Evaluators
Manuel Tristán (Protection specialist) and Manuel Rojas Buvinich (Evaluation specialist) with the support of national consultant Sofia Olaviaga.
The evaluation was made from 13 May to 8 July 2011.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>AR</td>
<td>Annual Report</td>
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<tr>
<td>AUH</td>
<td>Universal Child Allowance for Social Protection</td>
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<tr>
<td>AWP</td>
<td>Annual Work plan</td>
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<tr>
<td>C4D</td>
<td>Communication for Development</td>
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<td>CONAETI</td>
<td>National Commission for the Eradication of Child Labour</td>
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<tr>
<td>CPD</td>
<td>Country Programme Document</td>
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<td>CRC</td>
<td>Convention on the Rights of the Child</td>
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<tr>
<td>CSJN</td>
<td>Supreme Court of Justice of the Nation</td>
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<td>CSO</td>
<td>Civil Society Organizations</td>
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<tr>
<td>FLACSO</td>
<td>Latin-American Department of Social Sciences</td>
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<td>HID</td>
<td>Human Development Index</td>
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<td>HRAP</td>
<td>Human rights based approach</td>
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<td>IDB</td>
<td>Inter-American Development Bank</td>
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<td>IEJ</td>
<td>Judicial Studies Institute</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<td>IR</td>
<td>Intermediate Result</td>
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<td>LPI</td>
<td>Law 26,061 on Integral Protection of Child and Adolescents Rights</td>
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<tr>
<td>MTR</td>
<td>Mid-Term Review</td>
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<td>MTSP</td>
<td>Mid-Term Strategic Plan</td>
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<td>NEA</td>
<td>Argentinean Northeast</td>
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<td>NGO</td>
<td>Nongovernmental organization</td>
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<td>NOA</td>
<td>Argentinean Northwest</td>
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<td>ODM</td>
<td>Millennium Development Goals</td>
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<td>OVD</td>
<td>Office of Domestic Violence</td>
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<td>ProMS</td>
<td>Programme Management System</td>
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<td>RBM</td>
<td>Results-Based Management</td>
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<td>SENNAF</td>
<td>National Secretariat for Children, Youth and Family</td>
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<td>TOR</td>
<td>Terms of Reference</td>
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<td>UN</td>
<td>United Nations</td>
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<td>UNDAF</td>
<td>United Nations Development Assistance Framework</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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Executive Summary

This report presents the results of an external evaluation of the Child Protection Component that is part of the UNICEF Programme of Cooperation with the Government of Argentina, for two periods: the one implemented in 2005-2009 and the one that is being implemented in 2010-2014, which began a year and a half ago. Conducted between May 13 and July 10, 2011, this evaluation is part of the Mid-Term Review process that UNICEF Argentina has started for this cycle of cooperation for the 2010-2014 period. Together with the Health and Nutrition, Inclusion and Education, and Monitoring and Communication for rights components, the work done by the Protection Component helps to achieve the outcomes set out by the United Nations Development Assistance Framework (UNDAF) that the Argentine Government publicly signed and adopted in 2010. The UNDAF was launched as a basis for setting social policy priorities in the context of the Millennium Development Goals and the National Plan of Action for the Rights of Children and Adolescents, prepared together with the National Secretariat of Children, Youth and Family (SENNAF) in 2008.

In the scope of UNICEF, the protection component is in line with the focus areas 4 and 5 of the Medium Term Strategic Plan (MTSP), which are associated with the protection of children from violence, exploitation and abuse, as well as with advocacy and partnerships for the rights of children and adolescents.

During the period reviewed, the programme underwent significant changes in its programme structure and in its implemented resources. With respect to 2005-2009, the Country Programme Document (CPD) 2010-2014 eliminates the separation between the two previous components – Sectoral Public Policy and Monitoring/mobilization/communication – and both the protection issues and the specific rights (equity education, health and child development) are now considered as components with specific outcomes for 2014. In addition, the Child Protection Component is now made up of four subcomponents: (i) Protection rights and local services, (ii) Violence, abuse and exploitation, (iii) Juvenile justice and (iv) Child Labour. At the same time, Law Reform is no longer included and there is a new emphasis on the development of institutional capacities and services to cope with these new results.

On the other hand, in the CPD for 2005-2009 the financial implementation consisted of US$19,895,255.59, while in the 2010-2014 period, the programmed funds amounted to US$40,000,000, a 201 per cent increase. The financial implementation of the Protection Component also had a steady increase, going from US$292,427 in 2005 to US$1,124,123 in 2009, a 384 per cent increase. This increment in the allocation of resources continues for the 2010-2014 period, with funding planned for a total of US$7,350,000, while the 2005-2009 period totalled a budget implementation of US$2,805,590.48. Therefore, between both periods, a 260 per cent increase is expected.

Four intermediate results (IR) were established for the sub-components of protection, which had to be reached in 10 prioritized provinces by 2012. These intermediate results that guide the evaluation are aimed at giving children and adolescents in the 10 prioritized provinces: (i) universal and homogeneous (in all territories of the province) access to the local protection services in accordance with

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1 Intersectoral national plans for children and adolescents have been recommended to be organized at country level with the endorsement of its authorities to establish specific results, strategies and lines of action to achieve the major objectives contained in the World Declaration of Heads of Country, who met in May 2002 at the UN General Assembly dedicated to children and adolescents (goals aligned with the Millennium Development Goals specified for 2015).
national and provincial laws for integral protection; (ii) universal access to “child friendly”, gender-sensitive routine procedures that are both administrative and judicial and meant for child and adolescent victims of violence, abuse or exploitation; (iii) specialized local services with an appropriate juvenile justice legal framework, judicial interpretation and enforcement services adapted to international standards for adolescents and (iv) the protection against child labour for children and adolescents through local and cross-sectoral mechanisms properly planned and sufficiently funded for prevention and eradication.

For the development of strategies aimed at achieving the IR, there is a complex network of actors at both the public and CSOs level. In the public sector, which includes the three branches of government at national and local levels, the Component works with the executive branch, primarily through three ministries, Justice, Social Development and Labour; with the Legislative branch and with the Judiciary branch. At the provincial level, it also works with the three branches as well as municipalities, seeking alliances with national and international NGOs, community and indigenous leaders, the academia and the private sector. In the period covered by the evaluation, a change has been noted in the actors and in the dynamics of their roles.

Consistent with the Terms of Reference (TOR), the evaluation was guided by the following questions: What have been the roles and major contributions of the Protection Component to the intermediate results set out in the UNICEF Programme of Cooperation for 2010-2014?; how can the Component roles and strategies of cooperation be more relevant, effective, efficient, sustainable and feasible? And, what recommendations of strategic and operational nature should be taken into account in order to make UNICEF’S cooperation and contribution towards protecting the rights of children and adolescents more effective?

Based on the principles of the rights-based approach and the results-based management, the evaluation developed a framework of the changes and processes that occurred in 2005-2010 and the long-term strategic results devised. The criteria for efficiency, effectiveness, relevance, feasibility and sustainability guided the analysis of UNICEF’s roles and strategies, which were conceptualized as advocacy, generation and dissemination of knowledge, technical assistance, capacity building and social mobilization. These criteria were transformed into questions related to each intermediate result. In turn, duty-bearers, who participated in semi-directed interviews, were identified both at national, provincial and local levels. Specific questionnaires were prepared and pre-tested in two of the ten prioritized provinces, and then channelled for implementation through the SENNAF. Questions were also developed for semi-directed interviews with government, CSOs, universities and the UNICEF team decision makers. In total, 47 people were interviewed, with 40 hours of transcribed and analysed materials.

One of the evaluation’s limitations was a lack of systematic indicators on the different issues and IR covered by the Protection Component. The absence of this material prevented building baselines and establishing trends at national and provincial levels, both of which are needed in order to analyse possible causal relationships between changes in the situation of children and adolescents who have their rights violated and public policy and contributions of UNICEF cooperation. UNICEF’s monitoring systems, based on the Annual Work Plan (AWP), Programme Management System (ProMS) and Annual Report (AR), also have limitations, since they do not register nor capture the richness of the processes and results of the cooperation, especially those related to advocacy work and its indirect or non-intentional effects.

In addition to focusing on intermediate results, major findings, challenges and
recommendations of the evaluation, it is important to address other dimensions requested in the TOR, such as: the integration and synergy between the programmes’ components, results-based management, information systems and protection indicators, work at the provincial and local levels and the strategy for generating and disseminating knowledge.

In terms of UNICEF’s role, it is clear that its participation both in the approval process of Law 26,061 on Integral Protection of the Rights of Children and Adolescents (LPI) and the debate, social mobilization and advocacy of different public sectors, has been effective and has also represented a substantial change from 2005 in its strategy towards cooperation within the area of protection. It was an opportunity to shift the cooperation of the UNICEF Protection Component from an approach based on assisting the CSOs to another approach geared towards strengthening the government’s capacity to address child and adolescent rights, consolidating its role as a strategic ally of the agencies responsible for children’s policies. For the next few years, the challenge is to expand in a more structured and synergistic way, with other programme components, and with the creation and reinforcement of protection services at a local level.

With regard to the protection of child and adolescent rights, significant legislative advances have not kept pace with the harmonization of services towards addressing the protection of child and adolescent rights. The focus of the cooperation was primarily aimed at strengthening the capacity of those responsible for rights, without strengthening the enforceability of rights by the subjects themselves. The development of the integral protection system and the approach to guide policy and programmes to protect child and adolescent rights remains to be done. Almost all of the provinces have harmonized their legislation. Deinstitutionalization was the driving force behind the process of changes and the support given by UNICEF to collect information about the issue led to the awareness on behalf of provincial authorities on the need to seek alternative measures. It is an opportunity to build a subsystem to protect vulnerable children and adolescents with minimum quality standards for services as well as necessary indicators for monitoring protection models.

With regard to violence against children and adolescents, specialized agencies have been created at national and provincial levels since 2006, which have established focusing on domestic and/or family violence as the model for addressing violence against children and adolescents. Although there are significant advances addressing domestic violence and, within this context, the violence against children and adolescents, the country’s approach towards addressing violence against children and adolescents does not focus enough on the victims. Violence against children and adolescents through abuse and/or sexual exploitation requires specialized care towards victims, with intersectoral interventions to repair the damage and restore their self-esteem and dignity. UNICEF cooperation should move to place the prevention and treatment of these children and adolescents outside the realm of domestic violence. With respect to prevention, UNICEF should coordinate with education services and tourism operators to promote social mobilization programmes that can modify models of parenting and disciplinary practices based on violence, gender discrimination and violence. Regarding the care of child and adolescent victims, UNICEF should work with health services to establish protocols aimed to identify those queries made by children and adolescents whose cause could be some form of violence. UNICEF cooperation must also provide technical assistance to federal and provincial law enforcement services to harmonize their intervention protocols with child and adolescent victims of violence, in order to protect victims.

In the area of juvenile justice significant progress has been made towards harmonizing the procedures and functions of institutions for criminal offenders to the CRC and international standards, despite not having a proper juvenile justice law. UNICEF
cooperation has been highly prominent, especially in collecting information and assisting in the establishment of provincial rules of procedure. Since 2007, the SENNAF, with technical assistance from UNICEF, keeps the collection of information on juvenile detainees at the national level and monitors the implementation of human rights standards on juvenile justice in the provinces. The approval of a law on juvenile justice harmonized to the CRC and the international standards is the main challenge for the judiciary and for the cooperation of UNICEF at a national level. Taking social and educational measures related to victims’ reparation and community work as mechanisms for the training of juvenile offenders as an alternative to deprivation of freedom are pending tasks for the juvenile justice system.

With regard to child labour, the National Commission for Eradication of Child Labour (CONAETI) was created in 2000. This is an extensive network of public and non-governmental institutions for the prevention and eradication of child labour and the protection of adolescent labour. Following this, committees in each province were created, the Provincial Commissions for the Eradication of Child Labour (COPRETI). UNICEF, ILO and UNDP have supported both of these institutions. To make child labour visible, at both urban and rural levels, is a challenge for public policy and international cooperation. In 2006, the National Plan for the Eradication of Child Labour and the Protection of Adolescent Labour was approved. Child labour observatories were established in the provinces of Buenos Aires and Misiones. The visibility of child labour and the efforts of social mobilization facilitated the passage of Law 26,390 on Prohibition of Child Labour, which increases the minimum age for employment to 16 years. It is recommended to maintain UNICEF’s technical assistance to COPRETI and the CONAETI in those provinces where the incidence of child labour is higher and support the development of child labour observatories in these places.

As for the generation and dissemination of knowledge, the actors interviewed are unanimous in that UNICEF publications on the area of protection have been very relevant and useful to their work. Several decision-makers have described the situation analyses, particularly the surveys, as having extreme importance and relevance towards supporting the development of public policy and implementing the Integral Protection Law. However, it is necessary to perform further evaluation of the production of knowledge from all of UNICEF for the purpose of establishing institutional strategies to help guide the efforts and effectiveness of the production and the dissemination of knowledge. It is important to ask, among other questions, if this production is reaching the duty-bearers and right-holders; whether it is contributing to achieve the desired changes; if the media and dissemination technologies are the most appropriate and efficient; and if the networks of knowledge generation are the most effective in building and strengthening local capacity and achieving sustainability. Defining production, quality, costs and dissemination indicators that facilitate the development of baselines and trends is also necessary to achieve a more efficient management. This will make evidence-based management possible.

In the approach towards improving the results-based management and the strategic focus of the component, the evaluation aims to strengthen accountability for results. This requires setting results at the product level or immediate results with milestones that allow targeting better the contribution and progress of the Protection approach for the achievement of the immediate results for 2012. The section on managing the results of this report details the need for planning with a territorial view that captures the differences between the provinces and better aligns the effort and strategy levels.

There are several challenges related to the integration of the Protection Component and the other components of the Country Programme. Although there are
variations in working with different areas of the Country Programme, often permeated by the affinity and work styles of specialists, the strongest integration is the one being built with the area of Monitoring and Evaluation through joint collection of information, situation analysis and definition of indicators in the areas of protection. With the area of Education, there is integration in some issues (child labour, violence and protection system), whereas with the Health area the integration is now beginning. With the area of Communications, the integration is more of a response to the demands that Communications receives from the media than a joint communication strategy and mobilization around the issues of protection. There is no doubt that the full protection of children and adolescents rights requires greater coordination with the areas of Health, Education and Communications.

In the annual planning process, the Protection Component and the Coordination of Programmes itself should simultaneously promote the analysis of situation and the guidelines of strategies and goals on those issues that have a strong intersectoral nature with education and health. This involves analysing all of the different actors and roles at national and provincial levels. The Protection area should use more UNICEF’s internal resources in support of its own objectives and goals. The coordinators of the areas of Education and Health have extensive knowledge and a network of contacts with various institutions that can be harnessed to promote the Component’s actions and advocacy efforts. In the corporations against child labour network and the tourism sector there are interactions with the private sector that can be expanded to other topics.

In the area of communications (and also with Fundraising) it is necessary to build a joint strategic vision of what is being communicated and how to better address the unforeseen demands that the area of communication has. From the point of view of Protection it is important to clearly differentiate what is programme communication (themes and strategies of protection) and what is mobilization and communication for fundraising, since they obviously have different requirements.

