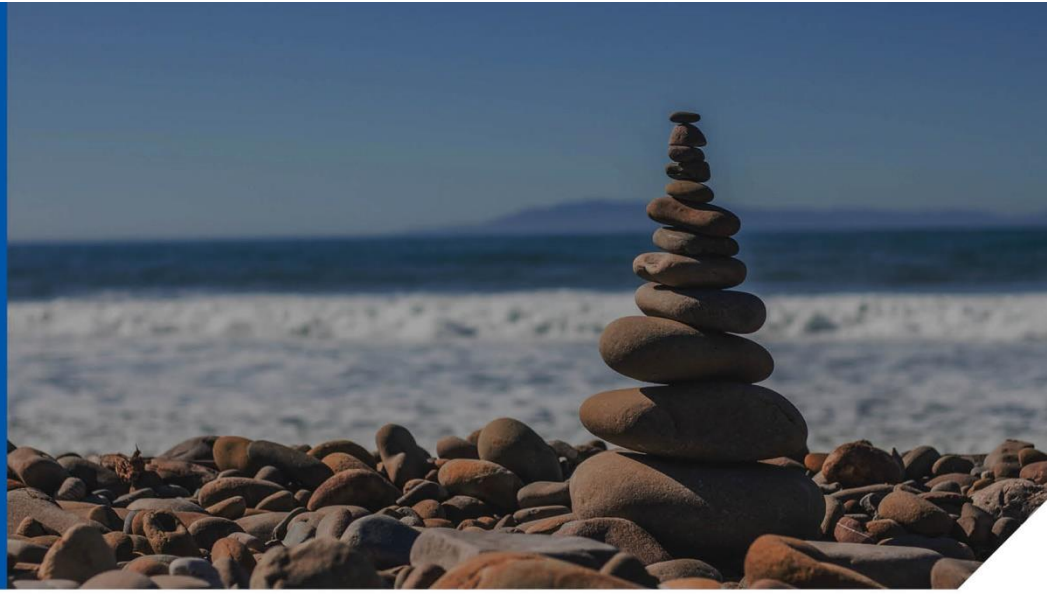
International Labour Organization

Evaluation Office

i-eval Discovery



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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited but has undergone quality control by the ILO Evaluation Office.

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List of acronyms

Abbreviation	Description
ASSESS	Trade, enterprises, and Labour Market: Diagnosis and firm level assessment
BRICS	Groups of emerging market countries (originally Brazil, Russia, China, India, and S. Africa)
CCA	Common Country Assessment
COVID	Corona Virus Disease
DCOMM	ILO Department of Communication
EC	European Commission
EJM	European Jobs Monitor
EQ	Evaluation Questions
EU	European Union
EU – OSHA	European Union Information agency for occupational safety and health
EU- LFS	European Labor Force Survey
EUROSTAT	European Union Statistical Office
EU DG EMPL	European Union Directorate General for Employment, Social Affairs, and Inclusion
G20	Group of twenty countries
G7	Group of seven countries
ILO	International Labour Organization
JRC	Joint Research Centre
LF Matrix	Log Frame Matrix
LMIC	Labour Market Information Council of Canada
OECD	Organization for Economic Cooperation and Development
OPSYS	EU Information System
P&B	ILO Biennial Programme and Budget
PIMS	EU Monitoring Framework
SDG	Sustainable Development Goals
ToRs	Terms of Reference
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
VET	European Vocational and Educational Training

Executive summary

BACKGROUND & CONTEXT	
Summary of the project purpose, logic, and structure	The "Building Partnerships on the Future of Work" project, implemented by the ILO in collaboration with the EU - Joint Research Centre (JRC), was designed to contribute to shaping the future world of work in line with the ILO Centenary Declaration on the Future of Work. The project aimed to fill knowledge gaps related to the future of work and promote policy dialogue based on research findings. The project was implemented from 1/Jan/2021 to 31/July/2023. The project had two main components: 1. The "Fact-based Analysis" component focused on conducting research in areas such as i) **Platformisation of work and its impact on the logistics sector (R1)**; ii) **The effects of automation in the apparel and automotive sectors and their gender dimensions: case studies in selected EU and non-EU countries (R2)**; iii) **New labour market transition patterns (R3)**; and iv) **Shifts in employment structures in EU and non-EU countries (R4)**. This component aimed to provide evidence-based insights and inform future policies. 2. The "Strategic Alliance" component aimed to strengthen partnerships and dialogue on future-of-work issues. It sought to build the capacity of EU and non-EU countries, fostered debates on the future of work, and engaged in multilateral discussions. The main objective of the “Strategic Alliance” component was to strengthen the capacities of EU and non-EU countries on future-of-work-related issues and to foster evidence-based dialogue and international cooperation to promote sustainable economic development and decent work within and beyond the EU's borders, and in line with EU values. Activities under this component would allow for improvement in mutual understanding and exchange of evidence, experiences, and practices around each of the challenges identified in the “fact-based analysis” component. The non-EU countries' selection during the inception period of the project, between January and April 2021, included ***South Korea, Canada, Mexico, and South Africa.*** The collaboration between the ILO and JRC in this project was founded on a partnership established during the planning phase and building on previous research initiatives. Operationally, this collaboration would be facilitated through close communication among staff at various levels: i) an overarching JRC/ILO Steering Committee was responsible for monitoring the project's progress and implementation. This committee would convene regularly with scheduled meetings; ii) Research teams composed of both JRC and ILO researchers worked

	closely together, harmonizing methodologies where feasible and cross-verifying research findings to ensure accuracy and reliability; iii) Part of the joint team was also dedicated to the strategic alliance component, developed a comprehensive work plan, and oversee its execution. On the ILO side, the project was backstopped by the Management and Coordination Unit (DMCU) of the Employment Policies Department. Its implementation involved regular staff from two Departments: the Employment Policies Department's DEVINVEST and EMPLAB Branches (and the DMCU) and the Research Department. two project positions were filled in the Employment Policies Department: a Technical specialist (project coordinator and researcher) and an Employment officer (research on automation). On the JRC side, the project was coordinated by the Employment and Skills team of the Human Capital and Employment Unit (B4). Initially, the project was carried out as a collaboration between two JRC units (B7 and B4), but all the staff involved in the project has been finally centralised in unit B4. Seven researchers from the JRC B4 unit were involved in the project and several external collaborators.
Present situation of the project	The project started on 01/01/2021 and finished on 31/07/2023.
Purpose, scope, and clients of the evaluation	The purpose of the Final Independent Evaluation is to assess the project overall performance in meeting its objectives, based on the standard evaluation criteria of relevance, impact, effectiveness, efficiency, and sustainability of project outcomes. The knowledge generated by the evaluation expect also to feed into the design of future intervention models and contribute to documenting management and delivery approaches. Regarding the scope**,** the evaluation covers the entire duration of the project since its inception. As many stakeholders as possible would be assessed. The primary clients of the evaluation would be the ILO, the ILO constituents, the JRC, and the donor. Secondary clients will include other development partners active in the same field, other project partners, and indirect project beneficiaries.
ethodology of evaluation	The evaluation methodology includes examining the interventions' Theory of Change, specifically in the light of the logical connection between levels of results, its coherence with external factors, and their alignment with the ILO's strategic objectives, SDGs, and related targets, national and ILO country-level outcomes. The steps were: 1. Desk Review: Review of the project and its components materials, publications, and data, among others; 2. Interviews through a conference call and surveys with key stakeholders including (but not limited to) representatives from partners and entities who have participated in project activities; 3. Submission of an Inception Report with the final methodology and Work Plan, approved by the Evaluation Manager; 4. Additional documents review and analysis, data collection before or in parallel to the evaluation interviews as required by the proposed

	methodology; 5. Evaluation interviews (individual or collective) with stakeholders. 21 stakeholders were interviewed (11 women and 10 men); 6. Debriefing with the ILO and the EU after submission of the draft final report. Cross-cutting issues were considered: The gender dimension has been considered as a cross-cutting concern throughout the methodology, deliverables, and final report of the evaluation. The evaluation also includes Social Dialogue and tripartism, International Labour Standards; PwDs Inclusion and environmental issues as a cross-cutting concern throughout its methodology. The methodology has a limitation in the survey because a minimum percentage of stakeholders have answered.
MAIN FINDINGS & CONCLUSIONS	The comprehensive evaluation of the project reveals several key findings across various dimensions: **Relevance (EQ1):** The project demonstrates value, flexibility, and commitment to the Future of Work, Sustainable Development Goals, and gender equality. While relevant, enhanced consideration of ILO constituents' National Development Plans (NDPs) could have maximized its impact. **Coherence (EQ2):** The project exhibits significant emphasis on synergies, aligning well with ILO initiatives and international projects related to the Future of Work. **Validity of Design (EQ3):** The project's design is innovative, well-structured, and aligned with its objectives. Evaluative evidence affirms its logical coherence, transparency, and commitment to addressing gender disparities, yet a more comprehensive focus on gender equality across all research activities is recommended. **Effectiveness (EQ4):** Despite challenges, the project contributes substantially to addressing Future of Work issues, effectively delivering outputs in Component 1. Component 2 progressed slower than projected, reaching partially the targeted goals. Challenges in organizing Policy Dialogues reflect the need for enhanced engagement with the partner countries from the project's inception. **Efficiency (EQ5):** The project demonstrates good performance and cost-efficiency, receiving acclaim for its balance of resource optimization and high-quality deliverables. The findings also underscore the project's ability to maintain adequate operational structures that facilitate the achievement of planned outputs, fulfil gender-related objectives, and adapt to repurpose financial resources effectively, particularly in response to the challenges posed by the COVID-19 pandemic. The project's balanced approach to mitigating these effects reflects its adaptability and resilience. **Effectiveness of Management (EQ6):** Effective management, gender expertise, and robust support from partners and the ILO are evident strengths. Adequate communication, political, technical, and administrative support contribute to the project's success. **Impact and Sustainability (EQ7):** The project makes substantial progress toward long-term objectives, with potential sustainability.

