

## Argentina

### Update on the context and situation of children

Argentina is an upper middle-income country with a GNI per capita of USD 11,200 in 2019 and a Human Development Index of 0.845 in 2019 (ranked 46/189). It is a federal country with centralized-State developing norms, policies and strategies while relevant child-related competencies are decentralized at the subnational levels.

Argentina is facing a deep economic crisis; the real GDP decreased during the last years, with an expected reduction of 11.8% in 2020 due to the further effects of COVID-19 and lockdown measures. The effect of COVID-19 and lockdown measures account for the steep 2020 drop. Public investment to counteract these effects led to a primary fiscal deficit between 6.6% and 7% of GDP in 2020, and an increase of the global fiscal deficit of 9 percentage points compared to 2019. The local currency depreciated 39% against the USD in 2020 (as of December 9), and inflation is still high but decelerated from 53.8% in 2019 to an inter-annual 37.2% by October 2020. The general government gross debt reached 96.7% of GDP in 2020; however, an agreement was reached to restructure public debt in foreign currency. Unemployment rate grew to 13.1% in the second trimester of 2020 and was higher among young people.

By June 2020, 57% of children live in monetary poverty. Estimations show that the number of children living in poverty may increase from 7 to 8.3 million, reaching 62,9% of children by the end of 2020.

To address the situation, during 2020 the government made a transfer for families receiving the Universal Child Allowance (AUH), and further support through the Tarjeta Alimentar or other food programs, were implemented. By October 2020, these supports were received by 31% and 33% of all households with children, respectively. Furthermore, an Emergency Family Income program was launched; by October it was received by 42% of the households with children. All these measures meant an increase of \$941,337 million of the public budget.

There is a lack of ECD services in many vulnerable contexts particularly for the younger children and only 21% of children between 0 and 3 years old had access to childcare or education services. In addition, only 1 out of 2 workers have access to maternity/paternity leaves, due to an unequal system that fails to contemplate all families and does not cover all care-related needs.

The suspension of in-person classes led to a new multi-platform teaching and learning approach. Parental involvement to carry out homework was supported mainly by mothers (85%). Official surveys show that, by the end of June, in 5% of households, children and adolescents had not been able to receive pedagogic proposals in the new education context, and 13% of students (around 900,000), had had a low learning experience with occasional contact with their teachers and few school homework. Learning experiences were significantly conditioned by household access to ICT resources and internet, private-public school teams' conditions, intensifying previous inequalities.

Despite progress in secondary school enrolment prior to the pandemic, only 50% entering this level managed to complete school. In April 2020, 10% of adolescents aged 13 to 17 were not attending school. It is expected that COVID-19 led to higher dropout, due to the suspension of in-person classes. Fundamental learning achievements were already a challenge before COVID19. In 2019, 70% of students showed no basic knowledge in Mathematics and only 40% in Language. By July, only 39% of secondary school directors said the education plan could be followed (58% in initial education).

In October, 42% of the households with children stated not taken their children to general health checks and 22% did not comply with the compulsory vaccinations schedule. Regarding mental health, children and adolescents were particularly affected due to lockdown. By October 2020, 43% of

households with children up to 6 years old said they had suffered modifications in their food habits and 42% in their sleeping habits since the lockdown started. Moreover, by October 12% of adolescents reported feeling depressed and 24% anguished. Argentina already showed high pre-COVID suicide rates (6.2 per 100,000 in 2015-2018) and a triplication of their suicide mortality during the last decades. Unintended teenage pregnancies represent a risk: in 2018, 12.7% of births were to mothers under 19. Each year close to 2,350 girls and teenagers under 15 have babies, which poses the risk of physical complications and are often associated to sexual abuse. In many parts of the country, there are few services with adequate quality and confidentiality to attend adolescents.

Malnutrition poses a challenge. In October 2020, 28% of households with children said they had stopped buying some food items due to income constraints, and 6.2% of children went regularly to school for meals. Overweight and obesity are on the rise: it is estimated that 2 out of 5 children aged 5 to 7 suffer them (19% and 23%, respectively).

Despite the legal framework on violence, neglect and abuse against children increased in the past years, with figures in 2019 showing that 59% of children under 15 years old experienced violent treatment within their families (either psychological or physical). Amidst lockdown, this has been a cause of concern, due to the increase in anger and discussions in households and the lack of face-to-face interactions with teachers, health and child protection services, making it more difficult to detect maltreatment and abuse. 9,096 children without parental care lived under institutional care in 2017, being violence and maltreatment in their households the main reason for family separation (45.8%). In 2020, there were peaks in calls to the 102 child helplines particularly in April, May, August and September, regarding child rights violations, including rights violations in digital environments.

