarily associated with the execution of technical cooperation programs. The ILO Office in Buenos Aires must perform an analysis of its capacity to be able to cater to future requests for technical assistance deriving from the successful cooperation and contribution provided to the country during the evaluated period.

Recommendations

3. The success obtained in the scheduling of technical assistance to the Constituents within the framework of the PNTD will create a greater demand for assistance from the ILO. The Office must perform an analysis of its installed capacity to be able to cater to future requests for cooperation. Below are lessons and recommendations to be taken into consideration.
4. The ILO Office in Buenos Aires lacks technical personnel to participate in the program discussion; thus, it is essential to have a permanent specialist. This, plus the small size of the current scale of the Office, should cause a review to be performed of its internal structure with the purpose of enhancing resources.

7.3 Technical cooperation programs

A quantitative and qualitative reduction in cooperation support may be regarded as a lack of support in favour of the new government. This will require that the ILO attempt to secure the continuous support of cooperation funds, such as from the Italian Cooperation, or to at least have an adequate strategy for the diversification of financing sources.

This shall also require an improvement in the evaluation nature of its projects and programs to be able to budget resources in detail, based on the proposed objectives and results so that budget priorities are explicit, allowing an adequate evaluation of the efficiency and effectiveness of the resources used.

Recommendations

5. Technical cooperation programs should set more concrete objectives with the expected results being realistic and subject to evaluation. In addition, resources must be budgeted in detail, based on the proposed objectives and results so that budget

priorities are explicit, allowing adequate evaluation of the efficiency and effectiveness of the resources used. It is suggested in this sense, to develop a training process for the personnel from the Office in Argentina with respect to new manuals and procedures regarding budget preparation.

6. When, in recent times, the country has received special assistance, and as in the case of the new program, it shall coincide with a new government, there is the risk that a quantitative and qualitative reduction in cooperation support may be regarded as a lack of support in favour of the new government, rather than simply the end of an economic and social emergency. Therefore, it is possible that the ILO may continue receiving extraordinary support such as support from the Italian Cooperation, or at least, an adequate strategy for the exit thereof.

7.4 Ties with other partners

In a context of a lesser availability of resources, coordination with the United Nations System and other international cooperation organizations is essential to maximize them. There are mandates to do so and, thus, efforts should be made to overcome local resistance that sometimes, by inertia, place obstacles hindering coordination and should now be aimed at more specific subjects with more concrete objectives.

Recommendations

7. The PTDP should include an action plan to identify and access funds from international financial organizations (World Bank – WB and the International Development Bank – IDB) with technical assistance components referring to subjects associated with the areas discussed herein, such as, for example, local development and strengthening of trade unions and productive associations.
8. It would be desirable to have a greater participation of the CGT and the UIA in program management, with the possibility of consulting both organizations with regard to their priorities.

8 Comments by the Office on the evaluation

The Office welcomes the independent evaluation of the ILO country programme for Argentina: 2001–06 and the conclusions and recommendations set out in this report.

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.

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.

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.

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.

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.

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.

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.

9 Tripartite Assessment

The following tripartite assessment concerning the evaluation of the ILO Country Programme for Argentina: 2001–06 was endorsed by the Ministry of Labour, Employment and Social Security (MTESS), the Argentine Industrial Union (UIA) and the General Confederation of Labour (CGT).

The programme in question was the result of activities carried out by the ILO (the Director-General's Office, headquarters departments in Geneva, the ILO Regional Office and the ILO Office in Buenos Aires) in coordination with and involving the Ministry of Labour, Employment and Social Security of the Argentine Republic, as well as other governmental authorities and representatives of employers' and workers' organizations. These activities were implemented in response to the serious social, economic and political crisis that occurred between 2001 and 2002, affecting the lives of all Argentinians.

The ILO's policy advice and technical assistance sought to promote, primarily, the incorporation of the decent work concept and its implications into national, provincial and municipal public policies, with a view to overcoming the worst aspects of the crisis, particularly those relating to the labour market.

The ILO's input was constantly adapted by ILO officials in order to contribute as effectively as possible, as circumstances demanded, to the various programmes and activities established with a view to promoting the restoration of the social and labour indicators developed by the Argentinian public authorities and social partners. The

Decent Work Country Programme (DWCP) 2005–07 was developed in response to those requirements and on the basis of that cooperation.

ILO officials, in addition to Argentinian constituents and external consultants, participated in the 2007 evaluation. The Office has received the final versions of the constituents' individual observations, which have been considered with a view to enhancing existing cooperation and improving the programming of future activities, both in Argentina and abroad.

The constituents' degrees of satisfaction vary with the services provided. Given the exceptional nature of the crisis suffered by Argentina and the ILO's immediate response, the Organization's action was greatly appreciated by all constituents, particularly because it has contributed to the consolidation of democratic governance in the country.

The extreme crisis has since come to an end and many of the indicators reflecting the current social and labour situation in Argentina have evolved in a very positive way. The ILO's activities in Argentina in a new DWCP should therefore be guided by current and future needs, so as to assist actively in reducing poverty through the integration of public policies, taking decent work as the framework, and by making social dialogue the vehicle for coordinating and implementing joint efforts. The ILO's enhanced role in Argentina should be bolstered by the appropriate resources.

Annexes

Annex 1: Conventions ratified by Argentina

Table 2: ILO Conventions ratified by the Argentine government, as of July 2007

Number	Convention	Ratification Year	Status
C1	Hours of work (Industry) Convention, 1919	1933	Ratified
C2	Unemployment Convention, 1919	1933	Ratified
C3	Maternity Protection Convention, 1919	1933	Ratified
C4	Night work of women Convention, 1919	1933	Denounced in 1992
C5	Convention on minimum age (Industry), 1919	1933	Denounced in 1996
C6	Night Work of young persons (Industry) Convention, 1919	1933	Ratified
C7	Minimum age (maritime work) Convention, 1920	1933	Denounced in 1996
C8	Unemployment Indemnity (shipwreck) Convention, 1920	1933	Ratified
C9	Placing of seafarers Convention, 1920	1933	Ratified
C10	Minimum age (agriculture) Convention, 1921	1936	Denounced in 1996
C11	Right of association (agriculture) Convention, 1921	1936	Ratified
C12	Workmen's Compensation (Agriculture) Convention, 1921	1936	Ratified
C13	White Lead (painting) Convention, 1921	1936	Ratified
C14	Weekly Rest (Industry) Convention, 1921	1936	Ratified
C15	C15 Convention on minimum age (yeomans and stokers) 1921	1936	Denounced in 1996
C16	Medical Examination of Young Persons (Sea) Convention, 1921 (No. 16)	1936	Ratified
C17	Workmen's Compensation (Accidents) Convention, 1925	1950	Ratified
C18	Workmen's Compensation (Occupational Diseases) Convention, 1925	1950	Ratified
C19	Equality of Treatment (Accident Compensation) Convention, 1925	1950	Ratified
C20	Convention on night work (bakeries), 1925	1955	Denounced in 1981
C21	Inspection of Emigrants Convention, 1926	1950	Ratified
C22	Seamen's Articles of Agreement Convention, 1926	1950	Ratified
C23	Repatriation of Seamen Convention, 1926	1950	Ratified
C26	Minimum Wage-Fixing Machinery Convention, 1928 (No. 26)	1950	Ratified

C27	Marking of Weight (Packages Transported by Vessels) Convention, 1929	1950	Ratified
C29	Forced Labour Convention, 1930	1950	Ratified
C30	Hours of Work (Commerce and Offices) Convention, 1930	1950	Ratified
C31	Hours of Work (Coal Mines) Convention, 1931 (No. 31), Withdrawn Convention	1956	Ratified
C32	Protection against Accidents (Dockers) Convention (Revised), 1932	1950	Ratified
C33	Convention on minimum age (non-industrial work) 1932	1950	Denounced in 1996
C34	Convention on fee charging employment agencies, 1933	1950	Denounced in 1996
C35	Old-Age Insurance (Industry, etc.) Convention, 1933	1955	Ratified
C36	Old-Age Insurance (Agriculture) Convention, 1933	1955	Ratified
C41	Night Work (Women) Convention (Revised), 1934	1950	Ratified
C42	Workmen's Compensation (Occupational Diseases) Convention (Revised), 1934	1950	Ratified
C45	Underground Work (Women) Convention, 1935	1950	Ratified
C50	Recruiting of Indigenous Workers Convention, 1936	1950	Ratified
C52	Holidays with Pay Convention, 1936	1950	Ratified
C53	Officers' Competency Certificates Convention, 1936	1955	Ratified
C58	Minimum Age (Sea) Convention (Revised), 1936	1955	Ratified
C68	Food and Catering (Ships' Crews) Convention, 1946	1956	Ratified
C71	Seafarers' Pensions Convention, 1946	1955	Ratified
C73	Medical Examination (Seafarers) Convention, 1946	1955	Ratified
C77	Medical Examination of Young Persons (Industry) Convention, 1946	1955	Ratified
C78	Medical Examination of Young Persons (Non-Industrial Occupations) Convention, 1946	1955	Ratified
C79	Night Work of Young Persons (Non-Industrial Occupations) Convention, 1946	1955	Ratified
C80	Final Articles Revision Convention, 1946	1950	Ratified
C81	Labour Inspection Convention, 1947	1955	Ratified
C87	Freedom of Association and Protection of the Right to Organise Convention, 1948	1960	Ratified
C88	Employment Service Convention, 1948	1956	Ratified
C90	Night Work of Young Persons (Industry) Convention (Revised), 1948	1956	Ratified
C95	Protection of Wages Convention, 1949	1956	Ratified

C96	Fee-Charging Employment Agencies Convention (Revised), 1949, <i>Has accepted the provisions of Part III</i>	1996	Ratified
C98	Right to Organise and Collective Bargaining Convention, 1949	1956	Ratified
C100	Equal Remuneration Convention, 1951	1956	Ratified
C105	Abolition of Forced Labour Convention, 1957	1960	Ratified
C107	Indigenous and Tribal Peoples Convention, 1957	1960	Denounced in 2000
C111	Discrimination (Employment and Occupation) Convention, 1958	1968	Ratified
C115	Radiation Protection Convention, 1960	1978	Ratified
C124	Medical Examination of Young Persons (Underground Work) Convention, 1965	1985	Ratified
C129	Labour Inspection (Agriculture) Convention, 1969	1985	Ratified
C138	Minimum Age Convention, 1973 (No. 138) Minimum age specified: 14 years	1996	Ratified
C139	Occupational Cancer Convention, 1974	1978	Ratified
C142	Human Resources Development Convention, 1975	1978	Ratified
C144	Tripartite Consultation (International Labour Standards) Convention, 1976	1987	Ratified
C150	Labour Administration Convention, 1978	2004	Ratified
C151	Labour Relations (Public Service) Convention, 1978	1987	Ratified
C154	Collective Bargaining Convention, 1981	1993	Ratified
C156	Workers with Family Responsibilities Convention, 1981	1988	Ratified
C159	Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983	1987	Ratified
C169	Indigenous and Tribal Peoples Convention, 1989 (No. 169)	2000	Ratified
C177	Home Work Convention, 1996	2006	Ratified
C182	Worst Forms of Child Labour Convention, 1999	2001	Ratified
C184	Safety and Health in Agriculture Convention, 2001	2006	Ratified

Annex 2: Terms of Reference

Independent Evaluation of the ILO National Support Program for Argentina

(2001-2006)

Introduction

The ILO is performing an evaluation of the ILO Country Support Program for Argentina. The evaluation will be the responsibility of the Evaluation Unit, in close cooperation with the ILO Regional Office for Latin America and the Caribbean (OR) and the ILO Office in Buenos Aires. The evaluation will also benefit from the contributions of tripartite country leaders. The evaluation team will consist of three persons: an external assessor, who will be the team leader; an assessment officer from EVAL Geneva and an OR representative.

Country background and reason for evaluation

In December 2001, following three years of an extended recession and growing unemployment, Argentina experienced the harshest financial and economic deterioration in history. Growing indebtedness, partly due to a sharp increase in interest rates, forced government to stop paying the foreign debt and to abandon the fixed rate with the US Dollar. By the end of 2001, the financial and monetary systems had collapsed, causing serious damages to the economy.

These events led to a drastic increase in the already high unemployment rate, which went from 15.4 percent in May 2000 to 21.5 percent in May 2002. These figures do not properly reflect the true dimension of the crisis in the labour market, in terms of very high levels of sub-employment, precarious conditions and lack of social protection for the workforce. Real wages dropped by 30 percent between October 2001 and October 2002; there was a high increase in wages inequality; and the poverty index soared dramatically from 35.9 percent in May 2001, to 57.5 percent in May 2002.

Given the serious social repercussions of the crisis unfolded in late 2001, the ILO prepared the Programa Especial de Cooperación Técnica (Special Technical Cooperation Program) that it implemented during 2002, financed and technically monitored by the Programa In Focus sobre Respuesta a las Crisis y Reconstrucción (In Focus Program on Response to Crisis and Reconstruction) (IFP/CRISIS). Its guidelines were agreed upon in March 2002 in a Memorandum of Understanding between the ILO, government and employer and worker organizations. As a result of the actions involved in this Special Program and considering the various achievements by government, it was believed that a complementary action would be required to allow its activities to be continued, thus reinforcing the capacity of the institutions involved, especially of the Ministry of Labour.

In February 2003, the Special Program allowed for a medium term, broader base response, with the approval of the project entitled “Enfrentando los retos al trabajo

decente en la crisis argentina” (“Confronting the challenges of decent work in the Argentine crisis”) (CRISIS), which objectives reduced the negative impact of the crisis social and economic, help boost the employment recovery process, reduce poverty and indigence, and reduce socio-economic vulnerability. This was the first technical cooperation project of the ILO in Argentina in 10 years.

Technical support has been provided to the Argentine government since 2004 for the design and implementation of effective and comprehensive policies on employment and the labour market, and for the strengthening of the labour market’s institutions, under the “Programa integrado de apoyo para la reactivación del empleo en Argentina” (Comprehensive support program for the reactivation of employment in Argentina) (AREA).

Simultaneously, an extensive and participative scheduling process was developed to define a Decent Work Country Program (PTDP). This exercise received the participation of all sectors from headquarters (through missions or video-conferences) as well as of the Regional Office and Sub-Regional Office headquartered in Santiago, Chile, officials from the Ministry of Labour, including the Minister and his Undersecretaries; this took six months of hard work.

In February 2005, the scheduling of the PTDP was completed, and this was immediately presented to representatives of employers and workers, for comments and observations.

The ILO response to the crisis and the set of PTDP priorities were considered an example of excellence, and were thus simultaneously featured in an event with the International Labour Conference of June 2004, and in the Social and Employment Policy Committee, in a meeting of the Administration Council, held in March 2005.

Argentina has included the promotion of Decent Work as one of the Millennium Development Goals (MDG) at the country level, thus confirming the commitment of the Argentine government with it playing a central role with regard to employment within economic growth, creation of new employment opportunities and a fairer distribution of income.

In 2003, Argentina sanctioned National Act 25.877, which Section 7 sets forth as follows: “The Ministry of Labour, Employment and Social Security promised the inclusion of the Decent Work concept in the national, provincial and municipal public policies. To such effect, it shall execute and promote the implementation in coordination with other national, provincial and municipal organizations, performing actions aimed at sustaining and fostering employment, reintroducing unemployed workers and training workers.”

Argentina has ratified 74 ILO Conventions, including eight Fundamental Conventions.

The support provided by the ILO to the country’s efforts to reach the decent work goal for all people in Argentina is framed within a PTDP for the 2005-2007 period. The main priority of the PTDP is to solve the lack of employment, both in quantitative as well as qualitative terms, generated by globalization and structural adjustments. The specific deficiencies of decent work addressed by the program are as follows: (i) employment and quality of vocational training, (ii) social protection, (iii) wellbeing and income distribution, (iv) gender equality, and (v) the eradication of child labour.

During the last 37 years, the ILO has been represented at the country level by an Office located in the Buenos Aires area.

Concerning resources, the ILO activities during the past six years (2001-2006) have represented almost US\$ 15 million, between 2002 and 2007, distributed by resources, in of the following manner:

Year	RB	RBTC	PSI	CT Projects	Cash Surplus
2002-2003	1 068 430	143 493	87 696		286 350
2004-2005	1 479 146	189 348	123 523	2 754 537	488 795
2006-2007*	1 796 884	193 000	144 000	5 606 169	238 176

* Corresponding to the total funds assigned for the 2006-2007bi-annual period

Due to the fact that Argentina is a middle level income country, it does not have a PRSP or a UNDAF in Argentina. Nevertheless, a UNCT has been formed. There are thematic groups that work together with the United Nations on gender and HIV/AIDS-related matters.

Purpose

The purpose of the evaluation is to have an independent assessment of the ILO Country Support program for Argentina, analyzing the progress made and the lessons learned, in order to orientate an ulterior development of the strategy in Argentina. The evaluation will take into account areas where ILO cooperation has ended up being more or less effective in terms of support provided to the country's decent work efforts, in order to report on what should be sought in the future, and the areas where improvements could be made. This may include the strengthening or modification of the priorities, strategies and institutional methods. There is an ulterior motive to the evaluation, which is, to provide post-assessment on the main initiatives undertaken during the evaluation period, in order to determine how the impact can be more effectively planned in a longer term. The specific case studies shall also offer useful perceptions as to how to understand the institutional focus of the ILO in relation to national coordination and what ulterior actions should be taken to that effect. The results of the evaluation will contribute to the determining the next PTDP.

Client

The main clients of the evaluation are the ILO country leaders, the United Nations System's agencies, bilateral and multilateral cooperation agencies and country institutions related to ILO work and to the execution of the PTDP, all of which not only support the country's efforts associated with decent work and the reduction of poverty, but also share the responsibility of deciding what sort of follow up should be performed on the results and recommendations of the evaluation. The evaluation shall serve as a basis for the Office in order to attain a better perception in relation to how to best design, implement, monitor and evaluate country programs in the future.

For the evaluation, in addition to the Office (headquarters and field office), a request shall be submitted for the contribution and participation of the tripartite leaders, as well as of other parties involved in the country program identified as beneficiaries of ILO support. The determination of the persons to be interviewed shall be agreed upon with the Regional Office and with the ILO Office in Argentina.

Scope

The evaluation period proposed for the study is between 2001 and 2006. This period covers the financial crisis and the economic collapse in Argentina, which occurred in 2001, as well as its subsequent recovery. The evaluation shall focus on the strategic positioning of the ILO in the country, its approach with regard to the establishment of an agenda for the ILO, as well as in the preparation, implementation and evolution of ILO country strategies regarding its relation to the decent work agenda. Since the political, social and economic situation varied significantly during this period, the evaluation must cater to the peculiarities inherent to the situation in the following sub-periods: 2001-2003, 2003-2005 and, lastly, 2006. Finally, notes will be taken of the lessons learned with regard to the management and institutional effectiveness of the ILO.