	Refining communication strategies can strengthen the project's legacy, ensuring enduring benefits for stakeholders. **Cross-Cutting Issues:** • The project emphasizes Tripartite Engagement, Strategic Alliances, International Labor Standards, and Social Dialogue, and acknowledges the importance of Environmental Sustainability. • Commitment to International Labor Standards and Social Dialogue is evident during the implementation, with recognized importance placed on environmental sustainability. • Environmental Sustainability: While not explicitly defined as a project goal, stakeholders acknowledged the significance of environmental sustainability in the context of technological advancements, highlighting its integration with human rights and public awareness. • Gender Equality was included, particularly in the design and the implementation of Component 1, considering the challenge that gender equality represents for the Future of Work. The project does not incorporate the PwDs inclusion perspective in any Component.

RECOMMENDATIONS, LESSONS LEARNED AND GOOD PRACTICES	
Recommendations	**EQ1. Relevance** 1**. Enhance the project's alignment with national development plans** and incorporate a broader range of comprehensive tools and approaches, including ILO decent work national diagnostics and similar complete tools. By taking this step, the project can achieve a more precise alignment of its goals and outcomes with the changing needs and priorities of partner institutions and ILO constituents. **2. Enhance Knowledge Sharing and Partnership Building**: To capitalize on the project's networking potential, foster even stronger relationships with stakeholders, and maximize its lasting impact, prioritize knowledge sharing and partnership-building activities. These efforts can extend beyond the project's duration and create a legacy of collaboration and information exchange. **EQ2. Coherence** **3. Capitalize on the project's evident focus on synergies and alignment with international initiatives and donor-supported projects related to the Future of Work**. To further enhance this aspect, consider fostering closer collaboration and knowledge-sharing mechanisms with relevant stakeholders, including other donor-funded projects. By engaging in partnerships and exchanging insights, the project can harness collective expertise and resources, maximizing its

impact and effectiveness in advancing the Future of Work agenda. This collaborative approach can lead to a more integrated and holistic response to the evolving challenges and opportunities in the world of work.

EQ3. Validity of Design

4. For future projects, the following recommendations are proposed to ensure the validity of the Design:

a. **Periodically Reevaluate the Theory of Change**: It is advisable to conduct periodic reviews and updates to adapt to changing circumstances, evolving insights, and the dynamic nature of the Future of Work. This flexibility will maintain the project's responsiveness and adaptability.

b. **Strengthen Risk Management**: Building upon the project's transparent approach to addressing critical assumptions and risks, ongoing risk assessments should be conducted. Mitigation strategies should be regularly reviewed and adjusted to enhance the project's preparedness and resilience in facing unforeseen challenges.

c. **Review and Fine-Tune Indicators**: It is recommended to periodically review these indicators to ensure their continued relevance and alignment with emerging trends and project objectives. This will guarantee that the project's impact assessments remain meaningful.

d. **Sustain Commitment to Gender Equality**: This commitment will further advance gender equity within the Future of Work discourse.

e. **Harness Innovation**: To maintain its role as a thought leader in the field, the project should actively participate in knowledge-sharing platforms and collaborate with academic and research institutions.

EQ4. Effectiveness

5. Refine Communication: As recognized in Key Finding 14 and suggested by one of the interviewees, the project's communication strategy is commendable but can be enhanced. To maximize its reach and impact with diverse stakeholders, the project should develop more concise and accessible communication strategies. This may include creating easily digestible summaries of project findings and outputs for broader dissemination.

EQ5. Efficiency

6. Strengthen Feedback Mechanisms: Key Finding No. 19 highlights the project's monitoring, evaluation, and reporting improvements. The project should establish regular feedback loops with stakeholders and beneficiaries to further enhance these mechanisms. This will provide valuable insights for ongoing adjustments and improvements, ensuring the project remains responsive to evolving needs and challenges.

7. Maintain Flexibility: Building on the project's adaptability, as highlighted in Key Finding No. 18, it should remain prepared to respond to unforeseen challenges, including potential future crises. This may involve developing contingency plans and strategies for resource repurposing to ensure that project objectives are

consistently met.

EQ6. Effectiveness of Management

8. Maintain rigorous monitoring and evaluation practices to track the project's progress and assess its impact post-conclusion. This ongoing assessment will help identify areas for improvement and provide valuable insights for sustaining positive outcomes.

EQ7. Impact and Sustainability

9. Design and execute a successful Exit Strategy. Execute the exit strategy effectively; ensure that all aspects of the exit plan, including knowledge transfer and capacity building, are carefully managed to facilitate a smooth transition and long-term sustainability.

By implementing this recommendation, the project can further solidify its legacy as a lasting and positive force in the Future of Work discourse, contributing to sustainable development goals and continued progress in gender equality.

10. On Cross-Cutting Issues

Considering the critical findings related to the Tripartite Issues Assessment, International Labour Standards Assessment, and Environmental Sustainability, there are some recommendations to enhance the project's effectiveness and impact further:

a. It is strongly recommended that future projects explicitly consider disability inclusion at all stages of the project to ensure a truly inclusive and equitable approach.
b. Additionally, it is suggested to maintain the importance given to gender in this project, ensuring that gender perspectives remain a priority in the planning and execution of future initiatives. Both cross- cutting issues are crucial for promoting equity and diversity in all interventions.
c. **Explicitly Integrate Environmental Sustainability and Enhance Environmental Standards**: While environmental sustainability is implicitly acknowledged, consider formally incorporating it as one of the project's goals. Also, conduct training or awareness programs within the project team and among stakeholders to highlight the intersections between environmental sustainability, labor standards, and the Future of Work. Discuss how environmentally friendly practices can align with the project's objectives.
d. **Strengthen Collaboration on International Standards**: from the collaboration with ILO, OECD, and other organisations develop common standards related to platform work and different Future of Work aspects. Ensure that the project actively participates in discussions around labor standards and policy responses at the international level.
e. **Expand Social Dialogue Initiatives**: Recognize the value of social dialogue in addressing technology and automation-related challenges. Consider organizing workshops or forums facilitating discussions among social partners, workers'

	organisations, employers' organisations, and other stakeholders to develop regulatory frameworks that balance worker protection and productivity. f. **Regularly Review and Update**: Periodically review the project's alignment with international labor standards, environmental sustainability goals, and social dialogue initiatives—update project strategies and activities to stay coordinated with evolving standards and priorities.
Main lessons learned and good practices	The **lessons learned** is the Project – especially on the methodology aspect – was an add-on project, allowing ILO to do something additional and providing ILO with a different analysis tool. The methodology applied throughout the project is to build new and strengthen existing partnerships through new and innovative research and the distribution of its findings through capacity building and dialogue. Partner countries would be able to make policy decisions on recent findings. The fact that the implementing partners are the European Commission's Joint Research Centre and the ILO contributed to this Lesson Learned. The findings from the project's evaluation and insights from interviews with project staff and other stakeholders reveal valuable lessons that can significantly impact similar initiatives. **On Strategic Partnerships and Methodology:** The project's success lies in its innovative approach, especially in methodology development., innovation, and the development of new analysis tools. **Policy Alignment and Global Collaboration**: To ensure the applicability of future actions, there is a need for alignment with existing and future national policies on the future of work. The Lesson Learnt is that Future initiatives should prioritise policy alignment with strategic national priorities and frameworks, while fostering global collaboration to address the global nature of the future of work. **Inclusive Stakeholder Engagement**: Involving and considering the perspectives of a tripartite range of stakeholders ensures that the solutions proposed are comprehensive and address the needs of all relevant parties. The lesson learned is to prioritise inclusive stakeholder engagement to develop comprehensive and widely accepted solutions for the future of work. **Technological Considerations**: Given the intrinsic link between the future of work and technological advancements, future initiatives should incorporate a thorough understanding of technological trends. Addressing challenges and opportunities presented by technology ensures continued relevance in an increasingly digitalized world. The lesson learned is to integrate technological considerations into the planning and implementation of future initiatives focused on the future of work. These lessons learned are essential considerations for future initiatives aiming to shape the future world of work effectively and sustainably.

	The **good practice** is in the implementation of the project. The ILO implemented it in collaboration with the JRC, with the primary goal of developing intelligence around the Future of Work. It also would enable the EU to build alliances with key international and multilateral actors and non-EU countries.

1. Introduction

1.1. Overview (brief presentation of the Project)

The "Building Partnerships on the Future of Work" project, implemented by the ILO in collaboration with the EU - Joint Research Centre (JRC), was designed to contribute to shaping the future world of work in line with the ILO Centenary Declaration on the Future of Work. The project aimed to fill knowledge gaps related to the future of work and promote policy dialogue based on research findings. The project was implemented from 1/Jan/2021 to 31/July/2023.[1] The European Union, Service for Foreign Policy Instruments, funded it with a budget of USD 1,433,691 (EUR 1,200,000).

The project had two main components:

1. The "Fact-based Analysis" component focused on conducting research in areas such as i) **Platformisation of work and its impact on the logistics sector (R1)**; ii) **The effects of automation in the apparel and automotive sectors and their gender dimensions: case studies in selected EU and non-EU countries (R2)**; iii) **New labour market transition patterns (R3)**; and iv) **Shifts in employment structures in EU and non-EU countries (R4)**. This component aimed to provide evidence-based insights and inform future policies.

2. The "Strategic Alliance" component aimed to strengthen partnerships and dialogue on future-of-work issues. It sought to build the capacity of EU and non-EU countries, foster debates on the future of work, and engage in multilateral discussions. The main objective of the "Strategic Alliance" component is to strengthen the capacities of EU and non-EU countries on future-of-work-related issues and to foster evidence-based dialogue and international cooperation to promote sustainable economic development and decent work within and beyond the EU's borders, and in line with EU values. Activities under this component will allow for improvement in mutual understanding and exchange of evidence, experiences, and practices around each of the challenges identified in the "fact-based analysis" component.

The non-EU countries' selected during the inception period of the project, between January and April 2021, included ***South Korea, Canada, Mexico, and South Africa.***

The collaboration between the ILO and JRC in this project was founded on a partnership established during the planning phase and building on previous research initiatives. Operationally, this collaboration would be facilitated through close communication among staff at various levels: i) an overarching JRC/ILO Steering Committee was responsible for monitoring the project's progress and implementation. This committee would convene regularly with scheduled meetings; ii) Research teams composed of both JRC and ILO researchers worked closely together, harmonizing methodologies where feasible and cross-verifying research findings to ensure accuracy and reliability; iii) Part of the joint team was also dedicated to the strategic alliance component, developed a comprehensive work plan, and oversee its execution.

