



FINAL ASSESSMENT REPORT

September 2022

ASSESSMENT OF DEVELOPMENT ACCOUNT PROJECT 1819 BB

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



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This report was prepared by Antonio Lujan and María Sánchez, external consultants, who conducted the evaluation. Mr. Luján and Ms. Sánchez worked under the overall guidance of Raúl García-Buchaca, Deputy Executive Secretary for Management and Programme Analysis of the Economic Commission for Latin America and the Caribbean (ECLAC), and Sandra Manuelito, Chief of the Programme Planning and Evaluation Unit of ECLAC, and under the direct supervision of Anne-Sophie Samjee, Programme Management Officer, who provided strategic and technical guidance, coordination, and methodological and logistical support. The assessment also benefited from the assistance of Paula Muñoz Gilloux, Programme Management Assistant.

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All comments on the evaluation report by the Evaluation Reference Group and the evaluation team of the Programme Planning and Evaluation Unit were considered by the evaluator and duly addressed, where appropriate, in the final text of the report. The views expressed in this report are those of the author and do not necessarily reflect the views of the Commission or the countries it represents.

TABLE OF CONTENTS

| | |
|--|-----------|
| ACRONYMS | iv |
| EXECUTIVE SUMMARY | v |
| 1. INTRODUCTION | 1 |
| 2. BACKGROUND | 2 |
| 2.1 CONTEXT | 2 |
| 2.2 PROJECT DESCRIPTION..... | 3 |
| 3. EVALUATION METHODOLOGY | 8 |
| 4. MAIN FINDINGS | 11 |
| 4.1 RELEVANCE | 11 |
| 4.2 EFFICIENCY..... | 15 |
| 4.3 EFFECTIVENESS..... | 20 |
| 4.4 SUSTAINABILITY | 28 |
| 4.5 CROSS-CUTTING ISSUES | 31 |
| 5. CONCLUSIONS | 39 |
| 5.1 RELEVANCE | 39 |
| 5.2 EFFICIENCY..... | 40 |
| 5.3 EFFECTIVENESS..... | 40 |
| 5.4 SUSTAINABILITY | 41 |
| 5.5 CROSS-CUTTING ISSUES | 42 |
| 6. LESSONS LEARNED | 44 |
| 7. RECOMMENDATIONS | 46 |
| 8. ANNEXES | 49 |

ACRONYMS

| ACRONYM | DEFINITION |
|--------------|---|
| EA | Expected Accomplishment |
| ECLAC | Economic Commission for Latin America and the Caribbean |
| EQ | Evaluation Question |
| ERG | Evaluation Reference Group |
| DA | Development Account |
| IA | Indicator of Achievement |
| ILO | International Labour Organization |
| PPEU | Programme Planning and Evaluation Unit |
| SDGs | Sustainable Development Goals |

EXECUTIVE SUMMARY

I. EVALUATION SUBJECT

1. The Project “Technological transformations in Latin America: promoting productive jobs and confronting the challenge of new forms of informal employment (2018-2021)” was designed within the framework of the eleventh tranche of the Development Account. Its overall objective was to strengthen the capacity of selected Latin American and Caribbean countries to design public policies aimed at reducing existing and emerging forms of labour market informality, while taking advantage of the potential of new technologies for creating decent work. In order to achieve this, three lines of work were proposed: regulations to cover emerging labour relations; analysis of changes in the composition of the occupational structure and in supply and demand for skills, using a gender approach; and estimation of the probability of labour informality at the subnational level. Another line of work was added to the latter, linked to the coronavirus disease (COVID-19) pandemic and its impacts on labour informality and social protection. The Project was implemented by the Division of Economic Development and the Division of Social Development in Santiago and by the ECLAC Office in Argentina. It was carried out, with different levels of intensity, in seven countries: Mexico, Argentina, Colombia, Chile, Uruguay, Peru and Ecuador, mainly with ministries of labour.

II. EVALUATION OBJECTIVES AND METHODOLOGY

2. The purpose of this final assessment (conducted between May and August 2022) is to review the Project’s efficiency, effectiveness, relevance and sustainability, along with other cross-cutting aspects, with an emphasis on identifying lessons learned and good practices that derive from the implementation of the Project and the potential of replicating them in other countries.
3. The methodology was based on a desk review, interviews with implementing parties and interlocutors of the main counterparts in the countries (5 of the 7 countries), and two online surveys, one aimed at counterparts and participants in Project events and the other aimed at consultants and other ECLAC bodies involved.

III. MAIN FINDINGS

Relevance

4. The degree of alignment of the Project with the priorities of the participating countries is generally high when considering which specific components were the focus in each country. This is related to perceptions of the relevance of the issues addressed (platform work and decent work, technological change and skills for the future, labour informality at the subnational level and social protection for informal workers) and to the capacity of the Project to work on certain areas, according to the interest and willingness of the countries during implementation. To increase the relevance of the intervention in the countries, an assessment of prior needs is coordinated and conducted.
5. The Project is aligned with the mandate of ECLAC and, in general, with the strategic objectives of the subprogrammes of the Division of Economic Development and the Division of Social Development. The Project also creates continuity with the previous work of the managing parties and, within the margins of its requirements, was able to incorporate a response to the effects of the COVID-19 pandemic (framed in the interest of the UN system).

Efficiency

6. The assessment of the Project is positive in terms of levels of execution, the format of activities, correspondence between the activities and the products and objectives, and, generally, in terms of the juncture. There are aspects that were not carried out as planned that have not had negative consequences (such as switching from face-to-face to virtual activities), while other aspects, in specific cases, might have affected the efficiency of the Project and are related to the capacity for some stakeholders to be involved with a higher degree of agency and to the timelines for the lines of work.
7. The main challenges that the Project faced, which required significant flexibility, were the changes in countries' governments, interest and political will, and the context and consequences of COVID-19. The adaptation strategies adopted, with good results according to counterparts and participants, made possible in part as a consequence of the work trajectories of the implementing parties, included substituting one country for another with the need and willingness to implement defined lines of work, to respond to new national demands that arose as a result of the work developed and to the generation of knowledge that was not initially foreseen.
8. Collaboration with other international organizations has been an ad hoc part of the Project, rather than a partnership or alliance, as initially planned. According to the implementing parties, this has made it possible to optimize resources, provide an overall vision and establish synergies.

Effectiveness

9. The satisfaction of Project counterparts and participants is high. The reasons for this satisfaction are centred on the generation and transfer of knowledge; coordination with ECLAC and, occasionally, with the consultants; exchange of experiences; the capacity of the Project to respond to new demands; and the virtual format of some of the activities. The reasons for dissatisfaction, which was not widespread, are related to the scheduling of certain technical workshops and a failure to adjust expectations around specific studies.
10. The usefulness of the content of the different Project events is rated as very high. The vast majority of those surveyed considered the different aspects to be (quite) useful or very useful, according to both internal evaluations and the questionnaire used for this assessment. People found the content especially useful for discussing and designing policies, acquiring or updating knowledge on the themes, exchanging experiences between countries and making the phenomena visible or bringing out its dimensions. From a more technical point of view, a good part of the methodologies and practical recommendations have been applied or incorporated, according to the main counterparts interviewed. The vast majority of participants surveyed said that there have been some changes in the way they work, in their institution or in the country, especially in the use of approaches, methodologies or recommendations, and specifically among people from the participating countries working in national and subnational government institutions.
11. The main results, according to participants and counterparts of the Project, are the generation of knowledge on informality, the transfer and strengthening of capacities from the most technical aspects (with capacity for replication) and the identification of possible alternatives for action. The expected results that relate to advocacy, meaning stronger political will for national and especially subnational authorities, are less significant.

12. One contribution unequivocally made by the Project to a country was the occupational information system “ONET*Uruguay”, a national initiative. There are signs in Mexico that a contribution was made to the drafting of legislation, to government initiatives on digital platform workers and to the use of subnational informality results for the targeting of strategies.

Sustainability

13. Evidence of the Project’s continuity, replication and multiplier effects include the following: the willingness expressed by counterparts in different participating countries to use the methodologies with new data or a change in the political cycle; the relationships of trust generated by Project consultants who collaborate with countries on new initiatives in aspects related to the intervention; and the interest of third countries in the Project’s experiences, which have even generated new instances of collaboration with ECLAC.
14. The Project has helped ECLAC to better position itself in the thematic areas, both in terms of knowledge production and participating with the countries of the region in shaping the debate around technological transformations, informal employment and other topics relevant to the project. Additionally, the tools generated during the project are in some cases already being used in new interventions. Participants also stated that a contribution had been made to organization, both in the managing entities themselves (expansion of the network of stakeholders and synergies) and with other parties within ECLAC.

Cross-cutting issues

15. Although the Project does not explicitly include a human rights-based approach, a focus on human rights permeates its actions through the contribution to decent work, the focus on groups whose rights are being violated and the strengthening of the capacities of duty-bearers. While gender issues were partially considered in both design and implementation, and in the expected achievement (EA) in which gender mainstreaming was explicitly included, a gender focus was lacking (as attested by the beneficiaries interviewed).
16. The Project is designed in accordance with and aligned with the Sustainable Development Goals (SDGs), primarily Goal 8 (decent work). Its contribution to the achievement of the SDGs, however, is limited by the nature of the Project, during which an attempt was made to achieve ambitious goals in an unfavourable context. The contribution made is the generation of information and knowledge, as well as capacity-building in the countries.
17. Successful innovative elements, or rarely, good practices, have been identified, in terms of the methodologies proposed that are new in the region and the themes addressed, the use of digital media (both online activities and the use of the Project’s website and its contents), and in the practices used in relations between different actors (involvement of different technical teams in technical workshops, close relationship between consultants and counterparts, links with national offices or close collaboration between the implementing parties of the Project).
18. As a result of the pandemic, the Project formally incorporated two new activities, substituted face-to-face activities with virtual ones, and, because funds remained, was also able to allocate them to knowledge generation (either reinforcing the AE or considering the impacts and contexts of the pandemic) and to respond to new requests for technical assistance for the continuity of work demanded in some of the participating countries.

19. In summary, the Project's value has been in addressing a recognized and common public problem in the countries of the region, labour informality, from new perspectives, such as new forms of informality derived from the digital revolution, without abandoning traditional perspectives. Another valuable element has been the use of new research techniques, generally associated with data science, enabling countries to incorporate them to gain information or to better process it for decision-making.
20. The merit of the Project is its flexibility and adaptability to government changes and changes in the interests and political will in the countries, and to the challenge of the pandemic crisis (both by adapting activities and contributing to the analysis and discussion in the new context).
21. Finally, the most deficient aspects of the Project were, first, the line of work of component 2, especially in the incorporation of the gender approach and the analysis of the changes in occupational structures resulting from the digital revolution and the analysis of the skills and demand for competencies. However, one of the most valued contributions of the Project is precisely in this component. The other deficient aspect was in the advocacy work with other actors (from subnational entities to ministries of education), which was designed to have a more prominent role. With some exceptions, depending on the country, advocacy has been more limited than planned.

IV. LESSONS LEARNED

22. **Lesson learned 1:** the previous work of ECLAC in the identification of prior needs and good coordination with existing counterpart initiatives contributes to managing expectations, maximizing returns from the intervention and ensuring that the results are appropriated and applied over time.
23. **Lesson learned 2:** close coordination between ECLAC and counterparts during implementation, technical knowledge of the implementing parties of the themes, the involvement of counterparts in the process of knowledge generation and consultants working closely with target teams makes it possible to adjust work processes and the response to the real needs of the beneficiary institutions, in practice.
24. **Lesson learned 3:** involving the relevant government institutions dealing with the issue at hand in Project activities, especially capacity transfer, can not only maximize the application of that knowledge and extend the results but can also to foster coordination, exchange and knowledge within the countries to address problems that are generally complex and multidisciplinary.
25. **Lesson learned 4:** the use of remote meetings, technical workshops, seminars, and other types of meetings is efficient (both in terms of economic resources and time), allows for more continuous contact and is effective in increasing audiences and, therefore, the dissemination of results and recommendations.
26. **Lesson learned 5:** promoting effective coordination and collaboration between the different parts of ECLAC contributes to generating synergies and strengthening different aspects of the Project, from the most technical aspects to the response in the countries or dissemination.

V. RECOMMENDATIONS

27. **Recommendation 1:** ECLAC. Ensure close and coordinated work with the technical teams or counterparts during the deployment of actions.
28. **Recommendation 2:** ECLAC and counterparts. In the design of the projects and during their implementation, consider the efforts dedicated to generating the conditions to achieve the expected outcomes from the intervention. To that end, determine for which commitments stakeholders with decision-making capacity and interest in public issues should be involved.
29. **Recommendation 3:** ECLAC: Maximize the efforts made in the generation of content and the website as a repository by implementing dissemination strategies for this website.
30. **Recommendation 4:** ECLAC: Establish strategies for the use of face-to-face and virtual media to carry out activities according to the expected outcomes.

1. INTRODUCTION

1. This external assessment, for Development Account eleventh tranche Project 1819BB entitled “Technological transformations in Latin America: promoting productive jobs and confronting the challenge of new forms of informal employment (2018-2021)”, was carried out by María Sánchez and Antonio Luján between May and August 2022, four months after the end of the Project.
2. The general objective of the Project was to strengthen the capacity of selected Latin American and Caribbean countries to design public policies aimed at reducing existing and emerging forms of labour market informality while taking advantage of the potential of new technologies for the creation of decent work. In order to achieve this, three lines of work were proposed: regulations to cover emerging labour relations, analysis of changes in the composition of the occupational structure, and, regarding supply and demand for skills using a gender approach, identification of the probability of informality at the subnational level. Another line of work was added, linked to the pandemic and its impacts on labour informality and social protection. It was implemented by the Division of Economic Development and the Division of Social Development at ECLAC in Santiago and by the ECLAC Office in Argentina.
3. The task of the evaluation team was to conduct an evaluation to improve ECLAC processes and initiatives, in keeping with the following requirements: “to review the efficiency, effectiveness, relevance, and sustainability of the project implementation and more particularly document the results the project attained in relation to its overall objectives and expected results as defined in the project document (...) place an important emphasis on identifying lessons learned and good practices that derive from the implementation of the project, its sustainability and the potential of replicating them to other countries”.

2. BACKGROUND

2.1 CONTEXT

4. The labour markets of Latin American and Caribbean countries have traditionally been characterized by labour informality. This is how the Project defined the problem:

“Most of these labour markets are characterized by high levels of informality, which represents one of the structural constraints to sustainable development in the region. Its impact is evident not only in the level of income, the precariousness in the exercise of labour rights and access to social protection for workers and the welfare of their families, but also at the macro- and meso-economic level (low productivity and lower potential for economic growth, less capacity of the State to collect resources, as well as develop active labour policies and social security systems).¹

5. The countries of the region have made significant efforts to reduce levels of labour informality in recent decades. Although in at least some countries, the trend was positive, the emergence of new technologies and the digital revolution poses new challenges. These include new ways of organizing production processes and labour relations, changes in the occupational structure, the trend towards the automation of production processes, changes in the demand for workers’ skills and abilities and greater segmentation in labour markets (quality of employment versus precariousness).
6. This definition of the problem constitutes the framework for the Project, whose general purpose is to support countries so that they can take advantage of the new opportunities of digitalization in the world of work, while avoiding or minimizing negative effects in terms of labour informality that are added to the traditional forms.
7. The Project was born out of the Economic Development Division’s interest in working on the effects of new technologies on labour markets, especially new forms of informality, and the interest of the Division of Social Development and the ECLAC Office in Argentina in informality at the subnational level. All three had experience working on these issues. The combination of interests resulted in a project submitted to the eleventh tranche of the Development Account (DA), entitled “Supporting Member States in strengthening evidence-based policy coherence, integration and participatory implementation of the 2030 Agenda at all levels” (2018–2019).²




¹ Project document template for the eleventh tranche of the Development Account. Project 1819BB, “Technological transformations in Latin America”, (p. 2).

² Guidelines for the preparation of project documents for the 11th tranche of the Development Account.

2.2 PROJECT DESCRIPTION

8. Given the general problem described, the Project is based on identifying some of the specific dimensions of the problem as defined (deficiencies, evidence and existing consensus), in order to design the components (see chart 1).

Chart 1
Relationship between the diagnosis of the problems to be addressed
and the lines of action of the Project

| DIAGNOSIS - PROBLEMS | | LINES OF ACTION OF THE PROJECT |
|--|---|---|
| A lack of adequate regulations covering new forms of employment that arise in the context of the digital revolution threatens to create new forms of informality |  | National dialogue on adequate regulation methods that make it feasible to take advantage of the productive and job creation opportunities of new technologies, without increasing informality and precarious employment |
| A broad consensus that, in order to take advantage of the potential for development of the current technological revolution, adequate skills are needed |  | Identification of changing demand for skills and the corresponding adjustment of technical and vocational education and training systems, so that young people and adults who are already part of the labour force can adjust to new requirements Digital literacy for low-skilled workers, addressing gender gaps |
| Lack of disaggregated data on labour informality at the subnational level |  | Development of a methodology, based on information available in the countries, to identify the probability of labour informality at the subnational level in order to gain reliable information to design focused and coordinated responses and thus improve the performance and effectiveness of public policies Facilitate dialogue and promote coordination with other sectors and actors |

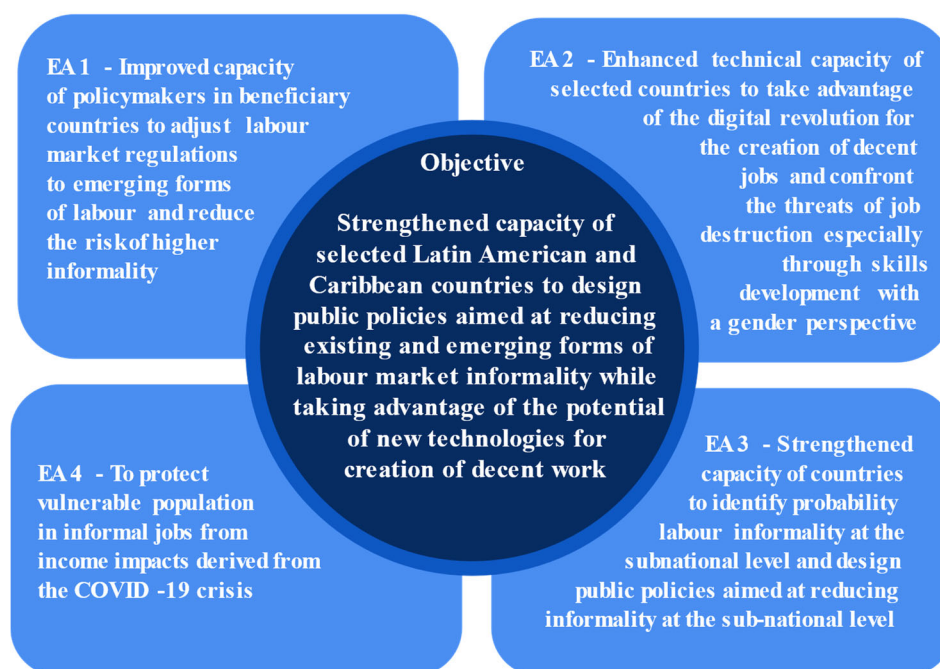
Source: The evaluators, using the project document template from the eleventh tranche of Development Account 1819BB (2018).

9. As a result, the Project proposed to address new and old forms of labour informality in the context of the digital revolution, through labour market regulations to address emerging forms of labour informality, an analysis of the structural changes to jobs caused by the digital revolution, and the relationship between supply and demand for skills, using a gender approach, and estimating the probability of labour informality at the subnational level.
10. With an initial implementation period from September 2018 to June 2021 (although it ended in December 2021), the Project was affected by the crisis resulting from the COVID-19 pandemic, which reached its peak in Latin America in 2020, between the second and third quarters (lockdowns and mobility restriction or prohibition). This affected the design and adaptation of the Project to the new context and the urgencies it posed. Specifically, to respond to the new situation, a new component was included in the design of the Project,³ with two additional activities focused on the COVID-19 crisis in the Project's areas of focus, in particular regarding social protection for informal workers.

³ COVID-19 Project amendment. 1819BB.

11. In summary, the general logic of the Project was as follows:
- (i) initial negotiation work with the countries to identify needs and political will;
 - (ii) knowledge development;
 - (iii) transfer of results and capacities; and
 - (iv) advocacy.
12. To this end, the following processes were programmed: the preparation of case or regional studies, designing specific tools and methodologies or their application, technical assistance and meetings, technical workshops for knowledge transfer and capacity strengthening, national and international seminars and a study tour. The following expected results of these processes or activities were intended to be cross-cutting in the different components: situational assessments and the preparation of recommendations for action, capacity-building of policy makers, including tools to provide information to facilitate decision-making, promotion of policy dialogue between different types of actors and sharing experiences between countries (see annex 1, “Programme theory”).

Figure 1
Project overview map: objective and expected accomplishments (EAs)



13. The Project had a budget of US\$ 557,000, of which US\$ 533,014 was executed. The effect of the pandemic can be clearly seen in the type of expenses incurred relative to those budgeted: budget spending was much lower for aspects such as staff travel and workshops and a study tour (between 13% and 27%), funds that were reallocated, mainly to consultant expenses. The Project also received supplementary funding from the ECLAC/Deutsche Gesellschaft für Internationale Zusammenarbeit technical assistance programme, FLACSO Mexico, the ECLAC/Norwegian Cooperation technical assistance programme, the regular budget of the Economic Development Division of ECLAC and Project 2124Q DA13, in the amount of approximately US\$ 36,500.

14. During the Project design phase, three countries were identified to work with⁴ and develop the components. However, political and contextual changes (especially related to the pandemic) required the Project's implementation to be flexible. In practice, the Project worked with seven countries in the region, with a varying intensity of work according to components and even activities within them. These changes respond to issues of political will of the countries and their authorities, and sometimes to technical possibilities (such as the availability of data to be able to develop the proposed methodologies).

Table 1
List of Project components and performance of participating countries

| | Countries (project design) | Argentina | Chile | Colombia | Ecuador | Mexico | Peru | Uruguay | Regional ECLAC | Indicators ^a |
|--|----------------------------|-----------|-------|----------|---------|--------|------|---------|----------------|--|
| EA1. Regulations for emerging forms of labour | | | | | | | | | | IA 1.1: 1 country is using the recommendations in discussions 4 countries: achieved |
| EA2. Assessment of the impact of the digital revolution on the labour market or to anticipate changes in the need for skills | | | | | | | | | | IA 2.1: 2 countries have applied a proposed methodology 1 country: achieved |
| EA3. Identify the probability of labour informality at the subnational level and design public policies | | | | | | | | | | IA 3.1: 2 countries are applying the methodology 4 countries: achieved |
| Social protection tools and policies for informal workers during the COVID-19 pandemic | | | | | | | | | | |

Source: The evaluator.

■ Participated in some of the activities carried out (national studies, technical assistance, etc.) without achieving the indicators.

■ Fulfilment of the defined indicators/lines of action according to the final Project report.

^a Project country level indicators: IA 1.1 At least one country uses the project recommendations in their discussions of public policies related to the regulation of new forms of work; IA 2.3 At least two countries have applied a methodology proposed by the project for the assessment of the impact of the digital revolution on the labour market or for the anticipation of changes in the need for skills; IA 3.1 At least two of the countries apply the methodology to identify labour informality at the subnational level.

⁴ Argentina, Brazil and Mexico, with Uruguay on standby, since the latter two were to hold presidential elections in the early stages of the project. These countries were selected based on the following criteria: the evolution and scope of labour informality; already facing the challenges posed by the digital revolution; digital maturity of countries above the regional average; estimation of jobs that could be replaced by automation; and new employment opportunities. Finally, incipient debate on the need for new regulations in the three countries.

15. The relationship between the *main stakeholders* foreseen and analysed in the design of the Project,⁵ and their involvement during implementation, is as follows:
- Ministries of labour were considered and have been the key actors to involve in the Project. They were expected to improve their knowledge of policy options and instruments for adjusting employment regulations to the new forms of work and to avoid greater informality; to strengthen their capacities to identify and develop policies aimed at reducing labour informality at the subnational level; and to learn about and share experiences with other countries.
 - Ministries of education, which played a leading role, relatively, in designing the deployment of component 2, played a rather residual role during the deployment of the Project.
 - Local governments, in an intermediate role. The Project was expected to contribute to initiating local design and implementation processes based on the evidence found and to contribute to building links with other public entities in charge of promoting the formalization of employment.
 - Other stakeholders, which were expected to have limited participation, were civil society, trade unions and the private sector, such that the Project would be sensitive to and incorporate their perspectives and visions.
 - During the implementation of the Project, the ministries of social development of some of the countries played an important role, as did others, such as, in the case of Colombia, *Dirección Nacional de Planificación* (through *Misión Empleo*, a national initiative developed together with the Ministry of Labour).
16. Other relevant actors identified in the project are some ECLAC headquarters or offices, specifically the Bogotá Office and the ECLAC Subregional Headquarters in Mexico, which were involved in certain Project processes in their respective countries. The ECLAC Statistics Division was also involved and participated actively in some of the activities carried out. Likewise, certain ECLAC consultants linked to the Division of Social Development and the Division of Economic Development provided support in aspects such as the estimation of labour informality, regulation of informal work, use of big data, etc. Another set of actors who, without being implementers, have played a fundamental role in the activities and products developed, are the consultants.⁶
17. Organizations such as the International Labour Organization, the Federal Ministry for Economic Cooperation and Development/Deutsche Gesellschaft für Internationale Zusammenarbeit (BMZ/GIZ) or the Norwegian Agency for Development Cooperation have had some involvement with the Project, mainly co-authorship of studies or cofinancing of certain activities and products of the Project.⁷
18. Finally, other types of stakeholders, in addition to those described above, participated in the different workshops and seminars of the Project. According to the participant data available for these events, almost a third are from national governmental institutions, mainly ministries of labour, but also ministries of social development, women's affairs, education, economy or finance. The next largest group is participants from academia, universities or research centres (less than 20%). Government institutions (not defined) and subnational institutions represent around 13%. Lastly, there

⁵ Project document template for the eleventh tranche of the Development Account, 1819BB (2018).

⁶ These stakeholders were considered important in the development of the Project by the Evaluation Review Group and were identified in the stakeholder map.

⁷ Final report template for the eleventh tranche of the Development Account, 1819BB (2022).

is another variety of participants, less numerous, related to international organizations (especially those linked to the United Nations), civil society organizations, trade unions or the private sector.⁸

19. In summary, according to the final report, within the framework of the Project, a total of 25 studies and were carried out and 20 publications were produced (some of them bilingual), technical assistance was provided to 6 countries, in several components for some, and at least 16 workshops,⁹ training courses, seminars and a study tour were conducted, with 1,117 participants. As part of the knowledge of the Project, a relationship map was drawn up of the activities, by country, which is available in annex 2.
20. Between January 2020 and 30 June 2022,¹⁰ the Project's website (bilingual) has also received 47,902 views (mainly from Chile, Argentina, Colombia, Ecuador and Mexico). Publications have been viewed 29,846 times and downloaded 7,678 times from this website. A total of 22 of the Project's publications had been downloaded 55,956 times as of June 2022.

⁸ Calculations from PPEU global participant list, 1819BB, individual data.

⁹ Information from the list of Project activities provided to the evaluation team, complemented by information extracted from the monitoring reports.

¹⁰ ECLAC. *Metrics report. Technological transformations in Latin America. 1 January 2021–30 June 2022.*

3. EVALUATION METHODOLOGY

21. ECLAC has requested an assessment of the Project, “to review the efficiency, effectiveness, relevance, and sustainability of the project implementation and more particularly document the results the project attained in relation to its overall objectives and expected results as defined in the project document. The assessment will place an important emphasis on identifying lessons learned and good practices that derive from the implementation of the project, its sustainability and the potential of replicating them to other countries”.¹¹
22. In the *evaluation design* phase, one meeting was held with the Programme Planning and Evaluation Unit and another with the Evaluation Review Group (with representation from each of the implementing parties) to adjust the request for an evaluation and enable the evaluators to familiarize themselves with the Project. The evaluation questions defined by ECLAC were then reviewed and prioritized, organized around the criteria described above, together with other cross-cutting issues (including contribution to the achievement of the SDGs and response to the pandemic). The objective of this review was to adjust the scope and further the objective of the assessment in response to the priorities and information needs of the main actors. As a result, the evaluation matrix was defined (see annex 3, “Evaluation matrix”), which served as the structure for the rest of the evaluation process. Another key element in the design of the evaluation was the identification of the stakeholders’ map by the Evaluation Review Group, indicating the relationship with the expected achievements and the interlocutors and priority in the context of the evaluation.
23. As requested, the evaluation was based on three techniques, as follows:
24. *Desk review.* Around 500 files, including documents, videos and images, were made available to the evaluation team. The most relevant files were systematically reviewed (see annex 4, “List of documents reviewed”), especially Project documents, the annual progress report, counterparts’ letters and internal workshop evaluations.
25. *Nine semi-structured online interviews with eleven participants.* One interview for each one of the ECLAC entities managing the Project. One interview per country with interlocutors from the participating institutions and countries prioritized by the Evaluation Review Group, with the exception of Argentina, where two interviews were conducted, Ecuador, which was not prioritized, Uruguay, where two interlocutors participated, and Peru, which did not respond to the call. They were carried out in the first half of July, online (see annex 5, “List of persons interviewed”).¹²
26. *Two online surveys* (see questionnaires in annex 6), of mixed nature (closed and open questions), which collected information between 6 and 18 July, through an email invitation and two or three reminders, with the support of the Programme Planning and Evaluation Unit, as follows:

¹¹ TOR: 22-ECLAC-180680-Consultant. Assessment of Development Account Project 1819BB (...) (p. 1).

¹² 53.6% of those interviewed were women.

- A survey of participants in the different events organized by the Project and counterparts identified in the map of actors not proposed for interviews.¹³ It was divided into a list of priority contacts (participants in more than one activity, partners, and participants from the least-represented countries of the Project) and non-priority contacts. For the priority contacts, an additional reminder was given.
- Given the relevance for the Evaluation Review Group of data from other ECLAC Divisions or offices, as well as consultants, a second questionnaire was developed that was adapted to these interlocutors. Initially, it was also designed for international partner organizations, but this was not carried out due to lack of relevance to the project.