The national Juvenile Justice System continues to be not consistent with the CRC, offering fewer guarantees to adolescents than to accused adults and leaving room for discretionary interventions by judges. There are 5,872 adolescents in conflict with law, including with custodial and non-custodial measures.

On the positive side, after years of vacancy, the National Ombudsperson for the Rights of Children was appointed in February 2020.

## Major contributions and drivers of results

2020 was a complex year in which CO had to rapidly adapt to the COVID-19 pandemic and the subsequent new social environment, increased needs to guarantee children's rights, new ways of working from home and social interactions, and new way of fundraising. The office quickly re-examined the activities initially planned for the year, and prioritize the development, implementation and monitoring of a COVID-19 Response Plan that could visualize and mitigate the effects of the pandemic on children, including on the worsening of child poverty, increase on food insecurity, interruption of classes and lack of access to internet connectivity, increase in intra family violence, sexual or physical abuse or exploitation, overload of domestic chores for women, risks of unprotection and violation of rights for adolescents in conflict with the law or living in institutions without parental care, children with disabilities at higher risk of infection or subjected to a deeper social exclusion and migrant children exposed to more deprivations and lack of social assistance.

Furthermore, the office was able to overcome the challenges that the pandemic brought in relation to the office ambitious fundraising objectives, as well as to the management of the human and financial resources and the wellbeing of staff under the activation of the BCP and the related full working from home modality since March 2020 to present.

### COVID-19 RESPONSE

**A) Advocating based on evidence.** Children and adolescents were initially the hidden victims of the pandemic and barely considered in the national COVID-19 response and in the public domain.

UNICEF produced data and analysis to inform the public policies and generated awareness about the direct and indirect effects of COVID-19 in families with children, especially for those already marginalized.

· **Rapid Assessments Survey and National Learning Continuity Evaluation.** The socioeconomic impacts caused by the pandemic and the lockdown measures were highlighted through the generation of timely and solid data to inform and shape public policies. In March, UNICEF was carrying out the fieldwork of the MICS and had to suspend activities on the ground due to COVID-19 restrictions. However, CO took advantage of the sample framework to carry out three rapid assessments in households with children and adolescents, covering several dimensions such as access to social transfers, access to food, ECD, education, household income, health and prevention measures, care-tasks and burden from a gender perspective, agreement on the pandemic response by the government, among others. A gender-based analysis of the survey results was undertaken, as well as with MoE's (Directorate of Economy, Equality and Gender) a joint study with MoE's Directorate of Economy, Equality and Gender on the economic impacts of COVID-19 from a child and gender perspective.

· Using the same sample UNICEF, jointly with the Ministry of Education, developed a household survey as part of the National Learning Continuity Evaluation. This evidence was critical to promote decision-making process among national and provincial the highest educational authorities in a timely manner and strengthen evidence-based policy design and debates among different actors.

· **Poverty measurement.** To estimate the impact of the COVID-19 crisis on child poverty two studies were developed based on data from INDEC and the IMF forecast of the Argentinian GDP (-5.7% in April and -9.9% in June). A potential rise of child poverty from 53% in II semester 2019 to 62.9% II semester 2020 was observed (representing an increase of 1.3 million children) particularly impacting households lead by women, informal and unemployed workers, and families living in slums. The findings were used to sustain policies advice aimed at strengthening the Social Protection System and advocate to increase vertically and horizontally the cash transfers programmes.

· **Social Investment for Children.** To ensure that national budgets prioritize children and support families to cope with the ongoing economic fallout as consequence of the COVID-19 pandemic, UNICEF partnering Ministry of Economy identified budget allocations linked to children and COVID-19 and produced real-time data to monitor public investment directed to children. During 2020, three quarterly reports containing a detailed analysis of the budgetary execution were publicly launched, including a COVID-19 section. For the first time, in the 2021 budget Law sent to the House of Representatives a specific section on investment for children was included as well as an earmark with disaggregated budget information. UNICEF was invited by the Commission for Children, Adolescents and Family of the House of Representatives to present a comprehensive analysis of the 2021 budget as an input to enrichen the budgetary approval debate in Congress.