On the ILO side, the project was backstopped by the Management and Coordination Unit (DMCU) of the Employment Policies Department. Its implementation involved regular staff from two Departments: the Employment Policies Department's DEVINVEST and EMPLAB Branches (and the DMCU) and the Research

[1] The initial Action duration would be 24 months, but the Steering Committee approved an extension of six months. These are the dates according to the ToR.

Department. This organisation would allow synergies with other ongoing projects run by the two departments. In addition, since the beginning of the implementation phase in January 2021, two project positions were filled in the Employment Policies Department: a technical specialist (project coordinator and researcher) and an Employment officer (research on automation).

On the JRC side, the project was coordinated by the Employment and Skills team of the Human Capital and Employment Unit (B4). Initially, the project was carried out as a collaboration between two JRC units (B7 and B4), but all the staff involved in the project has been finally centralised in unit B4. Seven researchers from the JRC B4 unit were involved in the project and several external collaborators.

The results framework/logic framework, was well-constructed, encompassing different levels of the results chain with a clear differentiation between outputs, outcomes, and impact. A log frame was developed, and it was modified in March 2022 to better reflect changing realities. There was no Theory of Change developed.

1.2. Objectives and Scope of the Evaluation

1.2.1. Objectives of the Evaluation

The Final Independent Evaluation aims to ***assess the project's overall performance in meeting its objectives based on the standard evaluation criteria of relevance, impact, effectiveness, efficiency, and sustainability of project outcomes. The significance of management arrangements is also considered.***

The knowledge generated by the evaluation will also feed into the design of future intervention models and contribute to documenting management and delivery approaches.

The main objectives of the evaluation are to:

a. Assess the relevance of the project design, theory of change, and the validity of the assumptions considering the results achieved.

b. Identify the supporting factors and constraints that have led to achievement or lack thereof.

c. Assess the project's management and implementation, including approach to delivery and partnerships.

d. Identify, document, and publish lessons learned, especially regarding models of interventions that can be applied further.

e. Provide recommendations relevant to the future development and implementation of projects of this type.

1.2.2. Scope of the Evaluation

The Scope of the evaluation has been defined in the ToR. The evaluation covered the entire duration of the project since its inception. To conduct the assessment, the ToR recommended interviewing as many stakeholders as possible from a list provided in due time and analysing various documents provided by the Project Team or included on the Project's website. Recommendations for improvement, particularly on the impact and sustainability of the project, have been made based on the project's timeframe.

1.2.3. Clients of the evaluation

The primary clients of the evaluation are the ILO, the ILO constituents, the JRC and the donor. Secondary clients include other development partners active in the same field, project partners, and indirect project beneficiaries. Target groups of the project need to be also considered as direct beneficiaries of this evaluation: International organisations and key partner countries, including EU Member States, actively involved in global and G7/G20's efforts on the Future of Work; Governments, social partners, workers, businesses, and civil society organisations in the EU and selected target countries; Researchers and academics in the EU and selected target countries.

It is essential to distinguish between direct (or targeted) and indirect beneficiaries. Direct beneficiaries in this evaluation document will be defined as those defined by the programme as directly benefiting from project-funded activities, while indirect beneficiaries are those who also benefit because of improvements made to serve the direct beneficiaries.

1.2.4. Key phases of the evaluation

The evaluation started on 1 September 2023.

The following steps were taken:

a) **Desk Review** (review of components materials, publications, and data, among others) and several briefing call with the evaluation manager.

b) Initial interviews through conference calls with key stakeholders, including (but not limited to) representatives from partners and entities participating in project activities.

c) Submission of the Inception Report: The Inception Report with the final methodology and Work Plan was presented on 5 September, and the Evaluation Manager approved the Work Plan. No inception meeting with the Team was made.

c) Data collection (additional interviews and survey): the interviews were conducted between September 1st and 22nd, through conference calls with key stakeholders, including representatives from partners and entities participating in the project activities. A Survey was carried out among the people who had not been able to interview from the list provided at the beginning of the evaluation.

d) **Additional documents review and analysis**

e) Draft report and Presentation of findings: The presentation was made on September 25th

f) Finalisation of the report

2. Evaluation Methodology

As described above, a master list of key evaluation questions contained within the terms of reference (Annex 1) has been included in the Draft Evaluation Matrix (Annex II), designed as the centre piece of the evaluation methodology, and serving as the basis for developing the data collection tools. The matrix details the main dimensions of the evaluation and includes specific questions and sub-questions as well as indicators, sources, and methods of information.

The Evaluative Indicators lay the basis for the initial approach to respond to the evaluation questions. The indicators in the evaluation matrix have been drafted considering the Project's Log Frame. The matrix includes provisional sources of information, a desk review, a survey, and semi-structured remote interviews with stakeholders.

The structure of the evaluation report also follows the evaluation matrix. The Evaluation Report also includes how the desired change contributes to Agenda 2030, particularly to the goals, targets, and indicators the ILO is custodian of.

The evaluation took a mixed-methods approach, using both qualitative and quantitative methods. **Twenty-one interviews were conducted.**,

2.1. Evaluation criteria and questions

In line with the Evaluation ToR, the evaluation has focused on various **evaluation questions** (EQs) based on the OECD DAC criteria with the addition of *effectiveness of management arrangements* (section 4 of the ToR – Evaluation Criteria and Questions): (EQ1) **Relevance,** (EQ2) **Coherence,** (EQ3) **Validity of Design**, (EQ4) **Effectiveness,** (EQ5) **Efficiency,** (EQ6) **Effectiveness of Management**, (EQ7) **Impact and Sustainability**. **Cross-cutting issues** are addressed in section 4..

The thirty-eight questions of evaluation included in the Terms of Reference were modified to facilitate the conduct of the interviews; some were combined or merged into one question, and others were converted into sub-questions. Some questions were added to know the project's contribution to cross-cutting policy drivers, notably gender equality and non-discrimination, norms and social dialogue, and medium and long-term effects of capacity development initiatives. [2] The final set of evaluation questions is provided below and included in the Evaluation Matrix (annex II).

EQ1. Relevance

1.1. To what extent were, and still are, the Project objectives and results relevant to Partner institutions?

1.1.1. Did the Project interventions constitute an adequate response to the current needs of the future of work for ILO and the donor priorities and with other donor-supported projects?

1.1.2. To what extent are the project interventions relevant to achieving ILO P&B?

1.1.3. How did the project align with and support national development plans and priorities of the ILO constituents (including DWCPs, UNSDCF, etc.)?

1.1.4. Were the Project interventions aligned with, supportive of, and relevant to the national development plans of the ILO constituents?

1.1.5. Was the project aligned with ILO's mainstreaming strategy on gender equality and made explicit reference to it?

1.1.6. To what extent has the project been repurposed based on results from COVID-19 diagnostics, UN socio-economic assessments and guidance, ILO decent work national diagnostics, CCA, or similar comprehensive tools?

[2] Two ILO Guidance Notes were considered: Guidance Note 3.1 on Integrating gender equality in monitoring & evaluation of projects and Guidance Note 3.2 on Integrating Social Dialogue and International Labour Standards in monitoring and evaluation of projects

EQ2: Coherence

2.1. To what extent does the project design consider synergies and fit with national initiatives and other donor-supported projects?

EQ3: Validity of design

3.1. To what extent are the project design (objectives, outcomes, outputs, and activities) and its underlying theory of change logical and coherent?

3.1.1. Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives and with the expectations of the ILO and the donor?

3.1.2. How realistic were the risks and assumptions based on the project logic?

3.1.3. How appropriate and valuable are the indicators used to assess the progress and verify the project's achievements?

3.1.4. Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs, and activities that aim to promote gender equality?

EQ4: Effectiveness

4.1. To what extent did the Project achieve its objectives and targets?

4.1.1. In which area did the project have the most outstanding and minor achievements?

4.1.2. What were the significant factors influencing the success or not of achieving the Project objectives?

4.1.3. To what extent did the project address the impact of the COVID crisis and contribute to the ILO policy response?

4.1.4. How effective has the communication strategy disseminating the project’s products and knowledge? What evidence exists regarding its reception?

4.1.5. In which way do the project’s outputs and outcomes contribute to gender equality?

4.1.6. Did the project achieve its gender-related objectives? What kind of progress was made, and what were the obstacles?

4.1.7. How have national policymakers and social partners used the project’s products and knowledge in countries that have participated in or been involved in capacity-building activities?

4.1.8. How effective has the project been, within the limits of its resources and work plan, in ensuring its results are utilized most appropriately for policy dialogue, engagement, and improvement?

EQ5: Efficiency of resource use

5.1 How cost-efficient was the Project when considering the distribution of its human and financial resources across outputs and the methodological quality of its knowledge products?

5.1.1. Has the project synergized with other ILO activities, developed partnerships for leveraging impact, or created efficiency gains?

5.2. Was the project’s budget structure and financial planning process adequate to facilitate the achievement of planned outputs?

5.2.1. Were monitoring and reporting mechanisms sufficient to ensure positive feedback?

5.2.2. Were resources (funds, human resources, time, expertise, etc.) allocated strategically to achieve gender-related objectives?

5.2.3. To what extent has the project leveraged new or repurposed existing financial resources to mitigate COVID-19 effects in a balanced manner?

EQ6: Effectiveness of management arrangements

6.1. To what extent was project management conducive to effectively achieving objectives?

6.1.1 Does the Management Team communicate well with the project team, the donor, and other stakeholders?

6.2. Does the management team have adequate gender expertise? Did the project make strategic and efficient use of external gender expertise (e.g., consultants) when needed?

6.3. Did the project receive adequate political, technical, and administrative support from its partners and the ILO?

EQ7: Impact and sustainability of results

7.1. Which contributions did the project make towards achieving its long-term objective? Did it have a practical and realistic exit strategy?

7.2. What is the likelihood that the project's results will be sustained and utilised after the end of the project? Should anything else be done to enhance the project's sustainability and strengthen the uptake of the project outcomes by stakeholders?