The work at local and provincial levels shows that advocacy and direct technical assistance has been given priority and has advanced more in some provinces than in others. Thus, the provinces of Misiones and Buenos Aires have been emblematic of the support provided by UNICEF, followed by Jujuy, Chaco and Formosa, which received more partial support. Because of its importance in terms of budget, child population, proximity and “sounding board” for other provinces, the province of Buenos Aires has been the largest recipient of support from UNICEF. In general, the challenge to strengthen work with provinces and municipalities is to have a more structured strategy for making progress on a large scale using UNICEF’s financial and human resources in a more efficient and effective way. The current way of working, with specific and fragmented efforts, although it may serve as pilots, cannot induce actions and mobilize in a more coordinated way the human, material and financial resources that are available in the provinces and municipalities for achieving the intermediary results established in the Country Programme. To achieve economies of scale in the results and the use of resources it is necessary that provincial governments commit themselves to the scope of results and mobilize to reach the objectives framed in the National Plan of Action for the Rights of Children and Adolescents (the National Action Plan) and the Millennium Goals. This would give them political support and institutional legitimacy, along with the work of forming alliances with national institutions and knowledge management.
1. Presentation

This report describes the results of the evaluation of the Child Protection Component of the UNICEF Programme of Cooperation with the Argentine Government implemented in the period 2005-2010. This evaluation is part of the Mid-Term Review (MTR) that UNICEF’s Argentina Country Programme has begun for the new cycle of cooperation for the 2010-2014 period. It was conducted by external consultants between May 13 and July 10, 2011, for internal use by UNICEF.

The evaluation aims to verify the specific contributions (processes, outputs and immediate outcomes), intentional and unintentional, made by the Child Protection Component from 2005 to 2010 to achieve the intermediate results set out in the Country Programme for 2012. It also examines the relevance, feasibility, efficiency, sustainability and effectiveness of UNICEF cooperation strategies in the context of the final recommendations made in 2009 by the UN Committee concerning the Rights of the Child. In addition to the findings and lessons learned, the evaluation presents a series of recommendations to adjust and refocus the priorities and strategies of the Component for the coming years.

Initially, and based on the Terms of Reference (TOR) (Annex I), a document was developed providing the conceptual framework and methodology for the evaluation. This was discussed and agreed with the Programme Coordinator and the Monitoring and Evaluation Specialist of UNICEF Argentina. When the preparation and review of the methodology was finished, which took about two weeks, the fieldwork was performed. The preparation, which lasted about two weeks, was meant to conduct in-depth interviews, as well as trips to two provinces and one municipality (with visits to projects) and the implementation of questionnaires in the 10 priority provinces of the Component. The last stage of systematization, analysis of the collected information and preparation of the final report was completed in two weeks.

It is necessary to note, as a limitation to the evaluation, the lack of systematic indicators on the different issues covered by the Protection Component. This prevented building baselines and establishing trends, both at national and provincial levels, in order to analyse possible causal relationships between changes in the situation of children and adolescents who have their rights violated, as well as public policy and contributions of UNICEF’s cooperation. UNICEF’s monitoring systems, based on the Annual Work Plan (AWP), Programme Management System (ProMS) and Annual Report (AR), also have limitations, since they do not register or allow capturing the richness of the processes and results of cooperation, especially those related to the advocacy work.

2. Purpose and context of the evaluation

2.1 The questions guiding the evaluation

Due to the short time available for conducting the evaluation (1.5 months), the limitations in terms of the absence of systematic indicators, the inconsistencies found in the results chain and the lack of an internal monitoring system from UNICEF – based on results and that records the processes and changes induced, intentional and unintentional – this
evaluation does not include all the necessary elements to be considered a “due process evaluation.” It’s more of an “external evaluation review” of processes, products and immediate effects, which attempts to reconstruct the chain of results and to map, together with the duty-bearers and the documentation available, the achievements of the Component. In addition, it seeks to determine the relevance, effectiveness, efficiency and sustainability, and viability of UNICEF’s strategies. The analysis of processes, contextual factors and the causality of achievements is based more on the perception of the actors than on qualitative or quantitative indicators or on systematic records provided by a monitoring system.

Formative in nature, the aim of the evaluation is the Child Protection Component that is part of the UNICEF Programme of Cooperation with the Argentine Government. The specific objectives of this evaluation are expressed in the following questions:

a. What has been the role and major contributions of the Protection Component to the intermediate results set out in the UNICEF Programme of Cooperation for 2010-2014?

b. How may the role and the cooperation strategies of the Component be more relevant, effective, efficient, sustainable and feasible?

c. What recommendations of a strategic and operational nature should be taken to make UNICEF’s cooperation and contribution more effective in protecting the rights of children and adolescents?

2.2 Strategic framework of changes at country level

Argentina incorporated the Convention on the Rights of the Child (CRC) in the National Constitution in 1994. This forced both the Argentinean state and society to generate the right conditions to ensure the effective implementation of the rights enshrined in the CRC for all children and adolescents in the country, without exclusion or discrimination and on a priority basis.

As shown in Figure 1, the goal of getting the approval of Law 26,061 on Integral Protection of the Rights of Children and Adolescents, inspired by the CRC, was reached only in 2005, fifteen years after the ratification. It was achieved through partnerships with national parliaments, the national government and CSOs. Other key adjustments in specific legislation, approved in the period of 2005-2009, include strengthening national and provincial laws on child abuse and family violence, prohibiting child labour, preventing and punishing trafficking and providing assistance to its victims, and the Law 26,522 on Audio-visual Communication Services, which reserves a number of articles to the promotion, protection and restoration of child and adolescent rights, and the new Law 26,206 on National Education in 2006.

As part of the provisions of Law 26,061 on the Integral Protection of the Rights of Children and Adolescents (LPI), the new National Secretariat for Children, Youth and Family (SENNAF) was established in 2006. In 2008, this Secretariat assumed the coordination of an inter-ministerial working group charged with implementing the new National Plan of Action for Children from 2008-2016, in which UNICEF has been actively engaged, partaking in national mobilization and support for monitoring the goals. In the same line, the new institutional organization for children has established, together with SENNAF, the Federal Council on Children, Youth and Family, which brings together the highest authorities on children in each province. Politically, this Council has managed to rank the institutions that
protect children at provincial levels, defining national policies with a provincial scope. With the Ministry of Social Development and SENNAF as key allies, the Council is contributing in implementing the Components of children and adolescent Protection of the National Action Plan, whose big challenge for the coming years includes the implementation of local systems of protection. In its role towards promoting legal and institutional reforms, the Human Rights Secretariat of the Ministry of Justice, Security and Human Rights has also been an important ally of UNICEF with respect to legal reforms.
Figure 1. Strategic results framework since the adoption of the Integral Protection Law (2005)

National Law 26,061 on Integral Protection adapted to the CRC

Policy changes (at federal and provincial levels)
- New goals and priorities
- Laws and regulations
- Finance assignment of resources
- Organization and structure
- Management

Changes in the protection system
- Inputs: Facilities, staff, equipment, funds
- Processes: Organization, monitoring, training, management, logistics
- Information, services, communication, education

Intermediate Results
Changes in the system performance
- Access
- Equity
- Quality

Final results for the life of children and adolescents

Behavioral changes in the use of protection services by the population

Change in the protection of children and adolescents
- Reduction of child labour
- Reduction of mortality for violent causes
- Reduction of incest, abuse and mistreatment
- Reduction of adolescents deprived of their liberty

INSTITUTIONS, ACCOUNTABLE ACTORS AND RIGHT-HOLDERS: Children and adolescents, families and communities, politicians, decision-makers, government managers and operators, civil society organizations, universities and research centers, bilateral and multilateral cooperation organizations (UN) and UNICEF.

Source: The authors.
In this context, the Protection Component has contributed in various ways towards achieving changes in regulatory frameworks, public policies and services, in order to protect the rights of children and adolescents from violence, exploitation and abuse.

2.3 Description of the component

The current UNICEF Programme of Cooperation was developed as part of the United Nations Development Assistance Framework (UNDAF), signed with the Argentine Government on November 6, 2009 and is in force for the period 2010-2014. The various outcomes and programmatic components of the UNICEF Programme of Cooperation, which includes the Protection Component, contribute to the UNDAF outcomes related to the achievement of the Millennium Development Goals that the Argentine government publicly adopted in 2003 as framework for setting priorities for social policies.

At the internal organizational level of UNICEF, the Child Protection Component is in line with the action areas 4 and 5 of the Mid-Term Strategic Plan (MTSP), which promote both the protection of children from violence, exploitation and abuse, and advocacy and partnerships for children’s rights.

In terms of UNICEF’s programming, the period under the evaluation includes two programmes of cooperation: i) 2005-2009 and ii) part (2010), which is currently being implemented for the 2010-2014 period.


Between the two cooperation programmes there are some significant differences. As shown in Table 1, for 2005-2009 the Country Programme had three programme components and nine sub-components for projects, while in the 2010-2014 period this structure changed to having five programme components and 28 sub-components for results. That is, there was an increase of two programme components and 19 subcomponents, reflecting a major change in both the dimension of the Country Programme and the nature of the components.

Table 1. Change in the programme’s structure between the Country Programmes for 2005-2009 and 2010-2014

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<td>1. Policies to Strengthen Inclusion and Equity (4 projects)</td>
<td>1. Health and Nutrition for Women, Children and Adolescents (5 results)</td>
</tr>
<tr>
<td>2. Monitoring and Social Mobilization for the Rights of children and adolescents (4 projects)</td>
<td>2. Inclusion and Education (7 results)</td>
</tr>
<tr>
<td>3. Intersectoral (1 project)</td>
<td>3. Child Protection (4 results)</td>
</tr>
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<td></td>
<td>4. Monitoring and Communication for Child and Adolescent Rights (10 results)</td>
</tr>
<tr>
<td></td>
<td>5. Intersectoral (2 results)</td>
</tr>
<tr>
<td><strong>Total: 3 programme components with 9 subcomponents</strong></td>
<td><strong>Total: 5 programme components with 28 subcomponents</strong></td>
</tr>
</tbody>
</table>

Source: The authors.
In the Country Programme from 2005-2009, the Protection Component issues were included in the subcomponent *Special Protection Policies* of the Policies to Strengthen Inclusion and Equity Component (see the programme structure in detail in Annex II), while in the Country Programme for the 2010-2014 period, this sub-component turned into a Programme Component: Child Protection.

**b. Results framework of the Component**

The change in the programme’s structure is also reflected in the results frameworks of the Component. As shown in Tables 2 and 3, the strategic outcome was similar in both periods, while intermediate results change significantly. The Country Programme 2005-2009 covers three medium-term results and 16 programmatic results for 2009, while the Component of the Country Programme 2010-2014 should contribute in achieving four intermediate results in 2012 and four specific results in 2014. The only difference between the intermediate and specific results is the number of priority provinces, which changes from 10 to 15 between 2012 and 2014.

**Annex III** provides information on activities undertaken, the partners and stakeholders with whom it interacted, the changes and results achieved, and the difficulties and lessons learned during the period covered by the evaluation. This systematization was carried out on the basis of the following documents:


**Table 2. Results framework of the Component Protection, 2005-2009**

<table>
<thead>
<tr>
<th>Strategic outcome</th>
<th>Programme results for 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>All children and teenagers are protected from violence, sexual exploitation and child labour.</td>
<td>(i) Decision makers, public opinion and private sectors are informed and made aware of child labour.</td>
</tr>
<tr>
<td></td>
<td>(ii) Families are strengthened in their ability to keep children in school and prevent child labour.</td>
</tr>
<tr>
<td></td>
<td>(iii) Social plans incorporate strategies for the prevention and eradication of child labour.</td>
</tr>
<tr>
<td></td>
<td>(iv) Local networks established for the protection of children against child labour, its eradication and school integration.</td>
</tr>
<tr>
<td></td>
<td>(v) The private sector meets the standards banning child labour and assumes a culture of citizenship rights where the prevention and eradication of sustained child labour are the focus of action.</td>
</tr>
<tr>
<td>Progressive elimination of the number of children under 15 who are working.</td>
<td></td>
</tr>
<tr>
<td>National law eliminates the institutionalization and guarantees full protection of children and adolescents according to the</td>
<td>(i) The naturalization and privatization of these conflicts are fought and a society that is sensitized against abuse, violence and exploitation.</td>
</tr>
<tr>
<td></td>
<td>(ii) Local capacities developed for the establishment</td>
</tr>
</tbody>
</table>
approved CRC; the law is being applied throughout the country and with local systems implemented in half the provinces. and monitoring of effective mechanisms aimed towards the prevention and care of children and adolescent victims of violence, abuse and exploitation.

(iii) Adequate policies and programmes designed and targeted to prevent, punish and eradicate the sexual exploitation of children.

Juvenile Criminal Responsibility Law approved, applied throughout the country and with local systems implemented in half the provinces.

(i) Systems of information and monitoring of human rights violations of children and adolescents implemented.

(ii) Journalists, legislators and policy makers sensitized on the need for legal reform aimed towards the overall protection of child rights.

(iii) A consensus proposal designed for the deinstitutionalization of children for care issues.

(iv) Improved capacity of local institutions providing social services for the effective protection of child rights.

(v) Universal birth registration achieved.

(vi) Journalists, legislators and policy makers are informed and aware.

(vii) Legal operators trained in the content of the CRC, and particularly in the criminal justice system for adolescents according to it.

(viii) Diagnostic and monitoring mechanisms of the legal and material conditions of children and adolescents deprived of freedom are under way.


Table 3. Results framework of the Protection Component, 2010-2014

<table>
<thead>
<tr>
<th>2010-2014</th>
<th>Children and adolescents fully protected from violence, abuse and exploitation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic outcome</strong></td>
<td><strong>Specific results (2014)</strong></td>
</tr>
<tr>
<td>Children and adolescents from 15 provinces with universal and homogeneous access (in the entire province) to the local protection services in accordance with the national law and the provincial laws of integral protection.</td>
<td>Children and adolescent victims of violence, abuse or exploitation from 15 provinces have universal access to routine judicial and administrative procedures that are “child friendly” and gender-sensitive.</td>
</tr>
<tr>
<td>Children and adolescents from 10 provinces and 15 provinces in 2014 with universal and homogeneous access (in the entire province) to the local protection services in accordance with the national law and the provincial laws of integral protection in 2012.</td>
<td>Child and adolescent victims of violence, abuse or exploitation from 10 provinces have universal access to routine judicial and administrative procedures that are “child friendly” and gender-sensitive.</td>
</tr>
<tr>
<td><strong>Intermediate results (2012)</strong></td>
<td></td>
</tr>
<tr>
<td>Children and adolescents from 10 provinces and 15 provinces in 2014 with universal and homogeneous access (in the entire province) to the local protection services in accordance with the national law and the provincial laws of integral protection in 2012.</td>
<td>Children and adolescent victims of violence, abuse or exploitation from 15 provinces have universal access to routine judicial and administrative procedures that are “child friendly” and gender-sensitive.</td>
</tr>
</tbody>
</table>
Adolescents from 15 provinces have specialized local services with an appropriate juvenile justice legal framework, judicial interpretation and law enforcement services adapted to international standards.

Adolescents from 10 provinces have specialized local services with an appropriate juvenile justice legal framework, judicial interpretation and law enforcement services adapted to international standards.

Children and adolescents from 15 provinces are protected against child labour through intersectoral local mechanisms, properly planned and sufficiently funded for prevention and eradication.

Children and adolescents from 10 provinces are protected against child labour through intersectoral local mechanisms, properly planned and sufficiently funded for prevention and eradication.