Table 2
Results of the answers to the evaluation questionnaires^a

| | | Respondents | Answers ^b | Response rate | Completed questionnaires |
|-----------------|------------------------------------|-------------|----------------------|---------------|--------------------------|
| Questionnaire 1 | Priority participant/ counterparts | 199 | 45 | 22.6% | 47% |
| | Other participants | 507 | 60 | 11.8% | |
| Questionnaire 2 | Project consultant | 14 | 4 | 28.6% | 100% |
| | ECLAC, ECLAC consultant | 21 | 2 | 9.5% | |
| Total | | 741 | 111 | 15.0% | |

Source: The evaluator.

- ^a Respondents for questionnaire 1: 53.3% women and 44.8% men; respondents for questionnaire 2: 33.3% women and 66.7% men.
- ^b In cases with no response or only responses to the first questions, and those whose open-ended responses are interpreted to mean that they are evaluating another ECLAC intervention, the responses are not considered.

27. Finally, the following *types of analysis* were carried out before triangulating the information: (1) Simple quantitative analysis, both of the information from the online surveys and of other documents and sources of the Project of this nature (especially the internal questionnaires to evaluate events and workshops). (2) Discourse analysis, mainly of the online interviews. (3) Content analysis of both the open-ended responses to the online surveys and a selection of publications generated by the Project.¹⁴
28. There have been some *limitations* in this evaluation exercise, linked fundamentally, on one hand, to the time and scope, which limited the possibility of expanding the number of people involved, especially in terms of interviews and days required to respond to the questionnaires. Other limitations were linked to the technical nature of the Project and to the evaluation questions, which focused on results and policy changes in the countries. The evaluation team hypothesizes that some of the results of the Project may not have been captured in this exercise and that other results may occur over the longer term. An added difficulty of these elements is that the attribution of certain processes or results to the Project interacts with other initiatives and trends or with the changing context and stakeholders, complicating the traceability of results.

¹³ The list of contacts was based on a document provided to the evaluation team with data and e-mails of participants in 10 workshops, seminars or study tours. This document was reviewed, complemented with additional names and contact information and studied to assess its relevance according to its composition.

¹⁴ The 11 publications (out of 22) most frequently downloaded by June 2022 (representing 85% of total downloads) were selected for specific analyses.

29. The limitations experienced include the following:
- (i) The interlocutors interviewed were generally linked to one of the activities of the EAs, especially where several components were worked on. Sometimes there were unknowns, either in how the data and information were applied in other areas outside the area of work of the people interviewed, or in the development and results framed in other EAs.
 - (ii) It was not possible to conduct interviews with interlocutors from Ecuador and Peru.
 - (iii) The strategy of using questionnaires to compensate for the lack of information provided by participating countries or actors within the countries was limited by the low response rate.
 - (iv) Lack of time to conduct a second round of interviews in response to the above, including with ECLAC staff involved in the Project, whose participation in the questionnaire was also limited.
30. Finally, more of the stakeholder contacts and people on the lists of participants¹⁵ are related to EA3, so that some of the information fails to represent EA1 and EA2 (although the effect of this on the questionnaire administered to participants is less than expected). On the other hand, the inability to converse with representatives of international organizations that have collaborated at one time or another in the Project has limited the comparability of the information collected by other sources in evaluation question 5 (EQ 5).

¹⁵ Of the activities carried out only in the framework of EA1 and EA2, there is no list of participants and contacts. This also affects the analysis of the evaluations of the activities carried out by the Project which, with the exception of the initial seminar, are part of EA3 (although, for some of the events, they are also linked with the work areas of EA1 and EA2 and with additional activities).

4. MAIN FINDINGS

4.1 RELEVANCE

EQ 1) *How in line were the components of the Project with the priorities of the targeted countries?*

The degree of alignment of the Project with the priorities of the participating countries is generally high, when considering which specific components have been worked on in each of the countries. This is related to perceptions of the relevance of the issues addressed (platform work and decent work, technological change and skills for the future, labour informality at the subnational level and social protection of informal workers) and to the capacity of the Project to work on certain areas according to the interest and willingness of countries during implementation. To emphasize the relevance of the intervention in the countries, an assessment of prior needs is coordinated and conducted.

31. In general, the main themes of the Project *were explicitly part of the national agendas*¹⁶ of the participating countries, or evidence was found in the documents sent by country counterparts to ECLAC that they were aligned with national interests (see table 3). The only country where no evidence was found was Ecuador.¹⁷
32. The Project was *able to adapt to country demands during implementation*, first of all, those caused by changes in government and political priorities. This is reflected in the substitution of countries according to lines of work (such as the switch from Brazil to Colombia, or where Uruguay took the place of Argentina for EA2). Some of these changes in country priorities occurred as a result of the pandemic (as for EA2 in Mexico). Secondly, and as far as the evaluators know, there has been a response to the demand from countries for new technical assistance arising from the initial requests (in the case of EA3 in Mexico and Uruguay). Therefore, from the initial concept of focusing on certain countries that met the requirements, which can be synthesized in the presence of traditional and new forms of informality mediated by technologies, a more flexible logic was adopted, characterized by working on certain lines of the Project with certain countries and institutions to ensure the relevance and interest of the actions.
33. The main beneficiaries consulted affirmed that the issues on which they had worked were national priorities. The interlocutors who were more emphatic in affirming this agreed that the *Project was based on previous work done, to make contact, evaluate prior needs and select relevant actions, coordinated between both parties.*

¹⁶ National development plans, draft laws predating the start of the Project in the countries and/or strategic plans and documents of ministries of labour were reviewed.

¹⁷ However, in official communications, work mediated by digital platforms was recognized as a "latent phenomenon in the current situation and labour reality of Ecuador" (translated by the evaluators), and according to the information collected but not compared, it was a request made by the Ministry of Labour to ECLAC. However, the link between technological transformations and labour relations, and more specifically informal labour relations, does not appear in the assessment performed by the Ministry of Labour of Ecuador's *Strategic Institutional Plan* (2019–2021) or in other national strategic documents during the term of the Project.

34. The vast majority (at least 77%) of respondents from these seven countries participating in the final international seminar of the Project¹⁸ consider *these issues very relevant for their countries*: platform work and decent employment, technological change and skills for the future, social protection of informal workers and labour informality at the subnational level.
35. Representatives of national and subnational government institutions¹⁹ surveyed during this assessment consider that, for their work unit, institution and/or country, the following list of issues (included in the work of the Project) was a priority in the period 2018–2021, as follows: (1) Around half of respondents: creation of decent work; in the context of the emergence of the COVID-19 pandemic, social protection of workers and attention to new forms of informality. (2) Around a third of respondents: attention to gender gaps in workers' skills and abilities; social protection for informal workers; local/territorial policies and programmes to address labour informality in the country; and labour market regulation to respond to changes in the production structure or labour relations as a result of the digital revolution. (3) Around a quarter of respondents: the situation of workers in digital platforms, jobs and applications; and bringing workers' competencies and skills closer to the new demands of the labour market.²⁰ Studying this, disaggregated by country, confirms that the lines of work undertaken in Uruguay, Argentina, Chile and Colombia were relevant, although there are more doubts in the cases of Mexico and Peru, and there are doubts for some of the lines in Colombia.

Table 3
Summary of the extent to which the project components were aligned
with the priorities of the target countries^a

| Country | Document review | | | Participant survey ^b | | | | N |
|-----------|----------------------------|------------------------------------|-------------|---------------------------------|-------------|------------|---------------------|----|
| | Project | Ranking | General | EA1 | EA2 | EA3 | Additional Activity | |
| Argentina | EA1/EA3/without additional | High/medium-high/high (on request) | High | High | Medium | Medium-low | Medium-high | 12 |
| Colombia | EA1/EA2 | High | Medium-high | Very low | Medium-high | Very low | Medium-high | 2 |
| Chile | EA1/EA3 | High | Medium-low | Very high | Very high | Medium-low | Medium-high | 6 |
| Ecuador | EA1 | Low | No data | No data | No data | No data | No data | 0 |
| Mexico | EA 1 / EA2/EA3 | High | Medium-high | Medium-low | Low | Medium-low | Medium | 26 |
| Peru | EA3 | High | Low | Medium-low | Low | Low | Medium-low | 6 |

¹⁸ Internal evaluation survey of the Project. Initial seminar (EA1), "New and old forms of labour informality". 3 and 4 April, 2019.

¹⁹ N=63.

²⁰ The remaining major themes linked to the Project have a lower multiple response rate: *Development of digital skills of workers (digital literacy) (21%)*; *Adjustment of education and vocational training systems to the demand for competences and skills of the labour market in the context of the digital revolution (19%)*; and *Information systems and/or registration of informal workers (13%)*. 9.5% indicated that none of the options were relevant priorities or aspects.

| Country | Document review | | Participant survey ^b | | | | | N |
|-----------------------------------|-----------------|---------|---------------------------------|-----------|-----------|--------|---------------------|---|
| | Project | Ranking | General | EA1 | EA2 | EA3 | Additional Activity | |
| Uruguay | EA2 | High | Very high | Very high | Very high | Low | High | 5 |
| Other non-participating countries | | | Medium-low | Medium | Medium | Medium | Medium-low | 6 |

Source: The evaluator.

^a Methodology: Document review and survey of participants or beneficiaries.

^b The rating is based on the responses to the survey provided by national and subnational governmental institutions. When at the country level, less than 30% is ranked as low (0% very low); between 30% and 45%, medium-low; 46%–55%, medium; 56%–65%, medium-high; 66%–75%, high; more than 75%, very high. For the “general” column, three of the proposed survey questions are included; EA1 (labour market regulation in the face of emerging forms of labour informality), four questions; EA2 (structural changes in occupations and relation between supply and demand of skills), four questions; EA3 (estimation of labour informality at the subnational level), two questions; additional activities (COVID-19 response), one question. The ratings correspond to the question of each cell of the table that registers the highest multiple response levels, by country.

36. Regarding the opinion of those who acknowledged having participated in the international seminars and national seminars or in technical assistance, workshops and the study tour, or who know the publications well, there is a *high consensus that the contents dealt with responded to or were aligned with the social and/or political priorities of their countries* (a total of 87%, N=124; no negative responses were recorded).
37. However, there are two aspects that may have affected not so much the themes worked on as the way in which the processes were implemented, which will be discussed in the following questions and in some way *limit the relevance of the content*: the juncture at which the Project was conducted and the management of partners’ expectations, in very specific cases.

EQ 2) How aligned was the proposed project with the work of ECLAC, specifically the work of the subprogramme in charge of project implementation?

The Project is aligned with the mandate of ECLAC and, in general, with the strategic objectives of the subprogrammes related to the Division of Economic Development and the Division of Social Development. The Project also aligns with the previous work of the implementing parties, and within the margins of its requirements, was able to incorporate a response to the effects of the COVID-19 pandemic (aligning with the interests of the United Nations system).

38. The project is fully aligned with the mandate of ECLAC,²¹ just as it is aligned, within the scope of its possibilities and requirements, with the response of the United Nations system to COVID-19 (see EQ 19).

²¹ "Undertakes studies, research and other support activities (...), promotes economic and social development through regional and subregional cooperation (...), gathers, organizes, interprets and disseminates information and data relating to the economic and social development of the region; provides advisory services to Governments at their request and plans, organizes and executes programmes of technical cooperation; organizes conferences and intergovernmental and expert group meetings and sponsors training workshops, symposia and seminars" ECLAC secretariat, <https://www.cepal.org/en/about/mandate-and-mission>. Accessed on 14 April 2022.

39. More specifically, correspondences have been found between ECLAC strategic policy documents in the establishment of priorities and the Project's lines of work, in the case of the divisions.²²
- Alignment with the priorities of the Division of Economic Development for the biennium in which it was designed (subprogramme 3, *Macroeconomic policies and growth*): creation of decent work, improvement of professional training, as well as informal employment (focus of the Project) and social protection, which was included during implementation. However, the other main concept of the Project, technological transformations and their impact on labour markets and labour relations, is not explicitly included.
 - Alignment with the framework established for the Division of Social Development (subprogramme 4, *Social development and equality*), specifically the promotion of decent work and social protection systems. In this case, the two central concepts, technological transformations and informal workers, are not explicitly included.
 - In the following draft programmes of work of the ECLAC System,²³ the elements of social protection, labour inclusion or decent work are maintained in the case of the subprogramme related to the Division of Social Development, without finding references to common elements with the Project in the case of the Division of Economic Development. *Macroeconomic policies and growth* references the impact of the pandemic as follows: “will provide the basis for supporting countries in the region in their efforts to build back better after the COVID-19 pandemic by transitioning to social welfare states, reactivating growth and closing socioeconomic gaps” (p. 19); this is seen in the case of the amendments motivated by COVID-19 (see EQ 16) (social protection of informal workers, impact on labour markets in the region, or strategies and policies for reconstruction).
40. On the other hand, the Project is implicitly in continuity with previous lines of work and thematic areas for each of the implementing parties:
- The Division of Economic Development: work done on digital platforms and their regulation with Deutsche Gesellschaft für Internationale Zusammenarbeit,²⁴ and on the impact of technologies on labour markets and production structures, including negative effects;²⁵
 - The Division of Social Development: continuity with the estimation of risk methodology in subnational areas,²⁶ the study of living conditions and social protection systems, and aspects related to the world of work and employment, albeit in a more disjointed way;
 - ECLAC Office in Argentina: also involved in the estimation methodology, previous research work related to labour, and interest in the “territorial issue”, incorporating more attention to the provinces into its activities.

²² ECLAC (2016). Draft programme of work of the ECLAC System, 2018–2019, thirty-sixth session of ECLAC, 23–27 May 2016.

²³ ECLAC (2018). Draft Programme of work of the ECLAC System, 2020, thirty-seventh session of ECLAC, 7–11 May 2018. ECLAC (2019). Draft Programme of work of the ECLAC System, 2021, 27 September 2019. ECLAC (2020). Draft Programme of work of the ECLAC System, 2022. Thirty-eighth session of ECLAC, 26–28 October 2020.

²⁴ Studies for the Dominican Republic and Costa Rica in the framework of the German cooperation programme “Sendas de desarrollo sostenible para países de ingresos medios en el marco de la Agenda 2030 para el Desarrollo Sostenible en América Latina y el Caribe (2018–2020)”.

²⁵ For example, J. Weller, S. Gontero and S. Campbell (2019); V. Giordano (2019).

²⁶ As applied to child labour, among other countries in Argentina, within the framework of collaboration between ILO and ECLAC.

4.2 EFFICIENCY

EQ 3) *Provision of services and support in a timely and reliable manner, according to the priorities established by the project document*

The assessment of the Project is positive in terms of levels of execution, the format of activities, correspondence between the activities and the products and objectives, and, generally, in terms of the juncture. There are aspects that were not carried out as planned that have not had negative consequences (such as switching from face-to-face to virtual activities), while other aspects, in specific cases, might have affected the efficiency of the Project and are related to the capacity for some stakeholders to be involved with a higher degree of agency and to the timelines for the lines of work.

41. In this relationship between implementation and the priorities defined in the design of the Project, two fundamental aspects must be taken into account. First, that the Project worked with government institutions at the central level, meaning that changes in government and administrations have had important consequences with respect to what was initially foreseen. Secondly, nearly every aspect of the Project was affected by the pandemic and its consequences, a situation that has also affected counterparts. This logically implies, on the one hand, that mobility restrictions had to be dealt with, and on the other hand, that priorities changed and new urgent issues arose, or at least that the attention of the partners fluctuated.
42. First, regarding the *ways in which the services were provided or the activities were carried out*, the most important aspect has been the change of activities (meetings, technical workshops, seminars, and even the study tour) from face-to-face to virtual. The general assessment is that this did not affect the effectiveness of the Project.
43. According to participants in the main events, the format of these events was adequate (91%, N=86),²⁷ a rating that was slightly lower in the opinion of participants in technical assistance, workshops and the study tour (85%, N=20). In the case of the consultants and ECLAC staff surveyed, there was unanimous agreement that the format was adequate (N=6), based on the logic of the Project and the virtual nature of the events.
44. Regarding the comparison between face-to-face and virtual events, opinions are varied, and generally positive. Although in some cases, participants recognize possible disadvantages (based on loss of opportunity to forge the relationships and informal exchange networks that are generated on the margins of official activities), the advantages are more highly valued (convenience in relation to availability and time management, ability to reach larger audiences, significant cost reduction, opportunity for more meetings, and efficiency) and it is reaffirmed that holding events in virtual format does not affect the objectives (learning and sharing experiences).
45. Secondly, in some activities, such as meetings and seminars, there was *greater involvement of different stakeholders*. This could have been limited to a smaller and less varied number of actors, which in turn could have implied limitation of the expected results around discussion of information and data from reports, studies or policy implications.

²⁷ Total grouping the number of yes responses for the three types of events.

46. In practice, only one study tour was carried out, in the context of EA 3. But this tour, initially thought of as very technical, was opened to a wider audience, and key issues were introduced beyond estimating informality. Such topics included social protection for platform workers (more relevant to EA1), the popular economy and social protection for informal workers in the face of the impacts of COVID-19, which are interesting for a non-technical audience. Regarding the capacity to attract different audiences, in general, the change from face-to-face to virtual activities was seen as favourable.
47. Beyond this, and for when events can once again be held in person, it is clear that the capacity for involvement depends on the specific country, given that the pandemic has also limited the convening capacity of ECLAC itself. Mexico would be one of the examples where this participation has yielded better results, especially in the involvement of subnational entities. However, other events involving the 3 components (especially AE2), which were mainly expected to involve local authorities, have been more limited; events have become more technical and more focused on counterparts (although, in some specific cases, they were opened for participation by other ministerial teams).
48. In the opinion of participants in the different events and those who recognize some of the publications of the Project, 86% (N=124) consider that the events responded to the objectives set (there are no negative responses, in any case). Regarding technical assistance, workshops and the study tour, this consensus is higher (95%, N=20), and among participants in national seminars, it is somewhat lower (81%, N=32).²⁸ Consultants and ECLAC staff agree that the events responded to the objectives, based on alignment with the terms of reference and positive evaluations of the events conducted in the context of the Project.
49. In the AE2, the *incorporation of the gender approach was* explicitly included when addressing the occupational changes derived from the digital revolution and the supply and demand of skills. None of the products for the countries in this framework have included it or have done so only partially, but some of the regional studies and publications framed in this AE have included it. In the opinion of the consulted counterparts, it was not of interest to incorporate the gender approach due to the technical nature of these technical assistances of EA2.
50. Regarding *timing*, especially due to the pandemic context, some activities, in the three components, had to be carried out later than expected, concentrating many of the activities in the second half of 2021 (the Project was initially planned to be completed in June 2021).²⁹ Although the degree of execution of the Project is high, these completion times directly affected collaborations with countries that started well into the Project. First, the knowledge generated (studies) may have arrived late, in some cases, to feed the public policy decision-making that was taking place in the country, and second, coupled with national political agendas, this limited dissemination processes and specific policy advocacy in some of the countries.

²⁸ Although there are few cases, this is explained by the opinion of those who work in subnational governmental institutions (n= 6).

²⁹ For example, the national workshops and seminars on estimating labour informality (A3.3 and A3.5) were scheduled to be held in 2020, but were conducted throughout 2021 (it is also true that instead of this work stream being conducted with 3 countries, it was conducted with 4); the study tour on analysing labour informality at the subnational level was conducted in September 2021 (A3.6), although it had been planned for the first quarter; the final international seminar was held one month later than scheduled (October 2021, A3.8, having been planned for the second or third quarter). *Timeline of remaining activities. 1819BB 2020_2021.*

51. In the opinion of most participants in Project activities, the different events were held at the right time for their purposes and objectives (81%, N=86). However, there were some cases where participants considered that the seminars (international and national) were not well adapted, which was the opinion of people from participating countries, some who worked in government institutions, both national and subnational. In this regard, and although this is only for specific cases, there was no full consensus among the consultants and ECLAC staff surveyed.
52. Finally, some studies or publications were delayed. This is due to the preparation process dragging on since the emergence of the pandemic,³⁰ or to the lack of capacity of ECLAC editing services to meet demand. This may have affected the ability to disseminate results, for instance when the final version of result documents was not ready in time for the final seminar.

EQ 4) Flexibility and responsiveness of ECLAC to meet the requirements of the project and the needs of the countries involved, reducing or minimizing the negative effects of externalities

The main challenges that the Project faced, which required significant flexibility, were the changes in countries' governments, interest and political will, and the context and consequences of COVID-19. The adaptation strategies adopted, with good results according to counterparts and participants, made possible in part as a consequence of the work trajectories of the implementing parties, have included substituting one country for another with the need and willingness to implement defined lines of work, to respond to new national demands that have arisen as a result of the work developed and to the generation of knowledge that was not initially foreseen.

53. The Project was able to respond to the *foreseen requirements* by following a variable implementation strategy that implied the participation of a greater number of countries, subject to national interests and the viability of the development of the Project's lines of work. Therefore, the strategy of the Project's management was to seek to implement the lines of work, generally in line with the expected scope, based on the type of activity and number of countries, in other initially unforeseen countries where there was a need and willingness to do so. This was made possible by the work of ECLAC teams, previous work experiences with countries' authorities, the availability of pre-existing informal internal work networks linked to the Project's themes, and the generation of synergies with other parallel interventions.
54. The Project was *able to respond to countries' new priorities or interests*:³¹
- Request from the Ministry of Social Development of Argentina for two types of technical assistance in the framework of additional COVID-19-related activities on social policies;³²

³⁰ "Some consultants experienced delays because of political instability in the country (as in Colombia in May 2021) or because they had contracted COVID-19." (p.29) *Final report template, DA eleventh tranche. 1819BB.* (2022).

³¹ No evidence was found to the contrary, for example, requests made by country counterparts that were not resolved.

³² According to letters from the Ministry of Social Development of Argentina on 4 April 2020 and 29 January 2021. Assistance was requested to address the role of the State in the context of crisis and recommendations for the development of strategies to generate employment and income in territories of greater vulnerability and informality, and evaluation of Ministry policies aimed at informal workers; technical assistance in the newly created ReNATEP and conceptualization of informality, social economy and popular economy.

- The Mexican Ministry of Labour and Social Welfare, after learning of the results of the first round of technical assistance, “*Determinants of the propensity for informality at the subnational level in Mexico*” (EA3), requested that it be combined with an additional source of information (the 2019 Economic Census),³³ which was done.
 - Following the workshop on the methodology for estimating the probability of informal employment at the subnational level (EA3) in Argentina, a workshop was held on the small-area estimation methodology at the request of the Ministry of Labour, Employment and Social Security, in which the Ministry of Women’s Affairs also participated, in collaboration with the ECLAC Statistics Division.
 - The Ministry of Labour and Social Security of Uruguay, after an initial round of technical assistance to strengthen its occupational information system, requested two more instances of assistance, which were provided.³⁴
 - There are other extensions to the lines of work that, although they have not involved the entire logical sequence, have been incorporated into some activity, such as in Ecuador and Chile, where studies are being conducted on the challenges of regulating digital platform workers.
55. In general, the counterparts agree with the *project’s capacity to adapt to their demands*, and in some cases, they are very satisfied with how it exceeded their expectations and anticipated future needs (because of the proactive attitude of both ECLAC and the consultant contracted). But in other specific aspects, this responsiveness is more questionable. One has already been mentioned, the juncture of the Project. The other refers to a failure to manage the initial expectations of the counterpart with regard to the final product, probably due to the difficulties inherent to the process for this specific research.
56. In the opinion of event participants and those who are familiar with the publications, *there is consensus that they met the needs of their institution or country in this area* (76%, N=124).³⁵ Participants in international seminars and those who know the publications had a lower percentage of affirmative answers (none were negative, however), but in these two cases, this does not correspond in any decisive way to the opinions of participants who work in government institutions. The vast majority of consultants and ECLAC staff surveyed consider that the Project met the needs of the beneficiary or target institutions, based on the following arguments: response to previous needs and usefulness for policy decision-making for public problems in the country.
57. There is also *high consensus among participants that the activities and publications were responsive and were adapted to the changing priorities of their institutions or countries* (81.5%, N=124). Half of the consultants and ECLAC staff surveyed agree (the other half consider that they cannot say). The lowest relative consensus is registered around the international seminars (76.5%, N=34).

³³ Based on the hypothesis that “the number and characteristics of economic units are a relevant factor in explaining informality at the municipal level” (translated by the evaluator) (29 March 2021). Letter from the General Director of Labour Research and Statistics of the Secretary of Labour and Social Security of Mexico (Secretaría del Trabajo y Previsión Social).

³⁴ Letters from the Minister for Labour and Social Security of Uruguay on 30 December 2021 and 14 September 2021. Letter from the director of the Labour and Social Security Statistical Unit on 28 December 2020. This resulted in three rounds of technical assistance as follows: Strengthening the comprehensive system for the analysis of occupational changes (O*NET Uruguay), Development of a machine learning tool for the relationship between occupations and training programmes in Uruguay, and Methodological development for the identification of supply and demand of training in digital skills.

³⁵ Even participants from countries not participating in the project almost always give a positive evaluation.

58. In relation to an unforeseeable context such as the *pandemic*, the format of the Project was adjusted by incorporating two new activities, and in practice, this cut across all the components, mainly through the reallocation of surplus funds for knowledge generation, and mostly in response to the consequences of COVID-19 in the region. According to the Project managers, the pandemic demanded enormous flexibility in the adaptation of the Project, but allowed for a response in a context of uncertainty and in the re-evaluation of thematic areas (see EQ 16).
59. Finally, although the Project managers changed mid-stream in both the Division of Economic Development and the Division of Social Development, no testimony was provided during the evaluation to suggest that the situation affected the Project's implementation.

EQ5) To what extent has partnering with other organizations enabled or enhanced the achievement of the results?

Collaboration with other international organizations has been an ad hoc part of the Project, rather than a partnership or alliance that was initially planned. According to the implementing parties, this has made it possible to optimize resources, provide an overall vision and establish synergies.

60. This question was addressed in the design of the evaluation in a section on partnerships with other international organizations in the implementation of the Project. However, there is consensus in describing what happened not so much as a partnership³⁶ but rather as specific collaboration, as follows:
- Mission reports from the project show collaboration with United Nations agencies and resident coordinators.
 - Project staff received invitations to various organizations of the United Nations system and others (such as the Inter-American Development Bank or the Organisation for Economic Co-operation and Development) to participate in the events, as verified in the lists of participants.
 - As part of the ongoing partnership with the Office for the Southern Cone of the International Labour Organization (ILO), a joint paper was published (EA1), "*Employment Situation in Latin America and the Caribbean: Decent work for platform workers in Latin America*" (2021).³⁷
 - There were co-financing efforts on common topics with various European cooperation agencies.³⁸
61. This collaboration, according to the parties managing the Project (although it was not possible to consult representatives of other organizations to corroborate this), has served to provide an overall vision of the work carried out, to generate synergies between the parties involved and to optimize resources. Other organizations and sources of financing played a role in the continuity of the work of the Project, such as the Ford Foundation (on the future of work) or through work done in Chile that was similar to work done in Uruguay, by the same consultant, with support from the Norwegian Agency for Development Cooperation (see EQ 11).

³⁶ During the Project's design phase, the International Labour Organization was identified as a potential partner.

³⁷ Available at <https://www.cepal.org/en/publications/46956-employment-situation-latin-america-and-caribbean-decent-work-platform-workers>.

³⁸ (1) ECLAC/Deutsche Gesellschaft für Internationale Zusammenarbeit programme: (EA2.4) July 2020, "*El impacto de la crisis sanitaria del COVID-19 en los mercados laborales latinoamericanos*"; (2) ECLAC/Norwegian Agency for Development Cooperation programme: financing for a consultant on the regulation of platform workers in Chile and editing and translation of publications; March 4, 2021: a virtual webinar was held on the United Kingdom Employer Skills Survey, used to identify the need for skills, including a presentation by specialists from IFF Research (<https://www.iffresearch.com/>).

4.3 EFFECTIVENESS

EQ 6) How satisfied are the project's main beneficiaries with the services they received?

The satisfaction of Project counterparts and participants is high. The reasons for this satisfaction are centred on the generation and transfer of knowledge; coordination with ECLAC and, occasionally, with the consultants; exchange of experiences; the capacity of the Project to respond to new demands; and the virtual format of some of the activities. The reasons for dissatisfaction, which was not widespread, related to the scheduling of certain technical workshops and to a failure to adjust expectations regarding specific studies.

62. There is a *high level of satisfaction with the activities and products among participants surveyed*, with 97.6% declaring that they are fairly or very satisfied, and only a few people expressing low satisfaction (who are not usually from government institutions).

Table 4
Participant survey. To what extent are you satisfied with Project activities and products?

| | Not at all satisfied | Not very satisfied | Quite satisfied | Very satisfied | I can't assess | N |
|--|----------------------|--------------------|-----------------|----------------|----------------|-----|
| International seminar(s) | | | 50.0% | 50.0% | | 34 |
| National seminar(s) | | 3.1% | 43.8% | 53.1% | | 32 |
| Technical assistance, workshops and study tour | | 5.0% | 35.0% | 60.0% | | 20 |
| Publications | | 2.6% | 39.5% | 57.9% | | 38 |
| Total activities/products | | 2.4% | 42.7% | 54.8% | | 124 |

Source: The evaluator.

63. **Reasons for satisfaction:** the most recurrent and main reason, for the counterparts interviewed, was the generation and transfer of knowledge. More specifically, there was a high level of satisfaction with coordination processes, the relationship with the consultant, and the response of ECLAC to meet demands and develop additional technical assistance, as well as with the (virtual) modality of the technical transfer workshop.
64. For participants in the international seminars, all comments (N=14) addressed the reasons for satisfaction, which are grouped into: (1) knowledge acquisition, sometimes including references to different points of view, recommendations and proposals, or tools and their usefulness for work (38%); (2) satisfaction with the ability to obtain a global or regional vision or an understanding of the phenomena discussed, and sometimes, with how to transfer that to the national or local context, as an analytical and comparative framework (25%); (3) greater capacity to advocate and raise awareness of problems to encourage countries to address them or pay attention to them, from different perspectives; (4) interest in the topic, motivation to exchange information with the team of experts or to involve other actors, specifically companies.
65. In the national seminars (N=7), participants' reasons for satisfaction focused on the relevance of the information, its usefulness for their own work (specifically research and evaluation) and the exchange of experiences and recommendations. The virtual version was also valued for its capacity to present

new perspectives from other countries, not only nationally, and to give participants access to professionals (an opportunity that is not always available) and to updated knowledge. Meanwhile, participants in technical assistance initiatives, workshops and the study tour (N=3) allude to their satisfaction in terms of the quality of the presentation, the usefulness of the data and discussions, and the ability to learn about best practices for the implementation of public policies. Finally, among those who said they were familiar with the publications (N=7), the reasons for satisfaction are divided between those who refer to the clarity of the methodologies or tools, and the ability to extract information or experiences to apply in other contexts or specific areas.

