

EVALUATION RESPONSE AND RECOMMENDATIONS FOLLOW-UP PLAN

Evaluation Title: ASSESSMENT OF DEVELOPMENT ACCOUNT PROJECT 1819BB

Technological transformations in Latin America: promoting productive jobs and confronting the challenge of new forms of informal employment

Implementing Division/Office: Economic Development Division, Social Development Division and ECLAC Office in Argentina

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Date: September, 2022

Recommendations and proposed actions	ECLAC response and anticipated actions	Responsible Entity (Division/Unit)	Estimated target date for completion
Rec. 1 ECLAC. Ensure close and coordinated work with technical teams or counterparts during implementation			
<p>From the very design of the Project, involving not only political, but also technical partners in an assessment of needs and feasibility of the proposed methodologies and involving the national offices, to take advantage of their knowledge of the context, can optimize these initial phases of negotiation and support implementation. They could even facilitate the monitoring of results and contributions made by interventions.</p>	<p>This recommendation has been acknowledged and is already being implemented in the framework of other cooperation projects under implementation. For instance, at the Social Development Division, in the context of the technical assistances that have been planned as part of the ECLAC-BMZ/GIZ Project "Recover better- Overcoming the COVID-19 Pandemic Consequences in Latin America and the Caribbean", initial contacts with countries have involved technical partners to secure alignment to the institutions's workplans priorities. This has led to increasing support in the implementation, including when initiating dialogue at the higher political level. A new round of technical assistance processes is currently initiating and these recommendations will be further taken into account. At the Economic Development Division, in the context of the Ford cooperation project "Social inequality and the future of workers in Latin America in the context of post-pandemic recovery" technical and political partners are involved in the revision of the research findings and in the working groups discussions on informality in Chile. In the context of the Norwegian cooperation project "Enhancing human capacities throughout the life cycle for equality and productivity" technical partners are involved in the validation of a module on digital competences that will be include in the Labour Demand Survey in Costa Rica. At the ECLAC office in Argentina, technical and political partners have been involved since the initial phases of the project, in the context of providing technical assistance to national ministries such as the Ministry of Science, Technology and Innovation, the Ministry of Women, Gender and Diversity, and the Productive Secretary, as well as to productive areas in the provinces</p>	<p>Economic Development Division / Social Development Division / ECLAC Office in Argentina</p>	<p>Implemented</p>
Rec. 2 Consider what is needed to generate the conditions to achieve the expected outcomes during project design and implementation. To that end, commitments are required to involve stakeholders with decision-making capacity and interest in public issues			
<p>The great effort put into the generation of knowledge could have been optimized through more intensive advocacy work in the countries. More specifically, some of the advocacy work could include planning and adapting to political circumstances and national agendas, involving certain entities more closely in collaboration with counterparts, seeking common ground among parties responsible for studies and analysis and those responsible for decision-making within the countries and promoting the Project's capacity to ensure that the knowledge generated is applied. In addition to the above, the involvement of teams from other government institutions with an interest in the topics at hand, for a multi-sectoral approach to the problems in technical capacity-building activities, has been pointed out as a good practice that can extend results and benefits, in addition to promoting mutual knowledge, coordination and interconnection within the countries.</p>	<p>This recommendation has been acknowledged and is also being implemented in the framework of the other cooperation projects. For instance, under implementation at the Social Development Division, the ECLAC-BMZ/GIZ Project "Recover better- Overcoming the COVID-19 Pandemic Consequences in Latin America and the Caribbean". In the context of the technical assistances under implementation, special attention has been granted to secure ownership of the related products, involving both decision-making actors when presenting their results and identifying potential avenues for their implementation, as well as other government institutions interested in the diverse topics. For instance, when working on recommendations to strengthen pension systems, if entrance to the process has began with the social security institution, actions have been take to involve the Social Development Ministry into the discussions and vice-versa. In the Economic Development Division, technical assistance to the Ministry of Labor in Chile has been adjusted to meet the government priority and promote ownership.</p>	<p>Economic Development Division / Social Development Division / ECLAC Office in Argentina</p>	<p>Implemented</p>
Rec. 3 Maximize the efforts to generate content and the use of the website as a repository by publicizing it.			
<p>Implementers, consultants and ECLAC staff value the website's capacity to disseminate the content beyond the people who have been directly involved. However, the potential of this dissemination tool seems to have been wasted, given that almost half of the people surveyed who participated the Project were unaware of its existence. Sharing the website address with the list of participants in the different events is a strategy that is simple and cost-effective, and would at least inform people and institutions of resources of interest to them that they have found useful for their workand that of their institutions.</p>	<p>This is also a very valuable recommendation. The project's website continues to be periodically nurtured, adding related publications and other material. ECLAC staff committed to disseminate the link in other events they participate. Other tool of dissemination has been considered as well, such as using the social networks (facebook, LinkedIN, twitter) and email to national counterparts. Further dissemination is expected to take place at the Third Regional Seminar on Social Development. It is expected that information on this event will be sent to the consolidated list of participants to the different events held during the project.</p>	<p>Economic Development Division / Social Development Division / ECLAC Office in Argentina</p>	<p>Ongoing</p>

Rec. 4	Establish strategies for the use of face-to-face and virtual media to conduct activities according to their expected outcomes		
<p>Study the capacity of each medium to maximize the expected results and optimize resources, in light of the experience during the Project and the way in which the pandemic boosted online media. From the point of view of strategic and partner relations, virtual media enable closer contact and can therefore contribute to better coordination and maintain contemporary relevance.</p> <p>However, face-to-face meetings may be necessary for initial or more in-depth contacts to build up a relationship of trust beforehand. Regarding their use for technical workshops, seminars and other events, although virtual media are more efficient and bring content to a wider audience, they may be less suitable for promoting more informal exchanges between participation.</p>	<p>This recommendation is already being taken in account. As barriers to prevent the spread of covid are lifted more face-to-face events are taken place. However, it was found that hybrid events offer the possibility of participation of larger audiences. Most of the activities implemented at the Social Development Division are either virtual or hybrid, and due consideration is given in each case to each meeting's goals.</p>	<p>Economic Development Division / Social Development Division / ECLAC Office in Argentina</p>	<p>Ongoing</p>