Source: The authors on the basis of the Action Plan of the Country Programme 2010-2014.

c. Equivalence and focus of the evaluation

In addition to the aforementioned lack of equivalence between the programme structures of the two periods, other categories of results were adopted in the new Country Programme in the context of “dynamic programming”, with a different definition of intermediate results from the programme results of 2005-2009. Due to the difficulty in establishing chains of consistent results between the two periods, the evaluation followed the requests of the TOR, which states that the evaluation should focus on the intermediate results set out in the UNICEF Programme of Cooperation for the 2010-2014 period.

Although it may seem contradictory to evaluate the contributions of the period 2005-2009 from the standpoint of the intermediate results of the Country Programme 2010-2014, when these frameworks are analysed in detail there is a sense of continuity in the issues developed during the two periods.

As shown in Table 4, what marked the 2005-2009 Country Programme was working in the legal and institutional reforms to make the integral protection of child and adolescent rights possible. Work was also done on a regular basis to prevent and eradicate child labour, to strengthen juvenile justice, to develop skills in the operators of the justice system, and to support deinstitutionalization and the networks of local protection.

<table>
<thead>
<tr>
<th>Main Protection Component issues in the Country Programme 2005-2009</th>
<th>Main Protection Component issues in the Country Programme 2010-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Legal reform</td>
<td>1. Legal reform</td>
</tr>
<tr>
<td>2. Violence and sexual exploitation</td>
<td>2. Violence and sexual exploitation</td>
</tr>
<tr>
<td>3. Trafficking</td>
<td>3. Trafficking</td>
</tr>
<tr>
<td>5. Children and adolescents without parental care</td>
<td>5. Children and adolescents without parental care</td>
</tr>
<tr>
<td>7. Protection networks and systems at local level</td>
<td>7. Protection networks and systems at local levels</td>
</tr>
<tr>
<td>8. Inscription and right to identity</td>
<td>8. Indigenous children</td>
</tr>
<tr>
<td></td>
<td>9. Children and adolescents with</td>
</tr>
</tbody>
</table>
As of 2008, activities related to domestic violence against women and children and adolescents, and the smuggling and trafficking of children and adolescents, are introduced. In transitioning to the new Country Programme for the 2010-2014 period, other issues begin to be implemented, such as indigenous children, children and adolescents with disabilities and migrant children. There is also a greater emphasis on working with the provinces and a reduction in efforts on the issues related to national legal reform.

d. Financial implementation

During the period under review, the financial implementation of the entire Country Programme and the Protection Component presented a significant increase. As Table 5 shows, between 2005 and 2010 the budget implementation of the Country Programme grew 141 per cent from US$3,461 million to US$8,351 million. Proportionally, the Protection Component increased by 330 per cent, 3.3 times more than what was implemented in 2005, from a share between programmes of 8 per cent in 2005 to 19 per cent in 2009. Besides the increased collection capacity of the Office, the sequential increases in the financial implementation of the component is due in large part to the new issues that began to be developed from 2009 – indigenous children, migrant children, children and adolescents without parental care – and the growth of the Cities for Learning initiative.

Table 5. Financial implementation and relative share of the Protection Component in the Country Programme 2005-2010

<table>
<thead>
<tr>
<th>Year</th>
<th>Resources implemented in Protection US$</th>
<th>Index of change</th>
<th>Involvement of Protection in the Country Programme (%)</th>
<th>Total Country Programme US$</th>
<th>Index of change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>292,427</td>
<td>100</td>
<td>8</td>
<td>3,461,900</td>
<td>100</td>
</tr>
<tr>
<td>2006</td>
<td>314,440</td>
<td>107.5</td>
<td>11</td>
<td>2,965,922</td>
<td>85.7</td>
</tr>
<tr>
<td>2007</td>
<td>358,835</td>
<td>122.7</td>
<td>12</td>
<td>3,044,856</td>
<td>87.9</td>
</tr>
<tr>
<td>2008</td>
<td>715,764</td>
<td>244.8</td>
<td>15</td>
<td>4,632,428</td>
<td>133.8</td>
</tr>
<tr>
<td>2009</td>
<td>1,124,123</td>
<td>384.4</td>
<td>19</td>
<td>5,790,247</td>
<td>167.5</td>
</tr>
<tr>
<td>2010</td>
<td>966,350</td>
<td>330.5</td>
<td>12</td>
<td>8,351,096</td>
<td>241.2</td>
</tr>
<tr>
<td>2011+</td>
<td>1,416,920</td>
<td>484.5</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As shown in Table 5, increased funding for the Country Programme, in particular for the Protection Component and its new issues, has been possible thanks to the effective fundraising strategy adopted by the Country Office in the period analysed, which is achieved through individual donations and contributions by partner corporations. The flexibility of these funds, which are not linked to the submission of proposals and the preparation of reports to donors, has led to a greater implementation and granted the possibility of addressing new issues. Scaling up cooperation without fragmenting the activities and losing strategic focus will be a challenge for the management of the Office in coming years.

e. Component strategies
In addition to analyzing the implementation and contributions of the Protection Component, the TOR indicates the need for recommendations on possible adjustments to the specific strategies used in the context of the overall results made in the Cooperation Programme 2010-2014.

In the context of the results framework observed in the implementation of the protection system in the country, UNICEF has contributed through activities of various natures that can be grouped into strategies for advocacy, capacity building, technical assistance, social mobilization and the generation and dissemination of knowledge. As shown in Figure 2, by using these strategies, the Component has contributed with outputs to induce and/or generate changes, which may relate to the creation, strengthening and effective and/or efficient operation of laws, rules, mechanisms, services, systems, instances or improved capabilities to access information, to exercise legitimate authority related to rights, to decide on the implementation of rights based on technical grounds or sound strategies, to effectively communicate and to enforce the realization of rights by the duty-bearers, among others.

**Figure 2. Protection Component strategies**

<table>
<thead>
<tr>
<th>UNICEF ACTIVITIES AND STRATEGIES</th>
<th>Advocacy</th>
<th>Generation and dissemination of knowledge</th>
<th>Capacity building</th>
<th>Social mobilization</th>
<th>Technical support:</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHANGES IN ATTITUDES, BEHAVIORS, SKILLS, PRACTICES, SYSTEMS, STANDARDS, LAWS, ORGANIZATIONS OF DUTY-BEARERS, RIGHT-HOLDERS AND PARTNERS OF UNICEF’S WORK</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Children and adolescents from 10 provinces have universal and homogeneous access (in the entire province) to the local protection services in accordance with the national law and the provincial laws of integral protection.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Child and adolescent victims of violence, abuse or exploitation from 10 provinces have universal access to routine judicial and administrative procedures that are “child friendly” and gender-sensitive.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Adolescents from 10 provinces have specialized local services with an appropriate juvenile justice legal framework, judicial interpretation and law enforcement services adapted to international standards.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Children and adolescents from 10 provinces are protected against child labour through intersectoral local mechanisms, properly planned and sufficiently funded for prevention and eradication.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**VISION**

CHILDREN AND ADOLESCENTS FULLY PROTECTED AGAINST VIOLENCE, ABUSE AND EXPLOITATION

Source: The authors.

In recent years, the advocacy and the technical assistance of the Component has been directed to the development, approval and implementation of the Law on Integral Protection and the juvenile justice system at national and provincial levels. Efforts have been made to try to develop the capacities of the effectors of the law, police and judges, for the integral and effective protection of child rights, as well as their special protection against abuse, violence and exploitation. Work has also been done, at national and provincial levels, in coordination with the Ministries of Social Development, Education and Labour, to address issues related to child labour, abuse and exploitation, as well as integral protection. Efforts with human rights civil society organizations and community level
organizations have made done to build capacity towards the effective implementation of local protection systems. In terms of communication and mobilization, work has been done to disseminate the issue of abuse, violence and exploitation through the mass media.

In the methodology section, the criteria for evaluating the strategies are conceptualized and established.

**f. Geographical areas prioritized by the Component**

Although Argentina is considered a middle-income country, has an unequal distribution of resources and a marked disparity in both economic and social indicators. In addition to inequality in income, land inequality is a long-standing feature in the country. Regarding the situation of the child, the northeast and northwest regions reflect a greater concentration of poverty, showing the inequality that prevails among provinces.

Given these disparities, which are expressed in virtually all social indicators and the effectiveness, funding and institutional quality of services, the Protection Component aims to reach 10 provinces with its priority actions in 2010/2012 and 15 in 2014, from a total of 23 provinces and the Autonomous City of Buenos Aires.

The provinces that are a priority for the Protection Component are part of the provinces prioritized by the Country Programme 2010-2014 (*Table 6*), all of which have a Human Development Index (HDI) below the national average. The provinces of the Country Programme have been defined using the following scheme: 8 are located in the Northwest (NOA) and Northeastern (NEA) regions of Argentina (out of the 10 provinces that integrate these regions, Catamarca and La Rioja were excluded), the province of Buenos Aires and a final one that is defined for each Component. In 9 of the priority provinces (excluding the one that defines each Component) there is a total population of 23,5 million, of which 32,1%, or 7,6 million, are children and adolescents.

Following this scheme, the 10 provinces prioritized by the Protection Component for 2012 are: Tucumán, Salta, Formosa, Chaco, Jujuy, Corrientes, Misiones, Santiago del Estero, Buenos Aires (which match the priorities of the Country Programme) and Catamarca (the latter is the one defined by the Protection Component). One of the criteria of evaluation is to verify that the actions of the Component are reaching the priority provinces and what has been its level of effort.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>% in country</td>
<td>No.</td>
</tr>
<tr>
<td>Ciudad de Buenos Aires</td>
<td>2,890,151</td>
<td>7.2.hh</td>
<td>565,032</td>
<td>4.6</td>
</tr>
<tr>
<td>Tierra del Fuego</td>
<td>127,205</td>
<td>0.3</td>
<td>42,204</td>
<td>0.3</td>
</tr>
<tr>
<td>Santa Cruz</td>
<td>273,964</td>
<td>0.7</td>
<td>91,897</td>
<td>0.7</td>
</tr>
<tr>
<td>Córdoba</td>
<td>3,308,876</td>
<td>8.3</td>
<td>971,941</td>
<td>7.9</td>
</tr>
<tr>
<td>La Pampa</td>
<td>318,951</td>
<td>0.8</td>
<td>96,166</td>
<td>0.8</td>
</tr>
<tr>
<td>Province</td>
<td>Population</td>
<td>Growth</td>
<td>Urban Population</td>
<td>Urban Growth</td>
</tr>
<tr>
<td>-------------------</td>
<td>------------</td>
<td>--------</td>
<td>------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Neuquén</td>
<td>551,266</td>
<td>1.4</td>
<td>177,638</td>
<td>1.4</td>
</tr>
<tr>
<td>Chubut</td>
<td>509,108</td>
<td>1.3</td>
<td>163,439</td>
<td>1.3</td>
</tr>
<tr>
<td>Mendoza</td>
<td>1,738,929</td>
<td>4.3</td>
<td>540,273</td>
<td>4.4</td>
</tr>
<tr>
<td>Santa Fe</td>
<td>3,194,537</td>
<td>8.0</td>
<td>905,029</td>
<td>7.3</td>
</tr>
<tr>
<td>Río Negro</td>
<td>638,645</td>
<td>1.6</td>
<td>202,012</td>
<td>1.6</td>
</tr>
<tr>
<td>Tucumán</td>
<td>2012</td>
<td>3.6</td>
<td>492,194</td>
<td>4.0</td>
</tr>
<tr>
<td>Entre Ríos</td>
<td>1,235,994</td>
<td>3.1</td>
<td>392,382</td>
<td>3.2</td>
</tr>
<tr>
<td>Buenos Aires</td>
<td>2012</td>
<td>39</td>
<td>4,657,467</td>
<td>37.8</td>
</tr>
<tr>
<td>La Rioja</td>
<td>333,642</td>
<td>0.8%</td>
<td>114,549</td>
<td>0.9</td>
</tr>
<tr>
<td>Salta</td>
<td>2012</td>
<td>3,6</td>
<td>458,284</td>
<td>3.7</td>
</tr>
<tr>
<td>Catamarca</td>
<td>367,828</td>
<td>0.9</td>
<td>130,467</td>
<td>1.1</td>
</tr>
<tr>
<td>San Luis</td>
<td>432,310</td>
<td>1.1</td>
<td>144,963</td>
<td>1.2</td>
</tr>
<tr>
<td>San Juan</td>
<td>681,055</td>
<td>1.67</td>
<td>234,432</td>
<td>1.9</td>
</tr>
<tr>
<td>Corrientes</td>
<td>2012</td>
<td>2.5</td>
<td>354,248</td>
<td>2.9</td>
</tr>
<tr>
<td>Jujuy</td>
<td>2012</td>
<td>1.67</td>
<td>240,036</td>
<td>1.9</td>
</tr>
<tr>
<td>Misiones</td>
<td>2012</td>
<td>2.8</td>
<td>432,457</td>
<td>3.5</td>
</tr>
<tr>
<td>Chaco</td>
<td>2012</td>
<td>2.7</td>
<td>390,007</td>
<td>3.2</td>
</tr>
<tr>
<td>Santiago del Estero</td>
<td>2012</td>
<td>2.2</td>
<td>332,477</td>
<td>2.7</td>
</tr>
<tr>
<td>Formosa</td>
<td>2012</td>
<td>1.3</td>
<td>204,153</td>
<td>1.67</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40,017,196</strong></td>
<td><strong>100.0</strong></td>
<td><strong>12,333,747</strong></td>
<td><strong>30.7%</strong></td>
</tr>
</tbody>
</table>


Map 1. Priority provinces in 2012 for the Protection Component
2.4 Main actors, partnerships and roles

For the development of the Protection Component strategies aimed at achieving the intermediate results previously mentioned, there is a complex web of actors both in the public sector and CSOs. In the public sector, including the three branches of government at national and local levels, the Component works with:

a) the Executive branch, primarily through the ministries of Justice, Social Development and Labour,

b) Legislative branch and

c) Judiciary branch.

At provincial levels, work is done with the three branches as well as the municipalities, seeking partnerships with national and international NGOs, community and indigenous leaders, academia and the private sector. The actors and the dynamics of the roles change depending on the subject of protection being addressed. Annex IV provides a brief classification of the main actors with which UNICEF has been developing its activities in the Component.

It is important to stress that the combination of actors with which the Protection Component has worked in recent years is diverse and dynamic, and changes according to the issues and the evolution of interests of entities and organizations. Because of its
mandate and social mobility at the provincial level, one of the most important partners in the work of UNICEF is SENNAF, created after the adoption of Law 26,061 on Integral Protection of Children, and the provincial secretariats that are responsible for the implementation of protection systems.

2.5 Political-institutional, economic and demographic factors

Argentina is a federal country consisting of a central government as well as provincial and municipal governments. The provinces have delegated to the central government the decision-making power on certain matters, while keeping others and being concurrent in some issues that are shared between both levels of government. In this institutional framework, primarily regulated by the Constitution, complex structures are built to distribute differentiated roles and responsibilities at the federal, provincial and municipality level for the management, administration and financing of protection services.

In addition, the provinces have very different resources to exercise their autonomy and responsibilities, and although there are mechanisms to redistribute resources between jurisdictions, these are not adequate to meet the equity gaps. Much of the taxes are centralized by the central government, which then redistributes them according to the federal tax sharing, which is currently ruled by a transitional regime created in 1988 that reflects the political agreements made at the time and does not pursue equity criteria between provinces. Despite the fact that the last constitutional reform stipulated a change, the necessary political agreement has not been achieved to advance these changes.