66. **Reasons for dissatisfaction:** Reports of dissatisfaction are few, and they focus on two points. First, several evaluation participants mention certain technical workshops that they say were inadequately prepared and organized (lack of balance between the time dedicated to the introduction and presentation and the substantive and practical parts). The second reason alludes to the expectations regarding the studies, in one case pointing to the nature of the studies (which were less focused on data collection than had been expected), and in another, pointing to recommendations that were generic rather than based on the experience of work carried out in other countries.

EQ7) To what extent do the participants in workshops and seminars value the usefulness of the contents covered?

The usefulness of the content in the different events of the Project was rated as very high. The vast majority of people surveyed considered the different aspects to be (quite) useful or very useful, according to both the internal evaluations and the questionnaire for this assessment. Participants found it especially useful for discussing and designing policies, gaining or updating knowledge on the themes, exchanging experiences between countries and making visible or scoping problems.

67. A large majority of participants surveyed from the various workshops, international seminars and the study tour³⁹ (74%; N=229) rated the **substantive content** covered as excellent.⁴⁰
68. Regarding the usefulness of the activities, 75% (N=192) of all participants surveyed in the 6 seminars, workshops and study tour responded that the activities were **very useful**, in either the information or the methodology, for the analysis, monitoring and/or design of policies, including those aimed at reducing **labour informality at the subnational level**.⁴¹ In general, the main beneficiaries of the Project, among those who are expected to use and apply the information in a practical way (i.e. public institutions at the central and subnational levels), mostly responded that it was very useful for these tasks. Regarding the seminar (14 April 2021) and the technical workshop (15–19 April 2021)

³⁹ According to internal evaluations of the Project (see annex 7). There are seven results available from the evaluations carried out by the Project that contained this question; the number of people surveyed by activity is highly variable.

⁴⁰ The following workshops received somewhat more critical evaluations: EA3. Technical workshop, Peru (13 and 14 July 2021) (67% good, 33% excellent, N=9), and EA3. Seminar and technical workshop (face-to-face), Chile (14 and 15 December 2021) (20% fair and 40% excellent, N=10).

⁴¹ The formulation of the questions varies according to the activity/questionnaire, although some are the same. All "very useful" answers were considered with respect to all answers for the six activities that measure this aspect for EA3.

in Mexico, most participants surveyed consider that they provided them with *tools for the formulation and monitoring of policies to reduce labour informality at the subnational level*⁴².

69. In the case of the *initial international seminar of the Project*, “New and old forms of informality” (3 and 4 April 2019), the following aspects are rated as useful (always with rating of more than 91%, good or excellent, N=34): the *topics presented and discussed for the work of their institutions* (60% rate usefulness as excellent); to *improve knowledge on issues of measuring informality* (53% excellent); to *promote dialogue on the regulation of new forms of work and to promote dialogue on the future of work and the promotion of decent employment* (in both, 56% rate the usefulness as excellent).
70. According to the different topics discussed in the *panels of the final international seminar* “Labour informality: challenges posed by technological change, territorial inequality and the need of social protection” (6 and 7 October 2021) all responses were useful or very useful to *improve knowledge* on the different topics, as follows: 1) *to improve methodological and conceptual knowledge on the identification of informality at the subnational level*; 2) *to improve methodological and conceptual knowledge on social protection for informal workers*; 3) *to improve knowledge on the experiences of other countries in relation to platform work*; and *to improve knowledge on experiences in identifying the needs of the labour market*.⁴³ To what extent the panels *provided* them with *relevant information that could be used in their daily work*: again, all respondents (N=5) from the panel “Labour informality at the subnational level” responded that the information was very *relevant*; 88.2% (N=17) gave the same rating to the panel “The social protection of informal workers”, especially those coming from government institutions; 61.9% (N=21) gave the same rating to the information from the “Technological change and skills for the future” panel; and less than half, 45.2% of respondents (N=31) from the “Platform work and decent employment” panel, considered that the information was very *relevant* to their daily tasks (the rest responded that it was *relevant in some aspects*).
71. According to the results of the survey for the assessment, *the contents, tools, themes or recommendations from the activities and/or publications* are valued by 98.4% (N=124) as quite or very useful, and by more than half (53%) as very useful. Usefulness rates lower in the case of international seminars (44% very useful), and higher in the case of technical assistance, workshops and the study tour (65% very useful). More broadly, participants were asked about the usefulness of the different activities in which they participated,⁴⁴ which breaks down as follows: 1) 31% useful in their contribution to the discussion and design of policies (38% of comments in international seminars, 36% in national seminars).⁴⁵ 2) 25% of the comments attest to usefulness in acquiring or

⁴² This was the opinion of 88.5% of respondents for the seminar (an option chosen by 85% of representatives of public institutions at the central level and 100% at the subnational level), and 90% of respondents for the workshop (100% of public institutions at the central level).

⁴³ The responses of “very useful”, in order, are as follows: 100% (N=5); 82.4% (N=17); 67.7% (N=31); 57.1% (N=21).

⁴⁴ Valid answers to open-ended questionnaires were collected from participants in international seminars (N=16), national seminars (N=11) and technical assistance, workshops and the study tour (N=5).

⁴⁵ Some of the open-ended comments collected on this topic read as follows (own translation): “*It enabled progress in the discussion of policies and concrete actions to help vulnerable population in terms of social security.*” (Chile, academia, university, research centre). “*The content was good because it provided more tools for decision-making, and in particular, provided context of what happens with working people in schemes such as digital platforms or in regard to informality issues.*” (Mexico, National government institution). “*The information that was provided is very useful to visualize scenarios and generate reports and assessments that help in the implementation of strategies and*

updating knowledge (19% international seminars, 36% national seminars and 20% workshops).⁴⁶ 3) 12.5% of comments refer to the exchange of experiences between countries (all correspond to participants in international seminars).⁴⁷ 4) 12.5% refer to visibility and/or scope of the phenomena or problems.⁴⁸ 5) Other reasons for usefulness focus on the use of research and the contribution of tools that facilitate the work of meeting participants.⁴⁹ In the case of the usefulness of the publications produced during the Project (N=11), they serve as inputs for research and planning or for more concrete uses.

PE9) To what extent do the main beneficiaries of the Project incorporate the issues addressed and the key outputs of the Project in their work?

From a more technical point of view, a good part of the methodologies and practical recommendations have been applied or have been incorporated, according to the main counterparts interviewed. The vast majority of participants surveyed said that there have been some changes in the way they work, in their institution or in the country, especially in the use of approaches, methodologies or recommendations, and specifically among people from the participating countries working in national and subnational government institutions.

72. The following applications derived from the methodologies, recommendations and tools of the Project have been confirmed:

- Argentina: the recommendations and organization of work in the framework of the recent National Registry of Workers in the Popular Economy (ReNATEP, Additional Act 2) have been implemented.
- Colombia: regarding prospecting, several recommendations have been taken up again and work is being done on coordinating the use of new suggested quantitative techniques with other qualitative techniques that were being applied in the country in the framework of another collaboration with an international organization. Regarding the methodology for demand and skills gaps, the tools are being used in the context of qualifications that are used for other national education and training entities for training design (EA2). Both applications are related to the OCUPACOL initiative (a job catalogue website in Colombia).
- Mexico: through the Project, the methodology for estimating the probability of informality at the subnational level (EA3) has already been replicated and updated with more recent census data.
- Uruguay: methodologies and tools have been incorporated in the context of ONET*Uruguay, a national occupational information system), which is currently in the second wave of data collection.

actions.” (Panama, other type of public institution). “To estimate levels of informality at the subnational level in order to generate statistics for decision-making.” (Peru, National government institution).

⁴⁶ “The tools are important for building new knowledge that is important as a basis for understanding new social, political, economic and cultural phenomena.” (Argentina, academia, university, research centre). “Systematization of new and relevant knowledge.” (Chile, academia).

⁴⁷ “In sharing best practices on public policies in this area.” (Chile, national governmental institution).

⁴⁸ “The tools have been useful in recognizing and reassessing the situation of digital platform workers and improving their regulation and status.” (Mexico, national government institution).

⁴⁹ There are two comments that make this usefulness very concrete, from stakeholders that were not direct counterparts of the project: “The tools justified maintaining the informal economy curricular unit in the management degree...” (Venezuela, academia). “Design of training and technical assistance programmes for cooperatives and social economy organizations.” (Argentina, tertiary sector/civil society entity).

73. According to the project participants surveyed, 72% (N=43 valid comments) considered that their participation *had brought about some change in their way of working, in their institution or in the country*; the remainder of participants said that it had not. The comments focus on the use of approaches, methodologies or recommendations. The most specific comments come from people from the participating countries who work in national and subnational government institutions, highlighting the positioning of certain issues (such as the relationship between digital platform workers and social protection), the use of data and information to analyse the context and take into consideration the recommendations, the use of methodologies and the application of tools and approaches in providing services to citizens.⁵⁰ Some who denied that the methodologies and tools had been incorporated provided context.⁵¹
74. Among certain approaches, recommendations and tools representative of the work of the⁵² Project, most participants report *applying, in their current work*, public policy recommendations for digital platform workers, a response that is the top choice among respondents from Chile, Colombia, Mexico and Peru, and among national and subnational government institutions and academia or similar entities. The second-most-common option is public policy recommendations for labour market regulation, which was most relevant for respondents from Argentina. In third place were tools and methodologies to measure workers' digital competencies, identified as more relevant for Uruguay and Ecuador. In Peru, the option of public policy recommendations to address labour informality at the subnational level was chosen most often. In the case of respondents from other countries, other types of actors, and also participants from academia, universities and research centres, the most frequently chosen option was methodologies for the managing adjustments between competencies and skills and the demands of the labour market.

⁵⁰ *Some of the contributions are as follows (translated by the evaluators): New forms of work are considered in projections and design of policies (Argentina, national governmental institution). The recommendations made in the various studies and in the forums have been useful to raise the visibility of the problems of people working on digital platforms and the consequences on their labour relations, especially social protection (Mexico, national governmental institution). Yes, it allows you to better understand the problems, and although you do not have the budget to implement actions and measures, it allows you to analyse how, with the inputs you have, you can contribute to address the causes of the problem. (Mexico, subnational governmental institution). The small area estimation methodology is being applied (Mexico, national governmental institution). Application of the recommendations in the analysis of the situation in my State (Mexico, subnational governmental institution). A labour rights approach has been incorporated towards workers in digital platforms such as food delivery or passenger travel platforms. And it has been seen as a paradigm shift that points to a new normative system that regulates such jobs (Mexico, national governmental institution). Incorporation of new approaches and tools for working with unemployed people (Uruguay, national governmental institution). Incorporation of decent work approach (Chile, university, others). It was understood that there are other approaches and methodologies that allow us to address issues related to institutionality (Colombia, National governmental institution).*

⁵¹ *In Chile there has not yet been much concrete action in this area, basically because the country is undergoing a political transition that focuses on other priority issues (Chile, universities, others). It is complex because the methodologies are not compatible with the harmonization of tax and social security laws in Mexico (Mexico, subnational governmental institution).*

⁵² *Although the following list is not representative and cannot be verified, it does offer an approximate and comparative view of the applications of the different aspects worked on by the Project.*

Table 5
Participant survey. Of the following elements, what approaches, methodologies or tools that were discussed during the Project do you currently apply in your work?

| | % of multiple responses (N=53) | Option with the highest number of responses per country | Option with the highest number of responses by type of actor |
|---|--------------------------------|--|--|
| Public policy recommendations for digital platform workers | 42% | Chile (n=3) Colombia (n=2) Mexico (n=11) Peru (n=2) | National government institution (n=8) Subnational government institution (n=5) Academia, university or similar (n=7) |
| Public policy recommendations for labour market regulation | 32% | Argentina (n=6) | |
| Tools and methodologies to measure workers' digital competencies | 28% | Uruguay (n=2) Ecuador (n=2) | |
| Public policy recommendations to address social protection for informal workers | 25% | | |
| Public policy recommendations to address labour informality at the subnational level | 23% | Peru (n=2) | |
| Methodologies for managing adjustments between competencies and skills and the demands of the labour market | 23% | Other countries (n=2) | Others (n=3) Academia, university or similar (n=7) |
| Methodology for estimating the probability of informal work at the subnational level | 23% | | |
| Public policy recommendations for bridging the gap between supply and demand for competencies and skills | 15% | | |

Source: The evaluator.

EQ8) What are the results identified by the beneficiaries?

The main results, according to participants and counterparts of the Project, are the generation of knowledge on informality, the transfer and strengthening of capacities from the most technical aspects (that can be replicated), and the identification of possible alternatives for action. The expected results related to advocacy, for national and especially subnational authorities, meaning stronger political will, ranked lower.

75. One of the main results mentioned by the interviewed counterparts is the **generation of knowledge**. In cases that refer to the estimation of informality at the subnational level, participants added that this knowledge was not available before and that it allows for a better understanding of the phenomenon and/or enables them to obtain evidence of it. The opinion that the main result is the generation of knowledge coincides with the results of the participants and the Project implementers surveyed, who add that this, together with the exchanges and recommendations, have contributed and are contributing to reflection on the part of public policymakers and/or are enabling access to data for evidence-based policy design.

76. Another result on which the counterparts agree is the *transfer of capacities*, pointed out both in relation to the estimation methodologies and in methodologies for the relationship between jobs, training and worker skills. In these cases, participants also added that the methodologies are ready to be replicated (if this has not already been done, as seen in EQ7).
77. Some of the partners interviewed mentioned as main results the *transfer and appropriation of innovative methodologies and tools* that will be used by different public institutions, and even citizens, regarding the relationship between labour market demands and training, and also the provision of a model and internal work management methods to ministry teams in the organization, collection and planning of records.⁵³

Table 6
Survey of participants, consultants and ECLAC staff. From the following lists, and in your opinion and experience, what do you think have been the main results of the Project?
 Prioritization of results (highest concentration of responses) according to types of stakeholders

| | |
|--|--|
| National government institutions (< 6 responses): | <p>1st <i>Greater knowledge of the challenges in the country and possible lines of action for the adjustment of labour regulations to emerging forms of work (B)</i></p> <p>2nd <i>Increased knowledge and skills to adjust labour market regulations to emerging forms of work in the context of the digital revolution (A)</i></p> <p>3rd/4th/5th <i>Increased and updated knowledge on the conceptual and methodological framework and public policies related to labour informality (A)</i></p> <p>3rd/4th/5th <i>Greater political will in national institutions to address the relationship between workers' competencies and skills and new labour market demands (C)</i></p> <p>3rd/4th/5th <i>Increased political will of national institutions to address labour informality (C)</i></p> |
| Among subnational government institutions (< 4 responses): | <p>1st/2nd <i>Improved technical capacities to identify the status and likelihood of labour informality (A)</i></p> <p>1st/2nd <i>Greater knowledge of the challenges in the country and possible lines of action for the adjustment of labour regulations to emerging forms of work (B)</i></p> <p>3rd/4th <i>Enhancing technical skills to harness the digital revolution for decent work (A)</i></p> <p>3rd/4th <i>More updated knowledge on the conceptual and methodological framework and public policies related to labour informality (B)</i></p> |
| Consultants and other ECLAC staff (reported by more than half): | <p>1st <i>Increased knowledge and skills to adjust labour market regulations to emerging forms of work in the context of the digital revolution (A)</i></p> <p>2nd <i>Greater knowledge of the challenges in the country and of possible lines of action for the adjustment of labour regulations to emerging forms of work (B)</i></p> <p>3rd <i>Increased knowledge of options for action to reduce the risk of increased unemployment or informality in the context of the digital revolution (B)</i></p> <p>4th <i>Greater political will of national institutions to face the challenges of the digital revolution in the labour market (C)</i></p> |

Source: The evaluator.

78. Two unexpected results of the project have been mentioned. The first is the international reach of national initiatives of which the Project has been a part. Thanks to this, national initiatives are acquiring visibility due to their capacity to be replicated (transferable methodologies and systems, adapted to a local context and based on international standards). The second result of participation in the Project is that project participants are now part of an informal network managed by the Division of Economic Development that brings together different countries to address labour market and technology issues.

⁵³ The parties implementing the Project also highlighted this result in relation to the generation of more systematic work dynamics among the technical teams.

79. In the opinion of the participants surveyed from one of the seven countries involved in the Project, the main results are related to contextual knowledge and policy alternatives (B) and to technical knowledge and capacity-building (A). Results related to interest among public policymakers are also included (C).⁵⁴

EQ10) Are there any tangible policies that have used the contributions provided by ECLAC in relation to the project being evaluated?

The contribution that has been unequivocally traced from the Project to the countries was made under the national initiative of the ONET*Uruguay occupational information system. There are indications in Mexico that a contribution was made to draft laws and government initiatives on digital platform workers, and the results of work done on labour informality during the project were used at the subnational level to orient strategies.

80. The capacity of the evaluation has been limited when it comes to finding substantiated evidence of contributions to public policies, understood as new legislation, regulations or programmes, that have been approved in the countries. In this regard, it must be considered that interviewees worked at a technical level rather than at the policy decision-making level, especially in countries where the expected final use of the information involves several actors (the topic of labour informality typically involves several ministries) or is at a high level (draft legislation), so that once the information was transmitted, participants sometimes did not know whether the data were promoting the adoption or redesign of certain policies or programmes. In addition, the eminently technical nature of the Project may explain why it is still too early for the contributions to materialize in practice, an aspect pointed out by implementers. That said, the Project has contributed as set out below.
81. Through work done in Uruguay, the Project contributed to the progress of the ONET*Uruguay occupational information system initiative and to the country having automation tools to implement, among other things, the platform called “MiTrabajoFuturo” (my future work),⁵⁵ which provides tools and information about the labour market in Uruguay for the use of citizens. In addition, with the information that is being collected, it will serve other institutions (especially those involved in education and training) and personnel dedicated to job counselling.
82. At a minimum, the Project has contributed *to the discussion about the situation of digital platform workers in Mexico*. The Project has collected evidence of this contribution to the debate, including press reports and contact from other institutions in the country or invitations to ECLAC to participate in national events. The country currently has several initiatives in this regard,⁵⁶ and the Mexican social security institute has launched a pilot programme (voluntary) to provide social security to independent workers.⁵⁷ Several respondents representing the Ministry of Labour and Social Welfare referred to the Project’s contribution to the work on digital platforms in the country.
83. Regarding the line of work on *estimating the probability of informal work at the subnational level in Mexico*, it is unknown to what extent it has affected the adoption or reorientation of policies, but

⁵⁴ This list of results presented in the evaluation surveys is a summary of the results expected during Project design and is presented in the survey divided into these three aspects (national participants/subnational participants/project staff; see table 6) in a non-compulsory multiple-choice format.

⁵⁵ Accessed on 27 August 2022. <https://www.mitrabajofuturo.gub.uy/>.

⁵⁶ El Economista (2022.25.02) *La regulación del trabajo en plataformas va; el debate no es cuándo, sino cómo: STPS*. Accessed on 25 July 2022. <https://www.eleconomista.com.mx/capitalhumano/La-regulacion-del-trabajo-en-plataformas-va-el-debate-no-es-cuando-sino-como-STPS-20220224-0105.html>.

⁵⁷ IMSS (September 2021) *IMSS firma convenios con plataformas de servicios digitales para promover la incorporación voluntaria de personas trabajadoras independientes*. Accessed on 25 July 2022 <https://www.imss.gob.mx/prensa/archivo/202109/432>.

there are indications that the information is being used to orient communication campaigns and that it has been considered as an instrument to focus on labour inspection.⁵⁸ ECLAC was also invited to present the results of this work to Mexican government agencies that analyse and make decisions on national labour statistics.⁵⁹

84. In *Chile*, Law 21431 on amending the labour code that governs contracts for workers for digital platform services companies was approved on 11 March 2022 (and came into effect on 1 September).⁶⁰ However, it is not known whether the study (EA1, conducted in 2021) contributed to the design or discussion of this legislation. On the other hand, although interest has been formally expressed in using the results of the estimation of the probability of labour informality and it is known that the results were shared with subnational entities, doubts are raised as to whether there has been a transfer to the new authorities and technical teams of the Ministry of Labour and/or whether the results are useful for decision-making at that level or at the provincial level.
85. In *Argentina*, the impact of the Project is the contribution to the national debate on regulations for platform workers (as compiled by the Project). The country currently has several legislative initiatives on this matter.

4.4 SUSTAINABILITY

PE11) *How have the Project's main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the project's activities? What were the multiplier effects generated by the Project?*

Evidence of the Project's continuity, replication and multiplier effects include the willingness expressed by counterparts in different participating countries to use the methodologies with new data or with the change in the political cycle; the relationships of trust generated by Project consultants who collaborate with the countries on new initiatives in aspects related to the intervention; and the interest of third countries in the Project's experiences, which have even generated new collaboration with ECLAC.

86. The previous evaluation questions (EQ7 to EQ10) addressed and described which results of the Project have been incorporated by the teams, institutions and countries, from the micro level (usefulness and use at work) to the macro level (contribution to policies) four months after the end of the Project.
87. Possible future uses expressed by counterparts focus on *replicating* the small area estimation and informality probability *methodologies*, specifically in the Ministry of Labour of Argentina, with data from the 2022 census, and in Mexico, applied to other phenomena when the political cycle allows, both with the intention of identifying potential beneficiaries of public policies.
88. Regarding the *multiplier factors* of the Project, there is a national initiative, the ONET* Uruguay occupational information system, which the Project has helped to publicize among the countries of the region, and which has at least raised interest in Chile (where related work is already being

⁵⁸ A3 Letter Mexico (29 December 2021).

⁵⁹ Comité Técnico Especializado de Estadísticas del Trabajo y Previsión Social (CTEETPS). Letter from Mexico (16 June 2021).

⁶⁰ <https://www.bcn.cl/leychile/navegar?idNorma=1173544> Library of the National Congress of Chile, accessed on 30 June 2022.

done) and Argentina. Collaboration with this initiative by ECLAC is considered to have contributed to the positioning of the Commission at the regional level. In addition, because the Ministry of Labour and Social Security of Uruguay was satisfied with the consultant hired for this work, it is collaborating in a new phase of the initiative (data collection) and in a more general project on the automation of labour indicators (with funding from another international organization).

89. The workshop on the small area estimation methodology in Argentina, in which other ministerial teams participated, is said to be useful for ongoing initiatives such as the *Mapa Federal de Experiencias con Varones y Masculinidades* (federal map of experiences with men and masculinities), of the Ministry of Women, Gender and Diversity of Argentina. In Mexico, the interest aroused by the line of work on digital platform workers has led to the hiring of the Project's consultant to enhance the evaluation and collection of information in the country.
90. Different countries have expressed interest in certain other areas, for example the methodology proposed to collect and analyse information from job vacancies generated interest from other countries in the region (results presented in El Salvador, Guatemala and the region, through the Inter-American Centre for Knowledge Development in Vocational Training (CINTERFOR) of ILO).

EQ12) How has the Project contributed to shaping or enhancing the programme of work, priorities and activities of ECLAC?

The Project has helped ECLAC to better position itself in the thematic areas, both in terms of knowledge production and in participating with the countries of the region in shaping the debate around technological transformations, informal employment and other topics relevant to the project. Additionally, the tools generated during the project are in some cases already being used in new interventions. Participants also stated that a contribution had been made to organization, both in the managing entities themselves (expansion of the network of stakeholders and synergies) and with other parties within ECLAC.

91. The Project has contributed in the following ways to enhancing the work done within ECLAC. First, the *generation of knowledge about labour informality in the region*, in a broad sense, is remarkable. One only has to look at the publications available on the ECLAC website to see that under the search terms "trabajadores informales" and "trabajo informal" (informal workers and informal work), one third of the results in the last 10 years are publications produced in the context of the Project.⁶¹
92. Second, a contribution has been made in *strengthening the lines of work promoted by the Project on which there are* national and regional *debates*, specifically around the dynamics of technologies and their impact on markets and the world of work, occupational structures⁶² and social protection systems. This allows for better positioning in the face of future demands from countries. To this is added the development of methodologies to address certain aspects that have been valued as useful and

⁶¹ Analysis conducted of the ECLAC publications list (accessed on 7 January 2021) https://www.cepal.org/es/publications/list?search_fulltext=trabajo%20informal&sorting=field_date%7CDESC. Of the 40 search results (2 of them for the term "informal workers", the rest for "informal work"), newsletters and journals were excluded and results published since 2012 were used. Even results that, a priori, have little relation to this topic were used. Of the 27 search results using these criteria, 9 were funded by the Project.

⁶² In EQ 1, it was confirmed that the topics of the dynamics of technologies and their impact on markets and occupational structures are present, with different emphases, in the national agendas.

- innovative, and that can expand the scope of collaboration through replication or extension, as in fact happened during the implementation of the Project (in the cases of Mexico and Uruguay) or previously (in the case of Colombia, with a previous round of technical assistance on the *Clasificación Única de Ocupaciones para Colombia* (single job classification system for Colombia), CUOC).
93. Third, there is already *evidence of the sustainability of these lines of work*, according to the information available: co-operation of the Ford Foundation on the future of workers, BMZ/GIZ on better recovery and the strengthening of social protection and the Norwegian Agency for Development Cooperation on some areas related to skills identification and anticipation in Chile (linked to Uruguay's technical assistance).
 94. And, fourthly, the fact that it is an interdivisional project involving a national office has, in some cases, *helped to position and make certain issues visible both within ECLAC and externally*, and it has even helped to strengthen certain lines of work for the internal coordination of the divisions. Another aspect has been the sharing of key contacts among the managing entities, which has increased the network of contacts and stakeholders that were previously unavailable or less accessible because they were, a priori, outside their areas of work.
 95. In addition, in the opinion of the implementers, the Project generated certain *dynamics* from an organizational perspective. In all cases, the coordinated work between them is highlighted, which was not limited to the presentation of the Project proposal and better administrative coordination, but rather included strategic planning during implementation, substantive discussion and the integration of the different specialties and priority thematic areas of each party in joint activities, initially planned for a single component. The change in work dynamics as a result of the pandemic seems to have contributed to this.
 96. On the other hand, the project's traction to establish and strengthen knowledge and joint work with other parts of ECLAC is sometimes mentioned. The relevance of the role of the Statistics Division and the relationship with the ECLAC Subregional Headquarters in Mexico or the national office in Colombia⁶³ are mentioned for all three parties. According to implementers, the potential of these alliances and the coordinated work that was maintained during the Project has resulted in the following (and therefore has the capacity to be maintained or replicated for other initiatives): (1) Expanding the technical work and strengthening the capacities of some of Project's counterparts, as well as strengthening and consolidating the technical aspects of the work carried out by the implementing parties. (2) Taking concrete steps in the countries in identifying and improving interrelationships with counterparts, and even in some cases joint coordination, which, inasmuch there is evidence, has been well appreciated. (3) Efforts of the projects to advance the conceptualization of the topic, or parts of it, taking advantage of and optimizing the professional trajectories, experiences and technical knowledge of the work teams of the Divisions when the Project was shared and opened up to ECLAC personnel not directly linked to it. (4) Occasional support from other areas within ECLAC (web unit and press unit), which made it possible to establish opportunities for dissemination and carry out some of the aspects of the project that were considered innovative (the website, a promotional video for the project, and others) (see EQ15).

⁶³ The relevance of the role of the Statistics Division and the relationship with the ECLAC Subregional Headquarters in Mexico or the national office in Colombia could not be compared as expected through the survey of other ECLAC staff. However, the interviews with interlocutors identified people in these areas of ECLAC, and not exclusively the implementing parties.

4.5 CROSS-CUTTING ISSUES

EQ13) *Have the project managers effectively taken into consideration human rights and gender issues in the design and implementation of the project and its activities?*

Although the Project does not explicitly include a human rights-based approach, its actions are fully aligned with such an approach from the point of view of the contribution to decent work, the focus on groups whose rights are being violated and capacity-building for persons in positions of responsibility. While gender issues were partially considered in both design and implementation and in the expected achievement where gender mainstreaming was explicitly included, this aspect was deficient (as stated by partners themselves).

97. Although not explicitly stated, the Project was guided by human rights. First,⁶⁴ because the main focus and backbone of the Project is decent work as a human right along with informal workers, a group whose rights are being violated. The Project aims to advance the related knowledge, support and protection by supporting the freedom of workers to choose their job, fair and satisfactory working conditions, and especially social protection,⁶⁵ by working with duty-bearers, States, and specifically ministries of labour. The evaluators argue that the Project's focus on the right to decent work, its objective of improving working conditions and its analysis of informality and precarious work as a failure to guarantee human rights means it has a human rights focus.
98. Second, given that it was stated that human rights principles guided the whole programming process⁶⁶ for the Project and they are not otherwise explicitly mentioned, compliance cannot be evaluated. However, this does not mean that these rights or principles have been contravened. Some interlocutors said that the Project took human rights into account because the principles of equality and non-discrimination had been followed, and because it studied some of the barriers that prevent certain groups from freely exercising their rights.
99. Third,⁶⁷ although not explicitly stated in the main documents, the Project was designed to strengthen the capacity of ministries, especially ministries of labour, and has worked with them to promote decent work and reduce labour informality. Therefore, it could be interpreted that the Project intended to contribute and has contributed to capacity-building for duty-bearers, enabling them to comply with their obligations regarding the right to work. On the other hand, the Project did not foresee that work would be done with them to improve their capacity to assert their rights, and in practice, this work was less significant.