7.2.1. Have the stakeholder’s taken ownership of the project since the design phase?

7.2.2. What are the possible long-term effects of gender equality? Are the positive gender-related outcomes likely to be sustainable? **Cross-Cutting Issues**

8.1. Does the project plan to ensure the sustainability of the positive gender-related outcomes, aiming for lasting and meaningful long-term effects on gender equality?

8.2. Does the project incorporate PwDs inclusion in its design and implementation?

8.3. Does the Project address the principles of social dialogue and the tripartite representation, ensuring that the activity or program is valuable reliably, and credibly, in alignment with the ILO's mandate?

8.4. Does the Project consider the International Labour Standards of ILO in its design and implementation?

8.5. Does the project define goals or align with or contribute to broader initiatives related to environmental sustainability?

2.2. Evaluation methods

The evaluation process meticulously adhered to established United Nations norms and standards, ensuring a rigorous and ethical approach throughout its execution. By incorporating the principles outlined in the UN Evaluation Group's Norms and Standards for Evaluation, the evaluation maintained a commitment to transparency, impartiality, independence, and accountability. Ethical safeguards were rigorously implemented, safeguarding the rights, dignity, and confidentiality of all stakeholders involved. The evaluation design included robust mechanisms for obtaining informed consent, protecting sensitive information, and upholding the highest ethical standards in data collection, analysis, and reporting. This unwavering dedication to UN norms and ethical safeguards enhances the credibility and reliability of the evaluation's findings and recommendations.

The following Data Collection Methods were used:

- **Desk review**: The evaluator has completed the review of the Project’s related documents as per the initial List attached in Annex xx; these included Meetings Concept Notes and Agendas, Presentations (in PPT) and Final Reports; Background Paper Series of the Joint EU-ILO Project; and Project Documents and Reports: (i) Annex 1. Description of the Action; ii) Communication and Visibility Plan; iii) Management Declaration; iv) Inception Report; v) Progress Report; vi) Steering Committee Minutes and Presentations; vii) Survey results. Also, videos of the Fifth Employment Policy Research Symposium (11-12 May 2023, International Labour Organization, Geneva) were viewed. Finally, a comprehensive lecture on the ILO Centenary Declaration on the Future of Work and some documents from the European Commission have been made.

- **Semi-structured interviews**: The interviews were structured according to an Interview Template (See Annex III as an example). Although questions may be highly detailed, the evaluator has adapted them and added additional questions as appropriate, consistent with the semi-structured nature of the interviews. Emphasis may vary, and weight would be placed on questions to optimise time use. During the Field phase, semi-structured interviews were conducted with several groups of stakeholders (Donors, EC's Joint Research Centre, ILO Research Team, Consultants, Experts, Officials in EU Delegations, and Other Target Groups) from the first to the third week of September (from 1st to 22nd of September). The list of stakeholders interviewed is included in Annex V. 17 people were interviewed (online) and 4 answered a questionnaire in writing.

- **Survey**: A survey was planned to collect information from several stakeholders, such as experts who helped organize or participated in the events. The survey has been agreed upon with the Evaluation Manager, who supported the launch of the survey to increase its scope and participation rate. The survey was launched through Google Forms in the third week of September, encouraging stakeholders to answer it, explaining the process, and assuring confidentiality. The survey was sent to sixteen people and was open from September 18 to October 10, but only one response came. An attempt was made to expand the Survey and send it to the 5th Employment Policy Research Symposium participants. Still, the request was not authorized because a survey had already been carried out after the event.

- **Triangulation**: The data collected through the methods listed above was triangulated to bolster the credibility and validity of the results.

2.3. Potential Evaluation Risks and Limitations

Table 1 presents the potential evaluation risks and their repercussions, danger level, and mitigation measures.

Table 1: Potential Evaluation Risks

POTENTIAL RISKS	REPERCUSSION	DANGER	MITIGATION MEASURES
Low participation in the surveys by the different stakeholders	Bias in the evidence gathered impacts the validity of the interpretation of findings.	High	The evaluator suggests the Evaluator Manager support the process by sending an institutional email to invite for the survey. The Evaluator sent a reminder email.
Lack of capacity of stakeholders to accommodate the evaluation needs in their agendas	Incomplete data gathering activity.	Medium	The evaluator will have some flexibility in terms of dates for the remote interviews
Stakeholders have changed their position And the new ones are not. aware of the action taken.	Incomplete data gathering activity.	Medium/High	The evaluator should look for other Respondents who know the action
Due to remote evaluation, it is impossible to evaluate difficulties in the implementation of actions.	Missing key evaluation findings	Medium	The evaluator integrates sequences of sharing of findings, perceptions, and analysis between consultants.

On the Survey: There was a minimum participation in the survey by the different stakeholders. The same groups of stakeholders (many consultants or people that have helped in the organisation of the events) were invited twice for an interview and then for the Survey. Of 16 people, only one person completed the Survey. The evaluator proposed to ask the 5th Employment Policy Research Symposium participants **to the Survey.** Still, the project team suggested not to write to them again because they had already responded to a survey at the end of the event. The results of that survey were received and used in the development of this evaluation. The possibility of sending them the Survey would allow the Evaluator to have a direct view of all the participants, including representatives of governments, employers, and workers who attended the event.

The lack of information from the Survey could significantly impact stakeholder engagement, partially affecting the quality and reliability of collected data, but data was incorporated throughout the interviews. Interviews facilitate the analysis process, avoiding distortions and inaccurate conclusions. And they allow us to maintain the ethical research standards for this evaluation.

Sending a survey to such a small group of people can lead to this inconvenience, that people do not respond due to lack of time, change of position, etc.

For the interviews, one stakeholder had changed his position during the evaluation, but he accepted the interview. Consultation with stakeholders is critical to undertaking ILO projects (including their assessments).[3] In this Final Independent Evaluation, stakeholder participation included formal talks at the outset of the evaluation, reviewing the Terms of Reference (TORs), inception and draft reports, and seeking their input on the final version. In conducting interviews and surveys, a semi-structured approach was considered to capture the most helpful information from stakeholders.

Stakeholders were principally identified in the project document, and Project management identified additional stakeholders to interview. This evaluation ensured that they were fully integrated into the learning process, providing different perspectives and knowledge on the project, and enhancing the evaluation results' relevance, quality, and credibility.

During the data collection, the disaggregation of the groups was the following:

- Donor: Policy Officers of the European Commission (five people interviewed)
- EC's Joint Research Centre: Researcher and Economy and Policy Analyst (two people interviewed)
- Research Team ILO: Senior Employment Specialists (six people interviewed)
- Independent Consultants belonging to different Universities: Universidad Autónoma Metropolitana de México, El Colegio de la Frontera Norte, and the University of Indonesia (five people interviewed)
- Consulted Experts (related to the technical workshop on conceptual framework and research design, April 2021) (one person interviewed)
- Officials in EU Delegations of the Non-EU Countries selected. (2 people interviewed)
- Other Target Groups (People who helped with the organisation of events) (none, two invitations were sent)

11 women and 10 men were interviewed, and 5 women and 11 men were contacted for the Survey.

A completed list of the Stakeholders is included in Annex II.

3. Findings

The following section reports on the critical evaluation findings, structured according to the evaluation criteria and research questions.

EQ1. Relevance

1.1.	**To what extent were, and still are, the Project objectives and results relevant to Partner institutions?**
1.1.1.	Did the Project interventions constitute an adequate response to the current needs of the future of work for ILO and the donor priorities and with other donor-supported projects?
1.1.2.	To what extent are the project interventions relevant to achieving ILO P&B?
1.1.3.	Were the Project interventions aligned with, supportive of, and relevant to the national development plans of the ILO constituents?

[3] ILO (June 2020) Guidance Note 4.5: Stakeholder engagement, in http://www.oit.org/eval/newsletter-and-think-pieces/WCMS_165982/lang--en/index.htm. Accessed 11/09/2023.

1.1.4.	Was the project aligned with ILO's mainstreaming strategy on gender equality and made explicit reference to it?
1.1.5.	To what extent has the project been repurposed based on results from COVID-19 diagnostics, UN socio-economic assessments and guidance, ILO decent work national diagnostics, CCA, or similar comprehensive tools?

Key Finding 1: The Project objectives and results were, and still are, highly relevant to Partner institutions in their contribution to the Future of Work and in pursuing the 2030 Agenda. Also, convincing evidence indicates that the Project interventions adequately respond to the current needs of the future of work for ILO (including the achievement of P&B) and the donor priorities and with other donor-supported projects.

The project is a comprehensive and timely response to the prevailing global requirements concerning the Future of Work, meticulously aligning itself with the 2030 Agenda for Sustainable Development Goals, the International Labour Organization's strategic goals, particularly with the ILO Centenary Declaration for the Future of Work, with tripartite agreement of all member States, and evolving international policies and initiatives. Emphasizing critical areas such as the platformisation of work, effects of automation in various sectors, labor market transitions, and employment structure shifts, the project bridges existing research gaps and endeavours to inform evidence-based policies.

These initiatives agree with seminal reports such as the World Bank's World Development Report, the OECD's Employment Outlook, and multiple initiatives from the European Commission. Additionally, the project has aligned with the strategies outlined in the European Pillar of Social Rights, the Recovery Plan for Europe, and other pertinent policies.

Stakeholders unanimously recognised the project's relevance, attesting to its effectiveness in addressing the multifaceted demands of the Future of Work in alignment with the objectives of their institutions and the broader global context. It was particularly commended for its adaptation to the evolving landscape, including the impact of COVID-19, and for its strong design that catered to the pertinent needs of the Future of Work. The target groups, including international organisations, governments, social partners, researchers, and academia, confirmed the project's validity and alignment with their institutions' objectives, illustrating its resonance and practical utility within the global discourse on the Future of Work.

The project's extensive research activities were found to be highly relevant and original within the global discourse, contributing substantially to the ongoing dialogue on the Future of Work. Moreover, the alignment with the ILO's Programme of Work for 2020-21 was affirmed, emphasizing the shared objectives of fostering a human-centred approach to the Future of Work, enhancing labor institutions, and promoting sustainable economic growth and decent work. The components of the project were effectively linked to specific outcomes of the ILO's Programme and Budget Policy for 2022 - 2023: "Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all, and its 5 outputs"[4], ensuring consistency and cohesion with the ILO's strategic goals.