In the most recent economic context, the country experienced a deep crisis with the Convertibility Plan and the policies of privatization, deregulation and trade and financial liberalization that began in the 90’s. These policies led Argentina to an intense and persistent social and economic decline until 2003, when a new government came into power. The poverty and indigence levels reached their worst historical records in 2002, when 57.5% and 27.5% of people were in poverty and destitution, respectively. Income inequality measured by Gini Index, and the relationship between the first and last deciles of incomes, also reached a level unprecedented in Argentina’s economic history. The Gini Index, which was 0.465 in 1991, went to 0.533 in 2002, and the richest 10% of the population, which earned 19.7 times the income of the poorest 10%, went on to earn a figure equivalent to 39.4 times. Since 2003, the incoming administration adopted a new macroeconomic policy and a series of social programmes for vulnerable groups, which reduced unemployment from 21.5% to 8.4%. Poverty and extreme poverty, affecting 53.3% and 24.8% of the population, fell to 13.9% and 4.0% respectively between 2002 and 2009. Despite the economic recovery and social programmes in place, the concentration of income did not budge, being more pronounced in 2009 than in 1991, reaching 0.458 Gini and an income gap of 24.8 times between the richest and the poorest 10%.

Despite progress in social indicators, its impact has not been as expected according to the performance observed in the macroeconomic indicators. For this reason, and inspired by the conditional income transfer programmes – like Fome Zero Programme in Brazil, Oportunidades in Mexico and Chile Solidario – the national government launched two programmes in late 2009 trying to recover the social standards of the 70s: the Universal Child Allowance for Social Protection (AUH) and the programme Social Income with Work, Argentina Works.
According to Agis, Cañete and Panigo (2010) the AUH aims to be the most successful social policy implemented in Argentina in the last 50 years, especially regarding its impact on poverty and extreme inequality between rich and poor. Until the first quarter of 2010, AUH had benefited 1,650,000 households and 3.5 million children and adolescents (from a total of about 12.3 million children and adolescents in the country), with an average allocation of US$94 (and an annual budget of $1.8 billion or 0.6% of GDP). Simulations of impact made by these authors show that the AUH would imply a reduction of poverty by 18% (from 24% before AUH) and of extreme poverty by 1.2% (from 4.0% before AUH) while the Gini coefficient would fall to 0.41 (from 0.458 before AUH) and the gap between the 10% who earn more and those making less would be reduced to 16.5 times (24.8 prior to AUH).

Despite these positive developments, there still exist hard poverty and exclusion groups made up of children and adolescents from migrant families, indigenous communities and marginal urban populations in cities, where violence, sexual exploitation and drug use have increased in recent years. The authors mentioned above point out that those living in the north and those in families with household heads with low education are the most vulnerable in terms of probabilities of falling into poverty.

From a demographic point of view, Argentina is not a country with a high population growth and consequently there is not a lot of pressure for new jobs and demand for social services. With a population of 40 million, of which 12.3 million or 30.7% are children and adolescents, Argentina has had an average population growth of 1.1% between the 2001 and 2010 censuses, with a total fertility rate of 2.36 children per woman. However, and despite having historically been a host country for immigrants, at the time of the economic crisis it became a country that “expelled” young people and professionals. Between 2001 and 2005 about 55,000 Argentines emigrated, mainly to Spain, United States, Italy and Mexico. In contrast, with the economic recovery and growth of social programmes in the last five years, many Argentineans began returning and new migratory flows from Bolivia, Paraguay and Peru have been growing, also significantly increasing the demand for employment and social benefits. While in Argentina there is wide tolerance and respect among different cultures and ethnic groups, specific behaviours have also been spreading, which discriminate and make certain population groups invisible, such as internal migrants from the Northern provinces and from neighbouring countries, indigenous groups, Afro-Argentineans and Argentineans of Jewish origin. The child and adolescent immigrants and the children of immigrants suffer various forms of discrimination and difficulties in accessing programmes and social protection services. Although the new migration law (Law 25,871 on Migrations), in force since 2004, is very positive and gives widespread recognition to the rights of children and adolescent migrants, the institutional conditions of its implementation delay, in large part, the positive effects of the norm.

3. Evaluation methodology

3.1 Conceptual framework and evaluation principles

In line with the guidelines of UNICEF for programming and evaluation, the conceptual framework of this evaluation is built on the basis of the principles, content and tools of the human rights-based approach and results-based management. It also makes use of outcome mapping, which complements the previous approaches, especially in linking UNICEF work strategies with the achievements at the level of the different actors involved and from those to broader changes.

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The rights approach guides the identification of the different actors (duty-bearers) who participate and have responsibilities in the protection of children and adolescents, and the right holders, who in this case are those children and adolescents. This perspective points out the need to understand the roles of duty-bearers and analyse their capabilities in meeting their obligations and responsibilities. In the case of right holders, what needs to be known is their ability to claim their rights to be protected against various forms of exploitation, abuse and violence. The application of the principles of this approach also highlights the need to consider both the processes and the outcomes and check whether the strategies of cooperation in this Component are affecting the more structural causes of the violation of rights. At the same time, the rights approach has as a central element in this evaluation the participation of different stakeholders and rights holders in order to develop their skills, change their attitudes and promote their empowerment. Being a short-term external evaluation, this last recommendation has a limited scope, since only a restricted number of actors were interviewed at the federal and provincial levels.

On the other hand, results-based management relies on accountability for results, which is why it requires the precise definition of the results and must count on both a self-evaluation and performance monitoring system. It also requires that there be clearly established relationships in the programming phase, between the expected results (outputs, outcomes and impact) and the processes and means needed to achieve them. Results-based management also helps to map the contribution of UNICEF's cooperation in achieving these results. As it was described in Diagram 1, UNICEF’s cooperation programme established intermediate results to be achieved until 2012 within the Protection area, by using a programming by results approach.

For results-based management not to be a mechanistic tool that tries to establish cause and effect relationships, which are not so clear in complex advocacy and mobilization processes that involve a large number of actors, this evaluation uses some of the principles and achievements mapping concepts that complement the two previous approaches. The outcome mapping defines as achievements those changes in behaviour, relationships, actions and/or activities of the actors, groups and organizations with which UNICEF develops its programme of cooperation in the Protection Component. Achievements mapping is based on the premise that various social actors accomplish social change, and that changes in the lives of individuals and society are the result of a collective nature work that cannot be attributed to specific actors. This mapping considers that most of the activities performed in the Component will involve multiple achievements, because they are influenced by multiple direct (and indirect) partners. Mapping the achievements helps emphasize that the activities in the Protection Component have a certain scope, but it is not necessarily a cause-effect relationship with the intermediate results, unless it is a single development agency with their own exclusive resources, which is not the case.

In considering that the results of the development process are caused by complex relationships, among many factors that affect them, mapping the achievements helps to


4 Details of this methodology in: Earl, Sarah; Carte, Fred and Smuylo, Terry, Outcome Mapping: Building, Learning and Reflection into Development Programmes, 2009.
understand that changes cannot be limited to a certain period of time, that these are cumulative and that non-linear or unexpected changes may occur, including regression in positive changes already made. It also recognizes that changes in the behaviour of the actors cannot be controlled by the Component, but rather, under its influence. In this approach, the Protection Component would be both an agent of change and a subject of change, as it learns and incorporates lessons learned and good practices.

3.2 Evaluation of UNICEF’s strategies

The analysis of the strategies used in the Protection Component requires that they be briefly conceptualized, given that, within UNICEF itself, its meaning and its relation to changes or to the achievements it generates is not very clear. As has already been mentioned, the activities of the Component can be grouped into advocacy strategies, capacity building, technical assistance, social mobilization and generation and dissemination of knowledge.

With regard to advocacy, which is of extreme importance in the work of UNICEF, it was verified that these activities do not follow a rigid schedule or programming and, at the same time, they do not depend heavily on resource allocation. There is no single definition of advocacy, as is related to the nature of the work done by each institution. For UNICEF the power of its advocacy is linked to its being a multilateral organization that is part of the United Nations and whose mandate is the protection of child rights. This condition facilitates the convening power and articulation of different actors and political trends, the promotion of relevant issues, the awareness of decision makers and the impact on public policy approval, among others. In this perspective, advocacy within UNICEF is seen as a process that is done directly with decision makers, influencers and organizations at different levels to raise awareness, to persuade and motivate them to achieve changes in attitudes, rhetoric, behaviour, practices, policies, regulatory frameworks, budget allocation, policy positions and to create new governance structures, as well as the opening of spaces for debate, and so on.

Most of the activities/strategies made by the Protection Component will involve multiple outcomes because they have multiple direct (and indirect) partners whom they influence. In most cases these strategies are implemented in an integrated and synergistic way. For example, to promote the deinstitutionalization of children and adolescents, it is necessary to have accurate information about their situation and the scale of the problem, something that is made possible through the strategy for knowledge generation.

For the purposes of this evaluation, Table 7 defines these strategies in order to have a consistent understanding that allows for the application of the evaluation criteria.

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>DEFINITION</th>
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<tr>
<td>Capacity building</td>
<td>It refers to the strengthening of skills and competencies of duty-bearers</td>
</tr>
<tr>
<td></td>
<td>and right-holders (children and adolescents, people, communities, companies</td>
</tr>
<tr>
<td></td>
<td>and organizations) to fulfil their duties.</td>
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Table 7. Defining strategies of the Protection Component
responsibilities, assert their rights and enjoy the opportunities offered by development. Build capacities to the extent that organizations have accumulated the skills, infrastructure, policy information, contacts, partners and resources needed to effectively guarantee the rights of children and adolescents.

Knowledge generation

Knowledge generated and disseminated through applied research and evaluation of UNICEF together with its partners (universities and research centres) on the situation of children and adolescents. Lessons learned, good practices and evidence about what does or doesn't work in public policies are the products of this strategy aimed to feed advocacy, communication and mobilization, the development of capacity and technical assistance.

Technical support:

This strategy is considered a support or service provided directly by specialists from UNICEF or persons/institutions contracted by the agency to help in solving a problem or in the development of public policy for the realization, protection and guarantee of children and adolescents rights.

Social mobilization

Strategy to convene and mobilize actors (duty-bearers and right holders) around a common mission or vision, and to adopt strategies and implement actions, which can lead to the realization of children and adolescents rights.

Advocacy

A process of sensitization, belief, motivation and commitment of partners at political and institutional levels so as to promote, protect and guarantee the rights of children and adolescents. The advocacy objectifies changing attitudes, knowledge and behaviour, policies, legislative frameworks, budgets, practices, political positions, etc.

Source: The authors.

Another aspect that must be observed in the evaluation of the strategies is that of interrelation and complementarity. In this sense, most of the activities considered as technical assistance can be transformed into capacity building and/or knowledge generation. For example, developing a manual for operators of local services or for the diagnosis of abuses of protection can be the basis for the development of their capacities and identification of hypotheses and research lines. The progressive nature of the activities is particularly relevant in this Component, since for example the situation analyses conducted in a given period are the basis for the establishment of training strategies, policies, etc.

Synergy and complementarity between the Components of the programme is also one of the characteristics of the UNICEF programme. For example, the definition of indicators and development of information systems to verify the incidence and magnitude of the violations (abuse, exploitation, violence) is done with the support of the Monitoring and Evaluation Component, and the awareness of the society or of certain actors also depends on the work of the Communications area.

To evaluate the mentioned strategies, the criteria of Table 8 were applied.

Table 8. Criteria for evaluating strategies

<table>
<thead>
<tr>
<th>Evaluation criteria</th>
<th>Definition</th>
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Source: The authors.
Effectiveness  
Indicates the strength of the scope of change brought about by the strategy in relation to the desired or planned change or outcome.

Efficiency  
Links resources and the level of effort used in the strategy with the results achieved. In this case, economies of scale and multiplier effects/externalities in the use of the Component’s human resources are the main factors for measuring this. This criterion also indicates whether the strategy has synergy and is integrated with other strategies and Components of the Country Programme.

Relevance or appropriateness  
Indicates whether the strategy is valid in addressing the problem or achieving the desired change.

Sustainability  
Indicates whether the strategy should or could have the continuity to achieve the desired changes.

Feasibility  
Is the technical, political and institutional likelihood that the strategy could be carried out efficiently and effectively (and be sustainable).

Source: The authors.

For the application of these criteria several questions were included in the questionnaires and guides for the semi-directed interviews. To assess the effectiveness and consistency of the Protection Component in relation to the other Components of UNICEF’s cooperation, specific interview guides were developed, which were filled out by the Representative, the Deputy Representative and various UNICEF specialists. The questionnaires and the respective questions are found in Annex V. It is important to note that, given the nature of the assessment and the lack of indicators and baselines linked to the strategies, in the presentation of the findings, a rating scale for each criterion is not included. That is, the criteria and the assessment are provided by the opinions and perceptions of those interviewed.

In the implementation of questionnaires and interviews, the respondents and their institutions were informed that the use of the information was strictly confidential, that the results of the evaluation were for internal use by UNICEF and that the ethical and cultural values of the country were respected in its interpretation.

3.3 Sources, forms and analysis of the collected information

Based on the evaluation objectives and the guidelines of the conceptual framework, for each intermediate result questions were prepared for the implementation of semi-directed interviews and questionnaires in the Component’s 10 priority provinces, which were channelled for implementation through the SENNAF. The interviews were conducted with decision makers ranging from the government, to CSOs and universities. The respective questionnaires can be seen in Annex V, while Annex VI shows the institutions and posts of those who were interviewed. As a result, 40 hours of interviews were recorded and transcribed for analysis, and are held by UNICEF for eventual consultations (Annex VI).

Also consulted were various sources of primary and secondary information, which required different types of systematization and analysis:
• From the Annual Reports and Mid Term Reviews those areas that had some relation to the objectives of the evaluation (Component results, strategy, lessons learned, recommendations, etc.) were analysed and selected.

• From the Annual Work plans a matrix was developed to systematize and observe the consistency of the activities and results between 2005 and 2010.

• From the interviews, the perceptions of different actors in relation to the objectives of the evaluation were systematized and categorized (UNICEF contributions and role, recommendations for future work, challenges, etc.).

• From ProMS, financial programming and implementation was systematized for the six years analysed in an Excel spreadsheet.

• Publications made in the last five years by both UNICEF and their partners were ranked in order to identify patterns.

• To provide more objectivity to the opinions expressed by the evaluators, there was a process of triangulation of opinions from the various sources of information, which had the purpose of establishing consensus.

4. Evaluation findings

4.1 The paradigm shift in the protection system: from the Patronato to the Integral Protection Law and the role of UNICEF

At the national level, the Law 26,061 on the Integral Protection of the Rights of Children and Adolescents (LPI) marked a turning point in the protection of children rights and put in motion a process of change in the harmonization of public policies, programmes and services for the promotion and protection of child and adolescent rights. Until 2005, when the law was adopted – fifteen years after the approval of the CRC and eleven since its incorporation in the Constitution by the Argentine government – a process was developed to change the old paradigm of the Patronato (the prevalent system to deal with children’s issues in public policies before the CRC existed as reference), where judicialization was the tool of state intervention that left the protection of children at the discretion of the juvenile court.

The legislative alignment to the CRC made initially in some provinces, and then to the LPI, developed a process for policy changes at State, national and provincial levels geared to pay more attention to the vulnerabilities of children and adolescents. Almost all provinces amended their legislation through regulation, either by adopting protection laws or by adhering to the national law; initiating and, in some cases, aligning their protocols for care in services; and developing specialized agencies.