⁶⁴ *The Human Rights Based Approach to Development Cooperation: Towards a Common Understanding among UN Agencies* (2013). This approach consists of three points. Point 1 is as follows: "All programmes of development cooperation, policies and technical assistance should further the realisation of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments". Available at <https://unsdg.un.org/resources/human-rights-based-approach-development-cooperation-towards-common-understanding-among-un>.

⁶⁵ Universal Declaration of Human Rights (art. 23, 25.1; 1948); International Covenant on Economic, Social and Cultural Rights (art, 6, 7; 1966).

⁶⁶ *The Human Rights Based Approach to Development Cooperation: Towards a Common Understanding among UN Agencies* (2013). Point 2: "Human rights standards contained in, and principles derived from, the Universal Declaration of Human Rights and other international human rights instruments guide all development cooperation and programming in all sectors and in all phases of the programming process".

⁶⁷ *The Human Rights Based Approach to Development Cooperation: Towards a Common Understanding among UN Agencies* (2013). Point 3: "Development cooperation contributes to the development of the capacities of 'duty-bearers' to meet their obligations and/or of 'rights-holders' to claim their rights".

100. Two arguments qualify these conclusions. The first is the technical nature of the Project in some countries. The second is the recognition that a human rights approach is not explicitly stated (although it underlies both the logic and the implementation of the Project).
101. From another point of view, in the content analysis of the most frequently downloaded publications, 5 of the 11 expressly mention human or fundamental rights. In three more, there is mention of workers' rights. Meanwhile, according to participants, consensus is high that the Project respected and promoted human rights (81% fairly well or very much, 50% fairly well), with relatively greater consensus among consultants and ECLAC staff surveyed (67% fairly well or very much).
102. Gender issues were partially considered in the design and implementation of the Project, even less than documentary analysis suggested, as follows:⁶⁸ (1) The Project did not focus on gender issues and a gender approach was partially included (EA 2 and two of its activities). However, it was not adopted in a notable or sufficiently explicit way during implementation. (2) The context analysis partially includes the different situations of women and men.⁶⁹ (3) The results and products do not address the different needs and priorities of women and men (although there are doubts about the relevance of this aspect given the technical nature of the Project), beyond what is mentioned in EA2, which itself lacks any indicator or means of verification of the degree to which the gender perspective was incorporated in the technical assistance provided. (4) Gender issues were not monitored, not even in the line of work and activities mentioned in point 3 above. Although the information collected in the internal evaluations generally includes gender data, no evidence has been found of any analysis of the differences between women and men in the evaluations or in participation in activities. (5) Finally, there was gender balance among the consultants hired during the Project (47% were women).⁷⁰
103. Regarding consideration of gender in the content analysis of the most frequently downloaded publications based on a series of criteria: (1) Data disaggregated by gender are offered or gender issues are addressed as follows: in at least 9 of the 11 publications, the gender approach is used as a category of analysis, although gender receives attention as a dedicated chapter in only 1. (2) Use of gender-neutral or gender-inclusive language (in Spanish): three publications use partially inclusive language, the rest do not. (3) Recommendations aimed at addressing gender gaps: these are only found in 1 publication.⁷¹
104. The implementers argue that consideration of gender is included in a cross-cutting manner or is recognized as one of the structural factors of social inequality. Data analysis includes the gender variable and certain gender aspects were studied, such as the relationship between domestic work and informality. Among the consultants and ECLAC staff surveyed, 83% consider that the Project

⁶⁸ The questions guiding this analysis are as follows: (Analysis/justification) Does the project explicitly address a gender issue? (analysis/justification). Does the background or context analysis of the project examine the different situations of women and men? (results framework). Are outcomes, outputs and activities designed to meet the different needs and priorities of women and men? (data). Does the project collect and use sex-disaggregated data and qualitative information to analyse and track gender issues? (project implementation). Is there gender balance in the recruitment of project personnel and gender balance in the composition of project committees?

⁶⁹ While mention is made of women's particular vulnerability to informal employment, along with other groups, and gender gaps in key areas of the digital revolution are alluded to, there is no discussion of how threats, job destruction or opportunities might affect gender in the heat of the digital revolution.

⁷⁰ Of the 49 contracts under the Project (the same person may have had more than one), 47% were with women and 53% with men.

⁷¹ The remaining 6 publications do not have a recommendations section as such or are not considered because of their eminently technical and methodological nature.

respected and promoted (in its design/implementation) equality between women and men to a high degree (the rest chose not to respond). Meanwhile, 73% of participants responded in the affirmative (fairly well or very much, with 42% responding “fairly well”).

105. Those interviewed regarding technical assistance, however, alluded to partial inclusion of the gender approach (a superficial approach in terms of structural differences between women and men, but not other factors such as care work), or to its inclusion as a disaggregating variable. Most said that the nature of the data or the availability of information prevented the use of this approach, that it was not the focus, or that the decision not to include it was their own (the latter precisely in the framework of component EA2).

EQ14) *Has the Project contributed to the achievement of the Sustainable Development Goals (SDGs), and how?*

The Project is framed by and aligned with the Goals, primarily Goal 8 (decent work). Its contribution to their achievement, however, is limited by the nature of Project, which strove to reach ambitious goals in an unfavourable context. The contribution made relates to the generation of information and knowledge and to capacity-building in the countries.

106. The value of the Project in contributing to countries’ progress in achieving the Goals is limited by its eminently technical nature, its indirect action (support for national authorities responsible for decision-making) and in terms of the real capacity of such a project in the face of ambitious global goals that, in recent years, have been confronted with unfavourable global trends (especially the pandemic and all its social and economic impacts) that clearly threaten the progress of all countries. That said, and as also acknowledged by several of the assessment stakeholders, the Project is clearly aligned with the Goals, whose principles and guiding vision are central to it.
107. During the Project’s design phase, an effort was made to identify which Goals the Project was aligned with, and these are recognized by the different actors participating in the assessment, although they are not so present in the publications that have raised the most interest.⁷²
108. There is consensus that the contributions have mainly related to Goal 8, especially its target 8.3. This was argued because the ultimate purpose of the Project was to contribute to the promotion of decent work and the formalization of jobs in the region. Goal 10, on the reduction of inequality, was highlighted, based on the Project’s social inequality matrix approach, and especially for EA3, for which the territorial perspective was central. With less consensus, the contribution to Goal 1 is also mentioned, given the inclusion of social protection for informal workers during implementation.
109. Finally, other stakeholders who were interviewed found that the Project contributed to target 17.18⁷³ at the country level, insofar as it built capacity within national governments and provided information for decision-making on certain problems, including climate change.⁷⁴

⁷² The 2030 Agenda and the Goals are mentioned, generally briefly and as part of the introduction or contextualization, in 3 of the 11 most frequently downloaded publications. Two mention Goal 8 and others mention target 17.18 (related to availability of data).

⁷³ *By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.*

⁷⁴ The relationship of the Project with the minimization of the carbon footprint (by identifying emerging occupations with low carbon impact) was also mentioned, as related to Goal 13, “*Take urgent action to combat climate change and its impacts*”.

Table 7
Participant survey: To what extent do you consider that the Project has contributed to the progress made in your country (at your workplace) towards the achievement of the following Sustainable Development Goals?

| | Link to the Goals ^a | Mention of the Goals during interviews ^b | Surveys ^c - Ranking |
|-----------------|--|---|---|
| Main | Goal 8. “Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”. | *** | 1 st) Participants: 43.8% fairly well or very much (14.6% very much); 2.1% not at all. |
| | 8.3 “Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services”. | | 1 st) Consultants and ECLAC staff: 83.3% fairly well or very much (33.3% very much) |
| | Goal 8, targets 1–5. “By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value”. | | 4 th) Participants 5 th -6 th) Consultants and ECLAC staff |
| | Goal 8, targets 1–6. “By 2020, substantially reduce the proportion of youth not in employment, education or training”. | | 6 th -7 th) Participants 3 rd -4 th) Consultants and ECLAC staff |
| Also related to | Goal 1, taking into account the relationship between labour informality and poverty, in particular rights to economic resources for all (target 1.4) and access to social protection (target 1.3). ^d | ** | 5 th) Participants 7 th) Consultants and ECLAC staff: |
| | Goal 4 on inclusive education and lifelong learning, with emphasis on target 4.3 and 4.4. ^e | * | 3 rd) Participants: 3 rd -4 th) Consultants and ECLAC staff |
| | Goal 5.a, which makes reference to equal rights to economic resources between men and women. ^f | * | 2 nd) Participants 5 th -6 th) Consultants and ECLAC staff |
| | Goal 10, which calls upon UN Member States to “Reduce inequality in and between countries”, in particular target 10.2. ^g | ** | 6 th - 7 th) Participants 2 nd) Consultants and ECLAC staff |

Source: The evaluator.

^a Project document template for the eleventh tranche of the Development Account. Project 1819BB, “Technological transformations in Latin America”

^b Mention of the Sustainable Development goals during interviews: *** high, ** medium and * low (very occasional or secondary).

^c Synthesis of results, including ranking according to ratings. Participants, N=48; consultants and ECLAC staff, N=6.

^d Goal 1, target 1.3. *Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.* 1.4 *By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.*

^e Goal 4, target 4.3. *By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.* 4.4 *By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.*

^f Goal 5, target 5.A. *Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.*

^g Goal 10, target 10.2. *By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.*

EQ15) What innovative aspects of the Project (addressing new topics or using new means of delivery or a combination thereof) proved successful?

Successful innovative elements, or infrequently, good practices were identified in terms of the innovative methodologies and themes addressed, the use of digital media (both online activities and the use of the website and its contents), and the relationships between different actors (involvement of different technical teams in technical workshops, close relationship between consultants and counterparts, linkage with ECLAC national offices or close collaboration between the implementing parties of the Project).

110. The list of innovative and successful aspects, including good practices, can be divided into three blocks. The first relates to *substantive issues and methodologies*:

- Innovative methodologies⁷⁵ such as small area estimation, the use of big data, machine learning or web scraping, and the use and combination of certain data and of novel data applications. The following are highlighted:
 - The monitoring of job vacancies on web job portals for two years, enabling the monitoring of trends in the region, initially without precedent.
 - The combination and interrelation of data sources of a different nature that complement each other and can be updated to provide relevant information for decision-making.
 - The methodologies used in the ONET*Uruguay initiative.⁷⁶
 - The application of validated methodologies, as well as the capacity to replicate them with other data, or with other purposes or phenomena, and to have materials available for this purpose.
 - According to the information gathered in some of the internal evaluations of the workshops, namely the workshop on local estimation models for labour informality in Peru and Argentina, the vast majority⁷⁷ of participants considered that the workshop had “provided them with tools to improve and innovate in policymaking for their country” (translated by the evaluators).
- For survey participants,⁷⁸ addressing the issues of digital platform workers, describing informality in the region, the adaptation of Project activities to the local and temporal context and the examination of the relationship between technologies, labour markets and skills were all innovative. Regarding adaptation to the local and temporal context, there are two particularly relevant issues, which became even more relevant in the context of the pandemic: digital platform workers and protection mechanisms for informal workers.

⁷⁵ 34% (n=10) of the comments collected in the participant survey related to innovative methodologies.

⁷⁶ Measuring occupational distances in terms of the skills required, which is useful for career guidance, upskilling and reskilling of workers; and a methodology proposed to use natural language processing to link skills and competencies used in the workplace for different jobs.

⁷⁷ Participants who agreed included 83% of those from central government institutions in the Argentina workshop (n=6) and 83% in the Peru workshop (n=6).

⁷⁸ 34% (n=10) of survey respondents provided examples in answer to the question “From your perspective, is there any aspect of the Project that you consider innovative and that can be considered a good or successful practice? Which one(s)? By this we mean the topics, forms or formats of activities, means of dissemination, methodologies and tools, or other aspects”.

111. The second block of innovative and successful aspects relates mainly to the *use of digital technologies* for conducting activities, and is due in large part, although not exclusively, to the pandemic. What does seem clear is that the use of virtual media to conduct meetings and events has gained momentum that is likely to be maintained to some degree, even without the restrictions that necessitated it.

- Technical workshops through virtual media. Although the use of this modality, as the only way to conduct the activities, was strategic, it was unprecedented and proved effective. The participants⁷⁹ and counterparts valued its use, which also extended to other activities (the study tour, seminars and others), as it allowed the content to reach a wider audience and enabled the participation of people interested in learning about experiences in other countries (see also EQ3, EQ4 and EQ6).
- The use of the Project website as a means of dissemination and a repository for its products: research, videos of events and workshops, and others. Although projects usually have a website, the difference is that more content was made available and that the website is intended to be maintained over time, providing feedback through new contributions on the topics for which work will continue. Comments have been received on the website from implementers, ECLAC staff and even participants. However, and as certain interlocutors pointed out, the impact of the website on the effective dissemination of the Project's content might have been limited by a lack of publicity. In fact, 44% of participants and 33% of consultants and ECLAC staff surveyed did not know it existed.⁸⁰
- The use of illustrations in the final seminar to capture the ideas and debates that arose during panel discussions, a new experience that was very well received, helped to synthesize and extract key ideas and was very attractive.
- The use of audiovisual materials to disseminate the work, from the more technical content of workshops and presentations to the short video promoting the Project. This contributed to increasing dissemination, broadened the scope of the Project and promoted the sustainability of the results and processes initiated.

112. The third category of innovative and successful aspects, from an *organizational and stakeholder involvement* point of view, is the following:

- Different actors have considered it a good idea to involve technical staff from different areas of a ministry (generally from labour ministries, but also others) in the technical workshops focused on estimates of labour informality, especially through involving other stakeholders, as this enables sharing, involving different parties and approaching a multidimensional problem in a multidisciplinary way.
- Working with and involving counterparts in decision-making on technical assistance, including the application of methodologies: comparing focuses, priorities and government willingness, among other aspects. The outcome of such an approach is that the study and its results better respond to the needs and priorities of the partners, who are then responsible for dissemination and/or decision-making based on the data.
- Close work between consultants and the working teams of ministries. This approach leads to the effective transfer of tools and fosters ownership and relevance, serving as a guarantee of adjustment to needs and priorities, as proven in the assessment.
- More specifically, the involvement of other stakeholders responsible for addressing the problems, specifically worker or private sector representatives, is considered to have been a success.

⁷⁹ 14% (n=4).

⁸⁰ Participants: 44% did not know it existed, while 29% knew it existed, but had not visited it; 21% had visited it at some time; and 6% visited it to view videos, publications and other tools available (N=48). Consultants and ECLAC staff: 50% said they had visited it; 17% knew it existed, but had not visited it (N=6).

- Coordinated work with some of the ECLAC national offices, which is uncommon and yielded positive results for implementation and for the dynamics within ECLAC (see EQ12).
- Management of implementation through interdivisional work and with ECLAC national offices in a coordinated and collaborative manner throughout the project process. Although DA projects promote this type of partnership, such coordination is normally more ad hoc. In this case, it has been more collaborative, and included feedback and exchanges of experiences, generating synergies that will be maintained beyond the end of the Project (see EQ12).

EQ16) *What adjustments, if any, were made to the project activities and modality, as a direct consequence of the COVID-19 situation or in response to the new priorities of Member States?*

As a result of the COVID-19 situation, the Project formally incorporated two new activities, substituted face-to-face activities with virtual ones and, because funds remained, was also able to allocate them to knowledge generation (either reinforcing the expected accomplishment or considering the impacts and context of the pandemic) and to respond to new requests for technical assistance from some countries, creating continuity with previous work.

113. Faced with the emergence of the pandemic, the United Nations system developed a strategy based on 3 pillars: a large-scale, coordinated and comprehensive health response, adoption of policies to address the devastating socioeconomic, humanitarian and human rights aspects of the crisis, and a recovery process to build back better. According to the information gathered, this strategy was implemented by different agencies and bodies responding to the new context. In keeping with this, Project activities were reformulated and funds not spent because of the conversion of workshops and technical assistance to a virtual format were reallocated. Two new activities were designed to respond to the request of beneficiary countries for tools to assess and address the impacts of the pandemic crisis. Although as initially designed, the project focused on informal workers, mainly in relation to the transformation of the labour market by technological change, the new activities focused on informal workers more generally, in response to their prioritization by countries in the context of the COVID-19 crisis (as per COVID-19 Project amendment 1819BB). These activities focused on social protection for informal workers in response to a request for technical assistance from the Ministry of Social Development in Argentina in the framework of its emergency response and focus on the informal economy.
114. On the other hand, this context also meant that some countries stopped prioritizing some lines of action and led to a loss of fluidity in communication with some counterparts who were concerned about the urgency of the situation; there were also some problems with the consultancy services contracted. This, combined with the context, caused the postponement and rescheduling of certain activities (see EQ3).
115. The general strategy of reallocating the funds made available by the switch from face-to-face to online activities was extended beyond the two additional activities and, at first, was used to produce regional studies and publications. Of particular note is the specific attention that two issues began to receive: the informal economy and social protection for informal workers, which started to garner more interest in the region and were echoed by the Project. Most of these new studies were aimed at the pandemic situation and its impacts (such as those of activity 2.4), but there were also other components of a more methodological and general nature. Second, the reallocation of funding also

allowed for new technical assistance to be provided in some of the countries that requested it, which provided continuity for work that had already begun and was highly valued by counterparts where this took place (Uruguay and Mexico, see EQ4).

116. To summarize, many participants said that the pandemic presented an opportunity for the Project, while recognizing the challenges it implied in terms of the need for adaptation. Among the participants surveyed, there was broad consensus regarding the capacity of the different events to adapt to the situation imposed by the pandemic without affecting their quality and objectives (81% affirmative responses, N=86). For consultants and ECLAC staff, the consensus was weaker, although the majority agreed (and there were no negative responses). One argument against online events is the impossibility of personal contact, which is considered to reduce the possibility for effective interaction. Another argument was that substituting face-to-face activities for online ones was positive because it enabled the resulting excess funds to be used to generate knowledge.

5. CONCLUSIONS

117. In the opinion of the evaluation team, the Project “*Technological transformations in Latin America: promoting productive jobs and confronting the challenge of new forms of informal employment*” has been valuable because it addressed labour informality, a problem common to the countries of the region, from a new perspective, examining the new forms of informality resulting from the digital revolution without abandoning consideration of traditional informality. Another valuable element has been the use of new methodologies, generally associated with what is known as data science, which countries were able to incorporate in order to gain information or to better process it for decision-making purposes.
118. Some of the merit of the Project lay in its capacity for flexibility and adaptation, in the context of changing priorities and political will, generally the result of changes in government. That was also the case during the pandemic crisis, both through the adaptation of the Project and its activities to the new conditions imposed and through the generation of knowledge when that became a priority owing to the new context and the uncertainty. This contributed to the analysis and discussion on the situation of informal workers, one of the hardest-hit social groups, especially in terms of social protection.
119. Finally, the most deficient aspects of the Project included the line of work of component 2, especially the incorporation of a gender approach in analysing changes to occupational structures and to labour market demand for skills and competencies resulting from the digital revolution. However, one of the most valued contributions of the Project came from this component. The second deficient aspect related to advocacy work with other actors (from subnational entities to ministries of education), which had been designed to have a more prominent role, but with some exceptions, depending on the country, was limited.

5.1 RELEVANCE

120. The alignment of the Project components with the priorities of participating countries was high, with some exceptions. The Project’s work in participating countries, which was adapted during implementation, was generally aligned with explicit national priorities, especially where cooperation was close. The majority perception is that the main themes of the Project were very relevant for participating countries. Based on specific themes, types of activities and products, consensus is high that the content responded to the social and/or political priorities of the country.
121. The project is aligned with the mandate of ECLAC, and the thematic areas correspond to the strategic lines of the subprogrammes to which the implementing divisions belong. To a great extent, the work carried out is aligned with the topics and methodologies of previous work. This reflects the continuity of this Project with previous work of the divisions and office, while during implementation, the Project was nourished by these experiences when introducing new themes, methodologies, perspectives and approaches. Within the confines of the Project’s requirements, it responded to the pandemic crisis by adapting to the new context.

5.2 EFFICIENCY

122. Assessment of the level of execution of the Project is positive: work was done in more countries and more knowledge was produced than initially planned. The two great challenges were the pandemic crisis and changes of government in some countries (or the readjustment of priorities because of the crisis). In spite of this, the Project demonstrated its capacity for flexibility and adaptation by adjusting to the restrictions imposed by the pandemic and to the needs of countries.
123. This involved a series of adaptations based on two strategies. First, work was done that had not initially been foreseen, in keeping with the needs and political will related to certain components, which was made possible by the trajectory of work of the Project's implementing parties. Second, funds freed up because of the switch from face-to-face to online activities were applied to knowledge generation, much of which was guided by demand in the context of the pandemic and its implications for informal workers, and in response to countries' requests for new technical assistance during implementation.
124. The following points pertain to the changes made and their impacts. (1) The change in the format of the activities from face-to-face to virtual is generally viewed as positive by stakeholders, with no negative impacts. (2) Two study tours were combined into one. (3) The incorporation of the gender approach was limited in project planning, to EA2. (4) Limited capacity for stakeholder participation, which may have lessened the Project's capacity for impact, although it depends on the specific country. (5) Postponement of some activities, which, in general, is not seen as negative, but in some specific cases might have limited the efficiency and capacity of the Project.
125. The Project has occasionally collaborated with other international organizations, as foreseen during the design phase with respect to ILO, rather than creating partnerships. In addition to the joint work with ILO, collaboration has been maintained with the German and Norwegian cooperation agencies through the cofinancing of activities and the production of a joint publication. In the opinion of the managing parties, this has made it possible to provide an overview of the work being carried out and to optimize resources. In addition, there are already indications of the continuity of certain lines of work of the Project (work on jobs and supply and demand for skills), which are being replicated or worked on in other countries through ECLAC partnerships and with other sources of financing.

5.3 EFFECTIVENESS

126. According to the participants surveyed, the degree of satisfaction with the main activities and products of the Project is very high, especially for the technical assistance, workshops and study tour. The main reasons for satisfaction are the presentation of the topics, the knowledge generated and its usefulness (including the understanding of phenomena, exchanges of experiences between countries, the tools created and access to recommendations), the skills gained and the awareness raised regarding certain problems in the countries. Participants also expressed satisfaction with the capacity of ECLAC to respond to new demands and the coordination maintained throughout the Project. Some participants also expressed satisfaction with the virtual format of some of the activities. Reasons for dissatisfaction were more specific, but not isolated, and included the scheduling and time distribution in some of the technical workshops and a failure to manage expectations with respect to specific studies (in relation to the type of content or the nature of the recommendations).

127. The vast majority of the participants surveyed saw the contents, recommendations, methodologies and other aspects addressed in the different events and activities of the Project, and even the publications, as useful (more than half considered them very useful, both those surveyed by the Project after completion of activities and those who participated in the surveys for this assessment). Satisfaction was high for the content covered and the relevance of the information for use in daily tasks. According to participants in the Project, the discussions and policy design support were most useful, for gaining or updating knowledge through the exchange of experiences between countries and increasing awareness of the problems and their significance.
128. This assessment of the usefulness of the Project has been confirmed as the newly acquired products and capacities were applied in technical assistance in the countries, which in most cases involved incorporating them into the relevant initiatives. Most of the participants surveyed considered that their way of working, in their institution or in the country, had changed as a result of their participation in the Project. Most of the comments focused on the application of approaches, methodologies or recommendations. Specific comments were made by staff from national and subnational government institutions on the positioning of the themes (such as the relationship between digital platform workers and social protection) and their influence on the discussion of new regulations; the use of data and information for context analysis; and uptake of the recommendations, methodologies, tools and approaches.
129. The main result, in the opinion of participants and counterparts of the Project, is the generation of previously non-existent knowledge on informality, or in general, in relation to emerging forms of informality; the transfer and strengthening of capacities pertaining to more technical aspects (with capacity for replication); and knowledge of possible alternatives for action. In general, implementers, consultants and other ECLAC stakeholders also agreed. The expected results related to impact in the sense of greater political will were seen as less significant.
130. A contribution has been traced from the Project to tangible policies in the countries in the ONET* Uruguay national occupational information system. There are indications in Mexico, although as yet unconfirmed, that the Project contributed to draft laws and to new government initiatives regarding digital platform workers, and that Project outputs related to informality were used at the subnational level to focus strategies. In the opinion of the evaluation team, it is likely that the Project has contributed more to countries' policies than reported here, given two circumstances: the dialogue maintained with participants working in technical areas, who claim not to know to what extent the information provided and disseminated has had an impact on decision-making; and the eminently technical nature of the Project, meaning that traceability of final results is diffuse or that results may take longer to manifest.

5.4 SUSTAINABILITY

131. In addition to knowledge already incorporated by the beneficiaries after the Project, there are some aspects that, due to time constraints or the wait for new data, have not yet been incorporated, in particular those related to methodologies and extending beyond the phenomenon of informality. In addition, various products of the Project are generating interest in other countries of the region, and trust relationships have been established between Project consultants and the countries or in third countries which are fostering continuity in its work, in the framework of new ECLAC collaborations through other initiatives.

132. The Project has strengthened ECLAC from the point of view of the generation of knowledge that positions them, internally and externally, in debates and problems present in national and regional agendas. This knowledge, together with the development of methodologies, allows them to expand their margins of collaboration with countries with similar needs, as has occurred in fact during the Project, and to collaborate within the framework of other financing. Another very relevant element is the organization and dynamics generated within ECLAC. Since this is a project involving more than one division and a national office, participants say it has expanded and complemented approaches and knowledge, generated synergies, and provided access to other spaces in the countries where certain implementing teams had not been present. Finally, participants agree that the collaboration sought with other parts of ECLAC (other divisions or national offices) has strengthened certain aspects of the Project (reinforcing methodological proposals, facilitating relationships and coordination with counterparts in the countries and dissemination), which is a lesson learned and an approach that could be replicated in future interventions, given the positive appraisal of its results.

5.5 CROSS-CUTTING ISSUES

133. The majority of participants believe that human rights have been taken into account in the Project. This can be defended, as the main focus of the Project is decent work (working conditions, training for work, social protection and other related topics), and from the point of view of strengthening the capacities of duty-bearers (mainly ministries of labour) to fulfil their obligations regarding the right to work. However, it is true that the human rights-based approach is not explicitly recognized in the Project.
134. The consideration of gender issues is somewhat taken into account. On one hand, it is true that the Project recognized this aspect of social inequality and incorporated it into data analysis when possible; there was gender balance in the consultants hired; and there is a fairly consensual opinion that the Project respected and promoted equality between men and women. On the other hand, the absence of more specific attention to the link between informality and gender (such as in relation to domestic and care work), the explicit mention of “gender approach” in EA2, which was not implemented as expected, and more formal issues, such as the lack of use of inclusive language, limit the ability to state that gender has been mainstreamed. However, the lack of willingness of certain countries in this regard, the technical nature of most of the Project and the fact that some of the required data were unavailable partly justify this limitation.
135. The contribution of the Project to the achievement of the Sustainable Development Goals has to be assessed on its own merits: the technical nature of the Project, support provided to countries that indirectly contributed to the Goals, and real capacity in the face of ambitious goals in an unfavourable context. Within this framework, the Project is aligned with the Goals. There is consensus on the relationship, mainly, with Goal 8 (“Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”) and the relationship with Goals 1 and 10. In a way that had not been foreseen during the design phase, a contribution was probably made to target 17.18, “enhance capacity-building support to developing countries (...) to increase significantly the availability of high-quality, timely and reliable data”.
136. The few innovative aspects or good practices developed can be divided into 3 groups. First, and among the most outstanding, is the development of innovative methodologies that incorporate advanced data processing techniques or that combine different data sources to provide updatable information through a methodology that is validated, and therefore reliable. Also, the different

topics addressed, especially digital platform workers and social protection for informal workers, are seen as novel, especially in the ability of the Project to generate knowledge in the context of the pandemic and its social and economic consequences.

137. The second point is the use of digital technologies and other means of dissemination. Although the use of videoconferencing and the like were imposed by the pandemic, the Project has taken advantage of this circumstance by conducting activities, some with large audiences. Although it is recognized that these modalities may have disadvantages, they also have advantages and will continue to be used in future interventions. Audiovisual production as a whole, the use of communication tools to disseminate content, and the website as an instrument of dissemination and a repository for the Project is another element considered as an innovation and a valuable means of extending the scope and sustainability of the outcomes, once the dissemination of the website is completed.
138. Third, in terms of organizational approach and the involvement of different actors, the involvement of different ministerial technical teams in knowledge and skills transfer, the involvement and participation of counterparts in the research decision-making process, the close work between the consultants contracted and the teams of counterparts as a means of guaranteeing relevance and responsiveness to needs, the transfer of methodologies, and the increased ownership and generation of knowledge are considered novel and a good practice. Internally, participants see the relationship and coordination with the national offices of ECLAC in some of the countries in which work has been carried out and the collaborative work between implementing entities as very positive, partly because they argue that this Project has gone beyond presenting information and has put it into practice. This has given greater richness to the work by integrating different perspectives (and not just the sum of the parts), generating synergies and exchanges, and fostering relationships of trust that promote a greater rapprochement that can be maintained once the Project is completed.
139. Finally, the situation generated by the pandemic had a critical impact on the Project a year and a half after it began, requiring significant flexibility and a search for alternatives to respond both to the requirements of the Project and to the needs and demands of the countries, and to respond to the new context and the appeals to the United Nations system for support. All of this entailed the following adjustments: substituting countries no longer interested in one of the Project's lines for others; meeting new demands arising from the emergency context without losing the link with the Project's themes; rescheduling activities and adapting events to a virtual format. The funds liberated by this made it possible to provide new technical assistance at the request of the countries already participating, to conduct new research, and to devote attention to issues that became more relevant in the region in the pandemic context.