The evaluation shall put forth recommendations concerning:

1. The role and pertinence of the ILO program in Argentina, its niche and comparative advantage, as well as its approach with respect to associated work;
2. The role and effectiveness of the country's tripartite leaders in the promotion of decent work;
3. The focus point and coherence in the design and country program strategies;
4. The evidence of the direct and indirect use of ILO contributions and support at the country level;
5. The efficiency and sufficiency of institutional arrangements to ensure compliance with the ILO program in Argentina;
6. Management and shared use of knowledge:

The enclosed Annex contains a list of criteria in order to determine the scope; it also includes questions related to each of the above-mentioned aspects.

Methodology

The evaluation will abide by the evaluation rules and regulations set forth by the United Nations.

The evaluation shall include several stages and levels of analysis:

- A desk review, wherein project documentation and other documents pertaining to the country programme, as well as the main criteria and performance indicators shall be analyzed in order to compare and evaluate the development and performance of the main technical areas throughout the programme. Attention will be paid to implementation in relation to the main components, methods, beneficiaries and their perceptions regarding significant progress and objectives. The material subject to

review shall be project documents, evaluation reports, studies and other publications concerning the work of the ILO in Argentina.

- The results of the desk review will be complemented by detailed interviews performed on United Nations System's agencies, bilateral and multilateral cooperation agencies and key country institutions. Consultations will be conducted with ILO personnel related to activities in Argentina carried out in the field and in Geneva, as well as with personnel from the projects currently underway or already ceased in Argentina. The persons to be interviewed will be determined by the Regional Office and ILO Office in Argentina.
- The evaluation methodology shall include a mission to Argentina with the objective of gathering information, as well trips to selected areas of the country to review cases in greater detail, taking into account the federal nature thereof and that ILO actions are mainly centralized at the national level. The evaluation of results and the ILO contribution with respect to country actors will not only consider factors outside of our sphere of influence, but also the actions of our participants.

The evaluation, shall take into account cross-cutting issues of gender, poverty reduction and social inclusion, as well as the coherence of different ILO activities.

There are a various key steps to be followed at the time when this analysis is performed:

1. Trends mapping and analysis in the main areas of ILO support (implicit results), based on the two main axis: 1) the integration of labour and employment policies with other policies that cause impact on the quantity and quality of jobs; and 2) the integration of ministerial policies in areas of priority leading to the operationalisation of strategies in a decentralized manner, that address the most pressing challenges related to decent work, such as employment, definition, scope of social protection, income distribution, eradication of child labour and gender equality.
 - a. Analyze the context (social, political and economic information), in order to help identify problems and the reasons why problems, that the ILO attempts to address, exist
 - b. Describe each expected result, as well as the baseline or initial conditions, and the indicators and goals set forth (if they have not been documented, attempt to compile information thereof through interviews or other communication methods); indicate key participants for each result
 - c. Regarding each result, identify ILO operations in the country – activities within and outside the project, main products and similar services as of 2001, indicating the temporary framework corresponding to each of them
 - d. Regarding each result, summarize the evidence of ILO effectiveness in the support provided to accomplish the result; indicate key success factors and any limitations encountered
 - e. Summarize evidence indicating the application of lessons learned for the improvement of our support programme

2. Selection and suitability of ILO Programme strategy in Argentina:

- a. Analyze whether the ILO Programme strategy and its design of results was a strategic exercise with a clear map leading to the results, and whether or not the results are pertinent for our country leaders and United Nations participants, taking into account the peculiarities of the work performed by the United Nations System in the country as stated in the foregoing
- b. Analyze the sufficiency and suitability of the types of support provided by the ILO (projects, consultancy regarding policies, technical service, promotion, training, tools and orientation, institutional development, etc.); indicate if the resources were sufficient to support the effort
- c. Analyze the effort made to manage risk, including uncertainty with respect to the level and use of resources
- d. Critique the logic and suitability of the main actions and products in relation to the desired results
- e. Analyze the strategic suitability of the ILO in the area of the result; its comparative advantages in terms of know-how and effort level; its participants and its potential to influence process by which policies are determined and decisions are made
- f. Analyze the scope and quality of the tripartite participation and how they have contributed to the attainment of results; indicate the competence and skills of the leaders regarding their respective roles in the association
- g. Documentation and critical evaluation of the status of the results:
- h. Critically evaluate the definition of the results (clarity, relationship with country priorities and the country framework for the Millennium Development Goals – MDG) making recommendations to ensure improvements
- i. Analyze the status of the results and products, based on the evidence supported by the information; indicate the time frame and progress made (or being made)
- j. If there is no information on performance and goals based on results, propose substitutes to be applied in the evaluation
- k. Regarding each result, grade performance based on the scale and matrix appearing in Annex 2
- l. Define the main difficulties and limitations, especially persistent limitations, both internal as well as external that have affected the results, and analyze how they interact with the factors that facilitate them; indicate negative limitations to be eliminated

3. Sustainability and management looking towards future results:
 - a. Analyze whether or not there is evidence that ILO participation has been transferred to country participants in a gradual and effective manner; and the extent to which the country is adapting to this role thanks to increased ability and willingness, as well as more favourable conditions (changes in legislation, policies, behaviour, budgets)
 - b. Determine whether the ILO has articulated a withdrawal or transition strategy with respect to the support that it provides
 - c. Analyze the actions adopted for the design and implementation of a strategy for managing know-how in conjunction with country participants and the community
 - d. Consider whether or not resources mobilization is sufficient to support future work
 - e. Determine to which extent the ILO has coherently worked to jointly support the results and whether or not this has been done efficiently, avoiding duplication, inconsistencies and fragmentation
 - f. Consider the cost effectiveness of ILO work in relation to each result and main product
4. Effectiveness of institutional arrangements:
 - a. Analyze methods relating to planning, implementation management and presentation of reports used by the ILO in the country programme
 - b. Perform a critical evaluation of communication methods, both at an internal and external level
 - c. Analyze the correspondence existing between the supply and demand of know-how in support of the country programme
 - d. Take note of any concerns associated with the transparency and integrity of ILO operations

Products

- A complete report on the findings and recommendations, to be presented to the Director General; the contents of this report shall centre on the preparation of recommendations to provide soundness to the country programme for future actions within the current national, regional and global environment.
- Documentation and analysis of the background on which the findings, as well the conclusions and recommendations are based.

Provisional work plan and schedule

The preparation of these terms of reference will be completed in March 2007. The draft report will be written in April/May 2007, distributed for comments and finalized in June 2007. A summary of the evaluation report shall be included in the presentations to be

submitted in November to the Programme, Budget and Administration Commission of the Administration Council. This schedule is based on the scope and work methodology previously described and the resources available for the evaluation.

Proposed schedule

Task	Time frame
Preliminary interviews and definition of scope, preparation of TOR drafts	February 2007
Internal and external consultation to complete preparation of the terms of reference	February-March 2007
Review of documents, interviews with main interested parties	March 2007
Field mission to the country	April 2007
Draft of evaluation report	May 2007
Consultations with leaders, as applicable	June 2007
Final evaluation report	June 2007

Performance criteria and questions matrix for the evaluation of the Country Programme

Role and pertinence of the ILO programme in Argentina, its niche and comparative advantage, in addition to the approach of the United Nations with respect to associated work

Performance criteria	Related questions
Country factors of a political, economic and social nature have shaped the country programme.	What worked well in the past? What failed/did not meet the objective? Where should more or less emphasis be placed in the future?
Flexibility and response capacity in emerging opportunities	What success and limitations were there regarding flexibility and response capacity?
The ILO sets priorities in accordance with its abilities and comparative advantages.	Does the ILO work within the context of a broader country effort, contributing where it has comparative advantages? Does the ILO contribute pursuant to its main planning components?
The ILO makes sure that the joint United Nations programme in Argentina addresses priority issues for decent work in the country.	Does the ILO use and adequately and effectively contribute to joint planning?
The ILO achieves comprehensive policy coherence between ILO action and action taken by other United Nations organizations in the UNCT.	Is the communication and are the relations between the ILO and the UNCT effective? Are actions coordinated so that duplication does not exist? Where and how has there been success? What are the limitations or challenges?
Millennium Development Goals (MDG): The ILO Country Programme is tied to the Country Millennium Development Goals and supports and influences them.	Does the Country Programme identify its possible contribution to the MDG and does it do anything thereof? Where and how has success played a role?

Participation and tripartite association

Performance criteria	Related questions
Country tripartite leaders actively participate in forums and planning networks for national development.	Do leaders work within the context of a broader country effort, contributing exactly where they have a say, interest and comparative advantages?
Country tripartite leaders consider the Country ILO Programme as their own.	Do country leaders support strategies and assume responsibility in order to guarantee the achievement of expected results from collaboration, as stated in the PTDP?
Tripartite leaders are more able to influence country policies and resources within the areas of decent work.	Does the support provided by the ILO address the lack of competency and open up points of entry for the participation of tripartite leaders?
Are leaders clearly associated with beneficiaries?	Do ILO leaders and country institutions reach final beneficiaries?

Approach, design coherence and programme strategies

Performance criteria	Related questions
Coherent programme that supports a comprehensive approach on decent work	What are the country's strategies with respect to the fundamental elements of ILO work: rights at the workplace, productive employment, social protection, a say and representation?
The country programme fits in with the priorities and strategies of the ILO Strategic Policy, Programme and Budget Framework.	Is there a reliable cause effect relationship between country approaches and broader ILO objectives?
The PTDP reflects a consensus between the country and the ILO with respect to decent work priorities and areas of cooperation.	Are we doing what we should be doing? Who made the decisions and what were the expectations? Has the ILO selected main components based on priorities and a reasoned evaluation?
Presenting a strategy with the main means of action making ILO support effective	Is there an effective balance between operational activities and promotion / policy (high level)?
Comprehensive transversal goals	How are gender, poverty reduction, tripartism, regulations, etc., reflected in the country programme?
The current programme is coherent and logical and offers opportunities for mutual strengthening in order to achieve objectives.	Are strategies and activities duplicated and do they contradict themselves? Are they fragmented or polarized? Is technical cooperation applied as a mean to achieve priority objectives?
Associative work and tripartite leaders develop national skills and support changes in policies	Are country participants assuming the programme initiatives as their own? Is there a consensus with regard to policies? Is there a process to evaluate skills and needs of the parties involved, perform a follow up and report on the progress made in capacity development?
Verification that the ILO responds to recognized needs of leaders	Is there a substantial debate regarding the needs, response strategies and feedback on effectiveness? Does the ILO include experiences and lessons learned?
Resource mobilization is an integral part of the strategies.	How is technical cooperation used to support strategies and report on priorities?

Evidence of the direct and indirect results of ILO contributions and support at the country level

Performance criteria	Related questions
The programme has defined clear results at the specific results level so that performance can be measured on the basis thereof.	Are strategies well aimed at institutions and individuals who can put them to use? Are concepts and methods properly understood and applied? ¿Are expected results, products and results described?
These results are documented and may be verified.	Does the Office plan the manner in which it will determine the level and type of progress made? Are indicators in line with “SMART” criteria: specific, measurable, accessible, relevant and within a given timeframe? How is feedback used? What is the adjustment process?
The specific results justify the resources used.	Which probable opportunity costs are associated with the approach chosen for the programme and how do they compare with others? Is the level or scale of products/accomplishments consistent with the contributions and scale of operations?
Secondary effects are known, whether positive or negative, and the associated risks are addressed.	Does the Office perform a self evaluation and does it perform reviews on a regular basis with leaders and participants? Is a reliable process used to report on the progress made?
The ILO has had an influence on the thought process and activities associated with policy changes.	Has the ILO managed to raise the country’s awareness with regard to problems? Has it contributed to the country’s debate? Has it changed the opinion of the main actors with regard to target policies?
Participating institutions are able to support the results and at different levels (local, national, regional).	Have the ILO and the participants planned an exit strategy with respect to ILO technical support?
Expansion and duplication	Does the pilot work allow the cost-benefit ratio to be determined for duplication and expansion purposes?

Efficiency and sufficiency of the institutional arrangements established to ensure compliance with the ILO Programme in Argentina

Performance criteria	Related questions
Program operations agree with the programme’s plan.	Does the ILO prepare and apply implementation or work plans? Are deviations with respect to the plan based on well-informed and transparent decisions?
The ILO has operated fair and with integrity.	Has the programme faced conflicts of value with respect to its target groups? Has there been sufficient transparency in the actions taken by the ILO?

ILO work has the support of reliable and trained experts.	Do the ORS and HQ provide appropriate types and levels of know-how in order to support the programme?
Resources are mobilized effectively and efficiently.	Are resources being properly used? Resource mobilization: Is it based on priorities? Is it internally coordinated? Does it generate additional funds? Does the plan have sufficient resources? Where is there a shortage of resources and why?
Work processes are efficient and timely.	How efficient is coordination within the region and with HQ? What are the main problems with competence that are associated with the efficiency of processes?
	Does the Office operate as a team in support of the country programme?

Knowledge management and shared use

Performance criteria	Related questions
Monitoring and evaluation are part of the knowledge base.	How is baseline and goal related information used? How is performance related information used?
The Office applies a strategy to communicate / manage knowledge, making effective use of its web site and other tools to carry out expansion activities.	How is information shared and filed? How is the ILO perceived as a centre of knowledge? Why is it perceived as such? Why is it not perceived as such?
The ILO development of knowledge is used to improve country programmes and policies and to benefit priority groups.	Who benefits from the country programme and/or work plan? For what purpose? What knowledge networks does the ILO use or strengthen? How has it contributed to the country knowledge base?

Scale of performance criteria for the Country Programme Evaluation

Each result should be given a score based on the performance criteria shown in Annex 1, using a 6-point scale, as detailed below:

1	2	3	4	5	6
Very unsatisfactory	Unsatisfactory	Moderately unsatisfactory	Moderately satisfactory	Satisfactory	Very satisfactory

Product:

Area of Performance	Rating	ILO Comments	Partner Comments	Recommendations for the following period
A. Focus and logical coherence				
B. Means of action / partners				
C. Product status				
D. Sustainability				
E. Institutional practices				
Total Score				

Annex 3: List of Interviews Conducted

Workers' Representatives

1.	May 3	Ms. Etala – UIA Representative
2.	May 3	Ms. Giulietti – UIA Advisor
3.	May 7	Mr. Pedro Taddei – UOCRA Advisor
4.	May 7	Ms. Marta Pujadas – CGT Advisor
5.	May 16	Mr. Funes de Rioja – President of the Social Policies Department – UIA
6.	May 18	Mr. Gerardo Martínez – CGT Secretary of International Relations

Employers' Representatives

7.	May 15	Mr. Fernando Oregia – Mar del Plata Entrepreneur
8.	May 15	Mr. Walter Gregoracci – Mar del Plata Entrepreneur
9.	May 15	Delsat Group SA – TICs Company
10.	May 15	Mr. Juan José Paz – Mar del Plata Entrepreneur
11.	May 15	Mr. Valentín Larralde – Mar del Plata Entrepreneur
12.	May 15	Mr. Sergio Shiermann – Mar del Plata Entrepreneur
13.	May 15	Mrs. Verónica Todisco – Mar del Plata Entrepreneur
14.	May 15	Mrs. Lourdes Labrunee – Mar del Plata Entrepreneur
15.	May 15	Mrs. Florencia Garrido – Mar del Plata Entrepreneur
16.	May 15	Mr. Daniel Braguette – Mar del Plata Entrepreneur

Government Representatives

17.	April 19	Mrs. Margarita Laria – MTESS Counterpart in AREA Programme
18.	April 23	Ms. Noemí Rial – Secretary of Labour – MTESS
19.	April 24	Mr. Julio Rosales, Lic. – International Affairs Coordinator – MTESS
20.	April 24	Mr. Alfredo Conte-Grand – Secretary of Social Security – MTESS
21.	May 2	Mr. Enrique Deibe, Lic. – Secretary of Labour – MTESS
22.	May 2	Mr. Antonio Valiño – Advisor – MTESS
23.	May 3	Mr. Alfredo Atanasof – Former Minister of Labour
24.	May 9	Ms. Patricia Bullrich, Lic. – Former Minister of Labour
25.	May 10	Minister Carlos Tomada – Minister – MTESS

26.	May 17	Mr. Alfredo Monza – Former ATP of the ILO/MTESS Technical Cooperation Project “Enfrentando los retos al trabajo decente en la crisis Argentina”
27.	May 14	Mr. Diego Pettignano, Lic. – Municipality of Mendoza
28.	May 14	Mr. Alejandro Zlotolow, Lic. – Municipality of Mendoza
29.	May 15	Mrs. Miriam Espinoza – Municipality of Mendoza
30.	May 15	Mr. Carlos Pelayes – Municipality of Mendoza
31.	May 15	Mr. Fabio Diberardino, Lic. – Municipality of Godoy Cruz – Mendoza
32.	May 15	Mr. Mauricio Vásquez – Municipality of Mar del Plata
33.	May 15	Mr. Gabriel Cotella – Municipality of Mar del Plata
34.	May 15	Mr. Mariano González – Assistant Secretary of Production – Municipality of Mar del Plata
35.	May 15	Mr. Sebastián Puglisi – Assistant Secretary of Education – Municipality of Mar del Plata

ILO Personnel

36.	April 18	Mrs. Ana Lía Piñeyrua – Director of the ILO Office in Argentina
37.	April 19	Mr. Javier González Olaechea – Deputy Director of the ILO Office in Argentina
38.	April 19	Mr. Pedro Galín – Independent Consultant – Former Coordinator of the PNTD Support Project
39.	April 19	Mr. Antonio Estévez – Main Technical Coordinator of the AREA Programme
40.	April 19	Mr. Gustavo Ponce – Senior Assistant of Planning
41.	April 19	Mr. Lionello Tassoni – Deputy Coordinator of the AREA Programme by Italia Lavoro
42.	April 19	Mrs. Laura Golbert – Independent Consultant responsible for the Project “Construyendo futuro con el Trabajo Decente”
43.	April 19	19/4 Mr. Guillermo Dutra – Expert in AREA Programme Vocational Training
44.	April 20	Mr. Jorge Arroyo – Expert in AREA Programme Local Development
45.	April 20	Mr. Jonathan Eskinazi – Expert in AREA Programme Employability
46.	April 20	Mrs. Claudia Giacometti – Independent Consultant in charge of Decent Work Indicators System
47.	April 23	Mr. Fabio Bertranou – Main Specialist on Social Security – Sub-Regional Santiago Office