The generation of timely and reliable evidence allowed UNICEF to engage in a sound policy dialogue with the highest level of decision-makers including the President, the First Lady, the Minister of Social Development, the Minister of Health, the Minister of Education, the Ombudsperson for Children, ANSES Director and the Executive Director of the National Council for Social Policies. This led, for instance, to the guarantee of opportunity of outdoor time for children during the lockdown, and to the public acknowledgment on the need to include 1M children currently not receiving the benefits of the Universal Child Allowance (which will imply a significant effort during 2021 to search for and include this vulnerable population group). Furthermore, evidence generated on overburden of care responsibilities on women due to pandemic was key to better integrate the gender and childhood agendas, and to inform private sector initiatives to implement family-friendly policies.

Following Advocacy, Risk Communication and Community Engagement approaches, the

communication strategy allowed UNICEF's public exposure increased by 229% compared to 2019 (714,053,936 vs 2,351,116,308). 15,435 stories mentioning UNICEF were published, mainly on radio and television (40% increase). Facebook recognized @UNICEFArgentina as an organization that disseminated reliable information about COVID19, and this account was also highlighted by Tik-Tok for sharing content on mental health. With more than 6,000 contents published in the main networks, UNICEF's messages reached 54,560,022 accounts and generated 20,431,140 interactions. 101M accounts were reached with COVID-19 prevention messages and 10M adolescents were mobilized through online activities.

#### **B) COVID-19 prevention and the continuity of health services**

In responding to COVID-19, UNICEF supported the continuity of services in maternal, child and adolescent health, delivering 1,800 PPE for frontline workers from 15 hospitals. Moreover, UNICEF provided supplies for the care of newborns and children; psychosocial support to frontline health workers and encouraged the involvement of indigenous community workers in the promotion of hygiene and sanitation measures. CO procured RUTF and supported a national protocol for the community management of the severe acute malnutrition. On mental health, UNICEF supported the development of a National Action Plan for Mental Health in Emergencies and Disasters focusing on COVID-19 which include specific recommendations for children and adolescent's mental health in a pandemic context. Likewise, a qualitative study is carrying out to generate evidence on the mental health effects of the pandemic on children and adolescents.

**C) Mitigation of poverty, food insecurity and wash.** UNICEF partnered with two CSOs with capillary field presence and directly supported more than 50,000 children with nutritious food. As this initiative was designed under an inter-sectorial approach, 12,000 families and 3,500 volunteers received hygiene kits and cleaning supplies. C4D pieces on handwashing, COVID-19 prevention measures, food handling, healthy nutrition recipes and promotion of breastfeeding, information on healthy behaviors to cope with the pandemic effects, psychosocial support and information on violence prevention and parenting from a gender-based approach reached 30,000 families. Likewise, 10,000 families received guidelines of care for children with disabilities. The strategy included community engagement and an Accountability to Affected Populations (AAP) mechanism to capture suggestions, needs, assured quality and to assess the pertinence of the food support programme.

Additionally, 10,000 people receiving food assistance benefited with 11 hand washing points built in community spaces.

**D) Support continuity of learnings.** UNICEF supported traditional and innovative strategies to ensure learning continuity during lockdown and closing of schools. With UNICEF's support to the National Learning continuity Program "Seguimos Educando", more than 9.525.000 students were reached through the National Response Program with TV and radio educational programs. Furthermore, 1,646 students from 90 rural communities from TECH-Based Rural Secondary Schools (TBRSS) and from PLANEA initiatives, and its school management teams had access to booklets and tools to manage the continuity of learning under the pandemic.

The Generation Unlimited Initiative (GenU) evolved as a key element in the COVID-19 Response plan to guarantee the learning continuity of more than 340,000 adolescents living in vulnerable urban or rural settings. With broad stakeholders collaboration, two projects were designed and implemented to: a) identify and develop Alternative connectivity solutions to guarantee schools connectivity and b) strengthen nominal students information systems.

In 2020, UNICEF proved to be a key actor in the dialogue with the highest level of decision-makers to advocate for the reopening of schools, having participated in high-level committees for the design of policies and strategies that guarantee the continuity of learning. In 2021, UNICEF will continue strongly advocating for the reopening of schools.