6. LESSONS LEARNED

- L1) *Work done by ECLAC in advance to identify prior needs along with good coordination with existing counterpart initiatives contribute to managing expectations, maximizing the returns from the intervention and ensuring that the results are appropriated and applied over time.***
140. When implementation is based on a previously completed needs assessment, in which work is done systematically with the main counterparts to identify needs, study the contributions the Project can make and set expectations, the subsequent work rates higher for appropriation, usefulness and satisfaction. This is especially the case when the technical teams of ministries are already working on certain areas or lines of work. The Project has used this approach.
- L2) *Close coordination with counterparts during implementation by ECLAC, the technical and subject matter knowledge of the implementing parties, the involvement of counterparts in knowledge generation processes, and ensuring that consultants work closely with target teams makes it possible to adapt work processes and respond to the real needs of the beneficiary institutions.***
141. Greater satisfaction and ownership and concrete results coincided with two types of internal management processes. The first is close coordination between ECLAC and counterparts, a process in which the involvement of counterparts in decision-making was fostered, in making methodological decisions (selecting the most relevant variables, the focus of the analysis or other factors) or in adapting recommendations to the local context, but also in a dialogue to brainstorm on questions and options to orient the technical assistance or study more specifically. The experience and subject matter knowledge of ECLAC staff is considered a valuable contribution that maximizes the expected results. The second process is close work with the consultant, who maintains a close relationship with counterparts as the work is done, allows concerns, possibilities and specific needs to be recognized, and has not only technical or subject matter expertise and skills in the field, but is also proactive and develops work processes together with the technical teams of the country.
- L3) *Involving the competent government institutions responsible for addressing the public problem in question in project activities, in particular more technical aspects, such as capacity transfer, can not only maximize the application of that knowledge and further its results, but also foster coordination, exchange and knowledge within countries to address problems that are generally complex and multidisciplinary.***
142. Involving a variety of technical teams from the ministries responsible for or authorized to address the problem in question in capacity-building processes has been defended as a good practice of the Project when it has occurred. The direct consequences include the generation of competencies and skills in teams that can approach the problem from different perspectives. However, there are other possible outcomes: the creation of feedback loops regarding the approaches taken by other government departments, sharing and generating multidisciplinary knowledge, and the potential for approaching the work and analysis from the perspective of the public problem rather than the ministerial or sectoral perspective.

L4) *The use of technology to hold meetings, technical workshops, seminars and other types of meetings remotely is efficient (both in terms of economic resources and time), allows for more continuous contact and is effective in increasing audiences and the dissemination of results and recommendations.*

143. As a result of the pandemic and the flexible approach adopted to conduct the activities, participants gained capacities and experience in the use of virtual media for teaching, presenting results, staying in touch with counterparts and conducting events that reach a broader audience and foster the exchange of experiences between stakeholders and countries. For the beneficiaries and participants in the Project, this has been positive: it is less demanding in terms of time, has enabled access to information and provided opportunities to interact for people who otherwise would not have been able to attend and, in general, is not seen as limiting effectiveness (including in terms of learning and exchanging experiences).

L5) *Promoting effective coordination and collaboration between the different parts of ECLAC contributes to generating synergies, fostering collaboration in initiatives and strengthening different aspects of the Project, ranging from the more technical aspects to the response in the countries and dissemination.*

144. A more collaborative approach between the implementing parties of the Project during execution has contributed (especially in the final part) to the Project not only being more than the sum of its parts but also to the sharing of experiences, perspectives, allies and interlocutors, and to generating work dynamics and trust that can extend beyond the intervention. Secondly, involving and coordinating with the national offices of the countries has allowed for better coordination with counterparts and for the transfer of experiences, and has presented an opportunity to strengthen relations within ECLAC. Finally, working with teams from other parts of the Division or from other divisions presents an opportunity to take advantage of the knowledge, perspectives and experience of professionals who can contribute to the approach taken and help solve problems. This strengthens the more technical aspects of the work, providing greater validity and guarantees, and promotes closer relationships between the different parts of the Commission.

7. RECOMMENDATIONS

R1. ECLAC. Ensure close and coordinated work with technical teams or counterparts during implementation (EQ3, EQ4, EQ6, EQ9, EQ10 + L1, L5).

145. Although close collaboration between both ECLAC staff and consultants with the counterpart teams in the countries can be more costly and demanding and is subject to the willingness of stakeholders, especially beneficiaries, it ensures that the final products meet expectations, respond to needs, and include recommendations or content that are more useful and adapted to the juncture and context. The counterparts take ownership and do not perceive it as something foreign or external, thus contributing to effective implementation. From the very design of the Project, involving not only political (EQ1), but also technical partners in an assessment of needs and feasibility of the proposed methodologies and involving the national offices (EQ12), to take advantage of their knowledge of the context (both national agendas and contacts, mapping actors and interlocutors), can optimize these initial phases of negotiation and support implementation. They could even facilitate the monitoring of results and contributions made by interventions.

R 2. ECLAC and counterparts. 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 (EQ3, EQ4, EQ8).

146. The Project is considered as ambitious in its very design, although the pandemic and political will played an essential role in that regard. The level of execution and general achievement of the defined indicators has been high. The great effort put into the generation of knowledge could have been optimized through more intensive advocacy work in the countries, although it is true that project performance was uneven among them. 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 (EQ11, L3). 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.

R3. ECLAC: Maximize the efforts to generate content and the use of the website as a repository by publicizing it (EQ15).

147. Implementers, consultants and ECLAC staff highlight the website as a novel element and value its capacity to disseminate the content beyond the people who have been directly involved. However, the potential of this dissemination tool, taking into account the efforts made to feed it with different types of content, and the desire for its sustainability and continuity once the Project has ended seem 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, a priori, 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 work and that of their institutions (EQ7 and EQ9).

R4. *ECLAC: Establish strategies for the use of face-to-face and virtual media to conduct activities according to their expected outcomes (EQ3, EQ6, EQ8, EQ15).*

148. 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. 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.

8. ANNEXES

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|---------|--|
| ANNEX 1 | TERMS OF REFERENCE |
| ANNEX 2 | PROGRAM THEORY |
| ANNEX 3 | LIST OF ACTIVITIES AND PRODUCTS CARRIED OUT BY THE PROJECT ACORDING TO COUNTRY |
| ANNEX 4 | EVALUATION MATRIX |
| ANNEX 5 | LIST OF DOCUMENTS REVIEWED |
| ANNEX 6 | LIST OF PERSONS INTERVIEWED |
| ANNEX 7 | QUESTIONNAIRES |
| ANNEX 8 | CHARACTERIZATION OF SURVEY PARTICIPANTS |
| ANNEX 9 | EVALUATOR'S REVISION MATRIX |

ANNEX 1

TERMS OF REFERENCE

TERMS OF REFERENCE

Assessment of the Development Account Project 1819BB TECHNOLOGICAL TRANSFORMATIONS IN LATIN AMERICA: PROMOTING PRODUCTIVE JOBS AND CONFRONTING THE CHALLENGE OF NEW FORMS OF INFORMAL EMPLOYMENT

I. Introduction

1. This assessment is out in accordance with the General Assembly resolutions 54/236 of December 1999, 54/474 of April 2000 and 70/8 of December 2015, which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME) and its subsequent revisions. In this context, the General Assembly requested that programmes be evaluated on a regular, periodic basis, covering all areas of work under their purview. As part of the general strengthening of the evaluation function to support and inform the decision-making cycle in the UN Secretariat in general and ECLAC in particular and within the normative recommendations made by different oversight bodies endorsed by the General Assembly, ECLAC's Executive Secretary is implementing an evaluation strategy that includes periodic evaluations of different areas of ECLAC's work. This is therefore a discretionary internal evaluation managed by the Programme Planning and Evaluation Unit (PPEU) of ECLAC's Programme Planning and Operations division (PPOD).

II. Assessment Topic

2. This assessment is an end-of-cycle review of a project aimed to strengthened capacity of selected Latin American and Caribbean countries to design public policies aimed at reducing existing and emerging forms of labour market informality while taking advantage of the potential of new technologies for creation of decent work.

III. Objective of the Assessment

3. The objective of this assessment is to review the efficiency, effectiveness, relevance, and sustainability of the project implementation and more particularly document the results the project attained in relation to its overall objectives and expected results as defined in the project document.
4. The assessment will place an important emphasis in identifying lessons learned and good practices that derive from the implementation of the project, its sustainability and the potential of replicating them to other countries.
5. The lessons learned and good practices in actual project implementation will in turn be used as tools for the future planning and implementation of projects.

IV. Background

The Development Account

6. The Development Account (DA) was established by the General Assembly in 1997, as a mechanism to fund capacity development projects of the economic and social entities of the United Nations (UN). By building capacity on three levels, namely: (i) the individual; (ii) the organizational; and (iii) the enabling

environment, the DA becomes a supportive vehicle for advancing the implementation of internationally agreed development goals (IADGs) and the outcomes of the UN conferences and summits. The DA adopts a medium to long-term approach in helping countries to better integrate social, economic and environmental policies and strategies in order to achieve inclusive and sustained economic growth, poverty eradication, and sustainable development.

7. Projects financed from the DA aim at achieving development impact through building the socio-economic capacity of developing countries through collaboration at the national, sub-regional, regional and inter-regional levels. The DA provides a mechanism for promoting the exchange and transfer of skills, knowledge and good practices among target countries within and between different geographic regions, and through the cooperation with a wide range of partners in the broader development assistance community. It provides a bridge between in-country capacity development actors, on the one hand, and UN Secretariat entities, on the other. The latter offer distinctive skills and competencies in a broad range of economic and social issues that are often only marginally dealt with by other development partners at country level. For target countries, the DA provides a vehicle to tap into the normative and analytical expertise of the UN Secretariat and receive on-going policy support in the economic and social area, particularly in areas where such expertise does not reside in the capacities of the UN country teams.
8. The DA's operational profile is further reinforced by the adoption of pilot approaches that test new ideas and eventually scale them up through supplementary funding, and the emphasis on integration of national expertise in the projects to ensure national ownership and sustainability of project outcomes.
9. DA projects are programmed in tranches, which represent the Account's programming cycle. The DA is funded from the Secretariat's regular budget and the Economic Commission for Latin America and the Caribbean (ECLAC) is one of its 10 implementing entities. The UN Department of Economic and Social Affairs (DESA) provides overall management of the DA portfolio.
10. ECLAC undertakes internal assessments of each of its DA projects in accordance with DA requirements. Assessments are defined by ECLAC as brief end-of-project evaluation exercises aimed at assessing the relevance, efficiency, effectiveness and sustainability of project activities. They are undertaken as desk studies and consist of a document review, stakeholder survey, and a limited number of telephone-based interviews.

The project

11. The project under evaluation is part of the projects approved under this account for the 11th Tranche (2018-2021). It was implemented by the Division of Economic Development and Division of Social Development in Santiago, and the ECLAC Office in Buenos Aires.
12. The duration of this project was of approximately three years, having started activities on September 2018, and with an estimated date of closure of June 2021.
13. The overall logic of the project against which results and impact will be assessed contains an overall objective and a set of expected accomplishments and indicators of achievement that will be used as signposts to assess its effectiveness and relevance.
14. The project's objective as stated above is "strengthened capacity of selected in Latin America and the Caribbean countries to design public policies aimed at reducing existing and emerging forms of labour market informality while taking advantages of the potential of new technologies for creation of decent work." The project was envisaged to focus on Argentina, Brazil and Mexico as target countries.

15. The expected accomplishments were defined as follows:

- **EA1** Improved capacity of policymakers in beneficiary countries to adjust labour market regulations to emerging forms of labour and reduce the risk of higher informality.
- **EA2** Enhanced technical capacity of selected countries to take advantage of the digital revolution for the creation of decent jobs and confront the threats of job destruction especially through skills development with a gender perspective.
- **EA3** Strengthened capacity of countries to identify probability labour informality at the sub-national level and design public policies aimed at reducing informality at the sub-national level.

16. To achieve the expected accomplishments above, the following activities were originally planned:

A1.1 Carry out missions on the pre-selected countries to meet with national stakeholders and discuss their priorities and specific demand in the context of this project (also relevant for EA2 and EA3);
 A1.2 Organize conference on “New and old forms of labour informality and precarious employment”;
 A1.3 Produce two national reports according to country specific demands on the emergence of new forms of labour relations and the identification of policy options and instruments for adjusting labour regulations to these new forms of labour relations;
 A1.4 Organize two national expert meetings to discuss reports and policy implications of the document produced in A1.3 with government officials and other stakeholders;

A2.1 Provide technical assistance according to country specific needs and demands, on changes at the occupational or category level in response to the digital revolution with a gender perspective;
 A2.2 Provide technical assistance according to country specific needs and demands on instruments to identify skill demands with a gender perspective;
 A2.3 Organize two national expert meetings to discuss the main findings of the technical assistance and the policy implications with government officials and other stakeholders;
 A2.4 Organize a study tour aimed at exchanging experiences and knowledge in the area of skill identification.

A3.1 Prepare a general methodology to estimate the probability of labour informality at the sub-national level so that this methodology can be adapted and applied to project countries in order to identify the probability of labour informality at the sub-national level;
 A3.2 Prepare three national case studies (one per country) adapting the general methodology designed in A3.1 to the characteristics and sources of information of each selected country so that each country can have information on labour informality at the sub-national level;
 A3.3 Provide technical assistance to Ministries of Labour in the three countries for the application of the proposed methodology to strengthen their capacity to apply the methodology and increase their ownership of it;
 A3.4 Georeferenced the information based on the estimates of the probability of informality with the broadest geographical breakdown (municipalities/departments) allowed by the available sources including the information from administrative records of different nature;
 A3.5 Organize three national seminars to present to and discuss with policy makers and other key actors the results regarding EAs 1, 2 and 3;
 A3.6 Organize a study tour on the analysis of labour informality at the sub - national level, including georeferenced information to share experiences, provide training to technical staff of the Ministries of Labour, and initiate policy dialogues to reduce labour informality based on the information derived from the methodology;
 A3.7 Prepare one synthesis document with a conceptual analysis around new and old forms of informality at subnational level, recent trends and policy recommendations, based on a conceptual summary report of the International Seminar (A1.2) and three country case studies (A3.2), that will be disseminated during A3.8;
 A3.8 Organize a final regional seminar to discuss and present the results obtained in the three countries.

17. The budget for the project totalled US\$547,000. Progress reports were prepared on a yearly basis.

Stakeholder Analysis

18. As stated in the project document, the main project stakeholders were the ministries of labour, ministries of education, local governments officials, civil society, and unions.

V. Guiding Principles

19. The evaluation will seek to be independent, credible and useful and adhere to the highest possible professional standards. It will be consultative and engage the participation of a broad range of stakeholders. The unit of analysis is the project itself, including its design, implementation and effects. The assessment will be undertaken in accordance with the provisions contained in the Project Document. The evaluation will be conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG).¹

20. It is expected that ECLAC's guiding principles to the evaluation process are applied.² In particular, special consideration will be taken to assess the extent to which ECLAC's activities and outputs respected and promoted human rights³. This includes a consideration of whether ECLAC interventions treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society.

21. The evaluation will also examine the extent to which gender concerns were incorporated into the project – whether project design and implementation incorporated the needs and priorities of women, whether women were treated as equal players, and whether it served to promote women's empowerment.

22. Moreover, the evaluation process itself, including the design, data collection, and dissemination of the assessment report, will be carried out in alignment with these principles.⁴

23. The evaluation will also include an assessment of the project's contribution to the achievement of the Sustainable Development Goals (SDGs).

24. Evaluators are also expected to respect UNEG's ethical principles as per its "Ethical Guidelines for Evaluation":⁵

- Integrity
- Accountability
- Respect
- Beneficence

¹ Norms and Standards for Evaluation, UNEG, June 2016. <http://www.unevaluation.org/document/detail/1914>. UNEG Ethical Guidelines for Evaluation, UNEG, June 2020. <http://www.unevaluation.org/document/detail/2866>.

² See ECLAC, "Preparing and Conducting Evaluations: ECLAC Guidelines" (2017) and ECLAC, "Evaluation Policy and Strategy" (2017) for a full description of its guiding principles.

³ For further reference see UNEG "Integrating Human Rights and Gender Equality in Evaluations" (2014). <http://www.unevaluation.org/document/detail/1616> and "Guidance on Evaluating Institutional Gender Mainstreaming" (2018) <http://www.unevaluation.org/document/detail/2133>.

⁴ *Human rights and gender perspective*.

⁵ UNEG Ethical Guidelines for Evaluation, UNEG, June 2020. <http://www.unevaluation.org/document/detail/2866>.

VI. Scope of the assessment

25. In line with the assessment objective, the scope of the assessment will more specifically cover all the activities implemented by the project. The assessment will review the benefits accrued by the various stakeholders in the region, as well as the sustainability of the project interventions. The assessment will also review the interaction and coordination modalities used in its implementation within ECLAC, and between/among other co-operating agencies participating in the implementation of the project.
26. In summary, the elements to be covered in the assessment include:
- Actual progress made towards project objectives
 - The extent to which the project has contributed to outcomes in the identified countries whether intended or unintended.
 - The efficiency with which outputs were delivered.
 - The strengths and weaknesses of project implementation on the basis of the available elements of the logical framework (objectives, results, etc) contained in the project document
 - The validity of the strategy and partnership arrangements. Coordination within ECLAC, and with other co-operating agencies.
 - The extent to which the project was designed and implemented to facilitate the attainment of the goals.
 - Relevance of the project's activities and outputs towards the needs of Member States, the needs of the region and the mandates and programme of works of ECLAC.
27. It will also assess various aspects related to the way the project met the following Development Account criteria:
- Result in durable, self-sustaining initiatives to develop national capacities, with measurable impact at field level, ideally having multiplier effects;
 - Be innovative and take advantage of information and communication technology, knowledge management and networking of expertise at the sub regional, regional and global levels;
 - Utilize the technical, human and other resources available in developing countries and effectively draw on the existing knowledge/skills/capacity within the UN Secretariat;
 - Create synergies with other development interventions and benefit from partnerships with non-UN stakeholders.

VII. Methodology

28. The assessment will use the following data collection methods to assess the impact of the work of the project:
- (a) **Desk review and secondary data collection analysis:** of the programme of work of ECLAC, DA project criteria, the project document, annual reports of advance, workshops and meetings reports and evaluation surveys, other project documentation such as project methodology, country reports, consolidated report, webpage, etc.
 - (b) **Self-administered surveys:** Surveys to beneficiaries in the different participating countries covered by the project should be considered as part of the methodology. Surveys to co-operating agencies and stakeholders within the United Nations and the countries participating in the project should be considered if applicable and relevant. PPEU can provide support to manage the online surveys through SurveyMonkey. In the case, this procedure is agreed upon with the evaluator, PPEU will distribute the surveys among project beneficiaries to the revised lists facilitated by the consultants. PPEU will finally provide the evaluator with the consolidated responses.

- (c) **Semi-structured interviews and focus groups** to validate and triangulate information and findings from the surveys and the document reviews, a limited number of interviews (structured, semi-structured, in-depth, key informant, focus group, etc.) may be carried out via tele- or video-conference with project partners to capture the perspectives of managers, beneficiaries, participating ministries, departments and agencies, etc. PPEU will provide assistance to coordinate the interviews, including initial contact with beneficiaries to present the assessment and the evaluator. Following this presentation, the evaluator will directly arrange the interviews with available beneficiaries, project managers and co-operating agencies.
29. Methodological triangulation is an underlying principle of the approach chosen. Suitable frameworks for analysis and evaluation are to be elaborated – based on the questions to be answered. The experts will identify and set out the methods and frameworks as part of the *inception report*.

VIII. Evaluation Issues/Questions

30. This assessment encompasses the different stages of the given project, including its design, process, results, and impact, and is structured around four main criteria: relevance, efficiency, effectiveness, and sustainability. Within each of these criteria, a set of evaluation questions will be applied to guide the analysis.⁶ The responses to these questions are intended to explain “the extent to which,” “why,” and “how” specific outcomes were attained.
31. The questions included hereafter are intended to serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

Relevance:

- (a) How in line were the activities and outputs delivered with the priorities of the targeted countries?
- (b) How aligned was the proposed project with the activities and programmes of work of ECLAC, specifically those of the subprogramme in charge of the implementation of the project?
- (c) Were there any complementarities and synergies with other work being developed by ECLAC or by beneficiary countries?

Efficiency

- (a) Provision of services and support in a timely and reliable manner, according to the priorities established by the project document;
- (b) Flexibility and responsiveness of ECLAC to meet the requirements of the project and the needs of the countries involved, reducing or minimizing the negative effects of externalities (for example, those derived from important changes in the management of UN administrative processes).
- (c) How did the project utilize the technical, human and other resources available in participating countries?
- (d) To what extent has partnering with other organizations enabled or enhanced reaching of results?

Effectiveness

- (a) How satisfied are the project’s main beneficiaries with the services they received?
- (b) How much more knowledgeable are the participants in workshops and seminars?

⁶ The questions included here will serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

- (c) What are the results identified by the beneficiaries?
- (d) Has the project made any difference in the behavior/attitude/skills/ performance of the clients?
- (e) Are there any tangible policies that have considered the contributions provided by ECLAC in relation to the project under evaluation?

Sustainability

With beneficiaries:

- (a) How have the programme's main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the project's activities? What were the multiplier effects generated by the programme?
- (b) What mechanisms were set up to ensure the follow-up of networks created under the project?

Within ECLAC:

- (a) How has the project contributed to shaping / enhancing ECLAC's programme of work/priorities and activities? The work modalities and the type of activities carried out? How has ECLAC built on the findings of the project?

Cross-cutting issues

- (a) Have the project managers effectively taken into consideration human rights and gender issues in the design and implementation of the project and its activities?
- (b) Has and how has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?
- (c) What innovative aspects of the project (addressing new topics or using new means of delivery or a combination thereof) proved successful?
- (d) What adjustments, if any, were made to the project activities and modality, as a direct consequence of the COVID-19 situation or in response to the new priorities of Member States?

IX. Deliverables

32. The assessment will include the following outputs:

- (a) **Work Plan and Inception Report.** No later than 4 weeks after the signature of the contract, the consultants should deliver the inception report, which should include the background of the project, an analysis of the Project profile and implementation and a full review of all related documentation as well as project implementation reports. It should provide a detailed Work Plan of all the activities to be carried out related to the assessment of project 1819BB. Additionally, the inception report should include a detailed evaluation methodology including the description of the types of data collection instruments that will be used and a full analysis of the stakeholders and partners that will be contacted to obtain the evaluation information. First drafts of the instruments to be used for the survey, focus groups and interviews should also be included in this first report.
- (b) **Draft final evaluation Report.** No later than 12 weeks after the signature of the contract, the consultants should deliver the preliminary report for revision and comments by the Programme Planning and Operations Division (PPOD) of ECLAC and the Evaluation Reference Group (ERG), which includes representatives of the implementing substantive Division/Office. The draft final evaluation report should include the main draft results and findings, conclusions of the evaluation, lessons learned and recommendations derived from it, including its sustainability, and potential improvements in project management and coordination of similar DA projects.

- (c) **Final Evaluation Report.** No later than 16 weeks after the signature of the contract, the consultants should deliver the final evaluation report which should include the revised version of the preliminary version after making sure all the comments and observations from PPOD and the ERG have been included. Before submitting the final report, the consultants must have received the clearance on this final version from PPOD, assuring the satisfaction of ECLAC with the final evaluation report.
- (d) **Presentation of the results of the evaluation.** A final presentation of the main results of the evaluation to ECLAC staff involved in the project will be delivered at the same time of the delivery of the final evaluation report.

X. Payment schedule and conditions

33. The duration of the consultancy will be initially for 16 weeks during the months of May-August 2022 (TBC). The consultants will be reporting to and be managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC. Support to the evaluation activities will be provided by the Economic Development and Social Development Divisions of ECLAC in Santiago, National Office in Buenos Aires.
34. The contract will include the payment for the services of the consultants as well as all the related expenses of the evaluation. Payments will be done according to the following schedule and conditions:
- (a) 30% of the total value of the contract will be paid against the satisfactory delivery of the inception report which should be delivered as per the above deadlines.
- (b) 30% of the total value of the contract will be paid against the satisfactory delivery of the draft final evaluation report which should be delivered as per the above deadlines.
- (c) 40% of the total value of the contract will be paid against the satisfactory delivery and presentation of the final evaluation report which should be delivered as per the above deadlines.
35. All payments will be done only after the approval of each progress report and the final report from the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC.

XI. Profile of the Evaluator

36. The evaluator will have the following characteristics:

Education

Senior Consultant:

- Advanced university degree (Master's degree or equivalent) political science, public policy, development studies, economics, business administration, or a related social or economic science.

Junior Consultant:

- Advanced university degree (Master's degree or equivalent) political science, public policy, development studies, economics, business administration, or a related social or economic science

Experience

Senior Consultant:

- At least seven years of progressively responsible relevant experience in programme/project evaluation are required.

- At least two years of experience in areas related to social policies, labour markets, technology and/or related areas is highly desirable.
- Experience in at least three evaluations with international (development) organizations is required.
- Experience in Regional Commissions and United Nations projects, especially Development Account projects is highly desirable.
- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews are required.
- Working experience in Latin America and the Caribbean is desirable.

Junior Consultant:

- At least five years of progressively responsible relevant experience in programme/project evaluation are required.
- Experience in at least three evaluations with international (development) organizations is required.
- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews are required.
- Working experience in Latin America and the Caribbean is desirable.

Language Requirements

Senior Consultant:

- Proficiency in English and Spanish is required.

Junior Consultant:

- Proficiency in Spanish and knowledge of English is required

XII. Roles and responsibilities in the evaluation process

37. Commissioner of the evaluation

- ➔ (ECLAC Executive Secretary and PPOD Director)
- Mandates the evaluation
- Provides the funds to undertake the evaluation
- Safeguards the independence of the evaluation process

38. Task manager

- ➔ (PPEU Evaluation Team)
- Drafts evaluation TORs
- Recruits the evaluator/evaluation team
- Shares relevant information and documentation and provides strategic guidance to the evaluator/evaluation team
- Provides overall management of the evaluation and its budget, including administrative and logistical support in the methodological process and organization of evaluation missions
- Coordinates communication between the evaluator/evaluation team, implementing partners and the ERG, and convenes meetings
- Supports the evaluator/evaluation team in the data collection process

- Reviews key evaluation deliverables for quality and robustness and facilitates the overall quality assurance process for the evaluation
- Manages the editing, dissemination and communication of the evaluation report
- Implements the evaluation follow-up process

39. Evaluator/Evaluation team

➔ (External consultant)

- Undertakes the desk review, designs the evaluation methodology and prepares the inception report
- Conducts the data collection process, including the design of the electronic survey and semi-structured interviews
- Carries out the data analysis
- Drafts the evaluation report and undertakes revisions

40. Evaluation Reference Group (ERG)

➔ (Composed of representatives of each of the implementing partners)

- Provides feedback to the evaluator/evaluation team on preliminary evaluation findings and final conclusions and recommendations
- Reviews draft evaluation report for robustness of evidence and factual accuracy

XIII. Other Issues

41. Intellectual property rights. The consultants are obliged to cede to ECLAC all authors rights, patents and any other intellectual property rights for all the work, reports, final products and materials resulting from the design and implementation of this consultancy, in the cases where these rights are applicable. The consultants will not be allowed to use, nor provide or disseminate part of these products and reports or its total to third parties without previously obtaining a written permission from ECLAC.
42. Coordination arrangements. The team in charge of the evaluation comprised of the staff of the Programme Planning and Evaluation Unit of ECLAC and the consultants will confer and coordinate activities on an on-going basis, ensuring at least a monthly coordination meeting/teleconference to ensure the project is on track and that immediate urgencies and problems are dealt with in a timely manner. If any difficulty or problem develops in the interim the evaluation team member will raise it immediately with the rest of the team so that immediate solutions can be explored and decisions taken.

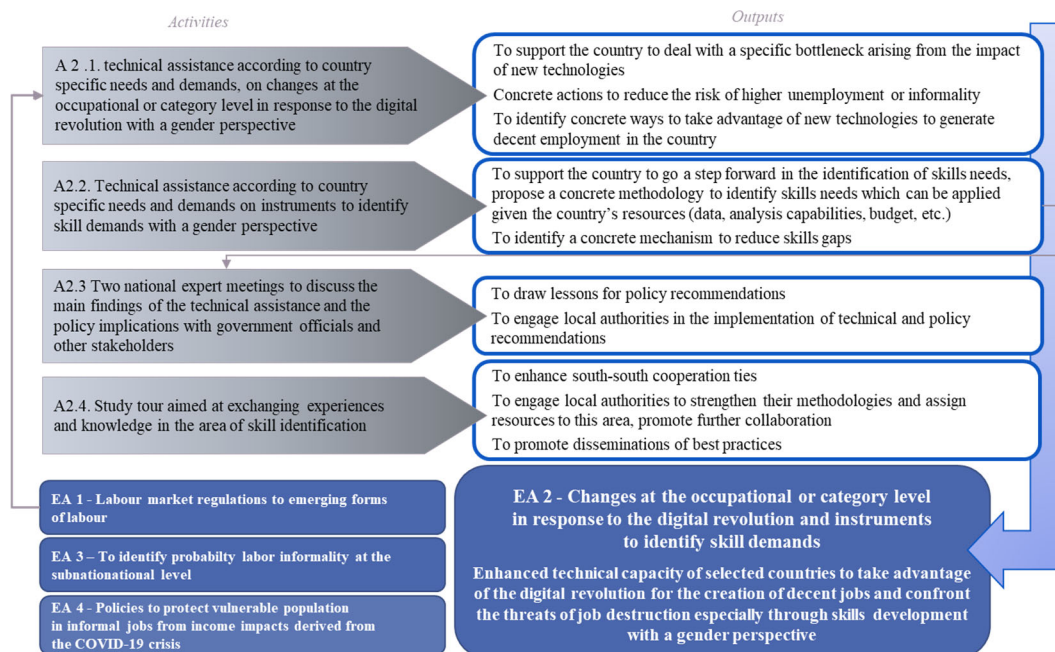
XIV. Assessment use and dissemination

43. This assessment seeks to identify best practices and lessons learned in the implementation of development account projects and specifically the capacities of the beneficiary countries to promote digital economy policies. The evaluation findings will be presented to and discussed with ECLAC. An Action Plan will be developed to implement recommendations when appropriate in future development account projects. The evaluation report will also be circulated through ECLAC's internet and intranet webpages (and other knowledge management tools), including circulating a final copy to DESA, as the programme manager for the Development Account, so as to constitute a learning tool in the organization.