48.	April 24	Mrs. Alejandra Pangaro – Planning Officer of the ILO Office in Argentina
49.	April 24	Marta Novick, Lic. – Undersecretary of Technical Planning and Labour Studies
50.	April 24	Mr. Rafael Diez de Medina – ILO Integration Department in Geneva (Video conference)
51.	April 25	Mr. Peter Poschen – ILO Integration Department in Geneva (Video conference)
52.	April 25	Mr. Mouch Paraíso – EVAL – ILO Geneva (Video conference)
53.	April 25	Mrs. Folke Kaiser – EVAL – ILO Geneva (Video conference)
54.	May 2	Mr. Virgilio Levaggi – ILO Deputy Regional Director (Video conference)
55.	May 2	Mrs. Carmen Moreno – Regional Head of Planning and Technical Cooperation (Video conference)
56.	May 7	Mr. Alfredo Lazarte – Head of the ILO / CRISIS Programme – ILO Geneva (Video conference)
57.	May 17	Mr. Andrés Yuren – Main Specialist in Activities with Employers Sub-Regional ILO Office in Santiago (by telephone communication)
58.	May 14	D.I. Oscar Jurado – AREA Programme Coordinator – Mendoza
59.	May 14	Ms. Dora Balada, Lic. – AREA Programme Coordinator – Mendoza
60.	May 15	Mr. Carlos Schwartzner – AREA Programme Regional Coordinator – Mar del Plata
61.	May 15	Mr. Hernán Toniut – AREA Programme – Mar del Plata
62.	May 15	Mr. Walter Depoi – AREA Programme – Mar del Plata
63.	May 15	Mr. Fernando Graña – AREA Programme – Mar del Plata
64.	May 15	Mrs. Laura Roberto – AREA Programme – Mar del Plata
65.	May 15	Mr. Aníbal Restaino – AREA Programme – Mar del Plata

Other Partners

66.	April 23	Mr. Daniel Kostzer – Coordinator of the Social Development Area (PNUD)
67.	April 23	Dr. Rubén Cortina – Secretary of International Affairs – FAECYS
68.	May 3	Mr. Eugenio Ambrosi – Regional Representative of the OIM for South America
69.	May 10	Mr. Ennio Rufino – Deputy Representative of UNICEF and “Programa de Políticas Públicas de Inclusión y Equidad”
70.	May 10	Mrs. Gimol Pinto – “Programa de Políticas Públicas de Inclusión y Equidad”

Annex 4: Reference material

ILO project documents

ILO, Informe para la Evaluación Independiente del Programa Nacional de la OIT en Argentina 2001-2006, ILO Office for Argentina, April 2007

Levaggi, Virgilio, Democracia y trabajo decente en América Latina, ILO

ILO, Independent Evaluation of the ILO's Country Programme to the Philippines: 2000-2005, Geneva 2006

ILO, GB 297 PFA Evaluación del Programa por País Filipinas,

ILO, Propuestas de Programa y Presupuesto para 2008-2009

Enfrentando los retos al trabajo decente en la crisis argentina, Project Document, August 2002

Enfrentando los retos al trabajo decente en la crisis argentina, Final Report, February 2006

Enfrentando los retos al trabajo decente en la crisis argentina, Self-Evaluation Report, 2006

Programa Nacional de Trabajo Decente – Argentina (2005-2007), Project Document, 2004

ILO, Circular 599 DG PNTD,

ILO, Los Programas de Trabajo Decente por País de la OIT – Guía – Versión 1,

Acuerdo referido al “Programa Integrado de Apoyo para la Reactivación del Empleo en la Argentina, MTESS and ILO, November 2003

ILO, Programa de Cooperación Técnica – Esquema resumido de Proyecto, Programa Integrado de Apoyo para la Reactivación del Empleo en la Argentina, Project Document,

Informe de Avance – Programa AREA – December 31, 2004, AREA Programme

Informe de Avance – Programa AREA – December 31, 2005, AREA Programme

Informe de Avance – Programa AREA – December 31, 2006, AREA Programme

Other

Guglielmetti, P., Notaro, J., Messina, A., Evaluación Intermedia del Programa Integrado de Apoyo para la Reactivación del Empleo en la Argentina, November 2005

CEPAL, Balance Preliminar de la Economía Latinoamericana – Notas sobre la Argentina

Kosacoff, B., CEPAL, Desarrollo de las Actividades Productivas

Beccaria, L., El mercado de trabajo luego de la crisis – Avances y desafíos

Annex 5: Reference documents and records

Regulations related to the promotion of decent work as the objective of public policies

Act 25.877: Labour Regimen Structure, Section 7. The Ministry of Labour, Employment and Social Security shall promote the inclusion of the concept of decent work in national, provincial and municipal public policies. To such end, it shall execute, and promote, in conjunction with other national, provincial and municipal organizations, the implementation of actions aimed at sustaining and promoting employment, reinserting unemployed workers in the labour market and providing vocational training for workers.

Act 26.058: Professional Technical Education Act, Section 6. The Technical Education Act includes the following purposes and objectives: f) To favour increasing levels of equality, quality, efficiency and effectiveness of Professional Technical Education as a key element in the strategy of social inclusion, development and socio-economic growth of the country and its regions, technological innovation and decent work promotion.

Resolution 103/2005: Adopting ILO “Directives on Occupational Safety and Health Management Systems”. Adopt the “Directives on Occupational Safety and Health Management Systems”, ILO-OSH 2001 of the ILO as a reference document and framework for the implementation of Occupational Safety and Health Management Systems on behalf of employers.

Decree 1694/2006. Programmatic outline of the concept of decent work promoted by the ILO, drafting a directive related to labour relations in which temporary services should particularly be included. Therefore, the regulations must be aimed at avoiding abuse or fraudulent use thereof, reaffirming the rule of indefinite term stemming from Sections 90 and 91 of the Work Convention Act 20.744 (original text 1976) and preventing unauthorized companies from providing casual services.

Resolution of the Federal Council on Culture and Education (CFCyE) 267-06. Resolution of the CFCyE regarding the incorporation of the contents of the Declaration of Principles and Fundamental Rights at the Workplace and the concept of Decent Work in the secondary education curriculum, in their different variations, in all jurisdictions of the country, relating them with the various contents dealing with social, civil and political rights, as well as those tending to establish a close relation between education and work. According to legal grounds, it is acknowledged that the National Government has included the promotion of decent work as one of the Millennium Development Goals in the understanding that it constitutes an essential condition for strengthening a democratic society that makes the socio-labour process of the Nation viable.

Act 26.058: Professional Technical Education Act. As part of its educational purpose, it establishes the increase in levels of equality, quality, efficiency and effectiveness of Professional Technical Education as one of the key element in the strategy regarding social inclusion, socio-economic development and growth of the country and its regions, technological innovation and decent work promotion.

Inclusion of Decent Work among the Millennium Development Goals. Millennium Development Goals Programme. Nationally, it depends on the National Council for Social Policy Coordination (CNCPS) and internationally, on the United Nations Development Programme. Furthermore, the federal nature of Argentina means that in order for effective monitoring to reach the goals and objectives proposed for the country, the joint effort of the national government by means of the CNCPS, the provincial governments and the participation of governmental organizations, civil society and the private sector is necessary.

Ministry of Labour, Employment and Social Security (MTESS)

Creation of a Social Dialogue Round Table for the Promotion of Decent Work. September 2002: during this dialogue, the first wage adjustments were discussed. (Decree 2641/2002, Decree 905/2003).

Resolution 103/2005: Adopt the “Directives on Occupational Safety and Health Management Systems” of the ILO. Adopt the “Directives on Occupational Safety and Health Management Systems”, ILO-OSH 2001 of the International Labour Organization as a reference document and framework for the implementation of Occupational Safety and Health Management Systems on behalf of employers.

Budget laws expressly mentioning the concept of decent work as a policy goal: Budget Acts 2006 – MTESS and Budget Acts 2007 – MTESS

Ministry of Education, Science and Technology

Act 26.058: Professional Technical Education Act, Section 6. The Technical Education Act includes the following purposes and objectives: f) To favour increasing levels of equality, quality, efficiency and effectiveness of Professional Technical Education as a key element in the strategy of social inclusion, socio-economic development and growth of the country and its regions, technological innovation and decent work promotion.

- Declarations and documents related to the concept
- M EDUCACION Detailed Report 2005
- REDETIS Book Presentation Education for work, September 2004
- National Education Act – Document for debate
- educ_ar – Education, the Labour Market and the Social Integration Crisis in Latin America, June 2004
- INET – Building the Future with Decent Work – Workshops
- INET – Building the Future with Decent Work – Bibliography and web sites

Annex 6: Results of technical cooperation by strategic priority

Summary of the results set forth in the “Informe para la Evaluación Independiente del Programa Nacional para Argentina 2001-2006” (Report for the Independent Evaluation of the National Programme for Argentina 2001-2006) prepared by the ILO Office in Argentina.

Strategic priority 1: Promote and comply with regulations, principles and fundamental rights in the workplace

Sub-period 2000-2001

Convention 87 regarding trade union freedom and the protection of the right to unionize 1. Action of the National Government: Commission creation. 2. ILO Technical assistance provided to the Commission.

Eradication of child labour. 1. Action of the National Government: it created the National Commission for the Eradication of Child Labour (CONAETI) under the Ministry of Labour. 2. ILO Technical assistance provided to the Commission. 3. Ratification of Convention 182 regarding the worst forms of child labour, 1999. 4. ILO Consultancy. 5. Implementation and execution of Programme of action. Fortalecimiento de la política nacional para la erradicación del trabajo infantil en Argentina (Strengthening of national policy for the eradication of child labour in Argentina) (2001-2002). (In the framework of the IPEC Programme). 6. Technical consultancy provided to the telephone company Bell South for the awareness campaign regarding child labour and the development of social programmes.

Convention 169 on indigenous and tribal peoples. 1. Ratification of Convention 169, July 2000. 2. Technical assistance of the Original Nations Commission. 3. 2nd Original Nations Conference (Buenos Aires, December 2-17, 2000).

Support in favour of the MERCOSUR Socio-Labour Commission. 1. Technical assistance for the tripartite discussion with regard to the methodology proposal for the preparation of reports on the Mercosur Socio-Labour Declaration.

Vocational training in international labour regulations. 1. Studies, with the participation of the Inter-American Centre for Knowledge Development in Vocational Training (CINTERFOR/ILO) on vocational training in international labour regulations, which look to promote Convention 142 on the development of human resources. 2. Workshop on vocational training in international labour regulations (Montevideo, April 2000) 3. Publication in the CINTERFOR series *Trazos de la Formación* (Training Outlines) with the support of the ILO-Buenos Aires and the Equality and Employment Branch (EGALITÉ).

Sub-period 2002-2003

Trade union freedom and fundamental rights. 1. Rights training, in conjunction with the CTA and the Friedrich Ebert Foundation. Three child (sic) union on Labour Principles and Rights (Buenos Aires, August 2002); Trade union freedom and the ILO control system (Buenos Aires, May 2003) and Fundamental rights in the economic and social crisis (Buenos Aires, May 2003).

Eradication of child labour. 1. Project development (IPEC Programme): “*Por una infancia rural sin trabajo infantil*” (For rural childhood without child labour) executed by the Argentine Union of Rural Workers and Stevedores (UATRE) (2003-2004), and “*Plan Subregional para la Erradicación del Trabajo Infantil en los países del MERCOSUR y Chile*” (Sub-regional Plan for the Eradication of Child Labour in the countries of MERCOSUR and Chile) (2002-2004).

Sub-period 2003-2006

Promotion of principles and fundamental rights. 1. Development of Pilot Project “*Construyendo el futuro con un trabajo decente*” (Building the future with decent work) (2003-2006). Executed by the Ministry of Labour, Employment and Social Security and the Ministry of Education, Science and Technology, with the technical and financial cooperation of the ILO Office. The strategic priority has been the incorporation of the contents of principles and fundamental rights in the workplace and the concept of Decent Work in the secondary education curriculum in all jurisdictions of the country. Shared priority, approved by the Federal Council of Culture and Education via Resolution CFCyE 267/06 dated December 20, 2006. 2. Development of courses for teaching personnel that specialize in labour law on International Labour Regulations since 2003 by the University of Buenos Aires (Faculty of Law), with the support of the Department of Regulations, the Turin Centre and the ILO Office for Argentina. 3. Holding of a Congress on equal opportunities and work in the workplace, abolition of child labour and trade union freedom (Buenos Aires, October 2004). 4. Publication of the book, *Promover los Principios y Derechos Fundamentales a través del diálogo social* (Promoting Principles and Fundamental Rights through Social Dialogue).

Eradication of child labour. 1. Technical assistance of the ILO according to Objective Number 8 of the National Programme for Decent Work 2005-2007 includes, as one of its objectives, institutional capacity building of the MTESS for the design, execution, monitoring and evaluation of policies for the prevention and eradication of child labour. 2. *Encuesta y observatorio de trabajo infantil* (Survey and Child Labour Observatory) (2003-2007). 3. Qualitative studies: General Sarmiento National University, the Statistical Information and Monitoring Programme on Child Labour (SIMPOC), with the coordination of the Ministry of Labour, Employment and Social Security and the ILO Office for Argentina: child labour in the provinces of Misiones, Formosa, Salta and Jujuy. 4. *Fortalecimiento de la capacidad institucional del Gobierno argentino para el diseño, ejecución, monitoreo y evaluación de las políticas para la prevención y erradicación del trabajo infantil* (Building the Institutional Capacity of the Argentine Government for the design, execution, monitoring and evaluation of policies for the prevention and eradication of child labour); *Plan Nacional para la Erradicación del Trabajo Infantil Nacional* (Plan for the Eradication of Child Labour) which was presented nationally within the framework of the commemorations for the World Day against Child Labour (2006). This Plan shall be submitted to Congress in order to be sanctioned as a National Act and be given its own budget. 5. Projects within the IPEC framework programme; during the period in reference, the following programmes of action were implemented: a) *Programa Luz de Infancia, para la prevención y erradicación de la explotación sexual comercial infantil* (Light of Infancy Programme, for the prevention and eradication of the commercial sexual exploitation of children) (2003-2005), executed

by the MTESS in addition to the activities that the IPEC is developing in Paraguay and Brazil; b) *Proyecto: Actuemos contra el trabajo infantil a través de la capacitación y la educación* (Project: Take action against child labour through training and education) (2003-2005) executed by the Confederation of Education Workers of the Republic of Argentina (CTERA) in order to train teachers throughout the country; c) *Proyecto: Estrategias sindicales para la prevención y erradicación del trabajo infantil* (Project: Trade union strategies for the prevention and eradication of child labour) (2003-2005), executed by the Southern Cone Central Labour Coordination (CCSCS), aiming to include the issue of child labour in MERCOSUR; d) *Proyecto: Construcción de espacios multisectoriales para la prevención y erradicación del trabajo infantil en la Provincia Entre Ríos* (Project: Building multi-sectoral spaces for the prevention and eradication of child labour in the Entre Rios Province) (2005-2006), executed by the Non-Profit Government Organization (NGO) Caminos de Esperanza in order to promote Conventions with local governments to include the commitment to eradicate child labour.

6. As a result of collaborative efforts by the specialists of the Ministries of Labour of the member countries of MERCOSUR, a *Guía para la implementación de un Sistema de Inspección y Monitoreo de Trabajo Infantil en los países del MERCOSUR y Chile* (Guide for the Implementation of a Child Labour Inspection and Monitoring System in the countries of MERCOSUR and Chile) was drawn up.

7. Communication: with the slogan "Work is for grown-ups. Say no to child labour"; in the first quarter of 2004, the Visual Campaign against child labour in the countries of MERCOSUR was carried out.

8. Activities resulting from networking with the business sector.

9. Coordination with the agencies of the United Nations System: a *Memorando de entendimiento y cooperación, entre el MTESS, la OIT, PNUD y UNICEF* (Memorandum of understanding and cooperation between the MTESS, ILO, PNUD and UNICEF) will be signed shortly.

10. Coordination with the regional project *IPEC Coordination in South America* (2001-2010), financed by the Spanish Government.

11. PNTD Objectives: contribution to the objectives even though "the national statistical system does not have tools for continuous monitoring".

Convention 169 on indigenous and tribal peoples. 1. Notification (interregional project 2003-2004) of a *Campaña de promoción y difusión del Convenio núm. 169 sobre poblaciones indígenas y tribales en la República Argentina como aporte a los informes de monitoreo internacionales* (Campaign to promote and disseminate Convention 169 on indigenous and tribal peoples in the Republic of Argentina as a contribution to international monitoring reports).

2. Direct technical assistance to the Argentine Government on the problems indicated in the report related to Convention 169.

Convention on maritime labour, 2006. 1. Technical consultancy on the "Tripartite Workshop on the Project for the Revised Convention on Maritime Labour: importance and impact on the labour environment and possible systematic implications for the regulatory activity of the ILO" (Buenos Aires, February 2006), in preparation for the Maritime Conference (Geneva, February 2006) where a new and important labour regulation was examined: the Convention on Maritime Labour, which was later adopted by the International Labour Conference.

2. Tripartite Seminar for South American countries on the Convention on Maritime Labour 2006 (Buenos Aires, February 2007).

Strategic priority 2: Create better opportunities for women and men with the purpose of providing them with decent income and work

Sub-period 2000-2001

Macroeconomic policy for the creation of employment and the reduction of poverty.

1. Studies: the macroeconomic policies unit of the Employment Sector carried out a research project on macroeconomic policies for employment and the poverty reduction, which included three national studies in Latin America (Argentina, Brazil and Chile) and two in Southeast Asia (Thailand and Malaysia).

Fifth National Congress on Work Studies. 1. Preparation and presentation of a study on “Condiciones de empleabilidad y profesionalidad al desempleo de los trabajadores del Gran Buenos Aires” (Conditions of employability and professionalism in the unemployment of workers in greater Buenos Aires) which included the technical supervision of the Santiago Multidisciplinary Technical Team.

Vocational training. 1. Technical assistance provided to the Ministry of Labour to strengthen the implementation of a vocational training system in Argentina. To this effect, with the technical collaboration of CINTERFOR/ILO, studies were prepared to: (a) examine the viability of generating institutionality for vocational training in Argentina; and, (b) prepare a guideline proposal for the generation of this institutionality. 2. Execution of project regarding teaching designs for work training.