UNICEF’s participation in the process of approval of the LPI, the debate, the social mobilization and the advocacy in different public sectors represented a substantive change in its strategy of cooperation in the Protection area. The subject of its cooperation, which has become increasingly intense, has been the State as well as its different government agencies, particularly the National Human Rights Secretariat and the National Congress. This was reflected in assisting the adoption of legislation aligned to the CRC in the provinces, and in the subsequent support to the agencies in charge of developing the regulation of the law. Technical assistance to government agencies was significantly
reflected in the collection of information on the situation of children and adolescents kept in detention and their subsequent publication as official documents.

The change of approach – to move from cooperating mainly with civil society (universities and NGOs) to strengthening the government agencies charged with protecting child and adolescents rights – which began initially with the legislative change, has been consolidated. Even UNICEF came to be recognized as a specialized agency on child and adolescent rights, as a specialized ethical and technical authority, and as a strategic partner.

Besides the social mobilization to align the paradigm of protection to the CRC, UNICEF cooperation developed activities in the Protection area to strengthen government capacity. This was done through the collection of information; through specialized training programmes for legal and social operators at different levels, both from judiciary and executive powers; and through research publications and specialized distribution.

The LPI proposed the development of new institutions for the protection of child and adolescent rights in place of old institutions, in a process that generated changes in its organization and in its functions, but that served primarily as an institutional paradigm shift. The National Secretariat for Children, Youth and Family, which is under the Ministry of Social Development, was made into the governing body of the National Executive Branch; a secretariat of similar level and skills in each provincial government; the Federal Council on Children, Youth and Family, involving the highest authorities in charge of protecting the rights of children from the provincial governments in order to generate consensus and national policies; and the Ombudsman for the Rights of Children and Adolescents to ensure the protection and promotion of their rights under the National Constitution, the Convention and the national laws.

In the provinces, offices that specialize in addressing the rights of children and adolescents have been created to coordinate the efforts of different agencies for the promotion and protection of child and adolescent rights. The development of these new institutions still confronts some ideological resistance from the old system of child protection, which is reflected in the tendency towards the judicialization of situations of vulnerability that affect children and adolescents.

UNICEF’s role in this process is to strengthen the coordination and articulation of the various governmental (national and provincial) or non-governmental protection agencies, acting as a bridge between them, which can facilitate dialogue and cooperation. This function has been widely acknowledged by the heads of various governmental and non-governmental agencies working in the area of child and adolescent rights protection.

The changes are established in law enforcement levels, both in those responsible for rights and in those who are subjects of rights. The harmonization at the legislation, regulation and functional levels allows the state to assume its responsibility to promote policies and services towards addressing the violation of the rights and to change cultural practices that affect

“Since the enactment of the Law, we have gradually been building a relationship with UNICEF that intensified, at least from this body, in the last five years. But I think it was not as intense in the first two years of the Law. (...) Today we work on many other issues, the Secretariat, joined by UNICEF, works with the MIC, the household survey works on the national plan; in terms of protection issues, we work on trafficking, on children deprived of parental care, and we keep on working on criminal issues.”

Gabriel Lerner, SENNAF Assistant Secretary.
the rights of children and adolescents. However, legislative harmonization is part of a process that involves the subjects of rights. The harmonization of the rules leaves the alignment of services open so that children and adolescents can claim or have spaces to claim the enforcement of their rights.

Adjusting services and developing protocols focused on the vindication and restoration of child and adolescent rights is still a pending process at national and provincial levels. Some of the specialized services for situations of vulnerability are in a process of adjustment, such as caring for children without parental care and services for adolescents in detention for criminal law violations, in accordance with international standards. However, it is necessary to advance in other services, especially for child and adolescent victims of violence and abuse, as well as health and education services for the promotion and protection of child and adolescent rights.

One of the future challenges for the government and UNICEF's cooperation to strengthen these changes in the paradigm of rights protection is the appointment of the Ombudsman for the Rights of Children and Adolescents. He or she has to ensure an effective respect for the rights and legal safeguards guaranteed to children and adolescents, as well as the existence of public services that are of a good quality, that are nurturing and that have universal access. In turn, the Ombudsman must channel complaints about breach of public service in protecting child and adolescent rights.

Another challenge for UNICEF is to maintain its role in articulating and facilitating dialogue and coordinating between government agencies, especially the national and provincial agencies, and to align the capacities of CSOs with the different levels of government.

4.2 Implementation of the Integral Protection System

The State's responsibility to ensure the protection of the rights of children and adolescents is reflected in the development of an integral protection system: a set of rules, organizations, policies, programmes and services for the promotion and protection of rights. The LPI defines the Integral Protection System of the Rights of Children and Adolescents as a set of organisms that can “design, plan, guide, implement and monitor state and private management public policies at national, provincial and municipal levels, for the promotion, prevention, assistance, protection, safeguard and restoration of child and adolescent rights.” The most important function is to articulate and coordinate the various actions of different agencies as policies for children.

The protection system works when there is correspondence between the system’s objectives, the standards of protection, the system's agencies and services with functions and adequate capacity both to protect children and adolescents from violence, abuse, exploitation and other forms of abuse, and to strengthen natural protection spaces such as the family and community. This means that all components are organized around the common goal of protecting the rights of children and adolescents. A significant advance in Argentina has been the adoption of legislative and administrative rules and the creation of agencies for the protection of child and adolescent rights as part of the process of building the Integral Protection System for Children and Adolescents.

The development of coordination, articulation, cooperation and collaboration mechanisms are key to the functioning of the system. The Federal Council on Children, Youth and Family as the space to reach consensus on protection policies; inter-ministerial
working spaces in the provinces (bureaus, boards or committees); and the National Commission for the Eradication of Child Labour (CONAETI) to coordinate and articulate policies and programmes against child labour, are some of the coordination mechanisms for the operation of the protection system.

Building up the integral protection system is a process that requires the participation of all governmental and non-governmental actors with clear goals and objectives, to articulate technical assistance, review the mechanisms that allow the articulation and strengthen the bodies that are directly and indirectly related to the protection of child and adolescent rights.

For the UNICEF Protection Component, the objective of building the protection system did not represent a high level result in the chain of results (2005-2009). For the period of 2005-2009 the main result was legislative alignment and in the 2010-2014 Programme, the emphasis is placed on attaining access to services and procedures. In the new Country Programme the development of the protection system is only considered as an activity in the AWP. It is important to emphasize that the system of protection is a cumulative process of capacity and resources that are organized into specific protection subsystems and cannot be done at the level of activity in an annual period.

If the focus of cooperation is to build or strengthen the protection system, efforts towards developing specific projects should include the development of subsystems that are part of the protection system. Without a clear north, to be oriented by these more immediate results leads to dispersion and misuse of resources.

The policy and organizational conditions that the national and provincial governments have developed are part of building the protection system. However, their mere existence does not guarantee that they act as such. The Federal Council on Children, Youth and Family, at the nation level, and the Inter-ministerial Coordination Councils, at the provincial level, are the spaces for coordination and articulation of the components. Their further strength and continuity is a goal so that the system can operate in protecting children and adolescents from violence, abuse, exploitation and neglect.

The system must assume its responsibility through well-defined relationships between its organisms to realize the prevention of the violation of rights in a comprehensive way and for the care towards victims of rape. To this end, UNICEF cooperation should focus its technical assistance in strengthening their capacities through the training, research and dissemination of results.

An inseparable element of the system is the collection of statistical information that allows for the development of indicators to monitor it; the data must be developed following quality standards through continuous research and analysis. This information should be centralized in decision-making agencies for the protection of rights and for its dissemination to the subjects of rights.

In short, the challenges for UNICEF include: prioritizing and targeting the development of the Integral Protection System for the Rights of Children and Adolescents as an intermediate result considering strengthening coordination and articulation spaces, developing services such as specialized subsystems for the care of vulnerabilities, and centralizing the development and compilation of data required for monitoring in the work of prevention and care of child and adolescents rights.
4.3 Children and adolescents from 10 provinces with universal and homogeneous access (in the entire province) to local protection services in accordance with the national law and the provincial laws of integral protection in 2012

a. UNICEF’s advances and contributions

The paradigm shift in child protection and the approval of the LPI placed a priority on the political agenda for the deinstitutionalization of children and adolescents who, for various reasons, including lack of parental care or conflict with the law, are deprived of their liberty. With the LPI began a process of change and adaptation of policies and institutions to protect the vulnerability of children and adolescents. UNICEF accompanies this process of deinstitutionalization with advocacy, technical assistance and the coordination of the governmental and civil society actors.

The study of institutionalized children and adolescents conducted in 2005 by the Human Rights Secretariat with technical assistance from UNICEF, published as “Privados de Libertad. Situación de Niños, Niñas y Adolescentes en Argentina”, was a trigger to review child conditions. But was mainly useful for motivating the SENNAF to develop agreements with most of the provinces to adapt the institutions to the CRC and other international standards. The SENNAF, with the assistance of UNICEF, updated the information on this situation in the years 2007, 2008 and 2009.

UNICEF supported the SENNAF in developing a guide to administrative procedures – aimed at local services of protection at the municipal level – to implement the protection measures mandated by the LPI, which states that “the lack of material resources does not authorize the separation of children and adolescents from their family or their institutionalization.” In addition, UNICEF provided assistance for institutional strengthening through the technical training of officials and institutions.

Collection of information, commitments towards deinstitutionalization, adoption of procedures or protocols for services and capacity building are elements for the development of a protection subsystem, while the juvenile justice law and the expansion and monitoring of these elements at the provincial and local levels are still pending.

To approach the situation of children without parental care, the SENNAF, with technical assistance from UNICEF, has developed a way of collecting information that allows for the understanding of the magnitude and the characteristics of institutionalization and the reason why children and adolescents enter and leave. This collection of information has facilitated the awareness of provincial officials so that they can address this situation and promote the development of some protection experiences in day care, as in the case of the province of Misiones.

The collection of information and the continuous record of institutionalized children for protection or because they are in conflict with the law, of children without parental care and of children in vulnerable situations in different areas, both at national and provincial levels, facilitates the development of this system. This happens to the extent that it not only makes it possible to consider the quality of services, but also helps identify the nature of the programmes or services that are required for the integral care of children in vulnerable situations. The development of observatories with transparent information that is accessible to all becomes a mechanism of social and institutional monitoring of adequate public services.
The Protection Component’s efforts to establish a wide range of partnerships with universities and CSOs to develop research, training programmes, publications and advocacy to change the institutionalization paradigm as a measure to protect children and adolescents should be highlighted. Similarly, the protection area has been heavily involved in preparing and drafting the National Action Plan for 2011, which ensures the inclusion of issues concerning the protection of rights.

b. Challenges and recommendations

(i) As will be detailed in the section about Managing for Results, the Protection Component has the challenge of establishing product-level results or intermediate results with greater control by UNICEF and its partners. These results are related to the development of subsystems to protect children without parental care and children in conflict with criminal law that include the definition of national and provincial components, human and infrastructure resources needed, budget, prevention and care mechanisms, care protocols of services and the systematization of the subsystems data.

(ii) Additionally, a programme of social mobilization and communication for development (C4D) should be established to strengthen family and community environments, which are the first spaces for the protection of children and adolescents.

(iii) UNICEF’s support towards the design of a subsystem for children without parental care, in addition to the collection of information on the situation of institutionalized children and adolescents, should develop proposals for models of care and the establishment of minimum standards for the protection of rights of children who require this service. The lack of minimum standards can lead to the inclusion of institutions such as the one observed in this evaluation in the province of Misiones. While this initiative seeks to prevent family breakdown, it establishes a joint day care for children and adolescents in a vulnerable situation without distinguishing gender or general groups to shelter them, a fact that may generate risks in the situation of children and adolescents.

4.4 Child and adolescent victims of violence, abuse or exploitation from 10 provinces have universal access to routine judicial and administration procedures that are “child friendly” and gender-sensitive by 2012

The origin of violence against children and adolescents has several causes and the response for its treatment must be interdisciplinary. In these situations of violence the actions aimed at the perpetrators and at child victims must be differentiated. Primarily punitive measures are developed for aggressors, which do not preclude individual treatment to overcome their aggression, and the objective for the victims is to repair the damage and restore, wherever possible, their damaged dignity and self-esteem. The protection system should be organized to prevent and care for child and adolescent victims of any form of violence, abuse or mistreatment.

The cultural uprooting of violence against children and adolescents requires public policies, prevention and educational programmes, social media to change habits, specialized services to assist victims and legislation to protect the dignity of children and adolescents. The ability to address violence against children is a national goal that requires the coordination of programmes and services to overcome the tragedy that threatens the development of child and adolescent capacities and potentialities.
a. UNICEF’s advances and contributions

Since the Regional Consultation for the UN Secretary General’s Study on Violence against Children, in 2006, a series of efforts has been developed to place the issue on the political and social agenda. Specialized agencies, at national and provincial levels, have been created, which have sought to establish the focus of domestic and/or family violence as the model for addressing violence against children and adolescents. There have been significant advances in the treatment of domestic violence and of child and adolescent victims. One advance is the creation of specialized services for assisting victims of domestic violence. However, the issue of violence against children and adolescents is much broader than that of domestic violence. Consequently, it should be given a special treatment that reflects this particularity in the bodies responsible for their care.

The treatment of complaints from victims of domestic violence, especially in the justice system, found that children and adolescents were also direct victims in some cases and indirect in others. UNICEF provided technical assistance to the Nation’s Supreme Court of Justice (SCJ) to find out about the provincial standards compliance in the treatment of domestic violence, which facilitated the creation of the first office to assist victims of violence. The SCJ, with support from UN agencies, established the Office of Domestic Violence (OVD) to deal with the complaints that reach the judicial system. With technical assistance from UNICEF, the OVD developed a statistical information system for monitoring this service, the capacity of the operators to prevent the revictimization of children and adolescents and the dissemination of the results.

The operation of the OVD has led to an increase in the number of complaints, a reduction of the time for precautionary measures and an increase of cases in criminal courts. There are still difficulties in caring for victims who are referred to other services. The OVD has also been implemented in the provinces of Tucumán, Santiago del Estero and Salta. The lack of budgetary resources has limited its expansion to other provinces.

The Ministry of Justice, Security and Human Rights runs a programme for the City of Buenos Aires, “Victims against violence” (Programa VCV), which includes different services: the Mobile Brigade against domestic violence, which intervenes and assists victims at the site where the act or acts of violence occur; the interdisciplinary body that intervenes at the request of the judge when the case has been judicialized; the Brigade against the sexual exploitation of children and adolescents; and the Mobile Brigade in charge of caring for victims of sexual violence. It has a free hotline for complaints, specialized professional resources and also coordinates its involvement in all interventions of this programme with the Federal Police.

UNICEF’s assistance in the VCV programme has been limited, in relation to the care of child and adolescent victims of violence, to the technical assistance for the national training course for operators. The programme VCV has achieved the establishment of a “Protocol for police intervention in situations of sexual and/or family violence for the Federal Police,” that regulates police performance for the first time.

The inclusion of violence against children as part of domestic violence has also been replicated in the provinces, where different programmes have been developed that approach increasingly visible issues such as child sexual abuse, child sexual exploitation, trafficking of children and adolescents for exploitation and child abuse. In the case of
violence against children and adolescents in conflict with the law, there is an increased awareness on behalf of the authorities and professionals towards the importance of avoiding re-victimization, having developed experiences such as the use of cameras Gessel as a model for interviewing child and adolescent victims.