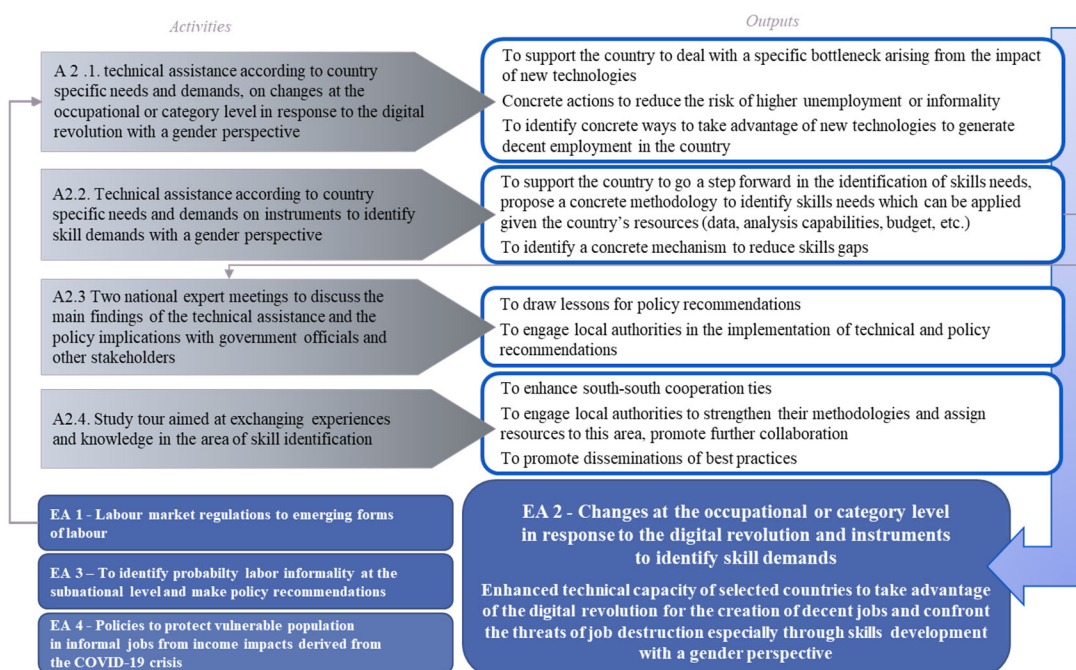
ANNEX 2

PROGRAM THEORY

Illustration 1
Project programme theory, relation of activities/processes with expected results/
outputs. Logic activities and results: EA1



Logic activities and results: EA2



Logic activities and results: EA3



ANNEX 3

LIST OF ACTIVITIES AND PRODUCTS CARRIED OUT BY PROJECT ACCORDING TO COUNTRY

| | Total realized versus planned | ARG | CHI | COL | ECU | MEX | PER | URU | Regional |
|--|--|--|--|---|---|---|---------|---------|--|
| EA1. Improved capacity of policymakers in beneficiary countries to adjust labour market regulations to emerging forms of labour and reduce the risk of higher informality | | | | | | | | | |
| A1.1. Carry out missions on the pre-selected countries to meet with national stakeholders | 3/3 missions + 3 virtual meetings | Mission Dec., 2018 | | Mission June, 2019 | Virtual | Mission March, 2019 | Virtual | Virtual | |
| A2.1. Conference on "New and old forms of labour informality and precarious employment" | 3-4 April 2019 in Chile | Country experience | | Country experience | Regional experience (with Brazil and Costa Rica) | Country experience | | | |
| A1.3. Two national reports according to country specific demands on the emergence of new forms of labour relations | 5 countries and 1 regional/ 2 national reports | Goldin, A. (2020) "Los trabajadores de plataforma y su regulación en la Argentina" | P. Morris Keller, (2021) "Trabajo en plataformas en Chile y desafíos para el trabajo decente: situación actual y lineamientos para diseñar políticas públicas dirigidas al sector" | D. Bardey (2022) "El trabajo intermediado por plataformas en Colombia: aspectos conceptuales y propuesta de regulación desde la teoría de contratos y la organización industrial" | K. Arias, P. Carrillo, y J. Torres (2020) "Análisis del sector informal y discusiones sobre la regulación del trabajo en plataformas digitales en el Ecuador" | Bensusán, G. (2020) "Ocupaciones emergentes en la economía digital y su regulación en México" | | | ECLAC / ILO (2021) "Decent work for platform workers in Latin America" |

| | Total realized versus planned | ARG | CHI | COL | ECU | MEX | PER | URU | Regional |
|--|--|-----|--|-----|---|---|-----|-----|----------|
| A1.4. Two national expert meetings to discuss reports and policy implications of the document produced in A1.3 with government officials and other stakeholders. | 2/2 national expert meetings + working meeting | | 23.08.2021. Taller virtual "Promoción del Trabajo Decente para los Trabajadores de Plataformas Digitales en Chile" | | 27.10.2020 Taller virtual "Análisis del sector informal y discusiones sobre la regulación del trabajo en plataformas digitales en el Ecuador" | 13.11.2019 Taller "Regulación del trabajo de plataformas digitales en México" | | | |

| | Total realized versus planned | ARG | CHI | COL | ECU | MEX | PER | URU | Regional |
|---|---|-----|-----|---|-----|--|-----|-----|--|
| EA2. Enhanced technical capacity of selected countries to take advantage of the digital revolution for the creation of decent jobs and confront the threats of job destruction especially through skills development with a gender perspective | | | | | | | | | |
| A 2 .1. Provide technical assistance according to country specific needs and demands, on changes at the occupational or category level in response to the digital revolution with a gender perspective | Technical assistance was provided to Mexico and Colombia, producing two studies + 2 regional report | | | N. Rodríguez (2020) "Cambio tecnológico y el mercado laboral: aportes para la identificación de las ocupaciones emergentes en Colombia" | | G. Bensusán Areous y N. Florez Vaquiro (2020), "Cambio tecnológico, mercado de trabajo y ocupaciones emergentes en México" | | | CEPAL (2021) Capítulo IV. <i>Las nuevas tecnologías y los desafíos del futuro del trabajo en América Latina y el Caribe</i> . En "Estudio Económico de América Latina y el Caribe. Dinámica laboral y políticas de empleo para una recuperación sostenible e inclusiva más allá de la crisis del COVID-19" |

| | Total realized versus planned | ARG | CHI | COL | ECU | MEX | PER | URU | Regional |
|---|--|-----|-----|---|-----|-----|-----|--|--|
| | | | | | | | | | S. Benhamou (2022) "Les transformations du travail et de l'emploi à l'ère de l'Intelligence artificielle: évaluation, illustrations et interrogations", Documentos de Proyectos |
| A2.2. Provide technical assistance according to country specific needs and demands on instruments to identify skill demands with a gender perspective | 3 Technical assistance + 3 countries studies + 2 regional/ methodological report | | | A. Pisciotti Ortega (2020) "Estrategia para fortalecer la capacidad de instituciones de formación para vincular las necesidades del mercado laboral a la oferta curricular en Colombia" | | | | M. O. Velardez (2022) "Análisis de distancias ocupacionales y familias de ocupaciones en el Uruguay" M. O. Velardez y G. C. Dima, (2022) "Desarrollo de una herramienta de aprendizaje automático (machine learning) para establecer relaciones entre ocupaciones y programas de capacitación en el Uruguay" *3° technical assistances | S. Gontero y R. Novella (2021) "El futuro del trabajo y los desajustes de habilidades en América Latina", Documentos de Proyectos * S. Gontero y E. Menéndez (2021) "Macrodatos (Big Data) y mercado laboral: identificación de habilidades a través de vacantes de empleo en línea", Documentos de Proyectos * Documento interno metodológico y Dashboard con información estadística |

| | Total realized versus planned | ARG | CHI | COL | ECU | MEX | PER | URU | Regional |
|---|--|-----|-----|-----|-----|-----|-----|--|--|
| A2.3 Two national expert meetings to discuss the main findings of the technical assistance and the policy implications with government officials and other stakeholders | Several meetings and training workshops with Uruguay and webinar of experiences | | | | | | | <p>*20.09.2020. Reunión virtual para explicar la metodología para producir las distancias ocupacionales utilizando O*NET UY</p> <p>20.08.2021. Taller virtual "Desarrollo de una herramienta de Machine Learning para el relacionamiento entre ocupacionales y programas de capacitación en Uruguay"</p> <p>14.09.2021. Taller Virtual: "Desarrollo de una Herramienta de aprendizaje automatizado para el relacionamiento entre ocupacionales y programas de capacitación en Uruguay"</p> | <p>*04.03.2021. Webinar: "Encuestas a empresas para identificación de demanda habilidades en Reino Unido"</p> <p>*30.06.2020. Videoconferencia a vía Webex: Grupo de trabajo: "Encuesta a Empresas para identificación de habilidades / Employer Skills Surveys".. Experiencias de El Salvador y Chile</p> <p>*28.07.2021. Webinar. "Encuesta Europea sobre Competencias y Empleo". Grupo de Identificación de Habilidades</p> |
| A2.4 A study tour aimed at exchanging experiences and knowledge in the area of skill identification | Due to COVID-19 cancelled. Replaced by (4) regional publications linked to the situation during the pandemic | | | | | | | | J. Weller y otros (2020) "El impacto de la crisis sanitaria del COVID-19 en los mercados laborales latinoamericanos" |

| Total realized versus planned | ARG | CHI | COL | ECU | MEX | PER | URU | Regional |
|-------------------------------|-----|-----|-----|-----|-----|-----|-----|---|
| | | | | | | | | <p>M. Velásquez Pinto (2021) “La protección ante el desempleo: medidas aplicadas durante la crisis del COVID-19”, CEPAL (2021) 3° capítulo <i>Impacto de la crisis del COVID-19 en la inserción laboral de mujeres y jóvenes</i>. En “Estudio Económico de América Latina y el Caribe. Dinámica laboral y políticas de empleo para una recuperación sostenible e inclusiva más allá de la crisis del COVID-19”</p> <p>J. M. Salazar, (2022) “Estrategias y políticas para la reconstrucción con transformación pospandemia en América Latina y el Caribe”</p> |

| | Total realized versus planned | ARG | CHI | COL | ECU | MEX | PER | URU | Regional |
|---|--|--|---|-----|-----|--|---|-----|---|
| EA3. Strengthened capacity of countries to identify probability labour informality at the subnational level and design public policies aimed at reducing informality at the sub-national level | | | | | | | | | |
| A 3.1 A general methodology to estimate the probability of labour informality at the sub-national level so that this methodology can be adapted and applied to project countries | 2019 + A document was produced and the presentation of the methodology was recorded and is available at the webpage | | | | | | | | Espejo (2022) “Informalidad laboral en América Latina: propuesta metodológica para su identificación a nivel subnacional” |
| A3.2 Three national case studies (one per country) adapting the general methodology designed in A3.1 to the characteristics and sources of information | 4 /3 E national case studies + A study was prepared to complement the analysis and policy recommendations | L. Trujillo-Salazar y S. Villafañe (2021), “La dimensión territorial del riesgo de informalidad laboral en la Argentina” | F. Livert, F. Miranda y A. Espejo (2022) “Estimación de la probabilidad de informalidad laboral a nivel comunal en Chile” | | | E. Ibarra-Olivo; J. Acuña y A. Espejo, (2021) “Estimación de la informalidad en México a nivel subnacional” | A. Tomaselli (2021) “Determinantes departamentales y estimación del riesgo distrital del trabajo informal en el Perú” | | (Borrador) C. Robles, V. Tenebaum (2021) “Los desafíos de la protección social frente al empleo en plataformas: análisis desde los casos de Argentina, Colombia y México” |
| A3.3 Provide technical assistance to Ministries of Labour in the three countries for the application of | Formally, 4 technical assistances in 3 countries | | Technical Assistance (2021, Santiago de Chile): “Propuesta de estimación de la informalidad laboral a nivel | | | Technical Assistance (March 2020, Mexico City): “Determinantes de la propensión a la informalidad a nivel subnacional en México” | Technical Assistance (June 2021): “Taller metodología de la identificación de la probabilidad de la informalidad | | |

| | Total realized versus planned | ARG | CHI | COL | ECU | MEX | PER | URU | Regional |
|---|--|---|---|-----|-----|---|---|-----|---|
| the proposed methodology | | | subnacional en Chile” | | | Technical Assistance (March 2021, Mexico City): “Estudio de la informalidad laboral a nivel subnacional en México utilizando insumos de Modelo de estimación de CEPAL y los del censo de unidades económicas” | a nivel subnacional” | | |
| A3.4 Georeference the information based on the estimates of the probability of informality | 4/3 | Inc. georeferenced data | A3.2 Inc. georeferenced data | | | A3.2 Inc. georeferenced data | A3.2 Inc. georeferenced data | | |
| A 3.5 Three national seminars to present to and discuss with policy makers and other key actors the results regarding EAs 1, 2 and 3. | Formally included are the 2 seminars developed related to EA3 (of the 3 planned). Other training workshops linked to EA3 have been added | 10-11.08.2021 (virtual) “Taller técnico en modelos de estimación local de la informalidad laboral **Sept-nov 2021 Additional training on Small Area Estimation (SAE), provided by the Statistics Division Sep.2019 Workshop training representatives public entities on estimation of | *14-15.12.2021 Seminar and technical workshop: “Metodología de estimación subnacional de la informalidad laboral” | | | 14.04.2021 Seminar (virtual). “ Afrontar los desafíos de la informalidad laboral desde el territorio: herramientas para la formulación de políticas” *15-19.04.2021. Technical workshop “Modelos de estimación local de la informalidad laboral”. 3.10.2019 Workshop: Cambios en el mundo del trabajo y las nuevas formas de informalidad: desafíos de medición y para la | 13-14.07.2021 Technical workshop “Modelos de estimación local de la informalidad laboral” | | 26.10.2021 (virtual) Parallel Event-IV Conference on Social Development in Latin America and the Caribbean “Generación y utilización de información desagregada para la toma de decisiones desde el territorio: estimación de indicadores sociales y laborales en áreas pequeñas” |

| | Total realized versus planned | ARG | CHI | COL | ECU | MEX | PER | URU | Regional |
|---|-------------------------------|--------------------------|-----|-----|-----|---|-----|-----|---|
| | | labour market indicators | | | | protección social (evento paralelo III Reunión CRDS)" | | | |
| A 3.6 A study tour on the analysis of labour informality at the sub-national level | | | | | | | | | Virtual Study Tour. 31(08) to 2.09.2021 "Informalidad laboral en América Latina y el Caribe: oportunidades y desafíos para su estimación y diseño de políticas a nivel subnacional" |
| A 3.7 One synthesis document | | | | | | | | | L. Abramo (2021) "Policies to address the challenges of existing and new forms of informality in Latin America" (ES&EN) |
| A 3.8 A final regional seminar to discuss and present the results obtained in the three countries | | | | | | | | | 06-07.10.2021 International Seminar (virtual): "Labour informality: Challenges posed by technological change, territorial inequality and the need for social protection" |

| | Total realized versus planned | ARG | CHI | COL | ECU | MEX | PER | URU | Regional |
|---|-------------------------------|--|-----|-----|-----|-----|-----|-----|--|
| EA 4 - To protect vulnerable population in informal jobs from income impacts derived from the COVID-19 crisis | | | | | | | | | |
| Additional activity 1. Elaboration of regional study on social protection for informal workers in the region | 2 / 1 regional study | | | | | | | | M. Velásquez Pinto (2021) "La protección social de los trabajadores informales ante los impactos del COVID-19". Farías, C.A. (sd) "Mobilization, unionization and protection measures for digital platform workers in Latin American countries in the context of COVID-19" |
| Additional activity 2. National study on impacts of emergency response to COVID-19 in vulnerable population and informal workers and policy recommendations | 5 studies carried out | Malagamba, R. (sd) "¿Quién necesita un dato? El ReNaTEP como herramienta para el desarrollo de la economía popular". <i>Emergency responses:</i> Malagamba, R. (sd) "Valor de Barrio: Conocer para promover la Economía Popular" Linari, P. (sd) "I Políticas de generación de ingresos para los trabajadores de la economía informal durante la Emergencia COVID en la Argentina y propuesta de políticas para la salida de la pandemia" Linari, P. (sd) "Urbanización de los barrios populares | | | | | | | |

| Total realized versus planned | ARG | CHI | COL | ECU | MEX | PER | URU | Regional |
|-------------------------------|---|-----|-----|-----|-----|-----|-----|----------|
| | <p>y generación de empleo para los trabajadores informales en contexto de la Pandemia como Política Pública".</p> <p><i>Recommendations on strategies linking social, labour and productive policies:</i></p> <p>Palomino, H. (sd) "Estudio sobre articulaciones entre políticas de generación de ingresos durante la emergencia Covid-19 y las políticas productivas y de infraestructura de mediano plazo en la Argentina".</p> <p>Palomino, H. (sd) "Las políticas sociales, el trabajo y el empleo en la salida de la pandemia"</p> | | | | | | | |

ANNEX 4

EVALUATION MATRIX

| Criteria | Evaluation questions | Indicators | Techniques | Sources |
|---------------|--|--|----------------------|---|
| Relevance | 1. How in line were the component of the Project with the priorities of the targeted countries? | Degree of coherence of the lines/components of the project with national priorities: Argentina, Chile, Colombia, Ecuador, Mexico, Peru, Uruguay. | Desk review | Annual progress reports/Letters of request for technical assistance from countries/Country action plans/missions–Mission report(A1.1) |
| | | Ability of the Project to adapt to the demands and requests of the target countries that arose during the implementation. | Desk review | Annual progress– final reports/Letters of request for technical assistance from countries/Country action plans/missions (A1.1) |
| | | Description of the national priorities linked to the Project and assessment of the coherence of the project components with them) | Interviews Survey | Counterparts Participants activities |
| | | Assessment, by other parties involved in the provision of services, products or support of the Project, of the consistency of the project with national priorities. | Survey | Consultants and ECLAC staff |
| | | Assessment by implementers of the consistency of project activities and outputs with national priorities. | Interviews | Implementers: DDE, DDS, ECLAC Office in Buenos Aires |
| | 2. How aligned was the proposed project with the work of ECLAC, specifically those of the subprogramme in charge of the implementation of the project? | Degree of coherence of Project with the lines of work and strategic documents of the implementing ECLAC parties. | Desk review | ECLAC work programme, and sub-programme in charge/Project formulation/Annual progress reports |
| | | Assessment of the coherence of Project with the lines of work and strategic objectives of ECLAC, other national offices, Divisions, etc. | Survey | ECLAC (non-implementers) |
| | | Assessment of the coherence of Project with the programmes and strategic objectives of ECLAC and the units/divisions (decent work, technologies-work, informality). | Interviews | Implementers |
| Effectiveness | 3. Provision of services and support in a timely and reliable manner, according to the priorities established by the project document | Extent to which project activities (services and support) have been delivered on time (timely) and in accordance with project design priorities, overall and by country. | Desk review | Project formulation/Annual progress – final reports/Letters of request/ Country Action Plans |

| Criteria | Evaluation questions | Indicators | Techniques | Sources |
|---------------|--|---|----------------------|---|
| | | National stakeholders' assessment of project effectiveness: 1) Timely and "credible" services and support in general, 2) Timely and "credible" concrete services and support (as per desk review). | Interviews Survey | Counterparts Participants activities/Consultants and ECLAC staff |
| | | Assessment of the logic implementers in carrying out activities, services, support or products with countries. | Interviews | Implementers |
| | 4. Flexibility and responsiveness of ECLAC to meet the requirements of the project and the needs of the countries involved, reducing or minimizing the negative effects of externalities | Level of adaptation/change of Project implementation with respect to its formulation and its motivation according to project documents: Participating countries, COVID, Type of activities, New activities/products/themes. | Desk review | Project formulation/Annual progress reports/UNDA_COVID19revisions/Country letters/Mission reports |
| | | Assessment of the responsiveness and flexibility of the Project to respond to the objectives and context. | Survey | Participants activities/Consultants and ECLAC staff |
| | | Assessment of implementers of their capacity to respond in the balance Project-demands and priority countries- Situation/context, to reduce risks or minimize negative effects. | Interviews | Implementers |
| | | Assessment of ECLAC's capacity to respond to the new needs and priorities that arose during the implementation of the Project. | Interviews | Counterparts |
| | | | | |
| | 5. To what extent has partnering with other organizations enabled or enhanced reaching of results? | List of alliances of the Project with other organizations. | Desk review | Annual progress – final reports |
| | | Assessment of organisations/project partners of their role in the project. | Survey or interview | Partner Organisations (ILO, German Cooperation, Norwegian Coop.) |
| | | Project implementers' assessment of the added value of the Project's partner organisations. | Interviews | Implementers |
| Effectiveness | 6. How satisfied are the project's main beneficiaries with the services they received?? | There is evidence of partner satisfaction with the services and products they received from the Project. | Desk review | Counterpart Letters/Surveys from workshops |
| | | The main project beneficiaries state that they are satisfied with the key activities and outputs of the project in which they were involved. | Interviews Survey | Counterparts Participants |

| Criteria | Evaluation questions | Indicators | Techniques | Sources | |
|--|---|--|---|--|--|
| | | Main reasons for satisfaction and dissatisfaction of the project beneficiary actors. | Survey Interviews | Counterparts Participants | |
| | 7. To what extent do the participants in workshops and seminars value the usefulness of the contents covered? | Assessment of the contents and usefulness of the participants of the workshops and seminars developed during the project (<i>when information is available</i>). | Desk review | Surveys from workshops | |
| | | The main beneficiaries of Project declare that the contents of the workshops and seminars have been useful for their work/role. | Survey | Participants | |
| | 8. What are the results identified by the beneficiaries? | Counterparts relate concrete contributions they obtained as a result of their participation in the Project. | Interviews | Counterparts | |
| | | Stakeholders in general are able to identify changes in their work or way of working (their own, their institution's or country's) to which the Project has contributed. | Survey | Participants | |
| | | Manifestations during the implementation of Project results in the respective countries or types of stakeholders | Desk review | Letters of request countries/Annual progress-final reports | |
| | 9. To what extent do the main beneficiaries of the Project incorporate the issues addressed and the key outputs of the Project in their work? | The main stakeholders incorporate perspectives, methodologies and other outputs generated by the project into their work. | Survey | Participants | |
| | | Counterparts relate concrete contributions they obtained as a result of their participation in the Project: incorporation in their work. | Interview | Counterparts | |
| | Effectiveness | 10. Are there tangible policies that have considered the contributions made by ECLAC in relation to the project under evaluation? | List of policies, regulations or normative projects in which the Project's contribution is considered. | Desk review | Letters of request countries/Annual progress-final reports |
| | | | Participants provide examples of the public policies, programmes, legislative reforms ... in their countries in which the Project's contributions have been taken into account. | Survey | Participants Consultants and ECLAC staff |
| Counterparts relate how they have incorporated the recommendations (from studies, exchange events, technical advice, etc.) arising from the Project to design or modify laws, regulations, strategic plans, programs, etc. | | | Interviews | Counterparts | |

| Criteria | Evaluation questions | Indicators | Techniques | Sources |
|-----------------------------------|--|--|---------------------------|--|
| Sustainability with beneficiaries | 11. How have the programme's main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the project's activities? What were the multiplier effects generated by the programme? | Identification by implementers of the continuity of the Project's lines of work in the participating countries or others, multiplier effects after the end of the Project. | Desk review Interviews | Final Report Implementers |
| | | There are allusions to synergies with other initiatives at the country level, unexpected uses or applications of the Project's contributions or the extension of these contributions to other areas, themes or national actors once the Project has been completed (multiplier effects). | Interviews Surveys | Counterparts Consultants and ECLAC staff |
| Sustainability at ECLAC | 12. How has the project contributed to shaping or improving ECLAC's programme of work/priorities and activities? | Identification of lines/components of work that are proposed with continuity in ECLAC's work after the end of the Project. | Desk review | Follow-up reports |
| | | Assessment of the contributions of the Project to the work of the Divisions - Implementing Offices and ECLAC in general. | Interview | Implementers |
| | | Existence of any experience at the level of other ECLAC divisions, offices, etc. (non-implementing) that have benefited from the development and contributions of the project. | Interview Survey | Implementers ECLAC staff |
| Cross-cutting issues | 13. Have the project managers taken human rights and gender issues into account in the design and implementation of the project and its activities? | Check list/criteria incorporation of a human rights and gender approach in the design of Project | Desk review | Project formulation/Bibliography: UN system reference documents/ |
| | | Check list/criteria incorporation of a human rights and gender approach during the implementation of Project: products generated (studies, methodologies...) and forms of participation. | Desk review | Sample publications/Results of methodologies and other outputs/ Bibliography: UN system reference documents |
| | | Assessment by the stakeholders involved in Project of the degree of incorporation of a human rights and gender perspective. | Survey Interview | Participants/Partners and Consultants and ECLAC staff Counterparts |
| | | Project implementers show how they have incorporated the defense and promotion of human rights and the gender approach. | Interviews | Implementers |

| Criteria | Evaluation questions | Indicators | Techniques | Sources |
|----------|--|---|-------------------|--|
| | 14. Has and how has the project contributed to the achievement of the Sustainable Development Goals (SDGs)? | Expected contribution of the Project to the SDGs | Desk review | Project formulation/Project outputs: studies and reports |
| | | Assessment and contribution of the project to the SDGs according to implementers | Interviews | Implementers: |
| | | Assessment and contribution of the Project to the progress of the countries with respect to the SDGs | Survey Interviews | Participants/Partners and Consultants and ECLAC staff Counterparts |
| | 15. What innovative aspects of the project (addressing new topics or using new means of delivery or a combination thereof) proved successful? | List of innovations (foreseen or not foreseen) of the Project: approaches, methodologies, themes, communication and dissemination, etc. | Desk review | Follow-up reports |
| | | Project stakeholders identify innovative and successful elements of the project | Survey Interview | Participants/Partners and Consultants and ECLAC staff Counterparts |
| | | Assessment of the innovative elements of the Project: origin, new uses, forecast of continuing or extending its use... | Interviews | Implementers |
| | 16. What adjustments, if any, were made to the project activities and modality, as a direct consequence of the COVID-19 situation or in response to the new priorities of Member States? | Description of the activities that were readjusted as a result of the COVID-19 situation | Desk review | UNDA_covid19revisions_ 1819BB Monitoring reports (from 2020) |
| | | Assessment of the main challenges implied by the situation generated by COVID-19 and the response given by the Project to adjust (processes and relevance). | Interviews | Implementers: |
| | | Assessment of the Project beneficiaries of the adjustments made due to the situation generated by COVID-19 | Survey Interviews | Participants/Partners and Consultants and ECLAC staff Counterparts |