Key finding 2: No clear evidence of alignment with National Development Plans in project countries exists. Evidence shows that the intervention results have been relevant to the ILO constituents.

[4] ILO Programme and budget for the biennium 2022–23 Annex, p. 35, available in https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/organigramme/program/WCMS_831036/lang--en/index.htm

The evaluation reveals essential observations derived from an in-depth analysis of project documentation and stakeholder perspectives:

1. The project's collaborative approach with both EU and non-EU countries, underscored the significance of refining research ideas, knowledge gaps, and methodologies. Stakeholders uniformly expressed the critical role played by government and social partners' involvement in ensuring the project's relevance and success.

2. Before project initiation, discussions were meticulously conducted with stakeholders in EU and non-EU countries through the EU Delegations, ensuring the project's alignment with their interests and needs.

3. Although efforts were undertaken to align the project with country-specific needs, stakeholders emphasized the importance of further aligning the project with the national development plans of ILO Constituents to better achieve objectives.

4. The commitment of national governments was found to be a requisite for effective participation in the Policy Dialogues and the collaborative preparation of these discussions.

5. The project's intervention results were perceived as relevant and impactful by ILO constituents. The symposium, which encompassed various stakeholder groups, excluding worker representatives, displayed strong consensus on the project's significance in understanding the future of work, its role in structural transformation and labor market transitions, and its influence on national and global discussions, including those within the G20 and ILO. Notably, participants expressed optimism regarding the symposium's potential to influence countries' positions in multilateral talks, particularly at the national policy level. Furthermore, most participants acknowledged the personal and professional benefits derived from the discussions about pertinent topics such as digitalization, automation, labor transitions, and shifts in occupations, affirming the value they found in the symposium's discourse.

Key finding 3: The project interventions align with the ILO's strategy for promoting gender equality. The project design incorporates the gender dimension into planned intervention. The project’s outputs and outcomes contribute to gender equality, achieving gender-related objectives and making significant progress.

A brief reference to the **ILO's strategy for promoting gender equality** is introduced, with the main findings to be discussed subsequently to mention later the main findings.

Regarding the ILO's strategy for promoting gender equality:
The Action Plan on Gender Equality and Gender Mainstreaming in the ILO was submitted in 2001 to the ILO Governing Body. It provides for a participatory approach to mainstreaming gender equality in the world of work. The Action Plan covers: i) a new methodology for analysis to ensure gender concerns are incorporated in planning, programming, implementation, monitoring, and evaluation: ii) gender-sensitive data and gender-specific development tools and indicators; iii) implementation of gender balance in its personnel policy and practices.

The ILO Action Plan for Gender Equality 2022–25[5] is in force and aligned with the ILO Strategic Plan 2022–25[6] and its two corresponding programmes and budgets for 2022–23 [7] and 2024–25. This Action Plan 2022–25 contains, among other new features, the following: i) Increased transparency to promote accountability (e.g., gender parity in national tripartite delegations at the International Labour Conference and ILO regional meetings is sex-disaggregated by region and, within each, by group); ii) Adaptation and incorporation into the indicators of recommendations, based on the Office response, of those mentioned above high-level independent evaluation of ILO's gender equality and mainstreaming efforts during 2016–21; iii) Increased capacity-building efforts, and more-empowered gender network members.

The following features remain in the Action Plan 2022–25: i) The ILO policy on gender equality and gender mainstreaming; ii) Indicators are aligned with the elements of the UN Women-coordinated system-wide technical indicator notes (version 2.0) 9 for such action plans; iii) CABINET-related indicators, which are instrumental in catalysing leadership on the action plan's support for the ILO gender-transformative agenda.

The project's evaluation yielded significant findings regarding the integration of gender concerns within its activities and their alignment with gender mainstreaming strategies:

a. Methodology and Gender Inclusivity: The project has integrated a gender perspective across all research activities, affirming the importance of assessing both positive and negative gender impacts within the context of the Future of Work. Efforts were made to ensure the inclusion of the gender dimension in all components, particularly within the research activities investigating the effects of automation in distinct sectors.

b. Gender-Sensitive Data Analysis: The evaluation confirmed the project's use of gender-specific tools and indicators in data analysis. Through methodological documents, background papers, and stakeholder input, it was evident that data analysis incorporated a gender lens in the research activities.

c. Human Resource Preparedness: Researchers involved in the project have received substantial training in gender-related issues, aligning with the project's emphasis on effective gender mainstreaming.

d. Inclusion of Gender Dimensions: The project meticulously incorporates a gender dimension across its various components. Specific attention was given to Research Activity No. 2, examining automation effects in the apparel and automotive sectors, and focusing on gender norms and cultural factors. Additionally, Component 2 ensured gender equality was integrated into all events and capacity-building activities.

e. Multiplier Effects and Policy Implications: The project's efforts to understand the involvement of both women and men in various work sectors, especially in the face of industrial automation, serve as a basis for future gender-sensitive policy activities. The focus extended to examining

[5] Available at: https://www.ilo.org/global/publications/WCMS_856240/lang--en/index.htm

[6] ILO, "The ILO's Strategic Plan for 2022–25" (GB.340/PFA/1(Rev.1)).

[7] ILO, Programme and Budget for the Biennium 2022–23, 2021.

shifts in labor market structures, job creation and loss, and occupational structures globally, shedding light on the fundamental role of gender within these dynamics.

f. Commitment to Gender Integration: The interviewees unanimously agreed on the project's commitment to integrating a gender perspective, highlighting its unique approach to exploring gender dynamics across diverse sectors. The in-depth analysis aimed at revealing workplace inequalities and understanding the transformative role of gender within evolving labor market structures. This commitment was visible throughout the project's research, events, and outcomes, accentuating the intricate relationship between automation, cultural norms, and gender roles.

Key finding 4: The project's objectives and outcomes have remained relevant and have gained increased significance considering the disruption caused by COVID-19. The project demonstrated remarkable adaptability in response to the challenges posed by the pandemic, with its adjustments informed by results from UN socio-economic assessments, guidance, ILO decent work national diagnostics, CCAs, or similar comprehensive tools.

The comprehensive evaluation of the project’s documentation and stakeholder insights reveals the sustained relevance and amplified significance of the project objectives and outcomes in response to the challenges posed by the COVID-19 pandemic. The project demonstrated remarkable adaptability in its adjustments, informed by UN socio-economic assessments, ILO decent work national diagnostics, CCAs, and similar comprehensive tools.

Analysis of Stakeholder Opinions: Stakeholders appreciated the project team's adept adaptation to the pandemic’s challenges. Despite obstacles such as delayed research due to restrictions on factory visits, the project persevered in exploring technology's impact on employment.

Impact of COVID-19 and Project Alignment: The disruptive impact of the COVID-19 crisis on global labor markets and working conditions was significant. Documents analysed highlighted this disruption and its adverse effects on vulnerable worker segments, underscoring the crucial need for tailored policy action. The pandemic acted as a catalyst, accelerating transformative trends significantly impacting various work arenas and the most vulnerable workers.

Project Design in Response to the Pandemic: The project's design carefully considered the effects of the pandemic across its research activities. Specific research areas, such as platformisation of work, automation effects on different sectors, and labor market transitions, were structured to understand and analyse the evolving dynamics caused by the crisis. Each research activity was tailored to examine the pre- and post-crisis period to capture the shifting labor market landscape.

Strategic Alliance and COVID-19 Adaptation: The project, through its "Strategic Alliance" component, sought inclusive dialogue with stakeholders to address the complexities introduced by the pandemic. The emphasis was on fostering comprehensive discussions involving policymakers, social partners, businesses, and civil society at multiple levels.

Specialized Publications on COVID-19: The project published two background documents specifically focusing on COVID-19's impact on employment transitions. These documents analysed the effects on rural women’s employment transitions and the overall labor market's shift toward informality and employability. Both publications outlined the pandemic's influence on employment quality, emphasizing the challenges faced by specific groups, such as women, youth, and older generations.

The comprehensive analysis and stakeholder inputs affirm the project's adaptability and responsiveness to COVID-19-induced disruptions. The project's design was thoughtfully aligned to comprehend the pandemic's multifaceted effects on employment, offering insights into transformative trends and labor market dynamics resulting from the crisis. This underscores the project's exceptional adaptability and sustained relevance in the face of significant global disruptions.

EQ2. Coherence

2. To what extent does the project design consider synergies and fit with national initiatives and other donor-supported projects?

Key Finding 5. The consideration of synergies in the project design is high, and there is an alignment with other donor-supported projects on the Future of Work

The project benefited from cohesive synergies with other interventions funded by the ILO and various entities, fostering a comprehensive approach to the Future of Work. The identification of these synergies was possible through document analysis and stakeholder interviews, although some expected synergies expressed in the Action Description remained to be fully realized.

Alignment and Complementarity: Stakeholders concurred that the project's design harmonizes well with national initiatives and other donor-supported Future of Work projects. They emphasized that no conflicts arose with other initiatives, stressing the need to address any potential duplication of efforts or inconsistencies that could impede progress. The project's coherence with G20, G7, ILO, World Bank, and OECD was acknowledged, yet more work was deemed necessary to bolster intelligence, awareness, capacity building, and policy advice.

Strategic Collaborations and Partnerships: The project exhibited considerable synergy with various initiatives at both EU and international levels. It showed alignment with crucial European Union strategies and international frameworks, such as the European Pillar of Social Rights, the Skills Agenda for Europe, and the Recovery Plan for Europe. Moreover, it collaborated with UN Sustainable Development Goals, ILO, JRC, European Commission, OECD, and UN Women initiatives.

Leveraging Previous Initiatives and Synergistic Design: The project leveraged past experiences, research, good practices, and lessons learned from previous interventions to inform its design. It built partnerships and synergies in the design and implementation of activities, demonstrating a forward-looking approach by incorporating elements from past successful projects.

Comprehensive Collaborations in Research Activities: The progress reports revealed the diverse collaborative efforts across Research Activities. Each activity collaborated with different institutions and partners, both within and beyond the EU, aligned with various EU initiatives and international frameworks. These collaborative efforts aimed to enrich the research insights with diverse perspectives and global context, with a strong focus on gender, technology, and regional labor dynamics.