Focusing the attention on child and adolescent victims of violence, in any of its forms, requires intersectoral services for the integral care of victims. The police and health services have greater importance because the investigation and the protection against the aggressor, at first, and the physical and emotional recovery, later, are critical to the victim.

The Interzonal Hospital of Acute Esp. in Pediatrics “Sor María Ludovica”, in the province of Buenos Aires, has adapted its services to the provincial law on the protection of children and adolescents (Law 13,298 on the Promotion and Protection of the Rights of Children). It does not only identify, but it also performs intersectoral coordination with the police and the judicial system to treat victims of violence in its various forms. However, a protocol to bring them to scale throughout the province has not yet been established for its interventions.

At a national level, Law 26,364 on the Prevention and Punishment of Trafficking and Victim Assistance was approved and the Reform of the Penal Code was also implemented. The Human Rights Secretariat, with assistance from UNICEF, has developed awareness campaigns against the sexual exploitation of children and adolescents, focusing on the Triple Border to implement a common agenda after the analysis of the situation highlighted human trafficking as a problem of greater magnitude. UNICEF also supported the programme “Victims against violence” to develop an information guide and a training manual for security forces operators, aimed to prevent trafficking and protect the victims.

There is a notorious absence of assistance programmes for victims of child abuse cases that are considered “mild”, before these cases escalate into situations of judicialized violence. Therefore, a service is required to visualize these situations and promote programmes to establish codes of conduct designed to overcome the cultural practices in which physical or psychological punishment is considered an act of discipline or authority. They are practices that, for this reason, condone behaviours of aggression against children, who eventually end up at some point in serious or judicialized situations.

b. Challenges and recommendations

The various activities of the protection component, when they aim to support the operation of the protection system, or of one of its components, add value to the chain of results; otherwise, they represent dispersed activities. For example, promoting the right to identity and technical assistance to improve the ability of operators in some municipalities must be understood as part of a subsystem that allows children and adolescents to achieve mechanisms for enforcing their rights. This situation has been recognized after the new Vital Registration Act (Law 26,413 on Marital Status and Capacity of Persons).

(i) UNICEF protection component should place the prevention and care of child and adolescents victims of violence, in any of its forms, as the focus of its interventions. It must go beyond the field of domestic violence, which is only part of the issue of violence against children. This will help focus public policy, the harmonization of specialized services, the budgetary allocation and the institutional strengthening of programmes.

In situations of violence against children and adolescents, the approach that takes victims into consideration raises two levels of intervention. On the one hand, the
prevention of victims of violence, and on the other, the integral care of victims.

Prevention involves coordination with educational services so that within the educational curriculum there can be included, as appropriate, knowledge about the different forms of abuse and violence affecting children and adolescents and its prevention; implement services to enable children and adolescents to verbalize violent situations that affect them; and generate referral mechanisms to specialized services for the treatment of identified cases. The development of a social mobilization programme to influence the change of parenting patterns and disciplinary practices based on the use of violence, gender discrimination and domestic violence serves as part of the prevention.

(iii) Sexual exploitation in travel and tourism requires a great effort of prevention of child and adolescent victims. This should be done together with the specialized public services of the Ministry of Tourism, tour and travel operators such as hotels, travel agencies, tour guides, transportation and other services. The prosecution and punishment of abusers and exploiters should not be part of this prevention.

(iv) For the care of child victims of mistreatment, abuse and sexual exploitation, an integral protection system should be strengthened to adapt national and provincial standards, prioritize policies and ensure the allocation of budgetary resources for the different services dealing with child and adolescent victims, especially to prevent revictimization.

Strengthen reporting spaces, or implement these spaces in provinces where they do not exist or do not operate well. Call centres or lines dedicated to complaints, local ombudsman, schools, health centres and OVD are spaces in which violence is reported. They should have protocols for the care and timely referral of the complaints for violence situations against children and adolescents.

(v) Many victims of violence go to health services to overcome trauma, infections and other damage, and they do not always say they are victims. Working with health services takes on added significance because they may be, unwittingly, legitimizing violence. It is necessary to work with them to establish protocols to identify in the outpatient or emergency screenings with children and adolescents, those that have some form of violence as their cause. Care protocols should consider intersectoral coordination and the definition of discharge from the service.

(vi) Provide technical assistance to law enforcement, federal and provincial, to adapt their intervention protocols with children and adolescents victims of violence in order to protect victims, make appropriate referrals and implement the necessary research.

(vii) Strengthen care services for child and adolescent victims in the judicial services with protocols that ensure preventing revictimization and timely processes. Support the OVD to expand its services to other provinces.

4.5 Adolescents from 10 provinces have specialized local services with an appropriate juvenile justice legal framework, judicial interpretation and law enforcement services adapted to international standards

a. UNICEF’s advances and contributions
The main changes in the paradigm for the protection of child and adolescent rights are related to the adaptation of the treatment of juvenile offenders in the criminal law to the principles of the CRC and the international standards at the provincial level, despite not having adopted the national law on juvenile justice. Advocacy and technical assistance from UNICEF cooperation has been substantial in accompanying this process of change, which is reflected in the fact of not having teenagers with life sentences. Most of the provinces (18) have procedural rules for children and adolescents in conflict with the law that are adapted to the CRC.

Since 2007 the SENNAF, with technical assistance from UNICEF, maintains the national database of information on juvenile detainees. In addition, it monitors the implementation of human rights standards on juvenile justice in the provinces using the “Juvenile Justice Indicators Handbook.” The transformation of the juvenile criminal justice systems in the provinces was made possible through seminars and regional training workshops with officials and operators from provincial juvenile penal institutions, judges and judicial officers.

In the judicial sphere, UNICEF cooperation provided technical assistance to strengthen institutional capacity through specialized training programmes for legal practitioners and social workers at different levels, as well as research publications and specialized dissemination. UNICEF supported the Institute for Judicial Studies (IEJ) of the Supreme Court of the Province of Buenos Aires in the training of judicial operators and facilitated exchanges between judges on the implementation of specialized mediation programmes for juvenile defenders.

The participation of universities and NGOs, convened by UNICEF, SENNAF and other agencies, stimulated research and publication on non-custodial measures for juvenile offenders and the education and training of judges, officials, advocates and lawyers working on the issue of children and adolescents rights across the country, including training for the protection of children and adolescents during court proceedings.

The National Public Advocate’s Office, with technical assistance from UNICEF, promoted the review of the situation of female prisoners with babies or pregnant through training sessions for public advocates, the compilation of regulations and case law that enables house arrest and the promotion of legal reform. The law authorizing house arrest for female prisoners with babies or who are pregnant was adopted in late 2008.

b. Challenges and recommendations

(i) The approval of a law on juvenile justice adapted to the CRC and to international standards is the main challenge for the judiciary and UNICEF cooperation at the national level.

(ii) Social and educational measures alternative to the deprivation of freedom, liked to victims’ reparation and community work as a training mechanism for juvenile offenders, are pending tasks for the juvenile justice system.

(iii) UNICEF’s cooperation must accompany both processes with technical assistance, well-developed practices, knowledge generation and an exchange of experiences.

“UNICEF managed to... introduce a new way to teach the subjects of children’s rights and was able to make justice operators implement international standards, especially the Convention.” Mary Bellof, Attorney General of Human Rights and Criminal Policy.
4.6 Children and adolescents from 10 provinces are protected against child labour through intersectoral local mechanisms, properly planned and sufficiently funded for prevention and eradication

a. UNICEF’s advances and contributions

The National Commission for the Eradication of Child Labour (CONAETI) was installed in 2000 as a wide network of public institutions and NGOs to prevent and eliminate child labour and to protect adolescent labour. In a similar way, the Provincial Commissions (COPRETI) have then been installed in all provinces. UNICEF participates in CONAETI since 2005 and supports the strengthening of COPRETI through the development of regional workshops with local universities. In 2006 the National Plan for Prevention and Eradication of Child Labour was adopted.

UNICEF’s technical assistance to CONAETI helped with the visibility of child labour as a social problem. This was achieved through research on the reality of children and adolescents who collect recyclables in the streets and in the dumps of the City of Buenos Aires and the provinces of Buenos Aires and Misiones. It was also achieved through the Survey of Activities of Children and Adolescents (EANNA), conducted in 2004-2005 with UNDP and ILO in the provinces of Buenos Aires, Salta, Jujuy, Tucumán, Chaco, Formosa, Mendoza, Misiones and Córdoba, to measure the prevalence of child labour. Furthermore, various researches on child labour in rural areas were systematized and a regional map of the problem was developed. Child labour observatories were installed in the provinces of Buenos Aires and Misiones.

The visibility of child labour and social mobilization facilitated the passage of Law 26,390 on the Prohibition of Child Labour and the Protection of Adolescent Labour, which raises the minimum age for employment to 16 years and has become a tool for labour inspection and the fight against child labour.

In relative terms, most child labour in Argentina is located in the agricultural sector, in a context of sub-human conditions for the family group, adults and children. However, the highest density of child labour is in urban areas, mainly in the province of Buenos Aires. Because of their vulnerability, most victims are migrants and do temporary jobs. With support from UNICEF, COPRETI and ILO, and under the joint programme framework, the "Shared Management Tools for Integral Strategies to Combat Child Labour" were developed for intervention in rural areas to eradicate child labour, which has permitted the development of a proposal to change the Law 22,248 on the National Regime for Agricultural Work as well as an articulation model for child care between CONAETI, the SENNAF, private sector companies and the provincial and/or local government through the initiative Jardines de Cosecha (Gardens Harvest).

CONAETI has support from ILO and UNDP, and financing from IDB, for the systemic training and information programme on child labour for social actors.

A network of private companies against child labour was created with technical support from UNICEF and ILO, as a joint public-private model for the eradication of child labour. UNICEF, in partnership with FLACSO, conducted a systematization study of this network.
b. Challenges and Recommendations

(i) Maintain the assistance of UNICEF’s technical cooperation to CONAETI and the COPRETI in the provinces where the incidence of child labour is greater.

(ii) Support the development of child labour observatories in the provinces with the highest incidence of child labour.

4.7 Generation and dissemination of knowledge

a. UNICEF’s advances and contributions

The Protection Component of UNICEF Argentina has had a significant relationship with government agencies, universities, NGOs and groups of experts from various areas in the development of research, situation analyses, studies and production of materials that have been used and disseminated in various formats in support of advocacy, capacity building, technical assistance and communication and social mobilization. Table 9 and Figure 1 show a summary of the production conducted between 2005 and 2010 by topic. Annex VII details the types of publications by topic, year and counterpart.

Table 9. Protection Component publications by topic, 2005-2010, in amount and percentage

<table>
<thead>
<tr>
<th>Publications topics</th>
<th>No.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Integral protection</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td>2. Children without parental care</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td>3. Right to identity</td>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td>4. Migrant children</td>
<td>5</td>
<td>7%</td>
</tr>
<tr>
<td>5. Local protection system</td>
<td>5</td>
<td>7%</td>
</tr>
<tr>
<td>6. Trafficking and sexual exploitation</td>
<td>6</td>
<td>8%</td>
</tr>
<tr>
<td>7. Juvenile Justice</td>
<td>9</td>
<td>12%</td>
</tr>
<tr>
<td>8. Violence against children</td>
<td>9</td>
<td>12%</td>
</tr>
<tr>
<td>9. Administration of justice system</td>
<td>10</td>
<td>13%</td>
</tr>
<tr>
<td>10. Child labour</td>
<td>11</td>
<td>15%</td>
</tr>
<tr>
<td>11. Legal reform</td>
<td>12</td>
<td>16%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
<td><strong>100%</strong></td>
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</tbody>
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<table>
<thead>
<tr>
<th></th>
<th>No.</th>
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<tbody>
<tr>
<td>Unpublished</td>
<td>6</td>
<td>8%</td>
</tr>
<tr>
<td>Published</td>
<td>69</td>
<td>92%</td>
</tr>
</tbody>
</table>

Source: The authors based on Internet information collection and interviews with the Component specialist.

Over this period the area has performed well, reaching 75 publications with an annual average of 12.5 jobs; the year 2010 should be highlighted with a significant production of 17 publications. It is also noteworthy that 8% of the works produced were not published, mainly in 2007, when 38% (5 of 13 works produced in that year) was not disseminated.

Figure 1. Protection Component publications by topic, 2005-2010, in percentage
Figure 1 shows that the main issues discussed in publications have been legal reform, the administration of the justice system and juvenile justice, which include 41% of the entire Component's production. Child labour and violence (15%) and child violence (12%) have also been issues regularly discussed in publications during this period. Local protection systems, considered a cornerstone for progress towards the intermediate results of the new Country Programme, figure in a small percentage of publications (7%), while new issues, such as migrant children and children without parental care, with 5 (7%) and 2 (3%) publications respectively, are also beginning to serve as a concern for the area from 2007 and 2008.

Although it is difficult to define the pattern of publications without a deeper analysis of their content, it can be noted (Figure 2) that almost half constitute diagnostics or analyses of situations (26 or 44%); followed by development of capacity tools (18 or 31%); communication and outreach materials (10 or 17%); and, lastly, the compilation of rules (5 or 8%).

Figure 2. Component Protection publications by type, 2005-2010, in percentage
Most publications have been produced in conjunction with a partner, and in only 6% the Component is the sole editor. Figure 3 breaks down the Component counterparts in the development of publications, highlighting the main participation of national government agencies (44%), followed by international organizations (21%) and then, with a lower participation, local government (11%), NGOs (10%) and universities (8%). It is important to note the significant coordination work with relevant stakeholders (governmental and nongovernmental) from the sector that are involved in the larger part of the production of the Component’s publications.

However, it should be also highlighted the scarce and virtually null participation from other areas of UNICEF programmes.

Figure 3. Protection Component publications made together with a partner, 2005-2010, in percentage
In general, the stakeholders interviewed are unanimous in that UNICEF publications in the area of protection have been very relevant and useful to their work. The situation analyses, particularly surveys, have been considered by several decision makers interviewed as being of extreme importance and relevance in supporting the development of public policy and in the implementation of the Integral Protection Law.

b. Challenges and recommendations

(i) The fact that there is a percentage of jobs that are created and are not published is a warning about the need for a deeper analysis of the political viability of the work to be edited in order to make more efficient use of the resources of the organization.

(ii) The diversification of partners in the production of studies and situation analyses is critical in developing institutional capacity and sustainability, as well as in the development of public protection policies in the provinces. This does not mean that centres and/or consultants of excellence should be neglected, but rather, that this excellence in the provinces must be brought in and expanded. Establishing joint teams between national and provincial universities for the preparation and update of the situation analyses (local protection systems, migrant children and indigenous people), for policy evaluations and for the development of the observatories, as well as the development of local capacity, is an alternative for this diversification.

(iii) To contribute more effectively towards the achievement of intermediate results, the Component should focus more on the needs in terms of public policy and protection services in the provinces for skills development and documentation of good practices.
(iv) More generally, it is necessary to perform further evaluation of knowledge production in UNICEF as a whole for the purpose of establishing institutional strategies that help guide the efforts and effectiveness of the production and dissemination of knowledge. In this regard, it is important to ask whether this production is reaching the duty-bearers and rights-holders, whether it is contributing to the desired changes, if the media and dissemination technologies are the most appropriate and efficient, and if the networks of knowledge generation are the most effective to build and strengthen local capacity and achieve sustainability, among other questions.