ANNEX 5

LIST OF DOCUMENTS REVIEWED

| Documents | Type |
|--|---------|
| TOR: 22-Economic Commission for Latin America and the Caribbean-180680-Consultant. Assessment of the Development Account Project 1819BB. Technological transformations in Latin America: promoting productive jobs and confronting the challenge of new forms of informal employment | |
| ECLAC (2017) Preparing and Conducting Evaluations. ECLAC Guidelines. Programme Planning and Operation Division. | |
| ECLAC (2017) Evaluation Policy and Strategy. United Nations, October 2017. | |
| Guidelines for the preparation of project documents for the 11th tranche of the Development Account | Project |
| Project document template 11th tranche of the Development Account. 1819BB. Technological transformations in Latin America: promoting productive jobs and confronting the challenge of new forms of informal employment | Project |
| COVID-19 Project amendment. 1819BB. Technological transformations in Latin America: promoting productive jobs and confronting the challenge of new forms of informal employment | Project |
| Timeline of remaining activities | Project |
| Progress Report. 1819BB. Technological transformations in Latin America: promoting productive jobs and confronting the challenge of new forms of informal employment January 2020 | Project |
| Progress Report. 1819BB. Technological transformations in Latin America: promoting productive jobs and confronting the challenge of new forms of informal employment. January 2020 | Project |
| Progress Report. 1819BB. Technological transformations in Latin America: promoting productive jobs and confronting the challenge of new forms of informal employment. January 2021 | Project |
| Final Report Template - DA 11th tranche. 1819BB. Technological transformations in Latin America: promoting productive jobs and confronting the challenge of new forms of informal employment. January 2022 | Project |
| Implementation Plan 2021. 1819BB. Technological transformations in Latin America: promoting productive jobs and confronting the challenge of new forms of informal employment | Project |
| Resumen de Actividades y Publicaciones - 1819BB | Project |
| UPEP Listado global de participantes 1819BB | Project |
| Listado de Contrapartes (actividades adicionales) | Project |
| Listado de Contrapartes | Project |
| Guidelines for the preparation of project documents for the 11th tranche of the Development Account | Project |
| Bajada de documentos DEVACC | Project |
| Informe Métricas Transformaciones tecnológicas | Project |
| Misión Buenos Aires. A. Espejo, J. Weller; con S. Villafañe, M. Abeles. 14.11.2018–16.11.2018 | EA1 |
| Mission Report. J. Weller (DDE) 25.03.2019-28.03.2019. México | EA1 |
| Agenda visita CEPAL a México. 26.03.2019-27.03.2019. México | EA1 |
| Mission Report. J. Weller (DDE) 17.07.2019-20.07.2019. México | EA1 |
| Agenda Misión Colombia, junio 2019 | EA1 |
| Mission Report. J. Weller (DDE) 12.06.2019-15.06.2019. Colombia | EA1 |
| Mission Report. S. Gontero (DDS) 12.06.2019-15.06.2019. Colombia | EA1 |

| Documents | Type |
|---|---------------|
| Mission Report. J. Weller (DDE) 12.11.2019-14.11.2019. México | EA1 |
| Listado de invitados. EA1. "Promoción del trabajo decente para los trabajadores de plataforma en Chile", Santiago, Chile, 23 de junio de 2021 | A1.4 |
| 2020.12.22 Carta Director General de Previsión Social de México. Asunto. Colaboraciones CEPAL-STPS | A1.3 A2.1 |
| 2020.04.30 Carta de Coordinadora de Inteligencia de información y estudios del Trabajo. Asunto: Agradecimiento por la cooperación técnica- estudio "Análisis del sector informal y discusiones sobre la regulación del trabajo en plataformas digitales en el Ecuador" | A1.3 |
| 2021.02.05. Carta Subdirector de Análisis, Monitoreo y Prospectiva Laboral. Ministerio de Trabajo de Colombia. Sobre documento técnico "Estrategia para el fortalecimiento de la capacidad de las instituciones de formación de vincular a la oferta curricular las necesidades del mercado laboral en Colombia" | A2.2 |
| 21.04.2022. Ministro de Trabajo y Directora General del Departamento Nacional de Planeación. Asunto: Agradecimiento por la participación en la Misión Empleo | A1.3 |
| 2022.12.30. Carta Ministro del Ministerio de Trabajo y Seguridad Social de Uruguay | A2.2 |
| 2020.12.28. Carta Dtra. Unidad Estadística de Trabajo y Seguridad Social. Ministerio de Trabajo y Seguridad Social de Uruguay. Sobre el apoyo técnico en la consultoría "fortalecimiento del sistema integral de análisis de cambios ocupacionales (O*NET Uruguay)" | A2.2 |
| 2021.09.14. Carta Ministro del Ministerio de Trabajo y Seguridad Social de Uruguay. Sobre Asistencia técnica en el proyecto "Desarrollo de una Herramienta de Machine Learning para el relacionamiento entre ocupaciones y programas de capacitación en Uruguay" | A2.2 |
| Listado asistentes (5) . EA3. Taller técnico. Modelos de estimación de la informalidad laboral a nivel sub nacional en Argentina. Formato virtual, 10 -11.08.2021 /EA3.Taller técnico de estimación local de la informalidad laboral, 14-15.12.2021 /Webex. EA3. Seminario "Afrontar los desafíos de la informalidad laboral desde el territorio: Herramientas para la formulación de políticas", formato virtual, 14.04.2021 /EA3. Taller técnico "Modelos de estimación local de la informalidad laboral", virtual, 1-19.04.2021 /Taller técnico "Modelos de estimación local de la informalidad laboral", virtual, 13-14.07.2021 | A3.5 |
| Listado de asistentes. EA3. Study Tour. Taller técnico "Modelos de estimación local de la informalidad laboral" 31-02.08.202 | A3.6 |
| Listado de asistentes. EA3. Seminario Internacional "Informalidad laboral: Desafíos frente al cambio tecnológico, la desigualdad territorial y el imperativo de la protección social", 06.10.2021 | A3.8 |
| Listado de asistentes. EA3. Seminario Internacional "Informalidad laboral: Desafíos frente al cambio tecnológico, la desigualdad territorial y el imperativo de la protección social", 07.10. 2021 | A3.8 |
| Listado asistentes. Evento paralelo IV Reunión CEDS. "Generación y utilización de información desagregada para la toma de decisiones desde el territorio: estimación de indicadores sociales y laborales en áreas pequeñas, virtual, 26.10.2021 | EA3 |
| Listado participantes. EA3. Seminario Interno División de Desarrollo Social. "Antiguas y nuevas formas de informalidad: análisis a nivel sub-regional y desafíos para la protección social", 21.01.2021 | EA3 |
| 2021.12.29. Carta Dtor. General de Investigación y Estadísticas del Trabajo de la Secretaría de Trabajo y Previsión Social. Asunto: Respuesta a solicitud de asistencia técnica | A3. |
| 2020.12.22. Director General de Investigación y Estadísticas del Trabajo. Secretaría de Trabajo y Previsión Social. Ministerio de Trabajo México. Asunto: Agradecimiento por la asistencia técnica para vincular los datos del censo de unidades económicas con los que resultaron del documento "Determinantes de la propensión a la informalidad a nivel sub nacional en México" | A1.3 A 2.1 |
| 2022.04.01. Ministro de Trabajo y Previsión Social Chile. Sobre la asesoría técnica para la Estimación de la Informalidad Laboral a nivel de comunas | A3.3 |
| 2021.05.19. Carta del Ministro del Trabajo y Previsión Social de Chile. Sobre solicitud de Asesoría técnica "Identificación de la probabilidad de informalidad laboral a nivel sub nacional y recomendaciones de política" | A3.3 |
| 2021.03.29. Carta Dtor. Gral de Investigación y Estadísticas del Trabajo de la Secretaría de Trabajo y Previsión Social de México. Asunto: Atenta solicitud de asistencia técnica para vincular los datos del censo de unidades económicas con los que resulten del documento "Determinantes de la propensión a la informalidad a nivel sub nacional en México" | A3.3 |

| Documents | Type |
|--|--------------|
| 2021.03.29. Carta Dtor. Gral de Investigación y Estadísticas del Trabajo de la Secretaría de Trabajo y Previsión Social de México. Asunto: Observaciones al “Estudio sobre la informalidad laboral a nivel subnacional en México utilizando insumos del Modelo de estimación de CEPAL y del censo de unidades económicas.” | A3.3 |
| 20.05.2021. Mail Oficina General de Cooperación y Asuntos Exteriores del Ministerio de Trabajo y Previsión Social de Perú. Asunto Taller de formación a funcionarios públicos en la metodología de identificación de la probabilidad de la informalidad a nivel sub-nacional en Perú | A3.3 |
| 16.07.2021. Mail Dtor. General de Seguimiento y Evaluación del Viceministerio de Políticas y Evaluación Social del Ministerio de Desarrollo e Inclusión Social de Perú. Sobre: <i>agradecimiento taller sobre estimación de la informalidad laboral</i> | A3.3 |
| 17.04.2020. Carta Asesora Relaciones y Asuntos Internacionales del Ministerio de Desarrollo Social de Argentina. Sobre: solicitud asistencia técnica en el contexto de la pandemia COVID-19 | Ad. Activity |
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| ECLAC (2018) Draft Programme of work of the ECLAC System, 2020. Thirty-seventh session of ECLAC. 7 -11 May 2018 | |
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| 11 Surveys from workshops (see annex 6) | |

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K. Arias Marín, P. Carrillo Maldonado y J. Torres Olmedo, “Análisis del sector informal y discusiones sobre la regulación del trabajo en plataformas digitales en el Ecuador”, Documentos de Proyectos (LC/TS.2020/75), Santiago, Comisión Económica para América Latina y el Caribe (CEPAL), 2020. [A1.3]

CEPAL/OIT, “Trabajo decente para los trabajadores de plataformas en América Latina”, Coyuntura Laboral en América Latina y el Caribe, N° 24 (LC/TS.2021/71), Santiago, 2021 [A1.3]

E. Ibarra-Olivo; J. Acuña y A. Espejo, “Estimación de la informalidad en México a nivel subnacional”, Documentos de Proyectos (LC/TS.2021/19), Santiago, Comisión Económica para América Latina y el Caribe (CEPAL), 2021. [A3.2]

Goldin, A. (2020) “Los trabajadores de plataforma y su regulación en la Argentina”, Documentos de Proyectos (LC/TS.2020/44), Santiago, Comisión Económica para América Latina y el Caribe (CEPAL), 2020. [A1.3]

M. Velásquez Pinto, “La protección ante el desempleo: medidas aplicadas durante la crisis del COVID-19”, Documentos de Proyectos (LC/TS.2021/214), Santiago, Comisión Económica para América Latina y el Caribe (CEPAL), 2021. [A2.4]

"A. Espejo, “Informalidad laboral en América Latina: propuesta metodológica para su identificación a nivel subnacional”, Documentos de Proyectos (LC/TS.2022/6), Santiago, Comisión Económica para América Latina y el Caribe (CEPAL), 2022. [A3.1]

A. Tomaselli, “Determinantes departamentales y estimación del riesgo distrital del trabajo informal en el Perú”, Documentos de Proyectos (LC/TS.2021/12), Santiago, Comisión Económica para América Latina y el Caribe (CEPAL), 2021. [A3.2]

L. Abramo, “Políticas para enfrentar los desafíos de las antiguas y nuevas formas de informalidad en América Latina”, serie Políticas Sociales, N° 240 (LC/TS.2021/137), Santiago, Comisión Económica para América Latina y el Caribe (CEPAL), 2021. [A3.7]

N. Rodríguez, “Cambio tecnológico y el mercado laboral: aportes para la identificación de las ocupaciones emergentes en Colombia”, Documentos de Proyectos (LC/TS.2020/163), Santiago, Comisión Económica para América Latina y el Caribe (CEPAL), 2020. [A2.1]

S. Gontero y R. Novella, “El futuro del trabajo y los desajustes de habilidades en América Latina”, Documentos de Proyectos (LC/TS.2021/206), Santiago, Comisión Económica para América Latina y el Caribe (CEPAL), 2021. [A2.2]

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ANNEX 6

LIST OF PERSONS INTERVIEWED

| N° | Actor | Country | Institution | Position | Name | Date |
|-----|----------------|-----------|--|--|--------------------------------|------------|
| 1° | Counterpart | Uruguay | Ministerio de Trabajo y Seguridad Social | Directora.Unidad Estadística de Trabajo y de la Seguridad Social. | Carolina Da Silva | 2022.07.06 |
| 2° | Counterpart | Uruguay | Ministerio de Trabajo y Seguridad Social | Unidad Estadística. Proyecto O*Net Uruguay | Maria Jose Gonzalez | |
| 3° | Implementation | | ECLAC - Economic Development Division | Economic Affairs Officers | Sonia Gontero | 2022.07.06 |
| 4° | Implementation | | ECLAC - Social Development Division | Social Affairs Officers | Claudia Robles | 2022.07.07 |
| 5° | Implementation | | ECLAC - Social Development Division | Consultant | Andrés Espejo | |
| 6° | Implementation | | ECLAC Office in Buenos Aires | Research Assistants | Soledad Villafañe | 2022.07.08 |
| 7° | Counterpart | Colombia | Ministerio del Trabajo | Subdirector de Análisis, Monitoreo y Prospectiva Laboral | Oscar Fabian Riomana Trigueros | 2022.07.08 |
| 8° | Counterpart | Argentina | Ministerio de Trabajo, Empleo y Seguridad Social | Coordinadora de Estadísticas del Mercado de Trabajo, Subsecretaría de Planificación, Estudios y Estadísticas | Lila Schachtel | 2022.07.11 |
| 9° | Counterpart | Argentina | Ministerio de Desarrollo Social | Asesora Especial para Asuntos y Relaciones Internacionales | Vanesa Wainstein | 2022.07.11 |
| 10° | Counterpart | México | Secretaría del Trabajo y Previsión Social | Director General de Investigación y Estadísticas del Trabajo | Roberto Gerhard Tuma | 2022.07.11 |
| 11° | Counterpart | Chile | Ministerio del Trabajo y Previsión Social | Ex Jefe Unidad de Estudios | Hans Schlechter Stecher | 2022.07.16 |

ANNEX 7

QUESTIONNAIRES

Questionnaire participants and beneficiaries

-- Página 1 --

Estas primeras cuestiones son para ajustar las siguientes preguntas a su participación en las diferentes actividades y productos del Proyecto.

1. ¿Podía indicarnos el país en el que trabaja/reside? A efectos de la encuesta cuando utilicemos la expresión de “su país” nos referimos al país en el que trabajaba cuando participó en el Proyecto (entre 2018-2021)

* Pregunta obligatoria, de única respuesta en vertical con “Otros” abierta

- Argentina
- Chile
- Colombia
- Ecuador
- México
- Perú
- Uruguay
- Estados Unidos
- Costa Rica
- Bolivia
- Otros, ¿Cuál? _____

2. ¿En qué tipo de institución trabaja? Si recientemente ha cambiado de tipo de entidad para la que trabaja, por favor, responda pensando en la institución en la que se desempeñaba cuando participó en el Proyecto (entre 2018 y 2021).

* Pregunta obligatoria, de única respuesta en vertical con “Otros” abierta

- Institución gubernamental nacional
- Institución gubernamental sub-nacional (diferentes niveles: estatal, provincial, local, etc.)
- Otro tipo de institución pública
- Consultoría (ya sea empresa o como independiente)
- Academia, Universidad, centro de investigación o similar
- Organización sindical
- Entidad del Tercer Sector/Sociedad Civil
- Organización de empresas y/o empresarios/as
- Sector privado
- Organización internacional
- Otras diferentes a las anteriores, ¿Cuál? _____

3. ¿Con qué género se identifica?

- Femenino Masculino Otro/ prefiero no contestar

-- Página 2 --

4. Entre 2018 y 2021, de los siguientes temas, ¿cuáles de los siguientes considera que eran prioridades o aspectos relevantes en su unidad de trabajo, institución y/o país? Seleccione las opciones que corresponda y en el caso de que ninguna haya sido prioridad, marque la opción de “ninguna de las anteriores”

* *Filtrada: P2= Institución gubernamental nacional o P2 = Institución gubernamental sub-nacional. Respuesta múltiple. Obligatoria (al menos 1 respuesta). Opciones de respuesta aleatorias

- Impacto de la revolución digital en el mercado laboral
- Regulación del mercado laboral para responder a los cambios de la estructura productiva o relaciones laborales como consecuencia de la revolución digital
- Atención a las nuevas formas de informalidad laboral
- Atención a la situación de las y los trabajadores de plataformas y aplicaciones digitales de trabajo
- Protección social de trabajadores/as informales
- Creación de trabajo decente
- Enfrentar destrucción de empleo por consecuencia de las nuevas tecnologías (automatización, robotización...)
- Acercamiento de las competencias y habilidades de las y los trabajadores a las nuevas demandas del mercado laboral
- Ajuste de los sistemas educativos y de formación profesional /vocacional a las demandas de competencias y habilidades del mercado laboral en el contexto de la revolución digital
- Desarrollo de competencias digitales de las y los trabajadores (alfabetización digital)
- Atención a las brechas de género en las competencias y habilidades de las y los trabajadores
- Sistemas de información y/o registro de trabajadores/as informales
- Políticas y programas locales/ territoriales para enfrentar la informalidad laboral en el país
- Con la aparición de la pandemia de la COVID-19, protección social de las y los trabajadores (en general)
- Ninguna de las anteriores

El Proyecto *Transformaciones tecnológicas en América Latina: promover empleos productivos y enfrentar el desafío de las nuevas formas de empleo informal* de la CEPAL (2018-2021) realizó diferentes actividades como seminarios (internacionales y nacionales), asistencias técnicas, talleres de capacitación y *study tour*, así como la elaboración de diferentes estudios y publicaciones.

* Comentario, sin opciones de respuesta.

5. Antes de entrar en estas actividades en las que usted pudo participar, ¿podría indicarnos cuáles de las siguientes temáticas se trataron (en las actividades o productos que usted reconoce del Proyecto)? Seleccione todas las que corresponda.

* Respuesta múltiple, obligatoria al menos 1 respuesta.

- Conocimiento y regulaciones del mercado laboral en relación a los desafíos de la revolución digital: nuevas formas de trabajo e informalidad, situación trabajadores/as de plataformas y aplicaciones digitales de trabajo, etc.
- Análisis composición de la estructura ocupacional y ajuste entre las competencias y habilidades de las y los trabajadores y demandas del mercado laboral
- Información sobre la informalidad laboral a nivel sub-nacional
- Protección social de las y los trabajadores/as informales
- Impacto de las consecuencias de la pandemia COVID-19 en las y los trabajadores vulnerables
- Ninguna/no lo recuerdo

El Proyecto realizó dos seminarios internacionales. En concreto:

En 2019 en Chile: “Nuevas y antiguas formas de informalidad laboral”

En 2021 (formato virtual): “Informalidad laboral: Desafíos frente al cambio tecnológico, la desigualdad territorial y el imperativo de la protección social”.

* Comentario (sin respuesta).

6. ¿Participó usted en alguno de estos seminarios internacionales?

* Respuesta única, obligatoria.

- | | |
|--|------------------------------------|
| <input type="checkbox"/> Sí | Lógica: pasar a siguiente página 3 |
| <input type="checkbox"/> No | Lógica: salto a página 4 |
| <input type="checkbox"/> No estoy seguro/a | Lógica: salto a página 4 |

-- Página 3 --

7. ¿Podría valorar los siguientes aspectos del (los) seminario internacional en el que participó?

* Respuesta única por fila, obligatoria.

| | No | Parcialmente | Sí | No lo sé/no puedo valorar |
|--|--------------------------|--------------------------|--------------------------|---------------------------|
| ¿Los contenidos respondían o estaban alineados con las prioridades sociales y/o políticas de mi país? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ¿Respondía a los objetivos marcados? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ¿El momento fue adecuado (no estuvo adelantado o atrasado en el tiempo) para sus objetivos/propósitos? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ¿ Respondió a las necesidades de mi institución y/o país en la materia? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ¿El formato fue adecuado? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ¿Fue sensible y se adaptó a los cambios de las prioridades de mi institución y/o país o del contexto? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Si se realizó a partir 2020, ¿la actividad fue capaz de adaptarse a la situación impuesta por la pandemia COVID-19 sin que ello afectara a su calidad y objetivos perseguidos? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

8. Le dejamos el siguiente espacio por si quiere añadir algún comentario o matización a sus respuestas anteriores

* Espacio respuesta abierta, no obligatoria.

9. ¿En qué medida los contenidos, herramientas, temáticas o recomendaciones que se trataron en el (los) seminario internacional en el que participó son útiles para su trabajo o el de su institución?

* Única respuesta en horizontal, Obligatoria.

- Nada útil(es) Poco útil(es) Bastante útil(es) Muy útil(es) No puedo valorar

10. ¿Podría dar algunos ejemplos de en qué sentido son útiles para su trabajo o para su institución? O, en caso contrario, ¿por qué no le han resultado útiles?

* Espacio respuesta abierta, no obligatoria.

16. ¿En qué medida contenidos, herramientas, temáticas o recomendaciones que se trataron en el (los) seminario nacional en el que participó le resultan útiles para su trabajo o el de su institución?

* Única respuesta en horizontal, Obligatoria.

Nada útil(es) Poco útil(es) Bastante útil(es) Muy útil(es) No puedo valorar

17. ¿Podría dar algunos ejemplos de en qué sentido son útiles para su trabajo o para su institución? O, en caso contrario, ¿por qué no le han resultado útiles?

* Espacio respuesta abierta, no obligatoria.

18. ¿En qué medida está satisfecho/a con esta actividad del Proyecto?

* Única respuesta en horizontal, Obligatoria.

Nada satisfecho/a Poco satisfecho/a Bastante satisfecho/a Muy satisfecho/a
 No puedo valorar

19. ¿Podría explicar brevemente los motivos de satisfacción o insatisfacción con el (los) seminario nacional en el que participó?

* Espacio respuesta abierta, no obligatoria.

-- Página 6 --

El Proyecto Transformaciones tecnológicas en América Latina realizó diversas asistencias técnicas, sesiones, talleres de capacitación o *study tour*, como:

Evento Paralelo-IV Conferencia sobre Desarrollo Social de América Latina y el Caribe “Generación y utilización de información desagregada para la toma de decisiones desde el territorio: estimación de indicadores sociales y laborales en áreas pequeñas”, formato virtual, (octubre de 2021)

Study Tour virtual. “Informalidad laboral en América Latina y el Caribe: oportunidades y desafíos para su estimación y diseño de políticas a nivel subnacional” (septiembre 2021)

Evento Paralelo-III Conferencia sobre Desarrollo Social de América Latina y el Caribe “Cambios en el mundo del trabajo y las nuevas formas de informalidad: desafíos de medición y para la protección social” (México, octubre 2019)

* Comentario para todos/as. Asistencia técnica sobre la estimación de la informalidad laboral en nivel subnacional en Argentina

“Taller técnico en modelos de estimación local de la informalidad laboral” (agosto 2021)

* Solo comentario para P1=Argentina.

Taller virtual "Promoción del Trabajo Decente para los Trabajadores de Plataformas Digitales en Chile" (agosto 2021)

Asistencia Técnica: “Propuesta de estimación de la informalidad laboral a nivel subnacional en Chile” (2021)

Taller técnico: “Metodología de estimación subnacional de la informalidad laboral” (diciembre 2021)

* Solo comentario para P1=Chile.

Taller virtual “Análisis del sector informal y discusiones sobre la regulación del trabajo en plataformas digitales en el Ecuador” (octubre 2020)

* Solo comentario para P1= Ecuador.

Asistencia Técnica: “Taller metodología de la identificación de la probabilidad de la informalidad a nivel sub-nacional” (junio 2021)

Taller técnico “Modelos de estimación local de la informalidad laboral” (julio 202)

* Solo comentario para P1= Perú.

Taller “Regulación del trabajo de plataformas digitales en México” (noviembre 2019)

Asistencia Técnica: “Determinantes de la propensión a la informalidad a nivel subnacional en México” (marzo 2020)

Asistencia Técnica “Estudio de la informalidad laboral a nivel subnacional en México utilizando insumos de Modelo de estimación de CEPAL y los del censo de unidades económicas” (marzo 2021)

Taller técnico “Modelos de estimación local de la informalidad laboral” (abril 2021)

* Solo comentario para P1 = México.

Reunión virtual metodología para producir las distancias ocupacionales utilizando O*NET UY (septiembre 2020)

Taller virtual “Desarrollo de una herramienta de Machine Learning para el relacionamiento entre ocupacionales y programas de capacitación en Uruguay” (agosto 2021)

Taller Virtual: “Desarrollo de una Herramienta de aprendizaje automatizado para el relacionamiento entre ocupacionales y programas de capacitación en Uruguay” (Septiembre 2021)

* Solo comentario para P1 = Uruguay.

20. ¿Participó usted en alguna asistencia técnica, taller, sesión de capacitación o study tour del Proyecto?

* Respuesta única, obligatoria.

Sí

Lógica: pasar a siguiente página 7

No

Lógica: salto a página 8

No estoy seguro/a

Lógica: salto a página 8

-- Página 7 --

21. ¿Podría valorar los siguientes aspectos de la(s) asistencia técnica, sesión o taller(es) de capacitación en el que participó?

* Formato batería, Respuesta única por fila, obligatoria.

| | No | Parcialmente | Sí | No lo sé/no puedo valorar |
|--|--------------------------|--------------------------|--------------------------|---------------------------|
| ¿Los contenidos respondían o estaban alineados con las prioridades sociales y/o políticas de mi país? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ¿Respondía a los objetivos marcados? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ¿El momento fue adecuado (no estuvo adelantado o atrasado en el tiempo) para sus objetivos/ propósitos ? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ¿Respondió a las necesidades de mi institución y/o país en la materia? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ¿El formato fue el adecuado? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ¿Fue sensible y se adaptó a los cambios de las prioridades de mi institución y/o país o del contexto? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Si se realizó a partir 2020, ¿la actividad fue capaz de adaptarse a la situación impuesta por la pandemia COVID-19 sin que ello afectara a su calidad y objetivos perseguidos? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

22. Le dejamos el siguiente espacio por si quiere añadir algún comentario o matización a sus respuestas anteriores

* Espacio respuesta abierta, no obligatoria.

23. ¿En qué medida los contenidos, herramientas, temáticas o recomendaciones que se trataron en la(s) asistencia técnica, sesión o taller(es) de capacitación en el que participó son útiles para su trabajo o el de su institución?

* Única respuesta en horizontal, Obligatoria.

Nada útil(es) Poco útil(es) Bastante útil(es) Muy útil(es) No puedo valorar

24. ¿Podría dar algunos ejemplos de en qué sentido son útiles para su trabajo o para su institución? O, en caso contrario, ¿por qué no le han resultado útiles?

* Espacio respuesta abierta, no obligatoria.

25. ¿En qué medida está satisfecho/a con esta actividad del Proyecto?

* Única respuesta en horizontal, Obligatoria.

Nada satisfecho/a Poco satisfecho/a Bastante satisfecho/a Muy satisfecho/a
 No puedo valorar

26. ¿Podría explicar brevemente los motivos de satisfacción o insatisfacción con la(s) asistencia técnica, sesión o taller(es) de capacitación?

* Espacio respuesta abierta, no obligatoria.

-- Página 8 --

Finalmente, en el marco del Proyecto *Transformaciones tecnológicas en América Latina: promover empleos productivos y enfrentar el desafío de las nuevas formas de empleo informal* de la CEPAL se han realizado diferentes estudios y publicaciones. Algunos ejemplos son:

M. Velásquez Pinto (2021) “La protección social de los trabajadores informales ante los impactos del COVID-19”

L. Abramo (2021) “Políticas para enfrentar los desafíos de las antiguas y nuevas formas de informalidad en América Latina”

A. Espejo (2022) “Informalidad laboral en América Latina: propuesta metodológica para su identificación a nivel subnacional”

J. M. Salazar, (2022) “Estrategias y políticas para la reconstrucción con transformación pospandemia en América Latina y el Caribe”

S. Gontero y R. Novella (2021) “El futuro del trabajo y los desajustes de habilidades en América Latina”, CEPAL / OIT (2021) “Trabajo decente para los trabajadores de plataformas en América Latina”

* Comentario Goldin, A. (2020) “Los trabajadores de plataforma y su regulación en la Argentina”

L. Trujillo-Salazar y S. Villafañe (2021), “La dimensión territorial del riesgo de informalidad laboral en la Argentina”

* Solo comentario para P1=Argentina.

P. Morris Keller, (2021) “Trabajo en plataformas en Chile y desafíos para el trabajo decente: situación actual y lineamientos para diseñar políticas públicas dirigidas al sector”

F. Livert, F. Miranda y A. Espejo (2022) “Estimación de la probabilidad de informalidad laboral a nivel comunal en Chile”

* Solo comentario para P1=Chile.

D. Bardey (2022) “Para un trabajo decente con "plata" y "forma": una propuesta de regulación de las plataformas en Colombia”

N. Rodríguez (2020) “Cambio tecnológico y el mercado laboral: aportes para la identificación de las ocupaciones emergentes en Colombia”

A. Pisciotti Ortega (2020) “Estrategia para fortalecer la capacidad de instituciones de formación para vincular las necesidades del mercado laboral a la oferta curricular en Colombia”.

* Solo comentario para P1=Colombia.

K. Arias, P. Carrillo, y J. Torres (2020) "Análisis del sector informal y discusiones sobre la regulación del trabajo en plataformas digitales en el Ecuador"

* Solo comentario para P1= Ecuador.

Bensusán, G. (2020) "Ocupaciones emergentes en la economía digital y su regulación en México"

G. Bensusán Areous y N. Florez Vaquiro (2020), "Cambio tecnológico, mercado de trabajo y ocupaciones emergentes en México"

E. Ibarra-Olivo; J. Acuña y A. Espejo, (2021)"Estimación de la informalidad en México a nivel subnacional"

* Solo comentario para P1= México.

A. Tomaselli (2021) "Determinantes departamentales y estimación del riesgo distrital del trabajo informal en el Perú"

* Solo comentario para P1= Perú.

M. O. Velardez (2022) "Análisis de distancias ocupacionales y familias de ocupaciones en el Uruguay"

M. O. Velardez y G. C. Dima, (2022) "Desarrollo de una herramienta de aprendizaje automático (machine learning) para establecer relaciones entre ocupaciones y programas de capacitación en el Uruguay"

* Solo comentario para P1= Uruguay.

27. ¿Conoce usted bien alguna de estas publicaciones o estudios realizados en el marco del Proyecto?

* Respuesta única, obligatoria.

- Sí Lógica: pasar a siguiente página 9
- No Lógica: salto a página 10
- No estoy seguro/a Lógica: salto a página 10

-- Página 9 --

28. ¿Podría valorar los siguientes aspectos de la(s) publicación o estudio desarrollado en el marco del Proyecto?

* Formato batería, Respuesta única por fila, obligatoria.

| | No | Parcialmente | Sí | No lo sé/no puedo valorar |
|---|--------------------------|--------------------------|--------------------------|---------------------------|
| ¿Los contenidos respondían o estaban alineados con las prioridades sociales y/o políticas de mi país? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ¿Respondía a los objetivos marcados? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ¿Respondió a las necesidades de mi institución y/o país en la materia? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ¿Fue sensible y se adaptó a los cambios de las prioridades de mi institución y/o país o del contexto? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

29. Le dejamos el siguiente espacio por si quiere añadir algún comentario o matización a sus respuestas anteriores

* Espacio respuesta abierta, no obligatoria.

30. ¿En qué medida los contenidos, temáticas o recomendaciones que se tratan en ese(esos) estudio o publicación que usted conoce son útiles para su trabajo o el de su institución?

* Única respuesta en horizontal, Obligatoria.

- Nada útil(es) Poco útil(es) Bastante útil(es) Muy útil(es) No puedo valorar

31. ¿Podría dar algunos ejemplos de en qué sentido son útiles para su trabajo o para su institución? O, en caso contrario, ¿por qué no le han resultado útiles?

* Espacio respuesta abierta, no obligatoria.

_____ -

32. ¿En qué medida está satisfecho/a con este(os) producto del Proyecto?

* Única respuesta en horizontal, Obligatoria.

- Nada satisfecho/a Poco satisfecho/a Bastante satisfecho/a Muy satisfecho/a
 No puedo valorar

33. ¿Podría explicar brevemente los motivos de satisfacción o insatisfacción con esa(s) publicación o estudio?

* Espacio respuesta abierta, no obligatoria.

_____ -

-- Página 10 --

34. Dada su participación en el Proyecto de Transformaciones Tecnológicas en América Latina, ¿considera que se ha producido algún cambio en su forma de trabajar, en su institución o país? ¿Podría decirnos en qué sentido? Por ejemplo, en el uso de determinadas metodologías, incorporación de enfoques, tratamiento de problemas, aplicación de alguna de las recomendaciones, etc.

* Espacio respuesta abierta, Obligatoria.

_____ -

35. ¿Existe alguna política pública, programa, regulación (o proyecto de regulación...) reciente en su país en la que considere que el Proyecto *Transformaciones Tecnológicas en América Latina* ha contribuido? ¿Cuál y cómo? Con esto nos referimos a que se hayan considerado sus conclusiones o recomendaciones, herramientas, metodologías, etc. en la elaboración de la política o regulación, ya sea en su debate, diseño, implementación o modificación

* Espacio respuesta abierta, Obligatoria.

_____ -

36. De los siguientes elementos, ¿qué enfoques, metodologías o herramientas que se trataron durante el Proyecto aplica actualmente en su trabajo? Señale las que corresponda.

* Respuesta múltiple, no obligatoria.