Local development. 1. Delnet is a programme of the International Training Centre, based in Turin, for the support of local development. As of June 2001, its objective has been to work in the ILO Office. 2. In 1998-2003, an Inter-institutional Cooperation Convention between the Delnet Programme and the Secretariat of Social Policies of the Ministry of Social Development and the Environment (REDES Programme) was carried out.

Cooperatives. 1. Preparation and publication of a document, at the request of the University of Buenos Aires, included in the book “Lecturas sobre cooperativismo – 2000” (Readings on Cooperativism – 2000) directed mainly to students studying economics at the University of Buenos Aires, as well as scholars and cooperativists in general.

Programa regional de investigación sobre costos laborales desagregados por sexo (Regional investigation programme on labour costs itemized by gender). 1. Regional programme: nation-wide investigation on labour costs differentiated by gender in Argentina. 2. Seminar to discuss and disseminate the investigation (2001). 3. Study: methodology for calculating the costs of hiring men and women on the part of companies used in national studies.

Programa regional para el fortalecimiento de la formación técnica y profesional de las mujeres de bajos ingresos (Regional programme for the strengthening of technical and vocational training of low-income women). This programme was carried out by Centre for Knowledge Development in Vocational Training (CINTERFOR)/ILO in Argentina, Bolivia and Costa Rica between 1998 and 2003 with the goal of generally increasing productivity and employment opportunities for low-income women in order to support women's contribution to development and contribute to the process of reducing poverty

in the region. The Argentine Programme, as a medium-term public action on gender and vocational training, was executed by the Ministry of Labour.

Sub-period 2002-2003

Programa especial de cooperación técnica en respuesta a la crisis en Argentina (Special technical cooperation programme in response to the crisis in Argentina) (2002-2003). Employment: 1. Technical assistance oriented toward providing diagnostic elements for the Heads of Household Programme on the problems and distortions presented by the decentralized management of occupational emergency and unemployment services offered to unemployed persons; formulate general and operational recommendations for better management and coordination of these decentralized programmes and services within the framework of the Federal Employment System; analyze the situation of the municipal and provincial Advisory Councils. 2. Holding of a National Tripartite Conference on Employment in Argentina (Buenos Aires, October 2003).

Policies for improving income distribution. 1. “Argentina, una década de convertibilidad” (Argentina, a Decade of Convertibility) study presenting an analysis of growth, employment and income distribution (ILO, 2002) as well as the interrelations that exist between macroeconomic policy, employment and income distribution. The document was presented during the seminar organized by the ILO in May 2002. 2. “The situation of Urban Labour Income in Argentina (November 2002)” a study presenting the situation of this issue (macroeconomic context, state of the crisis, political framework, regulatory framework, restrictions of different policy alternatives, etc.). 3. Technical assistance: document on “Beneficios sociales y económicos resultantes del incremento del salario mínimo en Argentina” (Social and Economic Benefits resulting from the Increase of Minimum Wage in Argentina) taken into account by the MTESS in its income policy during this period. 4. Technical assistance: two international experts evaluated the impacts of fixed-sum wage increases, the possible increase of minimum wage and its macroeconomic effects, which was synthesized in a working paper.

Sub-period 2003-2006

The technical assistance of the ILO on employment and income policies continued during this period throughout the project **Enfrentando los Retos del Trabajo Decente en la Crisis Argentina** (Confronting the challenges of decent work in the Argentine crisis) and were later incorporated as objectives to the National Decent Work Programme (PNTD) 2005-2007 (Objectives 3 and 7, respectively). In 2004, the **Programa integrado de apoyo para la reactivación del empleo en Argentina – Programa AREA** (Integrated Support Programme for the Revitalization of Employment in Argentina – AREA Programme) (with financing from Italian cooperation) was added to the technical cooperation of the ILO, providing great support for Objective 3 of the PNTD.

Support for the formulation and redesign of policies, programmes and actions for the promotion of decent work. National Decent Work Programme (PNTD): 1. Formal training: (a) a training course for trainers for the formulation and evaluation of employment-generating projects; (b) a course on regional economies, local development and employment promotion with the objective of a better execution of the “Plan Más y Mejor Trabajo” (More and Better Work Plan) from a territorial perspective; (c) a workshop on selected issues of the employment policy in order to update the technical

capacity of the officials involved in the design and execution of employment programmes, particularly in the context of the preparation of the Federal Employment Plan. The documents, technical meetings and training activities were important inputs for the formulation and execution of different Government initiatives in this area. 2. *Seminar-Workshop on Active Employment Policies* (2006) which included the participation of specialists from Headquarters and Regional Offices, as well as European and Latin American experts. This activity was carried out in combination with a meeting of the MERCOSUR High-Level Group on Employment (GANEmple) in order to contribute to the design of the sub-regional employment strategy.

AREA Programme. 1. Strengthening of social actors in the promotion of local economic development and the design, management and monitoring of employment and vocational training programmes on a local level: (a) direct technical assistance and training to improve the local economy in 104 municipalities; (b) capacity building for 26 Employment Agencies to promote the development of local economies; (c) training in the promotion of local economic development for 1,580 officials and representatives of municipalities, universities, NGOs, provincial governments and other entities; (d) start-up of a permanent on-line consultancy service on local economic development through the Information System for the Transfer of Technology for Local Economic Development; (e) constant coordination with 655 local actors, and the constitution and operation of territorial round tables for development in at least 45 municipalities; (f) preparation of 20 documents on local economic development, including a set of tools for the operational work and systematization of a group of model cases in the generation of employment within the framework of processes for the DEL; (g) holding different awareness and informational meetings regarding local economic development with social actors, including the First National Meeting for the Promotion of Decent Work and Local Economic Development (Buenos Aires, October 2006). 2. Employment services and vocational training: Employment Services Network. Among the activities carried out in this area, the following should be noted: (a) the design of a “model” Employment Office; (b) the implementation of minimum planning, management, evaluation and logistical standards for all Municipal Employment Offices (OMEs); (c) the design of the support materials for the management thereof and the training of their operators; (d) contributions towards a methodology of territorial intervention for the rendering of services for employment; (e) support in the construction of an Argentine Institute of Standardization (IRAM) Quality Referential for the OMEs; and (f) the software for the management of the OMEs within the framework of the Employment Services Network (computer platform). It is also organizing, together with the MTESS and the World Association of Public Employment Services, a seminar on “Quality ‘

Strategies for Employment Services” (Buenos Aires, April 2007) which will include the participation of Latin American and European experts. 2. Technical assistance: the technical assistance actions implemented by the Office in the area of vocational training during the 2000-2004 period facilitated the initiation of the “Programa Calidad del Empleo y la Formación Profesional” (Quality Employment and Vocational Training Programme) as one of the main methodological technical supports of the Secretariat of Employment. Continuing with these actions, the AREA Programme designated the main purpose of this component: To support the Secretariat of Employment in the formulation and validation of quality descriptors for the development of the vocational qualifications

and training. As a consequence, the Bureau of Institutional Strengthening was created with a Technical Division for the Certification of Labour Skills and an Evaluation, Monitoring and Technical Assistance Division for the Strengthening of Vocational Training Institutions (IFPs). As a result – and based on the continued dynamic of social dialogue involving governmental, production, labour and training actors – more than 14 productive sectors and 300 IFPs throughout the country are currently committed to processes of standardization, training and certification of labour skills which have benefited more than 46,000 workers in the last year. Furthermore, efforts to tackle the main lines of technical assistance determined that this Component will also support the MTESS in the formal construction of strategic alliances with the IRAM, the Quality and Modernization Centre of the Argentine Federation of Municipalities, National Universities, Ministries of Education, Business Associations and Provincial Trade Unions. 3. Support programme for frameworks of production: municipalities have been supported in the formulation and evaluation of production products and a technical evaluation has been performed on 150 production projects submitted by the municipalities in which the “Plan Más y Mejor Trabajo” (More and Better Work Plan) is being executed. In addition, 62 municipalities receive constant technical assistance from the Programme and 120 officials of the MTESS have been trained in the formulation and evaluation of production projects.

Regional projects. Two regional projects in combination with the National Decent Work Programme for Argentina; the first of these deals with the promotion of youth employment, while the second deals with employment policies for gender and racial equality. 1. Regional Project to Promote Youth Employment in Latin America (PREJAL) 2. Employment policies for gender and racial / ethnic equality in the countries of MERCOSUR and Chile.

Policies for improving income distribution. Several studies on monitoring of the level, distribution and evolution of wages and other income in the overall economy and specific areas (private, public, minimum wage, other wages fixed institutionally or sectorally through collective bargaining, etc.) were prepared between 2003 and 2004 within the framework of the project "Enfrentando los retos al trabajo decente en la crisis argentina" (Confronting the challenges of decent work in the Argentine crisis) taking into account alternative policies and the inclusion of recommendations to reduce the impact of the crisis on wages and other forms of income. The results of these studies were satisfactorily discussed in tripartite technical meetings, enriching collective bargaining, and the social dialogue in general.

Similar studies in different sectors were carried out starting in 2005 in the context of the approved PNTD. They were almost always discussed in tripartite technical meetings with qualified participation, whereby elements were contributed to strengthen sectoral collective bargaining.

It must be noted that the objectives and indicators of success established in the PNTD are very broad and do not depend on the proper execution of the programme. This comment may also be applied to other objectives and planned results set forth therein.

Strategic priority 3: Broaden the scope and efficiency of social protection for all

Sub-period 2000-2001

Amendment of the unemployment benefits and subsidy system: 1. Technical consultancy in Buenos Aires (September 2000) in order to assist the Government, at its request, in the formulation of a proposal for the revision of the unemployment benefit system in Argentina.

Coverage of retirements and pensions, financing and administration of employment benefit plans. 1. National studies in Argentina, Brazil, Chile, Costa Rica and Uruguay on coverage, financing and administration of social welfare programmes, particularly the non-contributory pension programme. Other studies explored the aspect of gender in benefit reforms.

Coverage expansion project for the health system in Argentina (Strategies and Tools against Social Exclusion and Poverty – STEP Programme). Technical cooperation project “Combate a la exclusión en salud en la Argentina” (Fighting Exclusion in Health Services in Argentina) (2000-2001) at the request of the Ministers of Health and Labour. This project consisted of two components: expansion of public health care and innovative improvements in the Maternal and Child Health Programme.

Training programme for workplace inspection services. 1. Cooperative technical mission regarding workplace inspection with the purpose of updating available diagnosis. 2. Design of a permanent training programme for inspection services in the different jurisdictions, as a result of Act 25.250, which creates and regulates the comprehensive workplace and social security inspection system. 3. General report regarding the situation and necessary measures for the consolidation of the comprehensive workplace and social security inspection system in Argentina. 4. The Inspection Systems Development Coordinator of the “Programa InFocus SafeWork” (InFocus SafeWork Programme) and an official from the Government and Labour Law and Administration Department (GLLAD) carried out a mission in Buenos Aires (September 2000) with the goal of providing technical assistance to the Ministry of Labour and the Federal Labour Council with regard to workplace inspection. The technical assistance activities, in accordance with a programme agreed to between the Buenos Aires Office and the Ministry, were organized into four units: (1) direct consultancy to the Ministry and the Federal Labour Council on the concept, functions and powers of the “central workplace inspection authority” contained in the respective legislation; (2) labour workshop in conjunction with the Labour Police Commission of the Federal Labour Council on the content and scope of ILO Conventions 81 and 129 on workplace inspection; (3) design of a permanent training programme for national and provincial workplace inspectors; (4) workshop on workplace inspection and child labour.

Promotion of the ILO’s WISE methodology. Based on interest in the WISE – Greater productivity and a better workplace methodology developed by the ILO, the mayor of Rosario requested the technical assistance of the ILO-Buenos Aires Office in carrying out a training course for trainers and a pilot seminar for entrepreneurs on the WISE methodology (Rosario, October 2001).

Promotion of health and safety in the construction industry of South American countries: 1. Project financed by the Government of Spain, the “Programa Trabajo Seguro” (SafeWork Programme) for the promotion of workplace safety and health in the construction industry in Argentina, Brazil, Chile, Paraguay and Uruguay, with the goal of improving the information provided by the social actors regarding the situation of workplace safety and health in the construction industry in their respective countries. The project, which developed different tripartite activities, is projected to be wrapped up sometime during 2007.

Sub-period 2002-2003

Diagnosis and evaluation of the current situation and the foreseeable impact of the crisis on the situation of employee benefit plans. In July of 2002, at the request of the MTESS, the ILO prepared an institutional diagnosis of the Argentine Employment Benefit System and guidelines for dealing with the crisis which were used as a basis for the subsequent preparation of the “Libro Blanco de la Previsión Social” (White Book on the Employee Benefit Plan) by the MTESS (May 2003).

Financial-actuarial diagnosis of the Argentine Integrated Retirement and Pension System (SIJP). 1. Study: in May 2002, with the consultancy of the Secretariat of Social Security, it was decided to prepare a short-term financial valuation of the income and expenditures of the social sector in the framework of the crisis situation. 2. Study: in May of 2003, the *Evaluación del desarrollo futuro de la deuda pública en la Argentina en el marco del sector social 2003-2007* (Evaluation of the future development of the public debt in Argentina within the framework of the social sector 2003-2007) (ILO Geneva, 2003) was prepared by the Financial, Actuarial and Statistical Service of the Department of Social Protection (SOC/FAS). 3. Technical assistance and training of the MTESS in the preparation of a short-term financial forecast of the social protection system. The main result of the forecast was a better evaluation of the development of the scope of the State's obligations to social security during the crisis. 4. Transfer of knowledge: in the second stage, the tools of the ILO for long-term modelling may be adapted to the Argentine situation and delivered to the MTESS. This was realized with assistance in the actuarial evaluation.

Commission for the Reform of the Employee Benefit Plan. 1. Action of the state: in September 2002, a Special Commission for the Reform regarding Employee Benefit Plans was created by Presidential Decree 1934/2002, based on the diagnostic report prepared by the ILO. 2. Seminar: at the request of the General Labour Confederation of the Republic of Argentina (CGT), a union training seminar, “The current debate on social security”, was held (Buenos Aires, November 2002).

Sub-period 2003-2006

Intervention strategy for the comprehensive expansion and broadening of social security coverage. 1. The ILO, together with the Bureau of Public Expenditure and Social Programme Analysis of the Ministry of the Economy and Production, prepared a diagnostic document in order to evaluate the expenditures, financing, coverage and performance of social protection in Argentina between 1990-2003, following the Social

Protection Expenditure Review (SPER) methodology promoted by the ILO. This work was published under the title *Protección Social en Argentina: financiamiento, cobertura y desempeño 1990-2003* (Social Protection in Argentina: financing, coverage and performance 1990-2003) (ILO, 2005). 2. A work on the *analysis of the situation and possible reform measures for benefits coverage of independent workers* is also being finalized as part of a wider project seeking to relieve the situation of workers who must pay for their own social security coverage. 3. A *study and evaluation of the social security coverage of domestic service workers* has also recently been initiated.

Diagnosis and information systems of the Integrated Retirement and Pension System (SIJP). 1. A seminar-workshop was held in March 2003, jointly organized by the ILO and the MTESS, with the technical contribution of specialists from the ILO and other countries of Latin America. 2. Publication: the works presented were published in the document *Historias laborales en la seguridad social: estudios sobre las frecuencias de aportes* (Labour stories in social security: studies on the frequency of contributions) (October 2003). 3. Transfer of knowledge: complete actuarial diagnosis of the SIJP. The tools to establish long-term actuarial valuations were transferred by the ILO to the officials of the MTESS. 4. Publication: *Prospectiva de la previsión social: valuación financiera actuarial del SIJP 2005/2050* (Prospects of employee benefit plans: financial-actuarial valuation of the SIJP) (ILO/MTESS, June 2005). 5. International seminar on the “*Importance of Administrative Records in the Definition of Social Security Policies*” (May 2006) which covered different topics related to the SIJP. 6. Technical consultancy of the ILO in order to carry out a technical evaluation of the methodology used by the Secretariat of Social Security to prepare *mortality tables* of the universe of SIJP affiliates and beneficiaries (underway).

Improvement and expansion of the Integrated Unemployment Benefits System (SIPD). Technical consultancy was provided to the Secretariat of Social Security to reinforce its capacity to analyze and evaluate unemployment benefits, including the preparation of longitudinal information for the analysis of coverage and its relation to labour dynamics. Studies were carried out to evaluate the national experience regarding results obtained in the application of policies and programmes that cover unemployment contingency. In terms of the success indicators of the PNTD (Objective 6), these results have implied a substantial improvement in the information and tools available in the SIJP. It has also contributed to the improvement of aspects related to protection through the comprehensive unemployment benefit system. The observation made regarding the range of goals and their success indicators of the PNTD is valid here.

Formalization of unregistered employment. 1. Institutional strengthening: since putting the PNTD into action (Objective 4), the MTESS has nearly doubled the number of officers in charge of workplace inspection. It created a Sub-secretariat of Labour Supervision and Social Security, the principal mission of which is to control unregistered employment; it launched the National Labour Standardization Plan (PNRT). 2. The most notable actions of cooperation were: (a) the preparation of a document on international experience in policies for the standardization of unregistered employment, which was debated at a technical meeting of the MTESS, as well as in the Labour Relations Expert Group that advises the Ministry of Labour; (b) holding of the “Seminar on Compliance with Labour Standards: A Comparative Perspective”, in which the experiences of France,

the United States, Latin America, Uruguay, the Dominican Republic and the aforementioned document were discussed; (c) preparation of diagnosis on the determining factors of unregistered employment and the inadequacies of the system of legal sanctions, and recommendations for a possible policy reform; (d) carrying out an intensive course for the training of trainers on workplace inspection, directed at the coordinators of the National Labour Standardisation Plan.

Actions directed at the informal economy. 1. Technical Meeting on Informality, Poverty and Minimum Wage (2006): contribution to the conceptualisation of the informal economy and its close relation to poverty, and to analyzing the methodology of the special statistical module on the informal economy and employment in Greater Buenos Aires applied by the MTESS, the National Institute of Statistics and Census (INDEC) and the World Bank during the last quarter of 2005. 2. A work programme was developed with the Argentine Trade Union of Street Vendors (SIVARA/CGT) in order to promote and debate the proposal of Recommendation 198 on workplace relations, submitted by the ILO at the 2006 International Labour Conference (ILC) with the purpose of formalizing the groups represented by this trade union. 3. Formation of the CGT Independent Work Trade Union Commission to promote the directives established in the Recommendation and move forward in the search for greater protection for workers with no dependent relation. 4. Together with the CTA, a national seminar on the unionisation of informal and precarious workers and their social protection was organized (Buenos Aires, July 2006).