Government Synergies and Policy Dialogues: The project-initiated policy dialogues, aligned with government actors in countries like South Africa and South Korea. These dialogues were organized in collaboration with the ILO, EU Delegations, and national tripartite councils, establishing meaningful discussions and alignments with national Future of Work agendas and international policy frameworks.

The project's design showcases significant alignment with a plethora of national and international initiatives related to the Future of Work. Stakeholders emphasized the need for further development of capacities and intelligence sharing, stressing the importance of cohesive international cooperation and joint actions for continued success. This collaborative design and active engagement underscore the project's proactive approach toward ensuring a well-coordinated response in line with evolving global needs in the realm of the Future of Work.

Key finding 6: The evaluation underscores the intervention's notable contribution to normative work aligned with the ILO's Centenary Declaration for the Future of Work.

The indicators outlined—publication of findings, dissemination of gathered data, publishing research in background papers, and potential submission in international scientific journals—reflect the intervention's commitment to generating and sharing evidence that can contribute to global policy discussions and potentially shape normative work concerning the Future of Work in both EU and non-EU contexts.

The research activities in Component 1, the **"Fact Analysis**," have followed the normative framework, as shown by the different documents that could be accessed and the opinions of other stakeholders. This component has developed new knowledge on aspects of the Future of Work that require further analysis and understanding. The research outcomes in the four areas helped to fill existing research gaps and inform future evidence-based policies to address the challenges and opportunities deriving from a changing world of work. The "**Strategic Alliance" component** (component 2) of this Action contributed partially to building and/or reinforcing strategic alliances with key international and multilateral actors and non-EU countries in the Future of Work – mainly but not exclusively in the areas of research under component 1.

EQ3. Validity of design

3.2. To what extent are the project design (objectives, outcomes, outputs, and activities) and its underlying theory of change logical and coherent?

3.2.1. Are the results frameworks aligned with the expectations of the ILO and the donor?

3.2.1. How realistic were the risks and assumptions based on the project logic?

3.2.2. How appropriate and valuable are the indicators used to assess the progress and verify the project's achievements?

3.2.3. Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs, and activities that aim to promote gender equality?

3.3. To what extent was the design of the Project relevant to advancing knowledge on the Future of Work?
3.3.1. Does the project's design reflect adequate background knowledge of the existing analytical frameworks about the Future of Work?

Key Finding 7. The project's design, including its objectives, outcomes, outputs, activities, and underlying Theory of Change, is logical and coherent.

The project's intervention logic was appropriate and included the different levels of the results chain and a clear distinction between outputs, outcomes, and impact. The planned outputs and outcomes are coherent, and the most fundamental assumptions and risks have been identified. Although several aspects could be strengthened, the log frame is of adequate quality and appropriate to serve the purpose of the Project.

The intervention follows a coherent vertical logic from the Overall Objective (OO) to the Specific Objective/Expected Outcome (EO) level to the Output (OP) level. The OO was adequately defined as a broad, long-term change to contribute to better and more actively shaping the future world of work globally in the interest of EU citizens, societies, and economies. This will be done by building on, promoting, and implementing the EU response to a changing world of work. Nevertheless, it is not included in the log frame.

The EO level of the log-frame adequately reflects the mid-term effects of the intervention that contribute to the overall objective through two complementary EOs, namely: EO.1. Develop policy-relevant evidence around the themes of the Future of Work focusing on aspects of relevance to the EU and selected non-EU countries (Fact-based Analysis), and EO.2. Enable the EU to build and reinforce strategic alliances with key international and multilateral actors and non-EU countries in the Future of Work (Strategic Alliances). Finally, the Output (OP) level reflects the direct/tangible outputs delivered by the intervention under each EO. However, the defined activities contribute to the results and are connected.

The planned outputs and outcomes are coherent and aligned with the intervention logic and results chain. However, some works are not SMART (specific, measurable (either quantitatively or qualitatively), available at an acceptable cost, relevant to the addressed need, and time-bound). For example, the first one could be clearly expressed: “By [specified timeframe], produce a policy-relevant analysis that assesses the impact of algorithmic management on multiple facets of employment quality within the logistics and healthcare sectors, encompassing diverse worker profiles.”

The implementing partners have identified a wide range of risks and assumptions that range from issues related to the political context (e.g., the interest of partner countries involved may vary during the action due to changes in the administration, the geopolitical or economic situation), stakeholders’ engagement (the visibility of the EU’s involvement and the focus on the EU interests could diminish and be taken over by the agenda of the implementers), or organizational challenges (e.g. availability of data collection or problems of interlocution between the partners). However, even if most of the critical assumptions were identified and informed the design of the intervention, two issues that were not explicitly mentioned are impacting the progress of the implementation. The first was the delayed data collection due to COVID-19; the second was the difficulties finding researchers/teams in some selected countries.

Finally, it is essential to note that the log frame was modified in March 2022 since the implementing partners considered that some changes need to be made to reflect better the reality of the Strategic Alliances Component.

They have not developed a Theory of Change for the action, which could be complementary and present a coherent logic aligned with the log frame. But the main hypotheses found were: i) By acting early, while most of these transformations affect a relatively limited part of the European workforce, and by integrating concerns about the future of work more effectively into its external initiatives, the EU can proactively shape the desired end of work. This proactive approach will encompass preparedness rather

than reactive responses, strengthen societal resilience, and reinforce the EU's influential position in global fora through strategic partnerships with key stakeholders; and (ii) An international and multilateral policy response is needed to address the challenges posed by the future of work as shown by its growing prominence in both national and global policy debates. With these hypotheses in mind, it is possible better to understand the intervention's contribution to overall change.

The project's objectives are well-defined, realistic, and attainable, with stakeholders' preferences and needs integral to its design. The project excels in its contextual relevance, seamlessly adapting to changing circumstances while maintaining a strong focus on the Future of Work. The robust quality of design underscores its appropriateness to the implementing institution and the broader global context. The project's two main components, "Fact-based Analysis" and "Strategic Alliance," are well-structured to enhance the global understanding of labor market transformations and foster strategic alliances with international actors, exemplifying a commitment to relevance and a comprehensive approach.

Key finding 8. The results framework is highly aligned with the expectations of both the ILO and the donor.

This finding has emerged after a comprehensive review involving an analysis of the results framework, Steering Committee minutes, and insights from diverse stakeholders.

The results framework strongly aligns with the ILO and donor expectations, fulfilling the envisioned Action objectives as outlined. The framework underlines vital anticipated results, such as enhancing the EU's active role in shaping the global discourse on the Future of Work, achieved through data collection and the development of policy-relevant evidence. This process bolsters the EU's position at international and multilateral levels by facilitating the formation of strategic alliances and fostering the uptake of best practices coherent with EU values. Moreover, the second expected result focuses on influencing global and G7/G20 levels, considering EU interests in safeguarding its citizens, societies, and economies. The assessment emphasizes that the project's collaboration with G7, G20 members, and the ILO could significantly contribute to shaping future global actions and collectively agreed policy principles.

Interviewees unanimously supported the results framework, expressing its robust alignment with the ILO and the donor's visions. Their insights highlight the project's valuable impact on research and policies and its potential to influence the ILO's and JRC's work positively. This finding relates to a high degree of satisfaction and confirms the project's effectiveness in meeting the expected outcomes.

Key finding 9. Realistic critical assumptions and risks are documented and described in terms of their potential impact on project results.

The evaluation discerned an array of risks and assumptions identified by the implementing partners concerning the project's implementation. The risks encompass diverse categories, including political context, stakeholder engagement, and organizational challenges. Notably, most critical assumptions were acknowledged, shaping the intervention design, yet two unaddressed issues notably affected implementation progress. Specifically, the delays in data collection due to the COVID-19 outbreak and challenges in finding researchers in selected countries notably hampered the initiative. The assumption that the Future of Work remains a priority in international and multilateral forums underlies the action, although various risks shadow implementation.

The risks identified were ranked based on their potential impact on the project, with measures proposed to mitigate these risks. Key identified high and medium risks included varying interests of partner countries due to changes in administration and concerns about potential duplication of other initiatives related to the Future of Work. However, most risks were categorized as having a low impact on the project. The Progress Reports of June 2022 and April 2023 did not highlight additional risks, indicating a relatively contained risk landscape. The risk that not all Policy Dialogues in Component 2 could be realised was not considered.

Regarding the materialization of risks and the subsequent actions taken, the evaluation identified challenges regarding data collection and availability, primarily affecting research strands. Mitigation strategies focused on continual monitoring and adjustments in research activities to overcome barriers. Interviews with stakeholders highlighted challenges associated with global sanitary conditions and geopolitical limitations, prompting necessary adjustments in the project implementation, especially in Mexico. A second risk considered was that the interests of partner countries may vary during the action due to changes in the administration and the geopolitical or economic situation.

The sustainability of the action was a notable concern, mitigated by strategic project management decisions, which included discussions around a possible no-cost extension and the ILO and JRC's commitment to cover any incomplete research activities. Stakeholders consistently emphasized the importance of flexible dialogue activities tailored to the needs of non-EU countries, recognizing the benefits derived from close collaborative partnerships among all parties involved. This was a key lesson learned throughout the project, emphasizing the adaptation of dialogue and the significance of building research networks.

In conclusion, the evaluation revealed that while the action had foreseen many potential risks and developed mitigation strategies, the unaddressed issues impacted the implementation. However, adaptive measures and collaborative partnerships underscored the project's resilience and adaptability, highlighting the significance of flexibility in navigating through unforeseen challenges. The finding also emphasized the criticality of inclusive dialogue and the value of research networks in reducing risks.

Key finding 10. The indicators effectively verify project achievements and progress in a meaningful way.

Not all the indicators included in the project log frame are RACER (Relevant, Accepted, Credible, Easy to monitor, and Robust). The indicator “Dissemination events to present and discuss the results of the research activities, and their policy implications” could be strengthened to better measure contributions to project outcomes (particularly “on policy implications”) and provide a fuller picture of the positive results achieved by the project.

The horizontal logical sequence and connection between Indicators of achievement, Source of data and means of verification, and Assumptions is adequate. Nonetheless, there is considerable room for improvement given that some of the indicators provided could be finetuned to be RACER. This would allow them to measure the contribution of the outputs towards the outcomes and overall objective more accurately.