- Recomendaciones de políticas públicas para la regulación del mercado laboral
 Recomendaciones de políticas públicas para trabajadores/as de plataformas y aplicaciones digitales
 Recomendaciones de políticas públicas para el acercamiento entre oferta y demanda de competencias y habilidades
 Recomendaciones de políticas públicas para enfrentar la informalidad laboral a nivel subnacional
 Recomendaciones de políticas públicas para abordar la protección social de las y los trabajadores informales
 Metodología de la estimación de la probabilidad de trabajo informal a nivel sub-nacional
 Metodologías para el tratamiento de ajustes y desajustes entre las competencias y habilidades y las demandas del mercado de trabajo
 Herramientas y metodologías para medir las competencias digitales de las y los trabajadores

37. Utilice el siguiente espacio si quiere añadir algún comentario o matización de su respuesta a la pregunta anterior

* Respuesta abierta, no obligatoria.

-- Página 8 --

Entre las siguientes listas, ¿el Proyecto ha logrado alguno de los siguientes resultados en usted, su institución o país según su opinión? Seleccione las opciones que considere

38. Resultados relacionados con el conocimiento técnico y capacidades:

* Respuesta múltiple, no obligatoria. Respuestas en orden aleatorio

- Mayor conocimiento y capacidades para ajustar las regulaciones del mercado laboral a las formas emergentes de trabajo en el contexto de la revolución digital
- Mayor conocimiento y capacidades para ajustar las regulaciones del mercado laboral para reducir o minimizar el riesgo de una mayor informalidad en el contexto de la revolución digital
- Mejora de las capacidades técnicas para aprovechar la revolución digital para generar empleo decente
- Mejora de las capacidades técnicas para enfrentar las amenazas de destrucción de empleo por la revolución digital
- Mayor conocimiento y capacidades técnicas sobre instrumentos o metodologías para identificar y reducir brechas en las competencias y habilidades (trabajadores/as-demanda del mercado laboral)
- Mayor conocimiento y capacidades técnicas sobre incluir la perspectiva de género en la relación de oferta-demanda de competencias y habilidades
- Mejora de las capacidades técnicas para identificar la situación y probabilidad de la informalidad laboral
- Más capacidades para disponer, mantener y actualizar un sistema de información sobre la informalidad laboral a nivel sub nacional
- Mayores conocimiento y mejora de la capacidad para dar respuesta a las y los trabajadores más vulnerables en el contexto de la crisis derivada de la COVID-19

39. Resultados relacionados con el conocimiento del contexto y alternativas de política:

* Respuesta múltiple, no obligatoria. Respuestas en orden aleatorio

- Mayor conocimiento actualizado sobre el marco conceptual, metodológico y políticas públicas relacionadas con la informalidad laboral
- Mayor conocimiento de los retos en el país y de posibles líneas de acción para el ajuste de las regulaciones laborales a las formas emergentes de trabajo
- Mayor conocimiento sobre opciones de acción para reducir el riesgo de un mayor desempleo o informalidad en el contexto de la revolución digital
- Mayor conocimiento sobre las experiencias de otros países y mejora de los lazos de cooperación Sur-Sur en la relación de oferta y demanda laboral de competencias y habilidades
- Mayor conocimiento y mejora de las capacidades para diseñar políticas/programas dirigidos a reducir la informalidad a nivel sub-nacional
- Mayor información útil y utilizable sobre la informalidad laboral a nivel sub-nacional
- Mayor conocimiento y opciones de políticas sobre cómo abordar la protección social de las y los trabajadores/as informales

40. Resultados relacionados con el interés entre decisores de política pública:

* Respuesta múltiple, no obligatoria. Respuestas en orden aleatorio

- Mayor voluntad política de las instituciones nacionales para enfrentar los desafíos de la revolución digital en los mercados de trabajo
- Mayor voluntad política de las instituciones locales para enfrentar los desafíos de la revolución digital en los mercados de trabajo
- Mayor voluntad política de las instituciones nacionales para abordar la relación entre competencias y habilidades de los/as trabajadores/as y nuevas demandas del mercado laboral
- Mayor voluntad política de las instituciones locales para abordar la relación entre competencias y habilidades de los/as trabajadores/as y nuevas demandas del mercado laboral
- Mayor voluntad política de las instituciones nacionales para abordar la informalidad laboral
- Mayor voluntad política de las instituciones locales para abordar la informalidad laboral a nivel sub nacional

-- Página 9 --

Ya estamos terminando. Ahora le pedimos que nos responda a algunas preguntas generales sobre el Proyecto en la medida que usted lo conozca

41. ¿En qué medida considera que el Proyecto respetó y promovió (en su diseño/implementación) los derechos humanos?

* Única respuesta en horizontal, Obligatoria.

- Nada Algo Bastante Mucho No puedo valorar

42. ¿En qué medida considera que el Proyecto respetó y promovió (en su diseño / implementación) la igualdad entre mujeres y hombres?

* Única respuesta en horizontal, Obligatoria.

- Nada Algo Bastante Mucho No puedo valorar

43. ¿En qué medida considera que el Proyecto ha contribuido a que en su país (en el que trabaja) se avance en el cumplimiento de los siguientes Objetivos de Desarrollo Sostenible?

* Formato batería, una respuesta por fila, Obligatorias

| | Nada | Algo | Bastante | Mucho | No puedo valorar |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Meta 8.3 Promover políticas orientadas al desarrollo que apoyen las actividades productivas, la creación de puestos de trabajo decentes, el emprendimiento, la creatividad y la innovación, y fomentar la formalización y el crecimiento de las microempresas y las pequeñas y medianas empresas, incluso mediante el acceso a servicios financieros | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8.5 De aquí a 2030, lograr el empleo pleno y productivo y el trabajo decente para todas las mujeres y los hombres, incluidos los jóvenes y las personas con discapacidad, así como la igualdad de remuneración por trabajo de igual valor | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Meta 8.6 De aquí a 2020, reducir considerablemente la proporción de jóvenes que no están empleados y no cursan estudios ni reciben capacitación | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ODS 1. Poner fin a la pobreza en todas sus formas en todo el mundo (en relación a las metas de derecho a los recursos económicos para todos/as y acceso a la protección social) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | Nada | Algo | Bastante | Mucho | No puedo valorar |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| ODS 4: Garantizar una educación inclusiva, equitativa y de calidad y promover oportunidades de aprendizaje durante toda la vida para todos (en relación al acceso igualitario de hombres y mujeres y el aumento de competencias para acceder al empleo, el trabajo decente y el emprendimiento) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ODS 5 Lograr la igualdad entre los géneros y empoderar a todas las mujeres y las niñas (en relación a la igualdad de derechos económicos entre hombres y mujeres) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ODS 10 Reducir la desigualdad en y entre los países (en relación a promover la inclusión social, económica y política independientemente de la edad, sexo, discapacidad, raza...u otra situación) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

44. Utilice el siguiente espacio por si quiere añadir algún comentario o matización a sus respuestas anteriores

* Respuesta abierta, no obligatoria

45. Desde su perspectiva, ¿existe algún aspecto del Proyecto que considere novedoso y que pueda ser considerado como buena práctica o exitoso? ¿Cuál(es)? Con esto nos referimos a lo temas, formas o formatos de realizar actividades, medios de difusión, metodologías y herramientas, etc.

* Respuesta abierta, Obligatoria

46. ¿Conoce usted la web del Proyecto de Transformaciones tecnológicas en América Latina? En caso afirmativo, ¿la ha utilizado?

* Respuesta única opción en vertical, Obligatoria

- No la conozco
- Sabía que existía, pero no la he visitado
- La he visitado alguna vez para ojear su contenido
- La visito para ver sus vídeos, publicaciones u otras herramientas que dispone

Ya hemos terminado.

Muchas gracias por su colaboración

Questionnaire consultants and ECLAC staff

-- Página 1 --

El Proyecto de *Transformaciones tecnológicas en América Latina* (2018-2021) realizó diversas actividades (como seminarios, talleres de capacitación...) y generó varios productos (metodologías, publicaciones, estudios...) para varios países de la región sobre diversos ejes temáticos.

1. ¿Con qué género se identifica?

- Femenino Masculino Otro/prefiero no contestar

2. De la siguiente relación de temas, ¿podría indicarnos con cuál (es) estuvo usted más familiarizado durante la implementación del Proyecto? Seleccione todas las que corresponda.

* Respuesta múltiple, obligatoria al menos 1 respuesta.

- Conocimiento y regulaciones del mercado laboral en relación a los desafíos de la revolución digital: nuevas formas de trabajo e informalidad, situación trabajadores/as de plataformas y aplicaciones digitales de trabajo, etc.
- Análisis composición de la estructura ocupacional y ajuste entre las competencias y habilidades de las y los trabajadores y demandas del mercado laboral
- Información sobre la informalidad laboral a nivel sub-nacional
- Protección social de las y los trabajadores/as informales
- Impacto de las consecuencias de la pandemia COVID-19 en las y los trabajadores vulnerables
- Ninguna/no lo recuerdo

Dado su conocimiento e implicación en el Proyecto, ¿en qué medida considera que se dieron las siguientes circunstancias?

3. Los contenidos de las actividades en las que participó del Proyecto, ¿respondían o estaban alineados con las prioridades sociales y/o políticas del país en el que trabaja, o para el que trabaja (o en su defecto, para la región de América Latina y el Caribe)?

* Una sola respuesta, formato horizontal. Obligatoria.

- No Parcialmente Sí No lo sé/no puedo valorar

4. Le dejamos el siguiente espacio por si desea explicar o matizar su respuesta anterior:

* Respuesta abierta breve. No obligatoria.

5. ¿Las actividades, como talleres y seminarios, y/o productos (como publicaciones, estudios y metodologías) del Proyecto, ¿respondían a los objetivos marcados?

* Una sola respuesta, formato horizontal. Obligatoria.

- No Parcialmente Sí No lo sé/no puedo valorar

6. Le dejamos el siguiente espacio por si desea explicar o matizar su respuesta anterior:

* Respuesta abierta breve. No obligatoria.

7. El momento de la realización de las actividades o estudios que usted conoce del Proyecto, ¿fue adecuado (no estuvo adelantado o atrasado en el tiempo) para sus objetivos/propósitos?

* Una sola respuesta, formato horizontal. Obligatoria.

- No Parcialmente Sí No lo sé/no puedo valorar

8. Le dejamos el siguiente espacio por si desea explicar o matizar su respuesta anterior:

* Respuesta abierta breve. No obligatoria.

9. ¿El Proyecto respondió a las necesidades de las instituciones beneficiarias o destinatarias?

* Una sola respuesta, formato horizontal. Obligatoria.

- No Parcialmente Sí No lo sé/no puedo valorar

10. Le dejamos el siguiente espacio por si desea explicar o matizar su respuesta anterior:

* Respuesta abierta breve. No obligatoria.

11. El formato de las actividades que usted conoce del Proyecto, ¿considera que fue el adecuado?

* Una sola respuesta, formato horizontal. Obligatoria.

No Parcialmente Sí No lo sé/no puedo valorar

12. Le dejamos el siguiente espacio por si desea explicar o matizar su respuesta anterior:

* Respuesta abierta breve. No obligatoria.

13. El Proyecto en general, ¿fue sensible y se adaptó a los cambios de las prioridades de las instituciones beneficiarias y/o del (os) país o de su contexto?

* Una sola respuesta, formato horizontal. Obligatoria.

No Parcialmente Sí No lo sé/no puedo valorar

14. Le dejamos el siguiente espacio por si desea explicar o matizar su respuesta anterior:

* Respuesta abierta breve. No obligatoria.

15. ¿Cree usted que el Proyecto fue capaz de adaptarse a la situación impuesta por la pandemia COVID-19 sin que ello afectara a su calidad y objetivos perseguidos?

* Una sola respuesta, formato horizontal. Obligatoria.

No Parcialmente Sí No lo sé/no puedo valorar

16. Le dejamos el siguiente espacio por si desea explicar o matizar su respuesta anterior:

* Respuesta abierta breve. No obligatoria.

-- Página 2 --

17. De acuerdo a su conocimiento, ¿existe alguna política pública, programa, regulación (o proyecto de regulación...) reciente en su país o en alguno de la región en la que considere que el Proyecto Transformaciones Tecnológicas en América Latina ha contribuido? ¿Cuál y cómo? Con esto nos referimos a que se hayan considerado sus conclusiones o recomendaciones, herramientas, metodologías, etc. en la elaboración de la política o regulación, ya sea en su debate, diseño, implementación o modificación

* Espacio respuesta abierta, Obligatoria.

18. Desde su experiencia profesional y con el conocimiento que tiene del Proyecto, ¿considera que existen otra serie de aportes del Proyecto, en su país o en países de la región, que se mantienen en el tiempo o que se hayan extendido a otras áreas, temáticas o instituciones? En caso afirmativo, por favor, comente brevemente

* Espacio respuesta abierta, Obligatoria.

-- Página 3 --

Según los objetivos y líneas de trabajo de la oficina nacional o de la División de la CEPAL en la que trabaja o con la que colabora....

19. ¿El Proyecto, sus componentes temáticos, enfoques o metodologías encajan con los objetivos y líneas de trabajo de su oficina nacional o División de la CEPAL en la que trabaja?

* Respuesta única, Obligatoria.

- No Parcialmente Sí No lo sé/no puedo valorar

20. ¿Considera el Proyecto *Transformaciones tecnológicas en América Latina* ha realizado aportes, retroalimentado o modificado procesos internos, herramientas o formas de abordar determinados problemas o temáticas vinculadas a la informalidad laboral, el impacto de la revolución digital en las ocupaciones y relaciones laborales, etc.? ¿Podría explicarnos brevemente el qué y cómo?

* Espacio respuesta abierta, Obligatoria.

-- Página 4 --

De las siguientes listas, y en su opinión y experiencia, ¿cuáles cree que han sido los principales resultados del Proyecto? Seleccione las opciones que considere

21. Resultados relacionados con el conocimiento técnico y capacidades:

* Respuesta múltiple, no obligatoria. Respuestas en orden aleatorio

- Mayor conocimiento y capacidades para ajustar las regulaciones del mercado laboral a las formas emergentes de trabajo en el contexto de la revolución digital
- Mayor conocimiento y capacidades para ajustar las regulaciones del mercado laboral para reducir o minimizar el riesgo de una mayor informalidad en el contexto de la revolución digital
- Mejora de las capacidades técnicas para aprovechar la revolución digital para generar empleo decente
- Mejora de las capacidades técnicas para enfrentar las amenazas de destrucción de empleo por la revolución digital
- Mayor conocimiento y capacidades técnicas sobre instrumentos o metodologías para identificar y reducir brechas en las competencias y habilidades (trabajadores/as - demanda del mercado laboral)
- Mayor conocimiento y capacidades técnicas sobre incluir la perspectiva de género en la relación de oferta-demanda de competencias y habilidades
- Mejora de las capacidades técnicas para identificar la situación y probabilidad de la informalidad laboral
- Más capacidades para disponer, mantener y actualizar un sistema de información sobre la informalidad laboral a nivel sub nacional
- Mayores conocimiento y mejora de la capacidad para dar respuesta a las y los trabajadores más vulnerables en el contexto de la crisis derivada de la COVID-19

22. Resultados relacionados con el conocimiento del contexto y alternativas de política:

* Respuesta múltiple, no obligatoria. Respuestas en orden aleatorio

- Mayor conocimiento actualizado sobre el marco conceptual, metodológico y políticas públicas relacionadas con la informalidad laboral
- Mayor conocimiento de los retos en el país y de posibles líneas de acción para el ajuste de las regulaciones laborales a las formas emergentes de trabajo
- Mayor conocimiento sobre opciones de acción para reducir el riesgo de un mayor desempleo o informalidad en el contexto de la revolución digital

- Mayor conocimiento sobre las experiencias de otros países y mejora de los lazos de cooperación Sur-Sur en la relación de oferta y demanda laboral de competencias y habilidades
- Mayor conocimiento y mejora de las capacidades para diseñar políticas/programas dirigidos a reducir la informalidad a nivel sub-nacional
- Mayor información útil y utilizable sobre la informalidad laboral a nivel sub-nacional
- Mayor conocimiento y opciones de políticas sobre cómo abordar la protección social de las y los trabajadores/as informales

23. Resultados relacionados con el interés entre decisores de política pública:

* Respuesta múltiple, no obligatoria. Respuestas en orden aleatorio

- Mayor voluntad política de las instituciones nacionales para enfrentar los desafíos de la revolución digital en los mercados de trabajo
- Mayor voluntad política de las instituciones locales para enfrentar los desafíos de la revolución digital en los mercados de trabajo
- Mayor voluntad política de las instituciones nacionales para abordar la relación entre competencias y habilidades de los/as trabajadores/as y nuevas demandas del mercado laboral
- Mayor voluntad política de las instituciones locales para abordar la relación entre competencias y habilidades de los/as trabajadores/as y nuevas demandas del mercado laboral
- Mayor voluntad política de las instituciones nacionales para abordar la informalidad laboral
- Mayor voluntad política de las instituciones locales para abordar la informalidad laboral a nivel sub nacional

-- Página 5 --

Ya estamos terminando. Ahora le pedimos que nos responda a algunas preguntas generales sobre el Proyecto en la medida que usted lo haya conocido.

24. ¿En qué medida considera que el Proyecto respetó y promovió (en su diseño/implementación) los derechos humanos?

* Única respuesta en horizontal, Obligatoria.

- Nada Algo Bastante Mucho No puedo valorar

25. ¿En qué medida considera que el Proyecto respetó y promovió (en su diseño/implementación) la igualdad entre mujeres y hombres?

* Única respuesta en horizontal, Obligatoria.

- Nada Algo Bastante Mucho No puedo valorar

26. ¿En qué medida considera que el Proyecto ha contribuido a que en su país (en el que trabaja) o, en su defecto en la región, se avance en el cumplimiento de los siguientes Objetivos de Desarrollo Sostenible?

* Formato batería, una respuesta por fila, Obligatorias

| | Nada | Algo | Bastante | Mucho | No puedo valorar |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Meta 8.3 Promover políticas orientadas al desarrollo que apoyen las actividades productivas, la creación de puestos de trabajo decentes, el emprendimiento, la creatividad y la innovación, y fomentar la formalización y el crecimiento de las microempresas y las pequeñas y medianas empresas, incluso mediante el acceso a servicios financieros | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | Nada | Algo | Bastante | Mucho | No puedo valorar |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 8.5 De aquí a 2030, lograr el empleo pleno y productivo y el trabajo decente para todas las mujeres y los hombres, incluidos los jóvenes y las personas con discapacidad, así como la igualdad de remuneración por trabajo de igual valor | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Meta 8.6 De aquí a 2020, reducir considerablemente la proporción de jóvenes que no están empleados y no cursan estudios ni reciben capacitación | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ODS 1. Poner fin a la pobreza en todas sus formas en todo el mundo (en relación a las metas de derecho a los recursos económicos para todos/as y acceso a la protección social) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ODS 4: Garantizar una educación inclusiva, equitativa y de calidad y promover oportunidades de aprendizaje durante toda la vida para todos (en relación al acceso igualitario de hombres y mujeres y el aumento de competencias para acceder al empleo, el trabajo decente y el emprendimiento) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ODS 5 Lograr la igualdad entre los géneros y empoderar a todas las mujeres y las niñas (en relación a la igualdad de derechos económicos entre hombres y mujeres) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ODS 10 Reducir la desigualdad en y entre los países (en relación a promover la inclusión social, económica y política independientemente de la edad, sexo, discapacidad, raza...u otra situación) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

27. Utilice el siguiente espacio por si quiere añadir algún comentario o matización a sus respuestas anteriores

* Respuesta abierta, no obligatoria

28. Desde su perspectiva, ¿existe algún aspecto del Proyecto que considere novedoso y que pueda ser considerado como buena práctica o exitoso? ¿Cuál(es)? Con esto nos referimos a lo temas, formas o formatos de realizar actividades, medios de difusión, metodologías y herramientas, etc.

* Respuesta abierta, Obligatoria

29. ¿Conoce usted la web del Proyecto de Transformaciones tecnológicas en América Latina? En caso afirmativo, ¿la ha utilizado?

* Respuesta única opción en vertical, Obligatoria

- No la conozco
 Sabía que existía, pero no la he visitado
 La he visitado alguna vez para ojear su contenido
 La visito para ver sus vídeos, publicaciones u otras herramientas que dispone

Ya hemos terminado.

Muchas gracias por su colaboración

ANNEX 8

CHARACTERIZATION OF SURVEY PARTICIPANTS

Table 8
Relationship between the number of answers to the internal evaluation questionnaires of the Project and the number of participants in these activities (according to attendance lists)

| Event/Activity | No. of responses | No. of participants | % responses over participants |
|--|------------------|---------------------|-------------------------------|
| EA3. Seminario (virtual). "Afrontar los desafíos de la informalidad laboral desde el territorio: herramientas para la formulación de políticas" 14.04.2021 | 53 | 139 | 38.1 |
| EA3. Seminario y taller técnico (presencial) "Metodología de estimación subnacional de la informalidad laboral". Chile. 14-15.12.2021 | 10 | 11 | 90.9 |
| EA3. Study Tour (virtual). "Informalidad laboral en América Latina y el Caribe: oportunidades y desafíos para su estimación y diseño de políticas a nivel subnacional". Regional 31-02.09.2021 | 105 | 229 | 45.9 |
| EA3. Taller técnico "Modelos de estimación local de la informalidad laboral". Argentina 10 -11.08.2021 | 8 | 11 | 72.7 |
| EA3. Taller técnico "Modelos de estimación local de la informalidad laboral" México 15-19.04.2021 | 10 | 15 | 66.7 |
| EA3. Taller técnico "Modelos de estimación local de la informalidad laboral". Perú 13-14.07.2021 | 9 | 22 | 40.9 |
| Seminario internacional (EA1). Panel 1: "Trabajo de plataforma y empleo decente". 06.10.2021 | 31 | 322 | 9.6 |
| Seminario internacional (EA2). Panel 2: "Cambio tecnológico y habilidades para el futuro". 06.10.2021 | 21 | | 1.6 |
| Seminario internacional. Panel 3: "La protección social de los trabajadores informales". 07.10.2021 | 17 | | 5.3 |
| Seminario internacional (EA3). Panel 4: "Informalidad laboral a nivel subnacional". 07.10.2021 | 5 | | 1.6 |
| Seminario inicial (EA1) "Nuevas y antiguas formas de informalidad laboral". 03-04.04.2019 | 34 ^a | No data | |
| Total | 269* | 749 | 35.9 |

Source: Elaboration of the evaluation team.

^a Not included in total due to lack of data on number of participants.

Table 9
Distribution of the number of responses to the participant assessment survey according to type of stakeholder

| Country | Total distribution of responses (N=105) |
|--|---|
| National government institution | 48.6% |
| Academy, university, research centre or similar | 20.9% |
| Sub-national governmental institution (different levels: state, provincial, local, etc.) | 12.4% |
| Other ^a | 18.1% |

Source: The evaluator.

^a Grouping of categories: consultancy, private sector, other type of public institution, third sector/civil society entity, international organization and others.

Table 10
Distribution of the number of participant evaluation survey responses and response rates by country (priority, non-priority)

| Country | Total distribution of responses by country (N=105) | No. of priority participants | Response rate according to mailing list 1 | No. of non-priority participants | Response rate according to mailing list 2 |
|-----------------|--|------------------------------|---|----------------------------------|---|
| Argentina | 22.9% | 7 | 23.3% | 17 | 12.7% |
| Chile | 14.3% | 5 | 11.9% | 10 | 11.9% |
| Colombia | 4.8% | 5 | 22.7% | | 0.0% |
| Ecuador | 2.9% | 3 | 13.6% | | 10.8% |
| Mexico | 30.5% | 12 | 35.3% | 20 | 0.0% |
| Peru | 7.6% | 8 | 22.9% | | 0.0% |
| Uruguay | 4.8% | 5 | 41.7% | | 14.8% |
| Other countries | 12.4% | | 0.0% | 13 | 12.7% |

Source: The evaluator.

ANNEX 9

EVALUATOR'S REVISION MATRIX

Evaluation of the DA Project 1819BB
“Technological transformations in Latin America: promoting productive jobs and confronting the challenge of new forms of informal employment (ECLAC)”

Evaluation Report Feedback Form: ERG (DPPO)

| GENERAL COMMENTS | | |
|--|--|--|
| REPORT SECTION (if applicable) | COMMENT | EVALUATOR'S RESPONSE |
| | In various sections (stakeholders analysis, recommendations), ECLAC consultants are being considered as a separate entity from ECLAC, which is misleading. The use of consultants is one of the modalities through which ECLAC implements its activities. External consultants are in a contractual relationship with ECLAC and are always supervised by ECLAC staff. A recommendation needn't be addressed to ECLAC consultants, it can be addressed to ECLAC, and by extension will apply to its consultants | La diferenciación entre los tipos de actores surgió de la propia diferenciación que realizaron las unidades implementadoras en el mapa de actores, y se mantuvo por los diferentes roles y sus diferentes posiciones. Por otro lado, desde la interlocución de los países también diferenciaban el papel jugado por la propia CEPAL (personal interno, de las divisiones en este caso) y el desarrollado por los/as consultores/as contratados Matizamos algunas de las afirmaciones para que no den lugar a equívocos, pero consideramos necesario mantener esta diferenciación por coherencia con lo recogido durante la evaluación |
| SPECIFIC COMMENTS | | |
| PARAGRAPH NUMBER | COMMENT | EVALUATOR'S RESPONSE |
| Page 10, 3rd paragraph | <i>The Project had a budget of \$457,000 and a quantity of \$412,648 was executed</i> This is incorrect. The budget of the project was \$547,000, of which \$533,014 was executed. (see final report of the project) | Se corrige error y se actualiza con los datos de nueva versión del final report adjuntada con la revisión del proyecto. Se comprueba que el resto de datos referidos al presupuesto son correctos |
| 3 Evaluation methodology | We suggest replacing the word “demand” by “request” | Ok, modificado |
| 3 Evaluation methodology | We suggest including a reference to how gender concerns were included in the evaluation methodology. When interviews and surveys responses are mentioned in the report, it would be good to present disaggregated numbers by gender when possible | En el análisis de la encuesta este aspecto se descartó debido al reducido número de participantes que no iba a permitir extraer conclusiones relevantes para la evaluación según género, además de la naturaleza técnica del proyecto y el carácter profesional de las personas consultadas. No obstante se incluyen en el pie de página la relación de mujeres y hombres participantes |

| SPECIFIC COMMENTS | | |
|------------------------------------|---|---|
| PARAGRAPH NUMBER | COMMENT | EVALUATOR'S RESPONSE |
| Page 16, 1 st paragraph | In the last sentence, there seems to be a contradiction, as Colombia appears in the list of very relevant, and "doubts". | Es correcto, depende de las líneas del proyecto tal y como se explica en el párrafo: "and there are doubts for some of the lines in Colombia", y se observa en la tabla: EA1 very low and EA2 Medium-high |
| Page 16, table | We suggest including a color coding to the table, for easier legibility (for instance very high green to very low red, and gradients in between) | Nos parece buena idea, incluido |
| Page 16 last paragraph | Not sure what is meant by "timely Project" | Modificamos la expresión de la idea |
| Page 30, second paragraph | <i>The country has several legislative initiatives.</i> Sentence seems incomplete. Should it be "...several legislative initiatives on this matter currently under discussion"? | Ok, modificada la frase |
| Page 45 R1 | See comment above on consultants | Matizado en relación con el anterior comentario |
| Page 45 R1 | <i>with the country team</i> suggest rephrasing, as "country team" usually refers to the UN country team within a country. Here we believe what is meant is counterparts at the national level, or technical counterparts in national governments | Ok, modificado el término para evitar confusiones |
| Page 46 R2 | Could you rephrase the recommendation, as it is not clear as written? | Se modifica la redacción |
| Page 46 R2 | Not sure what is meant by "the performance has been uneven". Whose performance? | Se modifica la redacción |

Evaluation Report Feedback Form: ERG (DDE)

| GENERAL COMMENTS | | |
|--------------------------------|---|--|
| REPORT SECTION (if applicable) | COMMENT | EVALUATOR'S RESPONSE |
| | The evaluation report is very detailed, and it reflects the objectives, activities and outputs of the projects. Thanks for all this work | Gracias por el feedback |
| SPECIFIC COMMENTS | | |
| PARAGRAPH NUMBER | COMMENT | EVALUATOR'S RESPONSE |
| Pag12 | Maybe you can add that the downloads statistics correspond up to May 2022 (there are new publications and more downloads today) | Ok, añadimos, según el documento es hasta junio de 2022 (Bajada de documentos DEVACC) |
| Pag 49 | The title of the document from Colombia changed from El trabajo intermediado por plataformas en Colombia: aspectos conceptuales y propuesta de regulación desde la teoría de contratos y la organización industrial https://www.cepal.org/es/publicaciones/47906-trabajo-intermediado-plataformas-colombia-aspectos-conceptuales-propuesta | Ok, lo hemos comprobado. Modificado el título tal y como se ha publicado |
| Pag59 | There is also a letter from the Ministry of Labour from Colombia corresponding to A1.3 (Date 21/04/2022) (saved in the share folder) | Esta carta también fue revisada durante la evaluación. Se incluye entre las referencias bibliográficas |

Evaluation Report Feedback Form: ERG (DDS)

| GENERAL COMMENTS | | |
|-----------------------------------|---|---|
| REPORT SECTION (if applicable) | COMMENT | EVALUATOR'S RESPONSE |
| | It is a very good report, with very useful recommendations for our work. Thank you very much! | Nos alegramos mucho de que pueda resultaros útil. Gracias! |
| SPECIFIC COMMENTS | | |
| PARAGRAPH NUMBER | COMMENT | EVALUATOR'S RESPONSE |
| Table 1, page 11 | For EA3, Peru appears in pale blue as a country that participated in any of the activities carried out without fully accomplished reaching the indicators. While this classification might be correct, just to precise, In Peru the main activities originally planned for this component were carried out, including the development of a national case study with georeferenced information and a workshop for the application of the methodology with the participation of both officials from the Ministry of Labour and the Ministry of Social Development. Officials from the Ministry of Social Development participated (although they not presented) at the study tour | De lo analizado, la impresión es que Perú había tenido una participación menos intensa que el resto de países en este componente (por ejemplo, no hubo seminario, solo se realizó un taller técnico...), sin embargo, ya que no tuvimos entrevista con el país y es cierto que se realizaron las actividades de A3.2 a A3.5, cambiamos el color en la tabla |



Economic Commission for Latin America and the Caribbean (ECLAC)
Comisión Económica para América Latina y el Caribe (CEPAL)
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