Work time. Among the activities carried out, the following deserve special mention: (a) gathering of international and national experiences on the issue through various working papers, also including the opinions of the Argentine business community and trade unions; (b) the discussion of these papers, in a meeting restricted to Ministry authorities and technicians; and (c) a tripartite technical discussion meeting on the working day in Argentina and its compliance (Buenos Aires, March 2007).

Safety and health in the workplace. 1. Support of the Superintendency of Occupational Hazards in the annual observance of Workplace Health and Safety Week, in commemoration of the World Day for Safety and Health at Work, since it was first celebrated in 2004, with the participation of ILO specialists in the seminars held. Within this framework, in 2005 the MTESS, the Superintendency of Occupational Hazards and the Director of InFocus SafeWork signed the *Declaración de Salud y Seguridad en el Trabajo en Argentina* (Declaration of Health and Safety at Work in Argentina) through which the “Directives on occupational safety and health management systems” promoted by the ILO were adopted, and the entities committed to collaborate on the development of a national policy and a reference framework for the implementation of occupational safety and health management systems. 2. Publication: *Participación de los trabajadores en el mejoramiento de las condiciones de salud y seguridad en el trabajo* (Worker participation in the improvement of occupational health and safety conditions) document (ILO, 2004).

Promotion of ILO's WISE methodology: 1. The ILO Office in Buenos Aires supports the nationwide dissemination and implementation of the WISE methodology. Thus, the BID-FUSAT (Foundation for the Promotion of Safety and Health in the Workplace) and the Vocational Training Council of Rosario and Surroundings, with the technical consultancy

of the ILO, implemented the national training programme “Mejoramiento de las condiciones de trabajo y productividad en pequeñas y medianas empresas” (Improvement of working and productivity conditions in small- and medium-sized businesses) based on the ILO's WISE methodology. 2. A technical cooperation project is currently in negotiation for the implementation of the WISE methodology in four provinces of the country, with resources of the Superintendency of Occupational Hazards.

HIV/AIDS and the labour market. The ILO Office in Argentina began its dissemination campaign *Repertorio de recomendaciones prácticas de la OIT sobre el VIH/SIDA y el mundo del trabajo* (Portfolio of practical ILO recommendations on HIV/AIDS and the labour market) on the occasion of the tripartite meeting in the Ministry of Labour “HIV/AIDS and the labour market: Challenges and proposals” in December 2003. Since then, a significant number of presentations on the portfolio have been made to the constituents. The Office also actively participates in the United Nations Theme Group on HIV/AIDS and, together with the World Bank, carried out a study project on forced HIV/AIDS testing and discrimination in the labour market in Argentina (2005).

Strategic priority 4: Strengthen tripartism and social dialogue

Sub-period 2000-2001

Creation of the Federal Mediation and Arbitration Service. 1. Mission to Buenos Aires (December 5-12, 2000) in order to aid the Ministry of Labour in creating this Service. The recommendations set forth by the ILO were reflected in its Regulatory Decree.

Strengthening of worker organizations. 1. The ILO Bureau for Workers' Activities (ACTRAV) held a Union Network International – International Labour Organization (UNI-ILO) meeting regarding trade union action to be taken before affiliates of multinational companies in Argentina (Buenos Aires, December 2001). 2. Seminar on supranational collective bargaining (Buenos Aires, December 2001). 3. Final Course Meeting, “New Municipal Trade Unionism”, organized in conjunction with the National Confederation of Argentine Municipal Workers and Employees (COEMA) (Avellaneda, August-September 2001). 4. At the request of the National Civil Servants' Union (UPCN) and with the support of ACTRAV, the ILO Office in Argentina organized a Course on collective bargaining, mediation and arbitration in the public sector (Buenos Aires, October 2001).

Strengthening of employer organizations. 1. Seminar on alternate solutions to conflicts in labour relations (Buenos Aires, November 2000). 2. Seminar: Towards a Culture of Prevention (Cordoba, November 2000). 3. Seminar on integrated companies and markets: growth strategies (Cordoba, September 2001). 4. Seminar on preventing work-related accidents (Buenos Aires, October 2001).

Social dialogue and vocational training. 1. Studies: As follow-up to the worldwide study on vocational training in collective bargaining, the Inter-American Centre for Knowledge Development in Vocational Training / International Labour Organization (CINTERFOR/ ILO) in collaboration with the then-Area Office for Argentina, Paraguay and Uruguay, as well as the Regional Office, developed a series of national studies

regarding collective bargaining, social dialogue and participation in vocational training. 2. Publication: these documents were published by CINTERFOR/ILO in the Series *Aportes para el diálogo social y la formación (Contributions to Social Dialogue and Vocational Training)*.

Social dialogue and gender equality. 1. The Regional Office in Lima, with the support of ACTRAV and the Area Office for Argentina, carried out a research project on *collective bargaining and gender equality* in Argentina, Mexico, Paraguay, Uruguay and Venezuela. 2. The Ministry of Labour of Chile, National Women's Service of Chile, the Turin Centre and South America's Multidisciplinary Technical Advisory Team (ETM Santiago) organized an International Seminar on Social Dialogue, Tripartism and Equal Opportunities in MERCOSUR (Santiago de Chile, December 2000).

Sub-period 2002-2003

Project to create an economic and social council. 1. Technical assistance with the objective of contributing to a proposal to create the Economic and Social Council as an advisory body to the Executive and Legislative Branch on socio-economic and labour issues. To such effect, the Chairman of the Economic and Social Council of Spain met with the Government and social actors in order to hold discussions.

Sub-period 2003-2006

Tripartite Commission on Equal Opportunities and Treatment between Men and Women in the World of Work (CTIO). 1. Creation of the CTIO through Memorandum of Convention 57 set forth by the Ministry of Labour and Social Security on October 28, 1998 on the initiative of the ILO. The Commission serves as a space for interaction between government, trade union and business representatives in order to strengthen cooperation and social dialogue on gender equality in the workplace. 2. Workshop on bargaining techniques for women representing workers and employers, in addition to the Meeting of Tripartite Commissions of MERCOSUR and Chile (Montevideo, May 2005). 3. Seminar and workshop on workplace violence, "Towards the Creation of Public Policies for the Prevention of Workplace Violence" (November 2005), the results of which contributed to the establishment of the MTESS. 4. Seminar on enforcing the quota for women in trade unions (Buenos Aires, December 2005) with the objective of reflecting on the scope of Act 25.674, Equal Quota for Women in Trade Unions, its current state of enforcement and the upcoming challenges for its dissemination and implementation, organized with the support of the ILO Bureau for Workers' Activities (ACTRAV). 5. Seminar "The Social Dimension of Globalization: the labour market from a gender perspective" (Buenos Aires, June 2006), organized in conjunction with the CTIO and the F. Ebert Foundation.

Strengthening of institutional mechanisms for social dialogue. This regional project, financed by the Spanish Government, was executed between 2004 and 2007. Its development objective was to contribute to the consolidation of dialogue processes through recognition, relation and consensus between the government and social actors by means of creating and strengthening democratic participation, allowing diverse socio-economic topics of common interest to be discussed. The national counterparts to the project, identified by the MTESS, were the National Commission for Agricultural Work (CNTA), the Tripartite Commission on Equal Opportunities and Treatment between Men

and Women in the Workplace (CTIO) and the Commission for the Formation of the National Council on Productivity, Employment and Living and Mobile Wages. The experiences of the CNTA and CTIO were published in both of their respective working papers.

Strengthening of collective bargaining. 1. Training: During 2003, in conjunction with the National Civil Servants' Union (UPCN), a Programme on collective bargaining in the Public Sector was developed. 2. Publication of *La negociación colectiva en el Estado: formación de negociadores en el sector público* (Collective bargaining in the State: training negotiators in the public sector) (ILO/UPCN, 2004). 3. State Action: In March 2004, with the sanction of Law 25.877, the Labour Regime Structure Act, a new regulation regarding collective labour rights was established. 4. Studies performed on the level, distribution and evolution of wages and other income in the economy and specific areas (private, public, minimum wage, other institutionally-fixed wages, collective bargaining, etc.) were discussed in tripartite technical meetings enriching collective bargaining and, in general, social dialogue. 5. Training: Ministry officials participated in technical teams in order to intervene in wage policy issues. 6. The PNTD provides for the strengthening of collective bargaining in Objective 7. Since 2003, an increase in Conventions and contracts approved year after year has been observed. Between January and November 2006, almost 500 company Conventions and contracts were signed. This amount has significantly increased in comparison to the average number of Conventions and contracts executed during the 1990s, which never passed 150. Between 2003 and 2006, almost 4.2 million privately registered wage earners benefited from better income due to collective bargaining. In 2006, wages included in this framework were above the family shopping basket of typical low income families. The permanent coverage of collective bargaining currently reaches 83 percent of the 5 million registered wage earners.

Academic network for social dialogue. In March 2001, the *Red Académica para el Diálogo Social* (*Academic Network for Social Dialogue*) was created in Almagro, Spain. Starting in 2003, at the request of the Regional Office, the ILO Office in Argentina has promoted the creation of an Argentine Chapter of the Network, in the framework of which various activities related to social dialogue training and promotion, as well as fundamental rights in the workplace, were carried out.

Strengthening of trade unions faced with new challenges of integration in Latin America. This regional project, financed by the Spanish Government, is set to commence in Argentina in 2007.

ILO sector activity programmes. During the two year period from 2004-2005, Argentina participated in different sector programmes promoted by the ILO in Geneva, among which the following are worth mentioning: “Personal docente para el futuro: remediar la escasez de personal docente para alcanzar el objetivo de educación para todos” (“Teaching personnel for the future: solve the shortage of teaching personnel in order to reach the objective of education for everyone”); and *El sector de la hotelería, la restauración y el turismo: hacer frente a las crisis y crear mejores ejemplos* (“Hotel, catering and tourism sectors: Face the crisis and create better jobs”).

The Global Compact in Argentina. The Argentine private sector joined the United Nations Global Compact as a symbol of the concrete and effective contribution of the private sector to reaching the Millennium Development Goals. In order to facilitate this process, the UNDP, CEPAL and the ILO initiated a programme designed to promote, establish and strengthen the practice of Corporate Social Responsibility in Argentina.

Cross-cutting priorities

Sub-period 2002-2003

Policy coordination. 1. Technical Assistance: as part of the follow-up to the objective of “counting on the cooperation of a world-renowned, top-ranked specialist in order to aid in the coordination of economic and employment programmes” set forth in the Programa especial de cooperación técnica en respuesta a la crisis in Argentina (Special Programme for technical cooperation in response to the crisis in Argentina) (2002-2003), the ILO provided technical cooperation to the MTESS during 2002-2003 with the visit of Richard Freeman in order to provide consultancy to the Argentine Government in order to make economic and employment programmes compatible. 2. Publication: *Respuesta a la crisis económica en un mundo post-consenso de Washington: el rol del trabajo* (Response to the Economic Crisis in a Post-Washington Consensus World: the role of labour), which was subsequently published by the Argentine Association of Employment Studies Specialists (ASET) in their magazine *Estudios del Trabajo*.

Sub-period 2003-2006

Policy coordination. The technical assistance offered by the ILO on policy coordination was provided throughout this period, both within the framework of the project “Enfrentando los retos al trabajo decente en la crisis argentina (2003-06)” (“Confronting the challenges of decent work in the Argentine crisis (2003-2006)”) as well as in the regular budget for technical cooperation assigned to the ILO Office in Argentina. The National Decent Work Programme 2005-2007 (PNTD) contemplates three objectives related to this topic.

Inclusion of the concept of decent work in public policies. 1. State action: inclusion of the concept of decent work in public policies. Law 25.877 of the Labour Regime Structure Act, sanctioned in 2004, establishes that the MTESS must promote the inclusion of the concept of decent work in national, provincial and municipal public policies. The ILO Office cooperated in drafting the bill with regard to the aspects related to decent work. 2. In December 2006, with the decisive participation of the ILO Office, the Federal Council of Culture and Education approved the incorporation of the contents of the principles and fundamental rights at the workplace and the concept of decent work in the secondary education curriculum in all jurisdictions of the country.

Policy coordination. 1. Analysis and design of methodology proposals for the estimation of impacts caused by proposed economic policies in the labour market and the design of a model to calculate reciprocal impacts of the different policies. 2. International Conference and Workshop “Globalization and National Development: towards greater coherence among economic and labour policies” (Buenos Aires, August 2005). This was followed up by the adaptation of the model to the national reality and the training of national personnel. 3. The adaptation of the model will be debated in a technical meeting

to be held in 2007. 4. Regarding management and administrative design, two high-ranking officials travelled to examine successful experiences (France and Japan), which culminated in two reports and a document planning the creation of a Work Studies Institute, considered an institutional mechanism to explore its relevance to the MTESS in detail.

Decent Work Indicators System (SITD). 1. Creation and application of a Decent Work Indicators System (Objective 2 of the PNTD): a system was designed that articulately presented a sufficient minimum of indicators that may be created immediately. The SITD is articulated on two axes: Quality and Quantity, wherein a series of dimensions are defined: Dignity and Safety; Wellbeing and Equality; and Freedom. The indicators measure deficit and are accompanied by additional information that allows said information to be studied in depth. Context indicators are also created, providing a framework within which they may be analyzed. Gender equality is considered a cross-cutting axis and is monitored taking all dimensions. Indicators related to the Millennium Development Goals are contemplated in the system, in some cases to measure the deficit, in others as system indicators. Towards the end of December 2006, the results of a pilot test carried out by MTESS officials were submitted. Adjustments are currently being introduced in relation to what was discussed with Ministry authorities and technicians.

Knowledge base on the social effects of globalization. 1. International Conference and Workshop “Globalization and National Development: towards greater coherence among economic and labour policies” (Buenos Aires, August 2005) where, in addition to providing national contributions, a study was performed on “Globalización financiera y mercado de trabajo en Argentina” (“Financial Globalization and the Labour Market in Argentina”), and the Irish, Korean and Finnish experiences and their tactics in dealing with the impacts of globalization were analyzed.

Design of a comprehensive system of indicators for management, monitoring and evaluation of MTESS actions, programmes and policies (Objective 9 of the PNTD). The MTESS does not have a central information system on management, monitoring and evaluation indicators for main MTESS actions, programmes and policies. Therefore, the technical assistance was intended to strengthen the information systems of the Secretariats of Employment and Labour as a first step in the design of a comprehensive system.

Sub-system of indicators for the management of employment and vocational training programmes and plans. Progress has been made in the design of a *data warehouse* system to incorporate information produced by management areas. The support provided by the ILO consisted in the design and development of the system, as well as technical assistance for the discussion regarding different work strategies. As a result, the *data warehouse* integrated a large part of the information related to the Programa Jefes y Jefas de Hogar Desocupados (Unemployed Heads of Households Programme), employment programmes and unemployment insurance, which implemented informal management systems.

Sub-system of indicators for labour relations management. 1. Technical assistance: support provided by the ILO consisted of the design and development of a comprehensive system (*Query Manager*) and in guidance for design applications and

system reengineering, which were performed by MTESS personnel. Progress has been made in the design and development of the comprehensive system and different applications were applied, among which the following are worth mentioning: Inspection, Infraction and Penalty ID Number; Plan Nacional de Regularización del Trabajo (National Plan for Work Standardisation); Inspection, Infraction and Penalty Systems; Obligatory Labour Conciliation Service; National Registry of Trade Unions; National Registry of Chambers of Employers; National Registry of Casual Service Companies; Preventative Crisis Procedures and Collective Labour Conventions.

The role of the ILO Office in Argentina in the management and shared use of knowledge. When the ILO Office applied its strategy on the communication and management of knowledge, it contemplated how to disseminate this knowledge. In order to support these actions, the ILO Office in Argentina has a Public Information Service (Press), Library and Web Page Edition at its disposal. The press area renders a special service to journalists, aiding them in the production of articles about different ILO topics.

The service available to internal and external ILO users is provided by means of:

On-line reference service. On-line service available to users who receive a personalized electronic bibliography with web addresses to access documents, reports, books, photos, videos and pages on issues being researched.

Preparation and updating of thematic electronic bibliographies, which are periodically updated with information produced by the ILO.

The Office attends to a variety of users, in addition to ILO officials: government sector (officials from different ministries, Congress, provinces and municipalities), employer and worker organizations, such as private and public sector librarians, teachers, students, specialists and socio-labour researchers, attorneys specializing in labour relations, grassroots trade unionists and journalists.

Within the framework of its **communication strategy (press)**, the objective of the Office is to achieve a larger presence in mass media. For this reason, it is in constant contact with specialized journalists, periodically sends relevant information to the mass media, provides support to journalistic research and production and maintains a database of press contacts.

Furthermore, the ILO Office participates in the United Nations Press and Communications Group in Argentina, with which it works to best spread information from the different Agencies in the system. As a result of this collaboration, a United Nations (UN) page was created providing access to the Web of the Argentine United Nations System². Brochures were prepared to educate readers regarding the Millennium Goals and the activities of the UN Branch in Argentina. A stand was operated handing out information at the International Book Fair in Buenos Aires and cooperating in various Agency press campaigns.

² <http://www.onu.org.ar>

The ILO Office created a **Web page**, coordinated with the Regional Office and the Office located in Geneva, that fits users' needs, both internal and external (<http://www.oit.org.ar>).

Lastly, the ILO Office participates in **information networks** related to ILO topics, which has made it possible to disseminate ILO activities to a much broader audience of users, work with information from various disciplines and exchange experiences and knowledge in order to place them at the disposal of all Latin American users, as well as to contribute to the sharing of socio-labour information in accordance with the principles set forth by the ILO and the interest of our constituents. Among the main networks in which the ILO Office in Argentina participates, the following are worth mentioning: a) *UNIRED*: Network of networks on social sciences and economics; b) *REMOS*: Network of Argentine Worker and Social Movement Record Recovery and Protection; c) "*Bibliotecas Jurired*" Network of Judicial Science and Law Libraries; d) *RECIARIA*: Association of information networks.

Annex 7: Budget execution tables

International Labour Organization (ILO) Programme Execution Report prepared by the ILO Office in Argentina based on specifications proposed by the Evaluator.