Furthermore, given the low number of indicators (nine) and the existing close connection between them, streamlining the set of hands could have helped to simplify monitoring, made the log frame a more dynamic tool, and, at the same time, ensured that the intervention's contributions to its overall objective

were measured as accurately as possible. Of these nine indicators, four are at the Expected Outcome (EO) level, and five are at the Output (O) level.

Based on the results of the implementation and the feedback from the team, they seem realistic and feasible.

All the interviewees agree with the utility of the indicators of the Logical Framework.

Key finding 11. The project is innovative and well-structured, aiming to advance the understanding of the future of work. It demonstrates a solid foundation in existing analytical frameworks, underscoring its importance.

The evaluation confirmed the project's design as significantly relevant in advancing understanding and knowledge concerning the Future of Work. The intricately planned method evidenced a comprehensive grasp of existing analytical frameworks pertinent to the domain. It effectively responded to emerging challenges posed by novel technologies, automation, algorithmic management, and societal issues, such as inequality. It addressed threats to traditional welfare systems, particularly in the context of the platform economy.

The four research activities under Component 1, named "Fact-based Analysis," conducted by ILO and the JRC, markedly expanded the realm of knowledge on the Future of Work, serving not only the European Union but also other pivotal nations, demanding further exploration and comprehension. The project's fundamental belief was echoed in its document, emphasizing the critical role of research and innovation in navigating these transformative developments toward a human-centric future of work.

Each research activity contributed substantial presentations, meeting reports, and background documents. These materials significantly informed policymakers, employers, and labor unions, offering an updated perspective on the unique challenges of the Future of Work.

Interview feedback was overwhelmingly positive, highlighting the project's potential influence and significance. Participants recognized the project's efficient fusion of research and partnerships, underscoring its unique capacity to impact Future of Work policies. The research, particularly in areas lacking clear regulations, was lauded for its potential to shape policy solutions. Moreover, the project's innovation in addressing the technological impact on labour-intensive supply chains received noteworthy acclaim. Stakeholders stressed the project's role in bridging critical gaps in Future of Work research, especially in analysing the effects of technology on employment within supply chains.

The evaluation matrix indicators outlined for the Design's Validity were substantially met. They include scrutinizing the project's alignment with its objectives and meeting the expectations of both the ILO and the donor about both components. Additionally, the project's consideration of risks and assumptions, as well as its inclusion of the gender dimension within planned interventions, were well-documented and adequately addressed. This reaffirmed the project's comprehensive and robust design, aligning effectively with the predetermined expectations and objectives set forth by stakeholders.

EQ4. Effectiveness

4.1. **To what extent did the Project achieve its objectives and targets?**
4.1.1. In which area did the project have the most outstanding and minor achievements?
4.1.2. What were the significant factors influencing the success or not of achieving the Project objectives?
4.1.3. To what extent did the project address the impact of the COVID crisis and contribute to the ILO policy response?

4.1.4. How effective has the communication strategy disseminating the project's products and knowledge? What evidence exists regarding its reception?
4.1.5. In which way do the project's outputs and outcomes contribute to gender equality?
4.1.6. Did the project achieve its gender-related objectives? What kind of progress was made, and what were the obstacles?
4.1.7.How have national policymakers and social partners used the project's products and knowledge in countries that have participated in or been involved in capacity-building activities?
4.1.8. How effective has the project been, within the limits of its resources and work plan, in ensuring its results are utilized most appropriately for policy dialogue, engagement, and improvement?

Key Finding 12. The Project highly achieves its Outputs in Component 1. In Component 2, the Project partially achieved its Outputs.

In the Log Frame, no Targets are associated with the Activities. Still, there is a "Tentative list of outputs" in the Inception Report, also incorporated in the Progress Report of April 2023.

Expected outcomes of Component 1 are achieved. The mechanisms and staff arrangements of the Project have been conducive to ensuring that activities are adequately conducted, and goals are met as planned. The Project has reached the activities, and the outputs delivered have contributed to the outcomes.

On Component 2, only two Policy Dialogues have been achieved: EU – ILO (February 2022) EU-Korea Policy dialogue on the future of work, and EU – OIT (March 2023) Policy dialogue between the EU and NEDLAC on Digital labour platforms. (South Africa). However, two events have been achieved in the other two countries selected: the EU – ILO (October 2021) Conference "Building the Future of Work and Trade" (México) and the EU – ILO (February 2022) Workshop on Big Data and the future of Work. (Canada – Online).

Progress has been slower than planned (with only 50% of the target reached) as a result of two factors: firstly, the lack of a political agreement with the countries (in this case, Mexico and Canada); secondly, and particularly on Canada, the ILO, DG Employment, and the Canadian Ministry of Labour (ESDC) had extended exchanges on the organization of a first dialogue on digitalization and the future of work, but ESDC showed very little interest in a Policy Dialogue and ESDC informed that they will not be able to participate at senior or technical expert level (e.g. as a speaker), only at the working class (e.g. officials from the Strategic and Service Policy Branch or Labour Program). The webinar online with Canada was co-organized by the ILO, the EC-JRC, and the Labour Market Information Council of Canada (LMIC).

Related to the fourth research activity, seven workshops have been organised. In Mexico, a Conference was organized with the collaboration of another funded project of ILO, "Trade, enterprises, and Labor Markets: Diagnostic and Firm-level Assessment" (ASSESS), and with the ILO Country Office for Mexico and Cuba.

Component 1 has shown positive progress, although some challenges can be identified. The first is the organisation of Policy Dialogues with high country commitment. The second is how the two components of the project (including research activities, seminars, policy dialogues, and partnership building) could have increased understanding and sharing of evidence and practices related to the Future of Work, involving more social partners, and fostering greater awareness of emerging issues.

Table No. 2. Outputs of Components 1 and 2

COMPONENT 1. RESEARCH ACTIVITIES

Research Activities	Tentative list of Outputs	Documents published on the website			
		No. of presentations/ Per event	Report Events	Background Documents	Other documents
Platformisation of work and its impact on the logistics sector	-Conceptual framework of algorithmic management, Working paper, June 2021 -Four Country papers on authorisation of work in logistics and health sector, Working paper, September 2022 - Platformisation of work and its impact on the logistics and health sector in four countries (Consolidated paper), Working paper, November 2022 -1 Research brief and 1 Policy brief, November 2022 -Two draft articles to be submitted for publication in Journals or Edited volumes, December 2022	10	EU – ILO (June 2021) Technical workshop on "Practices towards algorithmic management and their impact on workers" Meeting Report	**No. 9.** BAIOCCO, S., (June 2022) The Algorithmic Management of work and its implications in different contexts.	ILO (2021) World Employment and Social Outlook. The role of digital labour platforms in transforming the world of work.
The effects of automation in the apparel and automotive sectors and their gender dimensions: case studies in selected EU and non-EU countries	-Case studies built upon structured interviews at the employers' and employees' level in the selected sectors. - Drafting a joint JRC-ILO report (indicative length: 50 pages) and presentation summarising results from the case studies in the two sectors, complemented with the LFS-based analysis of occupational structure and discussing policy-relevant implications (3rd quarter 2022). - Final workshop presenting final report/findings (last quarter 2022)	4 3	EU – ILO (April 2021) Technical workshop on the effects of automation in the apparel and automotive sectors and their gender dimension. Meeting Report EU- ILO (May 2022) Webinar: Understanding automation and employment in the apparel and automotive sectors. Meeting report	**No. 2.** ANZOLIN, G. (2021) Automation and its employment effects: a literature review of automotive and garment sectors **No. 3**. BARCIA DE MATOS, F., and others (January 2022) The state of the apparel and footwear industry: Employment, automation, and their gender dimensions. **No. 8**. BRONDINO, G., (March 2022) Global value chain analysis of the automotive and garment sectors: A study of Germany, Spain,	EU - ILO (May 2021) The effects of automation in the apparel and automotive industries and their gender dimensions. At a glance**.** BÁRCIA DE MATOS, F., and others, (June 2023) Automation and its employment impacts: Case studies in Mexico's apparel and footwear sectors. Research Paper. DUTRENIT, G., AND MORENO, J.C. (May 2023) La automatización y el empleo en los sectores

				Romania, Indonesia, and Mexico for 2000-2014. **No. 13.** BARCIA DE MATOS, F., and others, (March 2023) Rural women's transitions in and out of employment in India since COVID-19. **No. 15**. CARRILLO, J., and others (April 2023) The automotive sector in Mexico: The impact of automation and digitalization on employment.	del vestido y calzado en México: Resultados de estudios de caso CARRILLO, J. (May 2023) The automotive sector in Mexico. The impact of automation and digitalization on employment
New Labour Market Transition Patterns	- Working paper discussing the various conceptual approaches to labour market transitions and life courses in the light of the ILO Centenary Declaration on the Future of Work (Q2 2021, to be presented during the initial technical workshop) - A series of working papers will assess the capacity of current statistical instruments and methods to measure labour market transitions and consider a life-course approach. Two issues will be particularly explored: a mapping of available panel surveys (rotational panel surveys and long run panels) and an exploration of the pros and cons of pseudo-panels for long term analysis in countries where panel data are not available. (between Q3 and Q4 2021) - Working paper on labour market indicators to measure changes in transition and life-courses patterns over the long term (possibly end of Q3 2021). - Working paper on entry into solo self-employment: an occupational perspective (Q3, 2021): the paper will	6 12	1-EU - ILO (May 2021) Technical workshop on New Labour Market Transition Patterns. Meeting report. 2- EU – ILO (December 2021) Workshop on changing labour market transitions and life courses in Asia and Pacific. Meeting Report 3.EU – ILO (May 2022) Labour market transitions and life courses. Meeting report	**No. 1**. DELAUTRE, G., and Others (2021) Moving towards a life course perspective to labour market transitions: approaches and challenges. **No. 4.** VACCARO, G. (February 2022) Measuring labour market transitions using a life-course perspective in selected developed and developing countries. An inventory of existing panel data and methods of analysis. **No.6.** BACHMAN, R., AND OTHERS, (February 2022) Technological Progress and the Dynamics of Self-Employment: Worker-level Evidence for Europe **No. 7.** RIBAS, R. (February 2022) Using	