### **E) Protect children without parental care and adolescents in conflict with law**

To address the COVID-related risks for children living in alternative care and adolescents deprived of liberty, an innovative cash transfer initiative, AUNAR was implemented nationwide with the National Children Authorities. The cash transfer has supported 8,209 children and adolescents living in 556 alternative care institutions and allowed them to receive sanitation, hygiene items and PPE for children and workers; as well as educational and recreational materials. Likewise, AUNAR reached 1,124 adolescents in conflict with the law living in 74 deprivation/restriction of liberty programs. UNICEF in alliance with a CSO enabled the right to learn and play for 376 adolescents in 25 facilities of deprivation of liberty by producing 90 on-line training workshops on literature, magic tricks, radio, filmmaking, etc.

For the first time, UNICEF led a multi-sectoral and multi-stakeholder media campaign **#WeAreResponsible of Children** joined by 12 institutions (national ministries, children right's ombudsperson and NGOs) to address the heightened risk of VAC and GBV in households during the lockdown, promoting the different helplines to report VAC cases and receive support. According to the campaign reports, 1,346,039 people were reached through media and social media and the campaign website registered 141,000 visits and 422,000 page views. As a result of the campaign, the National Congress approved a bill to facilitate access to information and advice for children regarding VAC, promote child participation and generate public awareness initiatives on VAC prevention and reporting.

### **RESULTS FROM REGULAR PROGRAMME**

Even though the office reprioritized its AWP towards the COVID-19 response, important results in previously planned activities were also accomplished.

In Health, the development of a virtual ENIA Platform was supported, that reached 124,713 adolescents and 708 virtual health advisories. UNICEF promoted the installment at MoH level of an Advisory Council on Adolescent Health, guaranteeing adolescents participation through the Virtual Youth Advisory Councils.

Through the inter-agency SDG Fund, led by UNICEF in collaboration with UNDP, ECLAC and ILO, three provinces designed and implemented comprehensive ECD policies, re-opening protocols for ECD centers were developed and caregivers strengthened their capacities to address the socioemotional impact of the pandemic on children.

In the first quarter of 2020, MICS fieldwork was being undertaken in Argentina and had to be stopped due to the lockdown restrictions. Despite this, a national representative sample was obtained (58% of the original one), allowing the country to have robust nationally representative data and a baseline of the pre-pandemic situation. The MICS results and database are planned to be launched in 2021.

UNICEF partnered with PAHO and FAO to strongly advocate on obesity prevention and food labelling. As a result a Sanction of the Front Food Labeling Bill was approved in the Senate and will be discussed in the House of Representatives in early 2021. In conjunction, to raise awareness about the overweight epidemic in children **#LeydeEtiquetadoYa** and **Ojos Cerrados Campaign** were launched reaching more than 250,000 views and interactions on social media.

UNICEF partnered with Youth for Climate, supporting young activists and launching **#OneGeneration** campaign starring Nicole Becker as the first Argentine Youth Advocate. GWA Millie Bobby Brown was a part of the WLL project, standing out like the Argentine Yael Cupnicoff, young representative of LAC who interviewed ED Fore.

In 2020, the Business to Achieve Results for Children strategy was consolidated. The launch of the digital platform ECU inviting companies to take a self-diagnostic and improve their internal policies was successful and 60 companies used the digital tool. Private sector stakeholders had an active participation in an array of initiatives promoted by UNICEF, like the GenU Board.

## **INTERNAL MANAGEMENT**

**Fundraising** Despite high inflation rate (30,9%), currency devaluation (40%), raise of unemployment (20% higher than 2019) and GDP reduction (-12,9% estimated) and the COVID-19 prolonged lockdown, Argentina Country Office reached its resource mobilization income target and managed to guarantee local funding needs and contributions to RTF and RR. Income raised in LC grew 29% from 2019 AR\$1.145M to 2020 AR\$1.473M. Even though quarantine stopped F2F campaigns, resulting in an 9% reduction of our pledge constituency, the reinforcement of digital FR initiatives and DRTV compensated the loss. Fundraising high quality standards remained despite this unprecedented crisis: largest donation was 1% of income; 99% was not earmarked; 96% from sustainable sources. This was possible through specific pledge donor prospection and retention strategies, long term corporate alliances, redesigned special events, middle & major donors and legacies.