Priorities	Source of finance (project code)	Expenditures for Argentina				
		Total Project budget	2000-01	2002-03	2004-05	2006
Strategic priority 1: Promote and comply with regulations, principles and fundamental rights in the workplace						
1. Regular ILO Budget (includes RBTC)						
Eradication of Chile labour (2005-2007)	ILO's regular budget (RBTC y PSI)	71,864	0	0	42,566	29,298
Pilot Project Building a future with decent work (2003-2007)	ILO's regular budget (RBTC y PSI)	44,423	0	5,000	34,556	4,867
Promotion of principles and fundamental rights (2000-2007)	ILO's regular budget (RBTC y PSI)	9,247	8,543	704	0	0
Promoting Convention 169 on indigenous and tribal (2000-2001)	ILO's regular budget (RBTC y PSI)	1,500	1,500	0	0	0
Sub regional program on international labour norms professional development - Promoting del Convention 142 skills development (2000-2001)	ILO's regular budget (RBTC y PSI)	2,665	2,665	0	0	0
	Subtotal regular budget	129,699	12,708	5,704	77,122	34,165
2. Technical Cooperation programs						
2.1 National Projects						
Programme for studies on child labour in Argentina (2006-2007)	U.S Government (USDOL)	21,484	0	0	0	21,484

Priorities	Source of finance (project code)	Expenditures for Argentina				
		Total Project budget	2000-01	2002-03	2004-05	2006
Pilot project Building a better future through decent work (2003-2007) - Publications	U.S Government (USDOL)	10,000	0	0	10,000	0
Survey and Observatory on Chile Labour - IPEC/SIMPOC (2003-2007)	Government of Canada (P.340.00.900.006)	320,762	0	12,631	308,131	0
Subtotal national projects		352,246	0	12,631	318,131	21,484
2.2 Regional Projects						
Eradication of Child labour in Latin America – South America - (2007-2010)	Government of Spain (RLA/05/54P/SPA)	0	0	0	0	0
International Programme for Eradication of Child Labour – IPEC, Coordination Sub regional America del Sur - Second Phase (2002-2007)	Government of Spain (RLA/01/50P/SPA)	529,508	0	112,404	285,191	131,913
International Programme for Eradication of Child Labour – IPEC – Phase I (1995–2001)	Government of Spain (RLA/95/M03/SPA)	446,429	446,429	0	0	0
Prevention and elimination sexual exploitation of children and adolescents in the tri-national border Argentina, Brazil and Paraguay (2004-2006)	U.S Government (RLA/04/55P/USA)	166,666	0	0	157,535	9,131
Prevention an elimination of sexual exploitation of children and adolescents in border of Argentina, Brazil and Paraguay (2001-2006)	U.S Government (RLA/00/55P/USA)	671,822	27,522	374,845	262,812	6,643
Labour Rights and Principles in the context of the “Inter-American Labour Conference of the Organization American States - OAS - Phase II (2002-2007)	U.S Government (RLA/02/55M/USA)	68,416	0	28,275	35,726	4,415
Labour Rights and Principles in the context of the “Inter-American Labour Conference of the Organization American States - OAS - Phase I (2000-2005)	U.S Government (RLA/00/51M/USA)	51,902	35,131	14,741	2,031	0

Priorities	Source of finance (project code)	Expenditures for Argentina				
		Total Project budget	2000-01	2002-03	2004-05	2006
Subtotal regional projects		1,934,743	509,081	530,265	743,295	152,102
TOTAL Strategic Priority 1		2,416,688	521,789	548,600	1,138,548	207,751

Strategic priority 2. Create better opportunities for women and men in order to provide them with decent work

1. Regular ILO Budget (includes RBTC)

Macroeconomic policies for poverty reduction and employment (2002-2003)	ILO Regular Budget (RBTC)	4,562	0	4,562	0	0
Políticas de ingreso (2002-2003)	ILO Regular Budget (RBTC)	4,700	0	4,700	0	0
Promoting local economic development (2002-2003)	ILO Regular Budget (RBTC)	5,998	0	5,998	0	0
Strengthening Professional skills development Argentina (2001-2007)	Regular ILO Budget (RBTC)	35,566	6,809	0	24,706	4,051
Training program in labour relations and professional skills development (2000)	ILO Regular Budget (RBTC)	1,972	1,972	0	0	0
Special Technical Cooperation programme in response to the Argentine Crisis (2002) – Employment component	ILO Regular Budget (RBTC)	44,282	0	44,282	0	0
Facing the challenges for decent work during the Argentine crisis (2003-2006) - Employment component	ILO Regular Budget (Surplus 2000-2001)	337,994	0	209,583	111,790	16,621
Argentina National Decent Work Programme (2006) – Employment component	ILO Regular Budget (Surplus 2000-2001)	46,385	0	0	0	46,385
Subtotal regular budget		481,459	8,781	269,125	136,496	67,057

2. Technical cooperation projects

Priorities	Source of finance (project code)	Expenditures for Argentina				
		Total Project budget	2000-01	2002-03	2004-05	2006
2.1 National projects						
Employment Reactivation programme. Argentina - AREA (2004-2008)	Government of Italy (ARG/02/01M/ITA)	4,900,934	0	0	2,754,537	2,146,397
Strategic planning for local development - DelNet (1998-2002)	Government of Argentina (Programme REDES)	122,553	89,129	33,424	0	0
Research programme on informal sectors and social exclusion (1998-2000)	Government of Argentina ARG/98/01M/ARG)	8,813	8,813	0	0	0
Subtotal national projects		5,032,300	97,942	33,424	2,754,537	2,146,397
2.2 Regional Projects						
Employment Policies for gender, ethnicity and race equality in MERCOSUR countries and Chile (2006-2008)	Government of Spain (RLA/06/04M/SPA)	28,921	0	0	0	28,921
Promoting Youth Employment in Latin America (2005-2009)	Government of Spain (RLA/05/04M/SPA + RLA/05/05M/SPA)	56,014	0	0	5,563	50,451
Including gender dimension in policies for employment generation and poverty reduction in Latin America (2002-2004)	Government of the Netherlands (RLA/02/52M/NET)	208,333	0	172,382	35,951	0
Sistema de Información y Análisis Laboral - SIAL (1999-2008)	Government of Panamá (RLA/98/03M/PAN)	112,640	29,755	33,825	31,725	17,334
Promoting job stability (1999-2003)	Government of Spain (RLA/99/04M/SPA)	73,194	29,454	43,740	0	0
Regional programme for strengthening professional technical skill development for low-income women - ForMujer (1998-2004)	Inter-American development Bank (RLA/96/01M/IDB)	98,598	77,959	20,864	-226	0

Priorities	Source of finance (project code)	Expenditures for Argentina				
		Total Project budget	2000-01	2002-03	2004-05	2006
The role of social partners to overcome social exclusion. The case of Mercosur and Chile (1997-2000)	Ford Foundation (RLA/97/M03/FOR)	6,764	6,764	0	0	0
Subtotal regional projects		584,464	143,933	270,812	73,014	96,706
TOTAL Priority 2		6,098,223	250,656	573,360	2,964,047	2,310,160

Strategic Objective 3. Broaden the scope and efficiency of social protection for all

1. Regular ILO Budget (includes RBTC)

Social protection in Argentina (2002-2003)	ILO Regular Budget (RBTC)	47,000	0	47,000	0	0
Reformulating Unemployment Payment System in Argentina (2000-2005)	ILO Regular Budget (RBTC)	21,522	4,278	0	17,244	0
Formalizing unregistered employment (2004-2005)	ILO Regular Budget (RBTC)	23,000	0	0	23,000	0
Informal Economy (2004-2007)	Regular Budget of the ILO (RBTC)	7,374	0	0	7,374	0
Work schedules (2004-2005)	ILO Regular Budget (RBTC)	12,000	0	0	12,000	0
Strategic tools to fight exclusion and poverty in the Health Sector – STEP (2000-2001)	ILO Regular Budget (RBTC)	180,000	180,000	0	0	0
Promoting Safety and Health in the work place (2002-2005)	ILO Regular Budget (RBTC)	20,443	0	8,448	11,995	0
HIV/AIDS in the work place (2002-2005)	ILO Regular Budget (RBTC)	5,251	0	2,251	3,000	0

Priorities	Source of finance (project code)	Expenditures for Argentina				
		Total Project budget	2000-01	2002-03	2004-05	2006
Promoting WISE-OIT methodology in Argentina (2001)	ILO Regular Budget (RBTC)	6,340	6,340	0	0	0
Strengthening Work place inspection services (2000-2003)	ILO Regular Budget (RBTC)	4,329	3,403	926	0	0
Special Technical Cooperation programme in response to the Argentine Crisis (2002) - Component Protection Social	ILO Regular Budget (RBTC)	72,086	0	72,086	0	0
Facing the challenges to decent work during the crisis (2003-2006) – Social Protection	ILO Regular Budget (Surplus 2000-2001)	270,497	0	50,190	207,987	12,320
Supporting Argentina's National Decent Work Programme (2006) - Component Protection Social	ILO Regular Budget (Surplus 2000-2001)	116,673	0	0	0	116,673
Actions directed to the informal economy (2006)	ILO Regular Budget (Surplus 2000-2001)	100,000	0	0	0	100,000
Subtotal regular budget		886,515	194,021	180,901	282,600	228,993
2. Technical Cooperation projects						
2.2 Regional Projects						
Preparatory activities for the application national decent work programmes in Mercosur (2006-2007) - Social Protection	Government of Spain (RLA/06/05M/SPA)	12,000	0	0	0	12,000
Promoting safety and healthy work environment in construction jobs in the Mercosur and Chile (2003-2007)	Government of Spain (RLA/01/08M/SPA)	23,399	0	4,154	19,245	0
Subtotal regional projects		35,399	0	4,154	19,245	12,000
TOTAL Priority. 3		921,914	194,021	185,055	301,845	240,993

Strategic Priority 4: Strengthen tripartisms and social dialogue

Priorities	Source of finance (project code)	Expenditures for Argentina				
		Total Project budget	2000-01	2002-03	2004-05	2006
1. Regular ILO Budget (includes RBTC)						
Support to Workers' Organizations (2000-2005)	ILO Regular Budget (RBTC)	82,149	15,486	31,610	35,053	0
Support for Employers' organizations (2000-2007)	ILO Regular Budget (RBTC)	71,667	20,998	18,319	26,670	5,680
Latin-American Social Dialogue Network (2004-2005)	ILO Regular Budget (RBTC)	10,613	0	0	10,613	0
Promoting social dialogue (2002-2003)	ILO Regular Budget (RBTC)	19,030	0	19,030	0	0
Strengthening the National Tripartite Commission on Gender Equality in the Work Place - CTIO (2000-2001)	Regular Budget (RBTC)	8,218	8,218	0	0	0
ILO's Social Sector activities programme in Argentina (2004-2005)	ILO Regular Budget (RBTC)	17,950	0	0	17,950	0
Promoting Labour and social themes and issues among Mercosur institutions (2002-2005)	ILO Regular Budget (RBTC)	21,794	0	18,344	3,450	0
Support regional meetings and conferences in Argentina (2000-2001)	ILO Regular Budget (RBTC)	2,080	2,080	0	0	0
Special TC Programme in response to the crisis in Argentina (2002) – Social Dialogue	ILO Regular Budget (A.430.30.211.001)	20,184	0	20,184	0	0
Facing challenges to employment during the crisis (2003-2006) - Social Dialogue	ILO Regular Budget (Surplus 2000-2001)	55,629	0	18,456	34,571	2,602
Subtotal regular Budget		309,314	46,782	125,943	128,307	8,282
2. Technical Cooperation Projects						

Priorities	Source of finance (project code)	Expenditures for Argentina				
		Total Project budget	2000-01	2002-03	2004-05	2006
2.2 Regional Projects						
Strengthening trade union capacities to COPE with Latin American Integration (2006-2009)	Government of Spain (RLA/06/03M/SPA)	8,835	0	0	0	8,835
Strengthening institutional mechanisms for social dialogue (2004-2007)	Government of Spain (RLA/02/06M/SPA)	165,927	0	0	115,840	50,087
Workers Trade Unions in the contexts of globalization en America Latina (2002-2005)	Government of Spain (RLA/01/10M/SPA)	75,688	0	42,893	32,795	0
Strengthening workers' organizations in Latin America to better participate in tripartite dialogue on the socioeconomic development of the region (1996-2000)	Government of Spain (RLA/95/08M/SPA)	51,521	51,521	0	0	0
Subtotal regional		301,971	51,521	42,893	148,634	58,922
TOTAL Strategic Priority. 4		611,285	98,303	168,836	276,941	67,204

Transversal Priorities

1.Regular ILO Budget (include RBTC)

Coordination of globalization policies (2004-2007)	ILO Regular Budget (RBTC)	78,904	0	0	63,100	15,804
Design f Indicators System for Decent Work for Argentina y and M&E system for the MTESS (2004-2005)	ILO Regular Budget (RBTC)	32,861	0	0	32,861	0
Support Argentina's National Decent Work Programme in Argentina (2006) - Coordination of Policies	Presupuesto Regular de la OIT (Superávit 2000-2001)	36,919	0	0	0	36,919
Facing the challenges to decent work in Argentina during the crisis (2003-2006) - Coordination of policies	ILO Regular Budget (Superávit 2000-2001)	149,202	0	8,122	134,448	6,632
Special Tc program in response to the crisis in Argentina (2002) – Coordination of Politicise	ILO Regular Budget (A.430.30.211.001)	13,449	0	13,449	0	0
Subtotal regular budget		311,335	0	21,571	230,409	59,355

2. TC projects

2.2 Regional Projects

Tripartite activities for the application of national programs for decent work in the Mercosur (2006-2007) - Indicators System for DW	Government of Spain (RLA/06/05M/SPA)	14,803	0	0	0	14,803
Subtotal regional projects		14,803	0	0	0	14,803
TOTAL Transversal priorities		326,138	0	21,571	230,409	74,158
GRAN TOTAL		10,374,248	1,064,769	1,497,423	4,911,790	2,900,266

Annex 8: List of seminars, meetings, conferences and workshops during the 2001 – 2006 period

Date	Name	Place
Sep. 2001	Programme of Institutional Strengthening in Gender Equality, Eradication of Poverty and Creation of Employment in Argentina – Training Workshop	Buenos Aires
Dec. 2001	Technical Meeting on Legal Applicability of the MERCOSUR Socio-Labour Declaration	Buenos Aires
Jun. 2002	Workshop for the Preparation of a MERCOSUR / Chile Work Plan on Child Labour	Buenos Aires
Aug. 2002	Meeting to evaluate MERCOSUR Socio-Labour Bodies and ILO Participation	Buenos Aires
Oct. 2002	MERCOSUR Employers' Meeting	Buenos Aires
Oct. 2002	Technical Workshop to discuss Work performed by the Tripartite Commissions for Gender Equality in South America	Buenos Aires
Oct. 2002	Sub-regional Workshop: Tripartite Commissions in South America	Buenos Aires
Dec. 2002	Uruguayan – Argentine Dialogue on the Social Dimension of Globalization – World Commission on the Social Dimension of Globalization	Montevideo
Nov. 2002	Technical Meeting in Preparation for the Seminar: Monitoring and Inspection according to the MERCOSUR and Chile Sub-regional Plan for the Eradication of Child Labour to be held in Buenos Aires on December 2-3, 2002	Buenos Aires
Mar. 2003	Informational Meeting regarding the 91st Meeting of the International Labour Conference in Buenos Aires	Buenos Aires
Mar. 2003	Regional Technical Seminar on the Project "Incorporation of the Gender Dimension in Policies regarding the Eradication of Poverty and Creation of Employment in Latin America"	Buenos Aires
Mar. 2003	Seminar Workshop: Labour Stories and Frequency of Contributions to the Social Security System – Buenos Aires	Buenos Aires
Apr. 2003	Awareness Workshop for the Strengthening of the Gender Dimension in the Trade Union Agenda	Buenos Aires
Apr. 2003	Technical Workshop for Employer Representatives before MERCOSUR Socio-labour Bodies	Buenos Aires
Jul. 2003	Technical Workshop for Representatives of the MERCOSUR Labour Market Observatory	Buenos Aires
Jul. 2003	Conference on Discrimination: Equality in the Workplace – Buenos Aires	Buenos Aires
Aug. 2003	National Training Workshop: Incorporation of the Gender Dimension in Policies to eradicate Poverty and creat Employment in Latin America, GPE Project	Buenos Aires
Aug. 2003	Regional Tripartite Seminar on the Promotion of Social Dialogue in the Restructuring of Financial Services in Latin America	Buenos Aires

Aug. 2003	Technical Meeting on Workplace Justice and the MERCOSUR Socio-Labour Declaration	Buenos Aires
Sep. 2003	Meeting to discuss Employment Policies in MERCOSUR Countries	Buenos Aires
Sep. 2003	Technical Workshop for Employer Representatives before MERCOSUR Socio-labour Bodies	Buenos Aires
Sep. 2003	Coordination Meeting between the Uruguay Branch of the MERCOSUR Socio-Labour Commission and the ILO	Buenos Aires
Oct. 2003	Sub-regional Seminar – ILO and MERCOSUR Declarations: Regional Integration Processes	Buenos Aires
Oct. 2003	National Tripartite Conference on Employment in Argentina	Buenos Aires
Nov.2003	First Meeting on Social Dialogue and Decent Work: Argentine Academic Network for Social Dialogue	Mar del Plata
Nov. 2003	MERCOSUR Meeting	Buenos Aires
Dec. 2003	HIV/AIDS and the World of Work: Challenges and Proposals	Buenos Aires
Dec. 2003	Meeting with employer and worker representatives of the Socio-Labour Commission to discuss the preparation of documents for the MERCOSUR employment conference to be held in April 2004	Buenos Aires
Nov. 2003	Project Closing Seminar: “Incorporation of the Gender Dimension in Policies to eradicate Poverty and create Employment in Latin America”	Buenos Aires
Nov. 2003	Regional bipartisan meeting: “Promotion of Dialogue and Follow-up to the Declaration regarding Trade Union Freedom”	Buenos Aires
Nov. 2003	Tripartite National Workshop on Decent Work and Development Policies	Buenos Aires
May 2004	Sub-regional Meeting: “Good Practices for the Free Circulation of Workers in MERCOSUR”	Buenos Aires
Mar. 2004	Meeting with worker representatives of the Socio-Labour Commission to discuss the documents for the MERCOSUR employment conference	Buenos Aires
Mar. 2004	Meeting with employer representatives of the Socio-Labour Commission to discuss the documents for the MERCOSUR Employment Conference	Buenos Aires
Mar. 2004	Meeting with government representatives of the Socio-Labour Commission to discuss the documents for the MERCOSUR Employment Conference	Buenos Aires
Abr. 2004	The future of social security in Argentina and the World: Evaluation and Challenges	Buenos Aires
May 2004	Meeting: MERCOSUR Socio-Labour Bodies	Buenos Aires
Jul. 2004	Programme: First Workshop on Building the Future with Decent Work	Buenos Aires
Aug. 2004	Programme: First Workshop on Building the Future with Decent Work Paraná	Paraná
Sep. - Oct. 2004	Meeting: National Decent Work Programme	Buenos Aires
Oct. 2004	International Congress on Equal Opportunities and Treatment at the Workplace and the Occupation and Abolition of Child Labour and Trade Union Freedom	Buenos Aires