(v) In general terms, defining indicators of production, quality, costs and dissemination is also necessary in order to have baselines and trends, and therefore enable evidence-based management that can make this strategy more effective and efficient.

4.8 Work at provincial and local levels

a. UNICEF’s advances and contributions

In recent years, as is reflected in the intermediate results, UNICEF began to prioritize work with provinces and, to a lesser extent, with municipalities. This is hard work since, despite the fact that the reforms by the State have revalued the local governments, decentralization remains a process besieged by contradictions and one that overlaps with central power. Transforming the state to establish responsibilities, powers and the distribution of public resources more clearly involves profound changes, while still modifying the distribution of power among the various actors involved in social management.

In this context, the Protection’s work with provinces and municipalities has been gradual, incorporating actions and projects based on the progress of the political relationship with provincial governments, and with a different intensity and level of effort by UNICEF. Up until June 2011, the work of the Protection area had reached, with different actions, 6 of the 10 provinces identified as priority for 2012 (Buenos Aires, Misiones, Jujuy, Tucumán, Chaco and Formosa). It is important to note that certain actions that are initiated at the national level, such as surveys and training of judicial officers, have an impact on all provinces, while other actions of technical assistance and direct advocacy require an individual approach with decision makers and technical provincial teams.

Several of the actions developed from the national level, and its progress, have already been discussed above. Specifically, the direct work of advocacy and technical assistance has been further prioritized and advanced in some provinces than in others. Thus, the provinces of Misiones and Buenos Aires have been emblematic of the support provided by UNICEF, followed by a more partial support in the provinces of Jujuy, Chaco and Formosa. Because of its importance in terms of budget, scale of child population, and proximity as well as “sounding board” for other provinces, and even at the national level, the province of Buenos Aires is the largest recipient of support from UNICEF. This is channelled both through the creation of the Social Observatory for the Rights of the Kids

“This allowed us to start working with UNICEF so that they could help us to see, to begin to magnify or to begin to quantify, to begin to nominalize, to begin giving the visibility that one often refers to as public policy but in reality it is the impact that this has on every child, on every teenager, if we do not have this nominalized, which programme reaches, what is this boy’s story, who is this boy we are talking about, where, what is his socioeconomic context, what is his geographic context.” Pablo Navarro, Assistant Secretary for Children in the province of Buenos Aires.
and in the work of adapting provincial legislation to the Law of Integral Protection and other actions related to child labour and local protection systems.

At the local level, the work done with “Cities for Education” should be highlighted. This takes place in four municipalities of three provinces of northeastern Argentina and of the Buenos Aires province; Amaicha in Tucuman, with indigenous communities, was added recently. The first initiative was launched in 2008 in the municipalities of Aristóbulo del Valle (Misiones), Clorinda (Formosa), Fuente (Chaco) and Tigre (Buenos Aires) and its budget has grown significantly from US$10,833,92 in 2008 to US$414,785 in 2009. This initiative, primarily led by UNICEF, has gathered the efforts of all programme components, with Education in a prominent role. In the issues of Protection, UNICEF has acted in alliance with the NGO Estudios y Proyectos to develop local capacities with the aim of creating and strengthening protection systems, particularly with regard to the eradication of child labour, violence against children and adolescents and the right to identity. It is also one of the few multisectoral initiatives that takes place in the territory. One of the positive externalities of the project was the expansion of the model to 65 municipalities in the province of Misiones, made by Estudios y Proyectos with external financing.

In general, the challenge to empower work with provinces and municipalities is aimed at achieving a more structured strategy that allows for progress to be made, on a larger scale, with the use of UNICEF’s financial and human resources. The current way of working with specific and fragmented efforts, although it may serve as a pilot, does not allow to induct actions or mobilize, in a more articulate way, the human, material and financial resources in the provinces and municipalities for the intermediary results established in the Country Programme.

b. Challenges and recommendations

Considering this limitation, the evaluation makes the following recommendations:

(i) To achieve economies of scale in the results and in the more efficient use of resources, it is necessary that the provincial governments commit to the scope of results and goals contained in the National Plan of Action and the Millennium Development Goals, which would give them institutional legitimacy and political support. To adapt to the different provinces in the results and goals, it would be necessary to consider both the changes in the lives of children and adolescents and the required changes in policies and local protection services.

(ii) In terms of a process of provincial and municipal mobilization, and in order to leave behind the stigma of the plans – which in most cases are not met – a “Cities for Rights” (not just for education) initiative, which the provinces would promote among municipalities, could be considered. This type of mobilization, which has a strong anchor on results and goals (or changes in services and in the lives of children and adolescents), requires a holistic approach that takes into consideration the different needs and rights of children and adolescents through their life-cycle. In addition to including Protection goals, this approach involves incorporating and articulating the goals of the health and education components and the agenda of “equity” (migrant children and indigenous peoples). In this sense, cooperation agreements that are signed with the governors cannot be specific or thematic and should have a holistic view of the rights represented by results and goals.

The great challenge for these types of initiatives is to get the provincial governments to
have the motivation and political will to promote it among their municipalities. This is extremely important for the dissemination and communication strategy, where the province actively participates, together with the SENNAF, to promote the initiative and give recognition and visibility to the municipalities and to the progress and achievements made. In this context, the observatories of rights that are being implemented at provincial levels would achieve greater relevance in the monitoring and dissemination of progress (and good practices), the mobilization of various partners in favour of the rights of children and the strengthening of citizens capacity to demand transparency and efficiency in public policy, avoiding the risk of being mere repositories of hardly reviewed information.

This type of mobilization is a good example of how to integrate different areas of UNICEF and also serves as an alternative way of using resources more efficiently. The creation of an integrated framework for mobilization in the provincial and local contexts, on the basis of results and goals, would allow for the sectoral advocacy work done by the Representative and the Heads of Areas to focus on all of the goals and not just in the interests of specific sectors. In addition, economies of scale would also be achieved in the production of materials and the development of capacities. The sectoral consultants’ work in the provinces could also become more multisectoral, contributing to the integration of programme components. The case of the consultant shared by Health and Protection for the Amaicha project is a good example of the feasibility of this approach.

(iii) The work being developed in the “Cities for Education” initiative highlights the need to develop local capacity and participation when formulating policies to achieve goals, allocate resources and implement programmes. In addition to the structure of public services for children and adolescents, the communities and local organizations are the ones that have a better understanding of the existing problems and therefore can propose viable solutions appropriate to their contexts. The proposed mobilization initiative would expand the work with municipalities (and improve coordination between them), CSOs and provincial authorities with binding policies and programmes that go to scale and are not limited to specific municipalities.

(iv) The production of materials for capacity building, with a more pragmatic style and adapted to local realities, is also a line of work that needs to be intensified. How to make a situational analysis about changes in the lives of children and adolescents? How to identify and develop strategies (policies and programmes)? How to monitor and evaluate the scope and results? are a few of the needs targeted by some of the actors interviewed. While nothing prevents having materials produced by the sectors, the holistic view of children and adolescents in different stages of life must prevail so as to induce intersectoral work at the local level.

4.9 Information systems and indicators

a. UNICEF’s advances and contributions

Usually, in most Latin American countries there are routine information systems in the areas of health, education, welfare and public spending that generate indicators and
information whose reliability and consistency is variable. However, and despite the progress, for the monitoring and management of policies related to the protection of children and adolescents against different forms of abuse, exploitation, and discrimination, there are hardly no groups of internationally agreed indicators and little progress has been made in the development of routine information systems that can support the development and management of policies in the area. The particular case of Argentina presents an additional difficulty associated to the tight control that the government exerts over the production and dissemination of information and economic statistics, particularly on issues considered “politically sensitive” (young offenders, child labour and violence, among others).

Although not requested in the TOR, the evaluation has considered it important to note the main achievements and challenges that the areas of Protection and Monitoring and Evaluation have been making in the development of indicators and information systems, both at national and provincial levels. As was observed in the various interviews, the technical support of UNICEF has been considered essential and extremely important towards facilitating the national government and some provincial governments to count on indicators and information systems that have allowed the verification, in a gradual way, of the extent to which children and adolescent rights are promoted, guaranteed and protected. In addition to giving visibility to the situation of those children and adolescents whose rights are violated, these systems have served to develop public policies and services as well as the mobilization of different actors in order to achieve the intermediate results of the Country Programme.

Notwithstanding the difficulties mentioned, the areas of Protection, Monitoring and Evaluation have made significant achievements, including:

(i) One of the most recent was the Multiple Indicator Cluster Surveys (MICS) conducted in conjunction with the SENNAF and Universidad Nacional de Tres de Febrero. With national and provincial representation, this survey includes a series of Protection indicators related to birth registration, the situation of children and adolescents who do not attend educational systems, child labour, child discipline, attitudes towards domestic violence and the situation of women, among others. The MICS – which is in the final phase of fieldwork – called for arduous negotiations with technicians and decision makers of the Argentine Government and the UNICEF MICS team-HQ (UNICEF World Headquarters) to include definitions of indicators that would envisage both the interests of international comparability and the reality of the country. Undoubtedly, the implementation of the MICS is a milestone in the definition and collection of indicators of protection (and equity) that opens the door for its use in household surveys and other routine systems at national, provincial and local levels.

(ii) With SENNAF, UNICEF has managed to develop and agree on a system of juvenile justice indicators that provides information on facilities, programmes and the status of

“In that survey, of 120 centers around the country — which included police stations for minors — that we managed to compile, we visited more than 80 of these centers directly entering these sites with consultants, meaning that, in some provinces, we were able to inform the political officials of the provinces themselves, because in general, this is an issue led by the judges and the police. The governments preferred not to look at this issue and the truth is that doing so in partnership with UNICEF and in alliance with a national university, the University Tres de Febrero, allowed us to build credibility about the seriousness of this subject, because in general, the political officer always fears that this is only used to report him, and not to give him technical elements to improve his intervention. It was a very important test. Even the subsequent submission of the report, jointly prepared for the event, where two members of the Supreme Court’s Office, as well as national parliamentarians, and senators, were all present. Well, it was an important moment in the relationship.” Gabriel Lerner, SENNAF Assistant Secretary.
all children and adolescents in 119 schools of the country that receive young offenders and on the quality of care they offer. The database includes a system for the generation of statistics, reports and indicators. In the same way, work has begun in the collection (via SENNAF and with all provinces) of information on children and adolescents without parental care. It is expected to have the system fully operational by early 2012.

(iii) The adaptation and implementation of DevInfo technology has also seen significant progress. Besides the development and constant updating of the DevInfo Argentina database in the last five years, UNICEF has provided technical support and trained technical staff at national and provincial levels. As a result, at the level of the country and in five provinces (Buenos Aires, Jujuy, Misiones, Santiago del Estero and Tucumán), observatories were set up for the rights of children and adolescents, with databases built with DevInfo technology, which include indicators related to specific rights (impact), indicators of the response capacity of public policy, including coverage and service quality (process/actions of the services).

(iv) UNICEF has provided technical support and trained the staff of the Domestic Violence Bureau, under the Nation’s Supreme Court of Justice, to develop a system that continuously records domestic violence cases (19,000 cases have been admitted between September 2008 and June 2011) with reports and indicators of progress both online and in real time. Both the creation of the OVD and the generation of this routine system are unheard of, and are considered a good practice that should be documented for dissemination in other countries. The effort continues at the provincial level, where, up until June of 2011 three OVD were created in the provinces of Tucumán, Salta and Santiago del Estero, and their technicians were trained with support from UNICEF. These provinces are also generating their information systems in line with the OVD of the Nation’s Supreme Court of Justice.

(v) The information surveys in the area of juvenile justice and children and adolescents without parental care have been highly valued and considered extremely important by respondents. In addition to making the issues visible, they have allowed provinces to commit to the implementation of the Law on Integral Protection to the extent in which it refers to the respect for the due process and development of better conditions of welfare and coexistence.

(vi) In the last two years, the Monitoring and Evaluation Component, with the contribution of Protection, has led the monitoring of public spending on children and adolescents while protection issues have also been intensified. Together with the National Bureau for Public Expenditure Analysis and Social Programmes, measurements of this spending were updated to 2010 at national level, in the 24 provincial jurisdictions of the country and in a sample of 50 municipalities. At the time of this evaluation, the results of the analysis are been disseminated through newsletters published on the site: www.gastopubliconinez.gov.ar.

b. Challenges and recommendations

(i) From the analysis of information provided by interviews with various actors it was discovered that several initiatives for defining indicators exist, as well as for developing data collection systems and routine recording in the Protection area that are being implemented in a fragmented effort with duplication and overlapping. Some stakeholders said that UNICEF could play an important role in the identification, systematization and evaluation of systems for possible replication. In this sense, the

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5 From the Ministry of Economy and Public Finance.
evaluation team deems it appropriate that UNICEF review the experience of the province of Buenos Aires with the Unified Statistical Register of Children and Adolescents (REUNA) for possible replication in other provinces. This system registers all children and adolescents who receive attention and/or benefits from prevention, care, protection and restoration of children and adolescents rights programmes (governmental and nongovernmental).

(ii) Although the Office is already concerned, it is important to reaffirm the need to continue advocating for the reduction of gaps between geographic areas and population groups. It is therefore necessary to develop the capacity of provinces to build and collect indicators (by life-cycle, socioeconomic group, ethnicity and gender) that contribute to the analysis, diagnosis, planning, monitoring and supervision in the management of policies related to problems of violation and the non-realization of rights faced by children and adolescents.

(iii) The production of training materials to assist in a fun way towards analysing gaps, and interpreting and measuring progress based on goals at provincial and local levels is another major challenge. Monitoring the problems, actions and goals at local level on issues of protection should also start to incorporate children and adolescents themselves (with modules adapted to the language and forms of expression of boys and girls) who are the subjects of change and the object of public policy.

(iv) There has been progress in defining the quality of services from the supply perspective (processes, inventory of materials, equipment and protocols). However, it is necessary to define indicators to measure the quality of services from the perspective associated with user satisfaction and the relationship between quality and outcomes.

(v) The popularization of information and indicators for their use in making decisions, in the learning processes and in the empowerment of the population and children is perhaps one of the biggest challenges that Argentina and other countries in the region are facing. Further progress in methods of communication and dissemination of analysis and interpretation of indicators for different audiences, using different technologies available, is still an unmet need. Several actors interviewed said that the simple, rigorous dissemination of geographical indicators and trends in the area of protection, even when it is only in the places where there are the largest gaps, may be a powerful engine for positive change.

4.10 Results-based management: planning and programming

a. UNICEF’s advances and contributions

As has already been mentioned, the existence of two programme structures in the period covered by this evaluation brought difficulties in establishing the chain of results and the analysis of causality. In general, it can be said that the programme structure adopted in the new Country Programme 2010-2014 is more suitable for results-based management given that the programme components are related to final results in the life of children and adolescents and embrace a life-cycle approach. In the configuration of the Programmes structure for the period of 2005-2009 more emphasis was given to activities/media represented by the support towards public policy, making it difficult to manage results.

Despite this advantage in the new Country Programme, the definition of intermediate results for the Protection Component was performed at a very high level of the results
chain, basically representing a sub-categorization of the long-term strategic outcome rather than a causal relationship represented by factors that contribute to the change represented by the intermediate result. This makes it difficult to make both the management and the Protection area accountable for results in the component.

b. Challenges and recommendations

Under the perspective of improving performance management and the strategic focus of the component, this assessment proposes the following recommendations:

(i) To strengthen accountability for results is necessary to establish results at the level of outputs or immediate results with milestones or critical paths that allow for better targeting the contribution of the Protection area to achieve the intermediate interim results for 2012. Annex IX gives an example of how to implement this recommendation.