**Office management.** Despite the challenges caused by COVID-19 and the country prolonged lockdown with activation of the BCP since March, human and financial resources, management structures, systems and performance mechanisms were successfully maintained to allow CO to achieve its programmatic and fundraising objectives. The availability of permanent channels of communications with the staff was fundamental to gather concerns and have efficient responses to support staff and mitigate the direct impact of the situation on their wellbeing and morale, including flexible working arrangements, coaching and counseling services, implementation of days off, etc. Several solutions were put in place to ensure efficient running of the office through BCP activation including the improved use of ECM and collaborative tools, improved and simplified processes while keeping security and accountability through SOP; plug and play ICT equipment to improve working condition and the adequation of ICT infrastructure and office spaces for an upcoming return. In terms of financial management, the income recognition process was streamlined, donors' invoices changed from manual to electronic, and the cashflow process revamped. The office was able to successfully progress on the strengthening of its business model, having closed all the recommendations of the internal audit and about 80% of the recommendations of the cyber audit (both received in December 2019). UNICEF continued promoting the UN reform at the national level, through active participation in the elaboration of joint UN documents and initiatives, the finalization of the BOS, and the facilitation of common premises with several sister agencies and the Office of the Resident Coordinator.

**The CPD 2021-2015, to be presented to the EB in 2021, was developed** with extensive consultations with relevant stakeholders, and in line with the new UNSDCF for the same time period, to which UNICEF CPD's outcomes will directly contribute.

**SDG FUND Joint Program (JP).** Helped to bring to the table different governmental institutions that have responsibilities in fast-tracking the implementation of the National Early Childhood Strategy. By aligning priorities from different UN Agencies (RC, UNDP, ILO, ECLAC), it was possible in the COVID-19 context to establish high-level coordination committees in charge of developing comprehensive strategies for early childhood development in 3 of the most disadvantage provinces.

**Generación Única.** This alliance brings together a diversity of actors from the public sector, United Nations agencies, multilateral financing organizations, civil society organizations, the private sector, academia and young people. During 2020 its contribution has been strategic in supporting learning-continuity national effort of the 340,000 adolescents living in vulnerable urban or rural areas. Two key projects were started: a) Alternative models of access to connectivity and appropriation of technologies in vulnerable rural and urban educational communities and b) strengthened educational information systems through the development of the nominalization module for students. Additionally, three south-south cooperation events were held among ministers and technical officials of the Ibero-American Ministries of Education (Peru, Mexico, Colombia, El Salvador, Uruguay, Paraguay, Ecuador Chile and Spain), to share experiences on how to address the education challenges in the COVID-19 context.

**Regulation against obesogenic environments.** Putting together PAHO's health vision, UNICEF's child and adolescent-rights perspective, and FAO food security and nutrition perspective, was the opportunity to create a stronghold of support for regulation against obesogenic environments (with a current focus on front-of-package food labelling). This coordination also allows joint work with decision makers at different levels and civil society actors, giving space to multi-sectorial solutions that are key to solving complex problems such as obesity. The sustained advocacy work of the JP was reflected in the half-approval of the Front Labeling Law.

**#WeAreResponsible of Children.** UNICEF coordinated a partnership with 12 institutions (including the Ministries of Development, Education and Justice), National Congress House and NGOs. The alliance launched the #WeAreResponsible of Children campaign with the aim of raising awareness and alert about the increase in cases of VAC during the lockdown period. During the first two weeks of the campaign, the National Helpline 137 showed an average increase of 67% in calls for cases of violence and an increase in calls made by children and adolescents (from 34% to 50%). The partnership achieved an impact at the highest political level. The Commission of Families, Children and Youth of the National Congress presented a bill to create free and accessible technology to provide information and advice on violence against children and adolescents.

**Spotlight Initiative,** in which UNICEF has been working with RC, UNDP, ILO, UNFPA and UNWOMEN has allowed to strengthen capacities at subnational level on preventing violence against women and girls. In this alliance, although not a recipient of EU funds, UNICEF contributes to the strengthening of the prevention component of the feminicides by early intervention of the violence against women.

## Lessons Learned and Innovations

### KEY LESSONS LEARNED

The key lesson learned was that results achieved in this exceptionally challenging year would not have been possible without innovation, flexibility and creativity. CO response was fast-enough to reprioritize efforts towards the COVID-19 Response Plan, to meet the evolving needs resulting from the pandemic and the lockdown measures. Innovation, flexibility, creativity and seeking of new



opportunities were key elements to ensure resource mobilization results, as well as for the management of the team during uncertain times, putting in place novel approaches to facilitate work-life balance, maintain staff motivation ensuring their protection and safety.

The context of 2020 highlighted the importance of proper preparation for unexpected situations and emergency. The implementation of the BCP since its activation in March was overall smooth and it could be maintained since its activation to the end-year without major hiccups.