Oct. 2004	Project "Building the Future with Decent Work" Second Workshop – Paraná, Argentina	Buenos Aires
Nov. 2004	Seminar on the Informal Sector	Buenos Aires
Nov. 2004	Book Presentation: Políticas de empleo para superar la pobreza – Argentina	Buenos Aires
Nov. 2004	Project RLA/01/M10/SPA – Los sindicatos y el trabajo decente en la era de globalización en América Latina – Training Workshop on Work, Safety and Occupational Health Conditions for Trade Union Representatives from the Metallurgic Sector	Las Parejas, Santa Fe
Dec. 2004	Teaching Personnel Action Programme for the Future: solve the teaching personnel shortage in order to reach the objective of Education for All – National Directive Group, Buenos Aires – First Meeting	Buenos Aires
Dec. 2004	Concerns about HIV/AIDS in the Workplace, Buenos Aires	Buenos Aires
Mar. 2005	Workshop on Innovation and Decent Work	Buenos Aires
Apr. 2005	Course A2-50766 – Business marketing in the XXI Century	Buenos Aires
Apr. 2005	Tripartite Discussion to promote the ILO Tripartite Declaration on Multinational Companies in MERCOSUR	Montevideo, Uruguay
Apr. 2005	Regional Seminar for Employer Organizations in Latin America on improving Productivity and Working Conditions	Buenos Aires
May 2005	Presentation of document: Desafíos de empleo en una economía global: Estudio comparativo sobre Argentina, Brasil y México	Buenos Aires
May 2005	Project: Building the Future with Decent Work – Fourth Workshop	Buenos Aires
Jun. 2005	Academic Network for Social Dialogue Workshop	Buenos Aires
Jun. 2005	MERCOSUR Labour Market Observatory – Workshop on harmonizing indicators – Technical meeting on defining general criteria in order to homogenize labour indicators	Buenos Aires
Aug. 2005	International Conference: Globalization and National Development: towards greater coherence among economic and labour policies	Buenos Aires
Aug. 2005	Second Technical Meeting of Specialists – Hemispheric Agenda for Decent Work	Buenos Aires
Aug. 2005	First meeting of the Network of Technical Consultants in support of the Regional Office for Latin America and the Caribbean	Buenos Aires
Aug. 2005	Meeting: Workers' Network	Buenos Aires
Sep. 2005	MERCOSUR Labour Market Observatory – Workshop on harmonizing and comparing labour indicators in MERCOSUR – 2 nd Workshop	Buenos Aires
Nov. 2005	Seminar – Trade Union Quota Act: Scope and Projections	Buenos Aires
Nov. 2005	Companies engaged in the Prevention and Eradication of Child Labour. Developed experiences and design of programmes of action.	Buenos Aires
Nov. 2005	Seminar: Scope and Projections of the Trade Union Quota Act	Buenos Aires
Nov. 2005	Seminar on Compliance with Labour Regulations: a comparative perspective	Buenos Aires

Dec. 2005	Tripartite Sub-regional Workshop: The Application of the ILO Declaration related to Principles and Fundamental Rights in the Workplace and their Follow-up: compliance, practical actions, trends and perspectives in MERCOSUR	Montevideo, Uruguay
Feb. 2006.	Towards a Hemispheric Agenda for the Promotion of Decent Work	Buenos Aires
Apr. 2006	Seminar Workshop on Active Employment Policies	Buenos Aires
May 2006	Course on Workplace Inspection for Coordinators of the National Plan on Work Regulation	Buenos Aires
May 2006	International Seminar – Importance of Administrative Records in the Determination of Social Security Policies	Buenos Aires
Jun. 2006	Presentation of final report on the study, “Comprehensive Analysis of Unemployment Insurance” in its draft version	Buenos Aires
Jun. 2006	Technical meeting on informality, poverty and minimum wage	Buenos Aires
Jun. 2006	Meeting of Educational Centres related to employer organizations in Latin America: Democratic Governance, economic policy and sustainable employment	Buenos Aires
Jun. 2006	Training and information on child labour with the objective of articulating actions in the Government Sector	Buenos Aires
Jun. 2006	Closing of National Plan for the Prevention and Eradication of Child Labour and Institutional Strengthening of the Provincial Commissions against Child Labour (COPRETIs)	Buenos Aires
Jun. 2006	Rural child labour	Buenos Aires

Annex 9: List of documents and reports

Order	Strategic Priority	Name
1	Fundamental Rights	IPEC. "Análisis de las políticas y programas sociales en la Argentina: la acción pública para prevenir y combatir la explotación económica de niños, niñas y adolescentes". Working paper 204, IPEC-ILO.
2	Fundamental Rights	Litterio Hebe Liliana. "Análisis y recomendaciones para la mayor regulación y cumplimiento de la normativa nacional e internacional sobre el trabajo de los niños, niñas y adolescentes en Argentina". Working paper 203, IPEC-ILO.
3	Fundamental Rights	"Declaración de Empresas Argentinas en contra del Trabajo Infantil"
4	Fundamental Rights	MTESS/ILO. "Infancia y adolescencia: Trabajo y otras actividades económicas. Primera encuesta en cuatro subregiones de Argentina, 2006 (EANNA)" MTESS
5	Fundamental Rights	MTESS/ILO. "Trabajo Infantil y adolescente en cifras. Síntesis de la primera encuesta y resultados por región". 2006, four publications (one for each region), MTESS.
6	Fundamental Rights	GUIMARAES, Arthur Oscar and SPRANDEL, Marcia Anita. "Buenas prácticas y lecciones aprendidas. Sensibilización y fortalecimiento institucional: Colección de Buenas Prácticas y Lecciones Aprendidas en la Prevención y Erradicación de la Explotación Sexual Comercial de Niñas, Niños y Adolescentes." Asunción: ILO/IPEC South America. Proyecto Prevención y Eliminación de la Explotación Sexual de niños, niñas y adolescentes en la Triple Frontera (Argentina – Brasil – Paraguay), 2005.
7	Fundamental Rights	CTERA/ILO-IPEC/SIRTI-AECI/The Netherlands/ Project – Actuemos contra el trabajo infantil a través de la capacitación y la educación "Cartilla: La UNICA oportunidad es la escuela", 2004.
8	Fundamental Rights	CTERA/ILO-IPEC/SIRTI-AECI/The Netherlands/ Project – Actuemos contra el trabajo infantil a través de la capacitación y la educación "Cartilla: La UNICA oportunidad es la escuela", 2004.
9	Fundamental Rights	CARVALHO, Enrique; ROMERO, Adriana and SPRANDEL Márcia (Coord.). "La Explotación Sexual Comercial de Niños, Niñas y Adolescentes en las legislaciones de Argentina, Brasil y Paraguay: Alternativas de armonización para el MERCOSUR". ILO-IPEC/ SIRTI-US DOL, 2004.
10	Fundamental Rights	ILO/IPEC-SIRTI/AECI-CTERA. "Para los niños y niñas el único trabajo debe ser ir a la escuela", November 2003.
11	Fundamental Rights	BACHERO, Regina, Ferreira Isa and LOPEZ, Oscar. "Cuaderno para el Debate". IT/IPEC-SIRTI-USDOL, Programa para la Prevención y Eliminación de la Explotación Sexual Comercial Infantil en la Triple Frontera Argentina – Brasil – Paraguay, August 2003.

12	Fundamental Rights	BACHERO, Regina, Ferreira Isa and LOPEZ, Oscar. "Guía para agentes comunitarios". ILO/IPEC-SIRTI-USDOL, Programa para la Prevención y Eliminación de la Explotación Sexual Comercial Infantil en la Triple Frontera Argentina – Brasil – Paraguay, 2003.
13	Fundamental Rights	BACHERO, Regina, Ferreira Isa and LOPEZ, Oscar. Paraguay "Guía para Docentes". ILO/IPEC-SIRTI-USDOL, Programa para la Prevención y Eliminación de la Explotación Sexual Comercial Infantil en la Triple Frontera Argentina – Brasil – Paraguay, 2003.
14	Fundamental Rights	ILO/IPEC-SIRTI-AECI, Ministries of Labour in Argentina, Brazil, Chile, Paraguay and Uruguay. "Guía para la implementación de un Sistema de Inspección y Monitoreo de Trabajo Infantil en los países del MERCOSUR y Chile". Working Paper 169, 2003.
15	Fundamental Rights	ILO/IPEC-SIRTI-USDOL. "Guía para formadores de opinión: Conceptos y orientaciones para el abordaje de la explotación sexual comercial infantil". ILO/IPEC-SIRTI-USDOL, Programa para la Prevención y Eliminación de la Explotación Sexual Comercial Infantil en Triple Frontera Argentina – Brasil – Paraguay, December 2002.
16	Fundamental Rights	Miranda, Ana. Seminar: "Las empresas en la prevención y erradicación del trabajo infantil: experiencias desarrolladas y diseño de programas de acción". Report, December 2005.
17	Fundamental Rights	ILO/Argentina. "Promover los principios y derechos fundamentales a través del diálogo social" (2005).
18	Fundamental Rights	Quevedo, Luis Alberto. "La comunicación sobre el trabajo infantil en la Argentina". First report, 2005.
19	Fundamental Rights	Campaña Radiofónica de sensibilización sobre Trabajo Infantil en Argentina (Radio campaign to raise awareness on child labour in Argentina) ³
20	Cross-cutting	Tomada, Carlos. "Presentación ante el Consejo de Administración de la OIT", 2005.
21	Fundamental Rights	ILO. "Experiencias de enseñanza aprendizaje en torno al trabajo decente y los principios y derechos fundamentales del trabajo" (2006).
22	Fundamental Rights	ILO. "Manual de Formación para docentes" (2006).
23	Tripartism and Social Dialogue	Golber, Laura. "Informe de la Red de Diálogo Social" (2005).
24	Tripartism and Social Dialogue	National Commission for Agricultural Work (CNTA). "Diálogo Social Y Tripartismo En El Sector Agrario: Experiencia De La Comisión Nacional De Trabajo Agrario De Argentina", 2006 ⁴ .
25	Employment and Income	Adriana Marshall, "Determinantes económicos e institucionales de la evolución de los diferenciales de salario" (August 2003). Training Materials Series 2.

³ <http://www.oit.org.ar/pagina.php?seccion=61&pagina=465>

⁴ <http://www.oit.pe/portal/ds/interior.php?secCodigo=147>

26	Employment and Income	Agustín Salvia. "Gestión de la política de empleo durante 2003. ¿Atendiendo la emergencia social o proyectando una política de estado" (2003).
27	Employment and Income	Alberto Barbeito, Noemí Giosa Zuazua and Corina Rodríguez Enriquez. "La cuestión social en la Argentina y el Plan Jefes y Jefas de Hogar Desocupados" (August 2004). Working Paper Series 17.
28	Employment and Income	Alfredo Monza and Claudia Giacometti. "La duración de la jornada de trabajo en el caso argentino: Análisis de la información empírica" (June 2005). Working Paper Series 29.
29	Employment and Income	Alfredo Monza and Claudia Giacometti. "Los beneficiarios del Plan Jefas y Jefes de Hogar" (August 2003). Working Paper Series 1.
30	Employment and Income	Carlos Alberto Etala. "Propuestas para una reforma del régimen jurídico de los procedimientos preventivos de crisis de empresas y reconversión productiva" (February 2004). Working Paper Series 10.
31	Employment and Income	Daniel Kostzer and Ximena Mazorra, "Estrategias de crecimiento y de generación de empleo en Argentina" (July 2004). Working Paper Series 14.
32	Employment and Income	Emilia Roca. "Material de Capacitación para el Curso de Formadores" (2003).
33	Employment and Income	Emilia Roca and Juan Martín Moreno. "Cuadro general de mecanismos institucionales de determinación de salario" (September 2003). Working Paper Series 4.
34	Employment and Income	Fernando Porta. "Cambios microeconómicos y evolución salarial en el complejo automotriz argentino" (April 2004). Working Paper Series 12.
35	Employment and Income	Gatto, Francisco. "Esquema de territorialización e indicadores para el seguimiento de la actividad productiva, el mercado laboral y las políticas y programas de empleo" (2003).
36	Employment and Income	Gonzalez Rozada. "Desestacionalización de las Series de Salarios Nominales y Reales" (2003).
37	Employment and Income	Groisman, Fernando. "Formulación del rediseño del proyecto relativo al PJH con financiamiento del banco mundial" (BIRF-7157-AR) (2004).
38	Employment and Income	Guillermo Neiman. "Los salarios de los trabajadores comprendidos en el Régimen Nacional de Trabajo Agrario" (December 2003). Working Paper Series 8.
39	Employment and Income	Héctor Szretter. "Salario mínimo vital y móvil: Antecedentes y análisis" (August 2003). Training Materials Series 3.
40	Employment and Income	Hernan Ruffo. "Remuneraciones Sectoriales. Aspectos metodológicos" (November 2004). Working Paper Series 5.
41	Employment and Income	Jacinto, Claudia Gabriela. "Desempleo Juvenil" (2003).
42	Employment and Income	Javier Lindenboim "Empleo y remuneraciones en el sector público La situación actual luego de los cambios de los noventa y recientes" (June 2005). Working Paper Series 6.

43	Employment and Income	Jorge Alejandro Gaggero. "Reforma tributaria y empleo. Agenda preliminar y lineamientos generales" (July 2004). Working Paper Series 15.
44	Employment and Income	Jorge Sánchez. "Financiamiento público de la inversión en infraestructura y generación de empleo" (November 2004). Working Paper Series 22.
45	Employment and Income	Juan Iacona. "La información de los procedimientos preventivos de crisis de empresas. Análisis y propuestas" (June 2004). Report Series 4.
46	Employment and Income	Juan Manuel Rodríguez. "Cambios en la política salarial en Uruguay y bases para elaborar una propuesta alternativa" (September 2003). Training Material Series 6.
47	Employment and Income	Juan Martín Moreno. "Salarios del sector transporte automotor colectivo terrestre de pasajeros de corta y larga distancia" (March 2004). Working Paper Series 11.
48	Employment and Income	Laura Pautassi. "Plan Jefes y Jefas de Hogar: Análisis de impacto en términos de género" (August 2003). Working Paper Series 2.
49	Employment and Income	Luis Beccaria. "Consistencia macroeconómica y distribución del ingreso" (March 2005). Working Paper Series 24.
50	Employment and Income	Luis Beccaria. "Efectos del salario mínimo y de la asignación no remunerativa" (November 2003). Working Paper Series 6.
51	Employment and Income	Luis Beccaria. "Los diversos tipos de ingresos del trabajo. Evolución reciente" (August 2003). Training Material Series 1.
52	Employment and Income	Maria Cristina Cacciamali. "Mudanças estruturais do mercado de trabalho brasileiro após a liberalização econômica" (October 2003). Training Material Series 8.
53	Employment and Income	María Cristina García and Marcelo Langieri. "Análisis del funcionamiento de los Consejos Consultivos del Plan Jefas y Jefes de Hogar" (September 2003). Working Paper Series 3.
54	Employment and Income	Mario D. Velásquez Pinto. "Políticas de salarios en Chile" (September 2003). Training Material Series 7.
55	Employment and Income	Mario Damil and Roberto Frenkel. "Notas sobre salarios, inflación y costos laborales" (September 2003). Training Material Series 5.
56	Employment and Income	Mario Damill and Roberto Frenkel. "Las medidas recientes de política salarial y el contexto macroeconómico" (November 2003). Working Paper Series 7.
57	Employment and Income	Marta Pfeffer. Herramientas Pedagógicas. Material para el Curso de Capacitación Formación de formadores en formulación y evaluación de proyectos de empleo (2003).
58	Employment and Income	Néstor Pablo Lavergne. "Empleo y salarios en la industria del calzado en Argentina" (April 2005). Working Paper Series 26.
59	Employment and Income	Oscar Cetrángolo and Juan Pablo Jiménez. "El gasto social y el Programa Jefes y Jefas de Hogar Desempleados" (October 2003). Working Paper Series 4.
60	Employment and Income	Oscar Martínez. "Recuperación de sectores en reconversión productiva y de empresas en crisis" (October 2004). Working Paper Series 19.

61	Employment and Income	Pautasi Laura. "Metodologías de evaluación del programa "worker profiling and reemployment services systems (wprs)". La experiencia internacional" (2004).
62	Employment and Income	Pedro Galín. "Diagnóstico institucional de la coordinación de políticas y programas económicos y de empleo" (August 2004). Working Paper Series 16.
63	Employment and Income	Ricardo José Soifer. "Las remuneraciones laborales en empresas telefónicas privatizadas (licenciatarias del servicio básico)" (June 2004). Working Paper Series 13.
64	Employment and Income	Roberto Frenkel. "Remuneraciones, mercado de trabajo y política salarial en la recuperación argentina 2003-2004" (March 2005). Working Paper Series 25.
65	Employment and Income	Roberto Mizrahi. "Generación de empleo genuino y movilización de la capacidad productiva de los pequeños y micro productores: sugerencias para el Ministerio de Trabajo, Empleo y Seguridad Social" (February 2004). Report Series 3.
66	Employment and Income	Rosalía Cortés. "Empleo y Salarios en el Sector de la Industria Textil 1993- 2003" (April 2005). Working Paper Series 27.
67	Employment and Income	Rosalía Cortés. "Salarios y marco regulatorio del trabajo en el Servicio Doméstico" (January 2004). Working Paper Series 9.
68	Employment and Income	General Sarmiento National University. "Plan Jefas y Jefes de Hogar Desocupado. Recomendaciones respecto de distintos aspectos" (October 2004). Working Paper Series 21.
69	Employment and Income	Viviana Durán and Fernando Agulleiro. "Sistema de información, monitoreo y evaluación de políticas de empleo" (November, 2003). Report Series 2.
70	Employment and Income	Beccaria, Luis and Cortés Rosalía. "Diagnóstico sobre la evolución reciente del mercado de trabajo y contexto actual en Argentina" (2002).
71	Employment and Income	Chavez Zaldumbide, Angel Patricio. "Plan Jefas y Jefes de Hogar Desocupados" (2003).
72	Employment and Income	Cisneros Merino, Rodrigo. "Plan Jefas y Jefes de Hogar Desocupados" (2002).
73	Employment and Income	Damil, Damill, Frenkel, Roberto and Mauricio Roxana. "Argentina. Una década de convertibilidad Un análisis del crecimiento, el empleo y la distribución del ingreso".
74	Employment and Income	Empleo. Avance y copilación de resultados (2003)
75	Employment and Income	Forstater, Mathew. "Beneficios sociales y económicos resultantes del incremento del salario mínimo en Argentina" (2002).
76	Employment and Income	Forstater, Mathew. "Social and Economic Benefits of Raising the Legal Minimum Wage in Argentina" (2002).
77	Employment and Income	Forstater, Mathew and Kregel, Jan "Full Employment and Price Currency Stability for Economic Prosperity and Social Stability in Argentina" (2002).
78	Employment and Income	Forstater, Mathew and Kregel, Jan. "Pleno empleo y estabilidad de precios y monetaria para la prosperidad económica y la estabilidad social en Argentina" (2002).