(ii) A more precise planning of the products or immediate results where UNICEF can contribute with some level of control (and allocation) must be made in taking the situation of the provinces into account. It is quite clear that the provinces have very different baselines in terms of institutional capacity and quality of management, as well as different degrees of difficulty in relation to UNICEF’s political coordination with governors. This type of planning, with a territorial look towards the different starting points among the provinces, will allow better establishing what level of effort and strategy should be dedicated to each province and the best way to take advantage of the demonstration, imitation and networking effects that may arise between the provinces. The establishment of the Component strategic priorities at the provincial level must be introduced and discussed with ministers (national and provincial) at the highest level. This discussion should clearly define the areas of work with the national government that will be implemented in the 10 priority provinces.

(iii) Taking advantage of the flexibility in planning that has been adopted globally by UNICEF since 2009, using the Rolling Work Plans with different formats may lead to changes in the current AWP that do not allow for the best accommodation of the results chains nor the making of a more strategic monitoring without having to lend a certain level of attention to detail that would consume too much of the specialists’ time. It is essential that, in this effort to improve planning and monitoring, the products and/or immediate results of advocacy, not so much of the activities or processes (which often cannot be programmed) but of the products to be achieved, begin to be planned.

(iv) In the Protection Component of the new Country Programme other issues were added, such as indigenous children, migrant children and children with disabilities. While these issues have some connection with the intermediate results set as priorities for 2012, they present a number of differences in terms of types of problem, the groups involved, the territorial scope and the institutions responsible (duty-bearers) that require specific settings in terms of partnerships, information-gathering efforts and advocacy, among others. This raises the question whether the Component is not fragmenting its programming too much, and losing focus and scale in the use of resources and in the achievement of results. The issues of indigenous and migrant children are broad and represent an opportunity for analysis and joint work among the programme areas, while working with disabled children and adolescents in areas with dynamics that are complex and unknown for UNICEF, in contrast to its knowledge in the trafficking and smuggling of children and adolescents, needs to be better evaluated. With the prospect of bringing together and linking the efforts and resources of the Component, the issue of violence suffered by children and adolescents through their
life-cycle (domestic violence, schools, community spaces, gangs, etc.) is an agglutinating issue that can be used to improve the focus and the impact of the Component.

(v) Between 2005 and 2010, the implementation of the Protection Component went from US$292,427 to US$966,350, with funds programmed for 2011 of US$1,416,920, exponentially increasing the number of partners and activities. Using resources more efficiently and expanding the outcomes in the life of children and adolescents would require the selection of those initiatives that can go to scale in the provinces and are linked to municipal and provincial public policies. Those initiatives that cannot be scaled with the support of public authorities to ensure sustainability are not recommended, except as pilot projects that can be replicated at scale.

(vi) In the programming of the Protection Component it is necessary to include monitoring and evaluation activities that can be jointly done with the area of Monitoring and Evaluation and/or with the help of some external entity. This would help to strengthen management for results in terms of accountability, of strategic focus and of organizational learning. This can certainly help show the results of the area, both quantitatively and qualitatively, giving visibility to what is done in the area ("What cannot be shown does not exist ..." a comment from an UNICEF specialist).

4.11 Integration and synergy between programmes

a. UNICEF’s advances and contributions

The principle of the indivisibility of the rights of children and adolescents requires further integration and synergy between the components of the Country Programme. In general, despite advances in the last two years, improving the integration between the area of protection and other areas of the programme is still considered a challenge for management and UNICEF specialists.

Although there are variations in the work within diverse areas of the Country Programme, often permeated by the affinity and work styles of specialists, stronger integration has been built within the area of monitoring and evaluation through joint activities such as collecting information, developing situation analysis and defining indicators in the areas of protection. With the areas of Health and Education the integration is limited and casual in certain activities, themes and provinces. The same happens in the area of Communications, where this relationship works more on the basis of the demands that media imposes onto Communications than by the existence of a joint communication and mobilization strategy around the issues of protection.

b. Challenges and recommendations

To improve integration and synergy between the components, several recommendations emerge from this evaluation, namely:

(i) In the annual planning process the Protection area as well as the Programme Coordination should promote both situation analysis and guidelines for goals and strategies on those issues that have a strong intersectoral component with Education and Health. This involves analysing all of the different actors and

“There have been moments of more interaction across sectors and others of less. Whatever has to do with violence is a paradigmatic issue. Because with violence, especially in terms of what Protection does, there’s the issue of access to justice and the prevention of revictimization. There have been other times of stronger interaction with Education, in which these instruments, for example, that are now going to train schools for detection, for guidance, are ones that we worked on together.” Protection area Chief, UNICEF.
their roles at both national and provincial levels. The joint analysis that is being
developed in the case of indigenous and migrant children and adolescents with the
areas of Education and Health is a good example that should be intensified.

(ii) The Protection area should use more UNICEF internal resources in support of its own
objectives and goals. The coordinators of the areas of Health and Education have
extensive knowledge and a network with various institutions, both at national and
provincial levels, which can be exploited to promote actions and the advocacy work of
the component. The same could be said of the Fundraising sector, which has a broad
access and dialogue with the private sector (businesses, hotels, etc.)

(iii) In the area of communications (as well as Fundraising) it is necessary to build a joint
strategic vision of what is being communicated and how the unforeseen demands
placed on the Communication area can be better managed. From the point of view of
protection it is important to clearly distinguish what programme communication is
(topics and strategies for protection), from what mobilization and fundraising
communication is, both of which have different requirements.

(iv) The strong demand and the dynamics of UNICEF's work often lead to situations in
which the specialists have an agenda that prevents them from coming together or that
makes it very difficult for them to have dialogues about joint work or to even get to
know what other areas are doing. In addition to planning and monitoring, it is also
important that the specialists of the protection area show an attitude of approach,
dialogue and persuasion.

(v) In the high-level advocacy work undertaken by the Representative of UNICEF with
ministers, governors and various authorities in the country, the Protection Component
must establish clear goals and issues in a strategic agenda. A specific agenda with this
information would help the Representative to have a clear idea of what should be
promoted and thus he or she will be able to establish a dialogue, raise awareness, and
convince and motivate the provinces and other government agencies to take actions on
protection issues.

(vi) The work that is done at the provincial level through consultants is a great
opportunity for integration, synergy and the more efficient use of human resources.
The consultants, who are currently more sectoral, should act in a more multisectoral
way at field level to promote the priorities of the various components within a life cycle
approach, which requires to see the needs and rights of children as a whole through the
different stages of development, rather than sectorally.

5. Conclusions and recommendations

a. Conclusions

1. The paradigm shift in the protection of child and adolescents rights, from the
   protection of the child to the protection of his/her rights, which has its turning point
   with the approval of the LPI, marked the beginning of the change in policies,
   structures, programmes and services at national and provincial levels for the
   protection of child and adolescents rights.

2. The paradigm shift presented an opportunity to the cooperation of UNICEF
   Protection Area to change its approach from assisting civil society organizations to
   strengthening the capacity of the government to address child and adolescent rights.
In this way, it reinforced its role as a strategic ally of the bodies responsible for policies on children.

3. Progress in harmonizing legislation was not in line with the adaptation of services to address the protection of child and adolescent rights. The cooperation’s focus was primarily based on strengthening the capacity of those responsible for the rights without strengthening the capacity to claim those rights on behalf of the right holders, that is, the children and adolescents.

4. The building of an integral protection system as the approach for guiding policy and programmes to protect child and adolescents rights was not identified in UNICEF Programme of Cooperation. It appears in the programme as an activity for the annual work plan.

5. Although no law on the subject has been approved, in the area of juvenile justice there have been significant advances in the adaptation of procedures and the functioning of institutions for criminal offenders to the CRC and the international standards. UNICEF’s cooperation has been significant, especially in compiling information and helping to establish provincial rules of procedure.

6. In the area of children without parental care, support was given to the collection of information, which allowed for the necessary awareness of provincial authorities to deinstitutionalization and the search for alternative measures. It is an opportunity to build a subsystem of protection for children in vulnerable situations with minimum standards of quality identified for services, as well as the necessary indicators required for the monitoring of protection models.

7. Violence against children and adolescents is included in the area of domestic or family violence, in which significant progress has been made. However, the approach towards addressing violence against children and adolescents does not focus on the victims, even though violence against children and adolescents by neglect, sexual abuse and sexual exploitation, requires specialized care with intersectoral interventions to repair the damage done and to restore their self-esteem and dignity.

8. With regard to child labour, UNICEF, ILO and UNDP have supported CONAETI at the national level and COPRETI at the provincial level for the prevention and eradication of child labour and the protection of adolescent labour. The visibility of child labour, especially in rural areas, is a challenge for public policy and international cooperation.

9. In the creation and dissemination of knowledge, the actors interviewed are unanimous in that UNICEF publications in the area of protection have been very relevant and useful to their work. The situation analyses, particularly surveys, have been considered by several decision makers interviewed as being of extreme importance and relevance to support public policy development and the implementation of the Law of Integral Protection.

10. In the development of indicators and information systems, the implementation of MICS is a milestone in the definition and collection of protection (and equity) indicators that opens the door for its use in household surveys and other routine systems at national, provincial and local levels.

11. With respect to results-based management, the definition of intermediate results for
the Protection Component was made at a very high level of the results chain, basically representing a sub-categorization of the longer-term strategic result rather than a causal link represented by factors that contribute to the change represented by the intermediate result. This makes it difficult to make the management and the protection area accountable for results in the component.

12. Greater integration and synergy of the Protection Component with the other components of the Country Programme is a challenge. The strongest integration has been built within the area of Monitoring and Evaluation through joint activities of collection of information, situation analysis and definition of indicators in the issues of Protection. With the areas of Health and Education the integration is limited and casual in certain activities, themes and provinces. The same happens in the area of Communications, where this relationship works more on the basis of the demands of the media imposed onto Communications than by the existence of a joint communication and mobilization strategy around the issues of protection.

13. In the Protection Component of the new Country Programme some other issues were added, such as indigenous children, migrant children and children and adolescents with disabilities. While these issues have some connection with the intermediate results set as priorities for 2012, they show a number of differences in terms of types of problem, the groups involved, the territorial scope and the institutions responsible (duty-bearers) that require specific settings in terms of partnerships, information-gathering efforts and advocacy, among others. This raises the question of whether the programming of the component is not too fragmented, therefore losing focus and scale in the use of resources and results.

14. The work at provincial and local levels shows that, in advocacy and direct technical assistance, some provinces have been given priority and are more advanced than others. Thus, the provinces of Misiones and Buenos Aires have been emblematic in the support provided by UNICEF, followed by a more partial support in Jujuy, Chaco and Formosa. The current way of working with specific and fragmented efforts, while it may serve as a pilot, neither allows the induction of actions nor mobilizes, in a more articulate way, the human, material and financial resources in the provinces and municipalities necessary to implement the intermediate results established in the Country Programme.

b. Recommendations to the UNICEF Protection Area

1. Strengthen the institutional framework for LPI, supporting the appointment of an Ombudsman of children and adolescent rights, which has been pending since the law was enacted.

2. Continue advocacy activities to ensure the passage of the new juvenile justice law to complete the regulations that reinforce the paradigm shift of the LPI.

3. Significantly extend the cooperation of UNICEF in widening and improving protection in the priority provinces, organizing, coordinating and strengthening local resources.

4. In the programming area of Protection, consider the building of an Integral Protection System as an intermediate result, as well as the development of subsystems for deinstitutionalization, the care for victims of violence against children and adolescents and the eradication of child labour.
5. In the area of assistance to children without parental care, promote the identification of minimum quality standards for services and indicators for monitoring protection models.

6. For adolescents in conflict with criminal law, promote social and educational measures alternative to imprisonment, linked to victims’ reparation and community work as mechanisms of training for juvenile offenders.

7. In the protection of child and adolescents victims of violence, abuse and exploitation, among others:
   a. Place prevention and care for child and adolescent victims of violence, abuse and exploitation outside the field of domestic violence.
   b. The prevention of child and adolescent victims of violence should be coordinated with educational services to include prevention in the education curriculum. Additionally, in order to implement reporting services, referral to specialized services of identified cases must be established, and a social mobilization programme must be promoted to modify parenting patterns and disciplinary practices based on the use of violence, gender discrimination and family violence.
   c. Prevention includes sexual exploitation in travel and tourism, which is coordinated with the Ministry of Tourism and tour and travel operators.
   d. Strengthen or implement reporting spaces in the provinces where they do not exist or do not function well. They should have protocols for the care and timely referral of complaints of violence against children and adolescents.
   e. Working with health services to establish protocols to identify, in outpatient or emergency visits for children and adolescents, those cases that have some form of violence as a cause.
   f. Providing technical assistance to law enforcement, and federal and provincial services to adapt their protocols of intervention with child and adolescent victims of violence, in order to protect the victims.

8. With regard to child labour, support UNICEF’s technical cooperation with COPRETI and CONAETI in the provinces where the incidence of child labour is higher and support the development of child labour observatories in those provinces.

9. To better manage the generation and dissemination of knowledge it is necessary to define indicators of production, quality, costs and dissemination in order to have baselines and trends, and thus enable evidence-based management. A further evaluation of this strategy is also needed with the aim of establishing institutional strategies that help to guide the efforts and effectiveness of the production and dissemination of knowledge.

10. To strengthen the accountability for results it is necessary to establish results at product level or immediate results with milestones or critical paths that allow to better focus on the contribution of the Protection area in achieving intermediate results for 2012. A more precise planning of the products or immediate results, where UNICEF can contribute with some level of control (and allocation), must be made, taking into account the situation of the provinces that have parameters or baselines that are quite different in terms of institutional capacities and quality of management, as well as different degrees of difficulty in relation to the political articulation of UNICEF with governors.
11. UNICEF can play an important role in the identification, systematization and the assessment of a number of initiatives to define indicators, the development of data collection systems and routine recording in the area of protection, which are currently being implemented in a fragmented and redundant way. UNICEF must pay attention to the assessment of the Childhood and Adolescence Unified Statistical Record experience in the province of Buenos Aires for possible replication in other provinces.

12. The integration and synergy between Protection and other programmes can be improved through an annual planning process by putting together situation analysis and guidelines for strategies and goals on those issues that have strong intersectoral elements, such as education and health. The coordinators of Health and Education areas have extensive knowledge and a network of various institutions, both at national and provincial levels, which can be exploited to promote actions and advocate the work of the Protection Component. The same is true for the Fundraising sector, which has broad access and dialogue with the private sector (businesses, hotels, etc.). The work at the provincial level, through multisectoral consultants, represents a major opportunity for integration, synergy and a more efficient use of human resources.

13. The challenge towards strengthening work done with provinces and municipalities is that of having a more structured strategy for making progress on a large scale, using UNICEF’s financial and human resources in a more efficient and effective way. To achieve economies of scale in the results and in the more efficient use of resources, it is necessary that the provincial governments commit to the achievement of mobilizing results and goals in the context of the National Plan of Action and the MDGs, which would give them institutional legitimacy and political support. Observatories of child and adolescent rights may play an important role in the monitoring, visibility and dissemination of good practices.

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