Finally, CO maintained its alertness on the themes prioritized in the current CPD and was able to take advantage of the window of opportunity to position itself in those (e.g. advocacy on the importance of the front labeling law for obesity prevention ratified in the Upper Chamber in November 2020).

## **EVIDENCE GENERATION**

An innovation was the use of the 2019 MICS sample-framework to implement 4 nationally representative rapid assessments on the impact of the pandemic on children and their families. This information contributed to putting children rights in the public debate and inform and tailor public policies decision-making including UN's tailoring response plan and socioeconomic analysis. Timely generation and dissemination of evidence provided the content the CO needed to argue that children were hidden victims of COVID-19 opening the door to the President's bilateral meeting, putting the issue in the media coverage and positioning UNICEF as an authoritative voice on the pandemic.

Furthermore, in a national context battered by a general heightened concern for the socio-economic situation and political polarization, a thoroughly planned, and regularly adjusted advocacy and COVID19 response plans proved essential to position UNICEF as a trust-worthy voice for children in the public arena and to avoid at the maximum extent possible the risk of inappropriate use of UNICEF's brand and word.

## **SCOPE**

Going behind the traditional implementation modality that characterize an office in UMIC, the emergency required the CO to combine the more traditional evidence-based advocacy work with service delivery by the provision of more direct assistance, e.g. through the procurement of PEP supplies for the health system, as well as through partnership with grassroots organizations in relation to improve nutrition in most vulnerable populations. While the swift to a more downstream approach has not been obvious, results have been highly positive. Thus alliances with grassroots organisations with a presence and legitimacy nationwide, provided CO the needed reach, and allowed working with urban inequities that were out of scope before.

## **OUT-OF-THE-BOX PROGRAMMING:**

An instance of programme innovation relates to UNICEF's support to the alternative care institutions and juvenile detention centres. The magnitude of the project, that sought to cover 24 provinces with items for more than 10K children and more than 11K staff members working in these institutions and centres, and the operational constraints during the emergency forced UNICEF to think 'outside-of-the-box'. The CO worked in close collaboration with SENNAF and with provincial authorities to develop a **cash transfer initiative**, AUNAR, to support all alternative care institutions and juvenile detention centres across the country. The cash transfer system was developed to combine adequate levels of flexibility for the institutions and centres, and a sufficient level of oversight for the authorities. AUNAR had several benefits – the system was prompt to implement and brought critical added value by establishing an updated database of all alternative care institutions and juvenile detention centres in the country, and a direct channel of communication for the national authorities with these local institutions. Monitoring is ongoing through the information (on items purchased and resources invested) provided by the financial institution managing the debit cards. Additionally, an external assessment is planned for 2021.



## **VIRTUALITY**

While some activities planned prior to the pandemic had to be put at an alt because of the context, several others were made possible by adapting them to the virtual world. This was the case for the support to the national plan to guarantee continuity in education. The adaptation of educational activities in juvenile detention centers into online workshops was critical for the continuity of social-educational activities for adolescents living in challenging conditions. In the health programme, the early virtualization of programs was to be a key tool to ensure access and continuity of essential services during the pandemic, including through online adolescent health.

Virtuality also allowed to continue listening to the voices of adolescents while in confinement by U-report surveys and with virtual workshops of the GenU Adolescent Committee.

Finally, in the CPD development process the CO was able to implement extensive consultation process including adolescents and private sector, guaranteeing integration of all stakeholders throughout the CPD planning cycle. CLAC, GPR and mapping actors reports were inputs to shape some CPD's strategic lines and expected results. Finally, by means of main CPE's recommendations (e.g. intersectoral approach, upstream work, design of ToC for new interventions) the CO was able to tailor expected results for 2021-2025 period.

## **MONITORING**

An innovation worth highlighting is the local monitoring process to the direct assistance provided to disadvantaged groups through two grassroot organizations. Despite the difficulties imposed by the lockdown, a participatory process to receive the feedback from beneficiaries was reached (AAP), which was crucial to constantly improve the strategy along the way.

The CO participated in the LACRO-led Real Time assessment of the COVID-19 response, which provided important feedback on the adaptability of the office, implementation and quality of the COVID-19 response. Its recommendations confirmed the local analysis and have been taken into consideration for the continuation of the COVID-19 response in 2021 and for the finalization of the CPD 2021-2025. At subnational level, evidence generation, provision of supplies, capacity building (frontline workers, caregivers), and partnerships were key to tailor and continue mitigating immediate COVID19's effects.