79	Employment and Income	“Estudio sobre Normativa Municipal que favorece el DEL” Series: Desarrollo Económico Local y Empleabilidad. (Press).
80	Employment and Income	“Manual de Herramientas para el DEL”. Series: Desarrollo Económico Local y Empleabilidad. (Press).
81	Employment and Income	“Manual sobre estrategias asociativas para la MYPE”. Series: Desarrollo Económico Local y Empleabilidad 2. (Press).
82	Employment and Income	“Mejores Prácticas en el campo del Empleo, la FP y el DEL”. (Press).
83	Employment and Income	“Sistematización de los casos presentados al I Encuentro sobre Empleo y DEL”. Series: Desarrollo Económico Local y Empleabilidad. (Press).
84	Employment and Income	Francisco Alburquerque. “El Enfoque del Desarrollo Económico Local”. Series: Desarrollo Económico Local y Empleabilidad 1 (October 2004).
85	Employment and Income	Guillermo Angelini, Miriam Goldszier and Mónica Goncalves. “Dimensiones de Calidad para la Formación Profesional: La Orientación Profesional” (2006).
86	Employment and Income	Mónica Sladogna, Mirta Palomino, Rubén Boyko, Jonathan Eskinazi, Guillermo Dutra and Horacio Martirena. Oficina de Empleo. Requisitos de Gestión de la Calidad”. 2nd Edition (November 2006).
87	Employment and Income	Mónica Sladogna, Mónica Goncalves, Guillermo Angelini, Guillermo Dutra and Horacio Martirena. “Oficina de Empleo. Requisitos de Gestión de la Calidad”. 1st Edition (March 2006).
88	Employment and Income	MTESS-AREA. “Dimensiones de Calidad para la Formación Profesional: vinculación con el contexto productivo y social” (2006).
89	Cross-cutting	Acuña, Carlos H. “Los problemas de coordinación del estado argentino como contexto (ineludible) de la coordinación de políticas laborales y económicas”. Seminar: “Globalization and National Development: Towards greater coherence among economic and labour policies”.
90	Cross-cutting	Bel Gibson. “Dos modelos para analizar el impacto de las políticas económicas”. Seminar: “Globalization and National Development: Towards greater coherence among economic and labour policies”.
91	Employment and Income	Gerhard Reinecke. “La protección de los ingresos a través de los programas de empleo directo: Conceptos y ejemplos recientes de América Latina”. Seminar Workshop on Political Employment Assets 04.06.
92	Cross-cutting	Jaakklo Kiander. “Crecimiento y empleo en los estados de bienestar nórdicos en la década de 1990: una historia de crisis y revival”. International Experiences. Seminar: “Globalization and National Development: Towards greater coherence among economic and labour policies”.
93	Cross-cutting	Jan Kregel. “Entre la globalización y el desarrollo nacional: hacia una mayor coherencia entre las políticas económicas y laborales”. Seminar: “Globalization and National Development: Towards greater coherence among economic and labour policies”.
94	Cross-cutting	Kil-San Yoo. “Crisis financieras y medidas contra el desempleo: la experiencia de Corea.” International Experiences. Seminar: “Globalization and National Development: Towards greater coherence among economic and labour policies”.

95	Cross-cutting	Paddy Teahon. "The Ireland Case". International Experiences. Seminar "Globalization and National Development: Towards greater coherence among economic and labour policies".
96	Cross-cutting	Acuña, Carlos. "Instituto Argentino del Trabajo – Análisis de conveniencia y factibilidad de su creación en Argentina". Policy Coordination Studies Series 2.
97	Social Protection	Andrés Marinakis. "Desempolvando El Salario Mínimo: Reflexiones A Partir De La Experiencia En El Cono Sur". Technical Meeting on Informality, Poverty and Minimum Wage, June 2006.
98	Social Protection	Antonio Rinaldi. "La posición del sindicalismo argentino respecto a la duración de la jornada de trabajo y su eventual reducción". Work Time Series 5.
99	Social Protection	Beatriz Fontana. "La duración de la jornada de trabajo en el caso argentino. Aspectos Normativos y Convencionales". Work Time Series 3.
100	Social Protection	Carlos Crucella. "La duración de la jornada de trabajo: Estadísticas internacionales comparadas". Work Time Series 2.
101	Social Protection	Catherine Saget. "Fijación De Niveles De Salarios Mínimos En Los Países En Desarrollo Fracazos Comunes y Soluciones". Technical Meeting on Informality, Poverty and Minimum Wage, June 2006.
102	Cross-cutting	Cibils, Alan. "Modelo de equilibrio general computado". Research Series on Policy Coordination 1.
103	Cross-cutting	Claudia Giacometti and María Estela Lanari. "Propuesta para la medición del déficit de Trabajo Decente".
104	Employment and Income	Cortes, Rosalía. "Salarios en la industria textil en la Argentina". Research Series on Wages 1.
105	Cross-cutting	Damil, Mario and Frenkel, Roberto. "Globalización financiera y mercado de trabajo en la Argentina". Seminar: "Globalization and National Development: Towards greater coherence among economic and labour policies".
106	Employment and Income	Deirdre Mccann. "Leyes sobre el tiempo de trabajo: una perspectiva global. Conclusiones obtenidas a partir de la base de datos de la OIT sobre condiciones de trabajo y empleo". Work Time Series 1.
107	Cross-cutting	Dielh, Florencia. "Informe actividades apoyo al desarrollo del datawarehouse". (Employment Secretariat) 2006.
108	Social Protection	François Eyraud and Catherine Saget. "La Reactivación De Las Instituciones De Fijación De Salario Mínimo" Reunión Técnica Sobre Informalidad, Pobreza Y Salario Mínimo", June 2006.
109	Employment and Income	Gabriel Yoguel. "Efectos de la política industrial sobre la ocupación en el caso argentino en el período 1991-2005".
110	Employment and Income	Gibson, Bill. "Coordinación de políticas económicas y laborales. Modelo de equilibrio general computado". Research on Policy Coordination Series 3.
111	Employment and Income	Keifman, Saul. "El uso de modelos de equilibrio general computable en el diseño de políticas de trabajo decente". Research Series on Policy Coordination 4.

112	Cross-cutting	Korhn, Fernando. "Informe Final Apoyo a Sistemas de Gestión en la Secretaría de Trabajo" (2005).
113	Employment and Income	Lavergne, Néstor Pablo. "Salarios en la industria del calzado en la Argentina". Research Series on Wages 2.
114	Cross-cutting	Lopez, María Teresa. "Análisis de la Encuesta Permanente de Hogares como fuente de información de indicadores de Trabajo Decente" (2006).
115	Cross-cutting	Marcos Gallo. "Análisis de la información disponible en el Ministerio de Trabajo como fuente de información de indicadores de Trabajo Decente" (2006).
116	Social Protection	María Antonia Gallart. "Análisis de las estrategias de acumulación y de sobrevivencia de los trabajadores ocupados en la rama de textiles y confecciones". Technical Meeting on Informality, Poverty and Minimum Wage, June 2006.
117	Employment and Income	Maurizio, Roxana. "Evaluación del impacto de las Políticas Sociales sobre la pobreza y la desigualdad en Argentina". Research Series on Policy Coordination 5.
118	Employment and Income	Neiman, Guillermo Saúl. "Salarios agrarios". Research Series on Wages 3.
119	Employment and Income	ILO. "Chile. Superando la crisis. Mejorando el empleo. Políticas de mercado de trabajo. 2000-2005". Seminar Workshop on Active Employment Policies 04.06.
120	Employment and Income	Orlansky, Dora. "Salarios en el sector público". Research Series on Wages 4.
121	Employment and Income	Peter Auer. "Protected mobility for employment and decent work". Seminar Workshop on Active Employment Policies 04.06.
122	Employment and Income	Peter Auer. Presentation from Monday 04.17.06 (Powerpoint). Seminar Workshop on Active Employment Policies 04.06.
123	Employment and Income	Peter Auer. Presentation from Tuesday 04.18.06 (Powerpoint). Seminar Workshop on Active Employment Policies 04.06.
124	Employment and Income	Peter Auer, Ümit Efendioğlu and Janine Leschke. "Active Labour Market Policies around the World". Seminar Workshop on Active Employment Policies 04.06.
125	Employment and Income	Porta, Fernando Enrique. "Cambios microeconómicos y evolución salarial en el complejo automotriz argentino". Research Series on Wages 5.
126	Employment and Income	Roberto Izquierdo. "La posición del empresariado argentino respecto a la duración de la jornada de trabajo y su eventual reducción". Work Time Series 4.
127	Employment and Income	Soifer, Ricardo José. "Ingresos de los trabajadores comprendidos en los convenios colectivos y acuerdos celebrados por la Federación Nacional de Trabajadores Camioneros y Obreros del Transporte Automotor de Cargas y Logística y Servicios". Research Series on Wages 6.
128	Cross-cutting	Troncoso, Carlos and Alejandro Rospide. "Informe final desarrollo Datawarehouse. Secretaria de Empleo" (2005).

129	Employment and Income	Documents presented at the Decent Work in the Health Sector Forum. Ministries of Labour and Health in Brazil and Argentina. ILO. OPS. 2006 ⁵ .
130	Fundamental Rights	Valenzuela, María Elena (Ed.). "Mujeres, Pobreza y Mercado de Trabajo. Argentina y Paraguay", (2003) Santiago, ILO.
131	Employment and Income	Valenzuela, María Elena. "Políticas de empleo para superar la pobreza". Argentina, (2004) ILO. Chile.
132	Cross-cutting	Declaration of the MERCOSUR Ministers of Labour. Buenos Aires, April 16, 2004.
133	Cross-cutting	Resolution of the Common Market Council creating GANemple. 2004.
134	Employment and Income	ILO. "Generando Trabajo Decente en el MERCOSUR", 2004.
135	Social Protection	MTESS. "El futuro de la previsión social en Argentina y el mundo. Evaluación y Desafíos". MTESS/ILO (2004).
136	Social Protection	MTESS. "Historias Laborales en la Seguridad Social". MTESS/ILO (2003).
137	Social Protection	Adriana Marshall. "Empleo 'no registrado' en la Argentina: Estudio de sus salarios relativos" (October 2003). Working Paper Series 5.
138	Social Protection	Chebez, Víctor. "El Sistema Integral de Prestaciones de Desempleo de la Argentina. Relevamiento de la información básica del SIPD" (2003).
139	Social Protection	Fabio M. Bertranou (Editor). Protección Social y Mercado Laboral. ILO (2004).
140	Social Protection	Francisco Noguera Garcia. Garcia "Informe sobre el Sistema Integral de Prestaciones de Desempleo en Argentina" (2003).
141	Social Protection	Martín Campos and Claudia Giacometti. "Regularización del empleo no registrado. Un ejercicio de explotación de fuentes de información para el sector construcción" (July 2005). Working Paper Series 30.
142	Social Protection	Martín Campos and Pedro Galín. "La experiencia internacional sobre políticas para la regularización del empleo no registrado" (May 2005). Working Paper Series 28.
143	Social Protection	Paganini, Mario. "Seguro de Desempleo" (2003).
144	Social Protection	Paz, Jorge A. "Mercado laboral, empleo y protección social. La contribución del empleo a la protección social" (2003).
145	Social Protection	San Martino, Jorge. "Institucionalidad de la Protección Social en Argentina: una evaluación desde la organización en su provisión y la perspectiva del ciclo de vida" (2003).
146	Social Protection	Mesa Lago, Carmelo. "Diagnóstico institucional del Sistema Previsional Argentino y pautas para enfrentar la crisis" (2002).
147	Social Protection	MTESS. "El libro blanco de la Previsión Social" 2003.
148	Social Protection	MTESS. Protección Social: Avance y compilación de resultados. (2003).
149	Social Protection	Vega Gramunt, Lucrecia. "Género en la crisis Argentina. Análisis del impacto y estrategias de respuesta" 2001-2003.

⁵ <http://www.trabajo.gov.ar/seminarios/2006/tdecentosalud141106.html>

150	Social Protection	"Prospectiva de la Previsión Social. Valuación financiera actuarial del SIJP 2005/2050". MTESS/ILO (2005).
151	Social Protection	"Protección Social en Argentina. Financiamiento, cobertura y desempeño. 1990-2003". Ministry of the Economy and Production/ILO (2005).
152	Social Protection	Adriana Marshall (with the collaboration of Laura Perelman). "Salario mínimo, mercado de trabajo y pobreza". Technical Meeting on Informality, Poverty and Minimum Wage, June 2006.
153	Social Protection	Beccaria, Luis Alberto. "Informalidad y pobreza". Technical Meeting on Informality, Poverty and Minimum Wage, June 2006.
154	Social Protection	Campos, Martín. "Una revisión de la literatura sobre factores determinantes del trabajo no registrado".
155	Social Protection	Gómez, Roberto Víctor. "Análisis de la eficiencia y eficacia del diseño del Seguro de Desempleo".
156	Social Protection	Course Materials on Work Inspection for Coordinators preparing the National Plan to Stabilize Work 05.05
157	Social Protection	Materials submitted to the Seminar "Importance of Administrative Records in the Determination of Social Security Policies" ⁶
158	Social Protection	Moreno, Juan Martín. "Estudio empírico de los factores determinantes del empleo no registrado en Argentina".
159	Social Protection	Paz, Jorge Augusto. "Análisis de la eficiencia y eficacia del diseño del Seguro de Desempleo".
160	Social Protection	Presentation by Michael Cichon. Seminar "Importance of Administrative Records in the Determination of Social Security Policies"
161	Social Protection	Tosca, Diego. "Análisis del carácter disuasivo de las sanciones judiciales al empleo no registrado".
162	Social Protection	Valeria Esquivel. "Aspectos Metodológicos del Módulo sobre Informalidad de la EPH". Technical Meeting on Informality, Poverty and Minimum Wage, June 2006.
163	Social Protection	Bertranou, Fabio M. and Gasparini, Leonardo. "Social Protection and the labour market in Latin America: What can be learned from household surveys" (2005). International Social Security Review, 58(2-3), pp.15-42.
164	Social Protection	Bertranou, Fabio M. and Jiménez, Octavio M. "Social protection in Latin America: the challenges of heterogeneity and inequality". International Social Security Review (2005), 58(2-3), pp.3-13 (2005).
165	Social Protection	Bertranou, Fabio M. and Grushka, Carlos O. "Beneficios sociales y pobreza en la Argentina: reexaminando el programa de Pensiones No Contributivas" (2004).
166	Social Protection	Bertranou, Fabio M. and Grushka, Carlos O. "The Non-Contributory Pension Programme in Argentina: Assessing the Impact on Poverty Reduction". ESS Paper 5. Social Security Policy and Development Branch. ILO.

⁶ <http://www.trabajo.gov.ar/seminarios/2006/segsocial.htm>

167	Social Protection	Bertranou, Fabio M. and Paz, Jorge A. "Lo bueno, lo malo y lo feo. Empleo, desempleo y exclusión social en la Argentina".
168	Social Protection	Bertranou, Fabio M., Rofman, Rafael and Grushka, Carlos. "From Reform to Crisis: Argentina's Pension System" (2003).
169	Social Protection	Gasparini, Leonardo. "Protección Social y Empleo en América Latina: Estudio sobre la base de Encuestas de Hogares" (2005). Centre for Distributional, Labour and Social Studies (CEDLAS). De La Plata National University * December 20, 2003.
170	Social Protection	Bertranou, Fabio M. and Arenas de Mesa, Alberto (eds.). "Protección social, pensiones y género en Argentina, Brasil y Chile" (2003).
171	Tripartism and Social Dialogue	Beatriz Cappelletti. "Antecedentes de la concertación social en Argentina" (2003).
172	Tripartism and Social Dialogue	Carlos Aldao Zapiola and Martín Bellver. "Análisis de la incorporación de nuevos contenidos en los Convenios Colectivos de Trabajo celebrados en la República Argentina 2000-2003" (January 2005). Working Paper Series 23.
173	Tripartism and Social Dialogue	Enrique Rodríguez. "Negociación Colectiva y Cambio Tecnológico" (October 2004). Working Paper Series 20.
174	Tripartism and Social Dialogue	Laura Golbert. "Consejos Económicos y Sociales" (September 2004). Working Paper Series 18.
175	Tripartism and Social Dialogue	Materials for the National Tripartite Conference on Employment, 2003.
176	Tripartism and Social Dialogue	Montalvo Correa, Jaime. "Diálogo social en España: la experiencia del Consejo Económico y Social" (August 2003). Report Series 1.
177	Employment and Income	Argentina: Emerging from Crisis. Special Event (2004).
178	Tripartism and Social Dialogue	Diálogo Social. Avance y compilación de resultados (2003).
179	Tripartism and Social Dialogue	Progress Report: Proyecto Especial de Cooperación Técnica (2002).
180	Tripartism and Social Dialogue	Proyecto Especial de Cooperación Técnica. El proceso de respuesta (2003).
181	Cross-cutting	ILO (eds). "El Consenso de Mar del Plata. IV Cumbre de las Américas" (2005). ILO.
182	Cross-cutting	ILO. "Generando trabajo decente en el MERCOSUR. Empleo y estrategia de crecimiento". July 2004 – Volume II.
183	Employment and Income	Sanguinetti, Carlos. "La experiencia internacional en monitoreos de programas sociales" (2004).
184	Tripartism and Social Dialogue	Results of the Academic Network Contest for Social Dialogue ⁷

⁷ <http://www.oit.org.ar/pagina.php?seccion=78&pagina=280&parte=2>

185	Tripartism and Social Dialogue	Foundation for the Promotion of Occupational Safety and Health (FUSAT)/ILO. "Guía para la acción. Cómo mejorar las condiciones de trabajo y la productividad en empresas agrícolas y agroindustriales" (2006).
-----	--------------------------------	--

GC-LRL-SF/Egriff-SF-LRL-pa

182553K7.18