	review the prevalence of solo-self-employment across occupations and EU countries in recent years. It will also empirically explore to what extent entry in solo self-employment reflects lack of (good quality) alternatives in traditional wage employment. - Working paper on labour market transitions of self-employed (Q1, 2022): This paper will use micro-level data from EU-SILC to investigate transition into self-employment. Particular attention will be devoted to the empirical associations between occupation-specific tasks, digitalization/risk of automation of current workers' occupation, and the probability of entry into entrepreneurship. - Working paper on labour market transition of older workers (Q1, 2022): Document the extent and types of transitions among workers aged 50+, and analyse the factors associated with exits from permanent full-time employment to different forms of employment for the same sample of older workers. To the extent possible, it will also explore the main reasons for staying in work and how they related to a desire, or need, to increase household income. - Working paper on post-covid labour market transition patterns (Q3, 2022): This will review patterns and changes in labour market transition during 2020, highlighting the effect of the COVID-19 outbreak on labour market dynamics. Particular attention will be devoted to movements in and out of inactivity and patterns concerning the self-employed and the older workers.			pseudo-panels to analyse labour market transitions. **No. 10**. BREHM, J., and others, (December 2022) What has been driving work-to-work transitions in the emerging world? A comparative study of Indonesia and South Africa. **No. 12**. CALERO, C. AND DELAUTRE, G., (February 2023) Participation and employment in seven developing economies: an Age-Period-Cohort Analysis. **No. 14**. Lee, S., and Lee, W. (2023) Old-age labour market transition and poverty in Korea. **No. 16.** VACCARO, G., and others, (March 2023) Labour Market Transitions in South Africa and Indonesia: A descriptive analysis using panel data.	

	- Working paper on causes and patterns of moving in and out of labour markets in general and because of COVID (Dec 2021) - A think piece on "decent" labour market transitions: this paper will draw on previous research and discuss the options to define criteria of "decency" for labour market transitions according to the population, institutions, etc. It will also provide some guidelines for countries looking to improve their knowledge and policy approach to labour market transitions. (mid 2022) - Handbook on measuring transitions: If time and resources allow publication, this handbook will draw on the lessons learned and the findings from the above empirical, methodological, and conceptual work. This will also be the basis for possible capacity building activities (3rd Quarter 2022 if possible). - Final report summarizing the findings from the above working papers (Q4, 2022): The final output of this project – a (not-too-) technical 50 pages report – would bring together the various intermediate research outputs developed above.				
Shifts in employment structures in EU and non-EU countries	The main output of this research activity is a conference towards the end of the project in which researchers from different countries around the globe present comparable analyses of occupational change and job quality across the globe. The contributions to this conference can be published individually as papers or within an edited volume. In contrast, a summary of the main conclusions of the conference will be a joint JRC/ILO report to be published as part of this project.	9	EU – ILO (November 2021) Technical Workshop on 'Global Shifts in the Employment Structure'. Meeting Report.	**No. 5**. MILASI, S. AND MITRA, A., (February 2022) Solo self-employment and lack of paid employment: an occupational perspective across EU countries. **No. 11.** RODRIGUES – SILVEIRA, R. (January 2023) Structural Changes in Brazilian Employment (2002-2021).	

				No. 17. CHACALTANA, J.C., (2023) Resilience or need? COVID-19, informality, and the probability of being employed.	
COMPONENT 2. STRATEGIC ALLIANCES					
EU – ILO (October 2021) Conference "Building the future of work and trade" (**México)**		2	EU – ILO (October 2021) Conference "Building the future of work and trade". Meeting report. **The conference under the EU-funded projects "Building Partnerships on the Future of Work" and "Trade, enterprises and labor markets: Diagnostic and firm-level assessment" (ASSESS) and the ILO Country Office for Mexico and Cuba**		
EU – ILO (February 2022) Workshop on Big data and the future of Work. (**Canada** – Online)		7	EU – ILO (February 2022) Workshop on Big data and the future of Work. Meeting report. **This webinar was co-organized by the ILO, the EC-JRC, and the Labour Market Information Council of Canada (LMIC).**		
5th Employment Policy Research Symposium: Employment policies for social justice 11-12 May 2023	Parallel sessions 1: ● Session 1A: The effects of automation on work and their gender dimensions, facilitated by Valeria Esquivel, ILO ● Session 1B: Global shifts in the employment structure, facilitated by Sergio Torrejón Pérez, JRC			**Videos of the Panel are included on this site: https://live.ilo.org/events/5th-employment-policy-research-symposium-employment-policies-social-justice-2023-05 11/05**	

	Parallel sessions 2: ● Session 2A: The impact of platformisation and algorithmic management on traditional sectors, facilitated by Ignacio González Vázquez, JRC ● Session 2B: Changing labor market transitions for youth, older workers, and informal workers, facilitated by Guillaume Delautre, ILO			
Policy Dialogues				
EU – ILO (February 2022) EU-Korea Policy dialogue on the future of work.			EU – ILO (February 2022) EU-Korea Policy dialogue on the future of work. Meeting report	
EU – ILO (March 2023) Policy dialogue between the EU and NEDLAC on Digital labour platforms. (South Africa)			EU – ILO (March 2023) Policy dialogue between the EU and NEDLAC on Digital labour platforms. Meeting report. (South Africa)	
EU – ILO (June 2023) Policy dialogue between the EU and NEDLAC on Digital labour platforms. (South Africa)			EU – ILO (June 2023) Policy dialogue between the EU and NEDLAC on Digital labour platforms. (South Africa). Meeting Report.	
EU – ILO (June 2023) Policy dialogue between the EU and NEDLAC on Algorithmic Management. Meeting report			EU – ILO (June 2023) Policy dialogue between the EU and NEDLAC on Algorithmic Management. Meeting report	

Source: Personal elaboration with the resources of the Website of the Project

Key Finding 13: The project had the most outstanding achievements in the four research areas of Component 1 that has responded to the transformations related to the Future of Work to enhance the capacity of Stakeholders and Beneficiaries to (i) anticipate trends and develop, innovative solutions to the policy challenges ahead; (ii) gather and harness knowledge from innovations taking place at a country level and share successful existing practices (as case studies)[8]. However, some bottlenecks during the Project were found and solved. (as opposed to the more limited achievements in Component 2).

The project's establishment was grounded in the need not only to collect more extensive and improved evidence regarding the facets of the future of work, especially within the context of the COVID-19 crisis but also to facilitate the dissemination, discussion, and construction of partnerships regarding this evidence and the correlated policy implications among a wide array of nations and global collaborators. The Project aimed to address several critical areas like the platformisation of work, automation within global value chains, new patterns of transitions, job polarization trends, and their overall implications, emphasizing the necessity to examine these aspects globally for comprehensive comprehension. Collaboration between the Joint Research Centre (JRC), the International Labour Organization (ILO), and other essential international stakeholders was instrumental in ensuring a thorough consideration of this global perspective.

A central part of the evaluation process involved scrutinizing the established objectives per Research Activity and correlating them with the content documented in the published materials and Meeting Reports. This methodology enabled the determination of the attained goals and accomplishments of the Project.

Table No. 3. Level of achievement of the Goals of the Research Activities.

8 The Results of the Project agree with the ILO Strategy on knowledge and innovation (February 2023), https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_867881.pdf

Research Activity	Goals	Level of Achievement
Platformisation of work and its impact on the logistics sector	The focus of this research activity will be on how the algorithmic management practices that are often associated with platform work, such as rating systems, surveillance, and control through tracking devices, online logging of work hours, the use of diverse forms of employment, etc. are being increasingly utilised by traditional companies in the logistics sector, thus leading to 'platformisation' of work. The project will examine the impact of such practices on work organisation, efficiency, and working conditions in the global North and South. It will also explore how the firms use the data collected through these practices and who has control and rights over such data. The objective of this research is to understand the extent of the penetration of these practices in the logistics sector in both global North and South, whether the experiences are similar or different, and the role of governments and social partners (workers' and employers' organisations) in addressing some of the challenges due to the rapid technological transformations. It will analyse whether the algorithmic management practices in the logistics sector led to improved autonomy, flexibility, and working conditions for the workers. It will examine how the existing social and human rights standards are enforced in a context where algorithms carry out essential employer functions and are thus opaque. It will explore what public policies are required to address some of the challenges relating to worker surveillance and working conditions, thus ensuring greater transparency in the algorithms.	100% Goals achieved. Contents included in Documents and Meeting Reports
The effects of automation in the apparel and automotive sectors and their gender dimensions: case studies in selected EU and non-EU countries	The main goal of this research activity is to gain a better understanding of how processes of industrial automation (those using digital technologies) interact with local social structures, cultural norms (including gender norms), and institutional systems (including educational systems) in selected European and non-European countries, in the context of global value chains. For this reason, two highly globally integrated sectors have been chosen: automotive and apparel manufacturing. A crucial strength of this project will be its specific focus on gender dimensions of automation. The objective is to shed light on the following issues in these sectors: i) Production process and technologies used; ii) Changes introduced in recent years, and expected developments shortly; iii) Socio-demographic profile of the firm's workforce in terms of gender, education, and skills, etc.; iv) Forms of work organisation used, recent and expected changes; v) Task profiles of main male/female jobs in the firm (determined by their proportion of men/women in them) and their change as a result of automation; vi) Quality of employment in the firm, in terms of autonomy and social support; contractual stability and prospects; workplace risks; and work-life balance; identifying whether there are differences between different workers' groups within the firm vii) Assessment of the impact of recent technological change in the firm on these issues, and potential impact shortly; viii) Analyse firms' responses during and after the COVID-19 crisis in several dimensions (e.g., reshoring, product diversification, capital investments) and what these mean for male and female workers in terms of job quality and working conditions; ix) Social dialogue and industrial relations, with a particular focus on its interaction with recent and expected technical change and automation.	100% Goals achieved. Contents included in Documents and Meeting Reports

New labour market transition patterns	This research activity will: 1) Identify and systematize emerging trends and, most importantly, transitions in the future of work. 2) To the extent possible, analyse how workers are moving from one status to another because of the ongoing crisis, using as a benchmark the break in the activity we are experiencing globally during the first months of 2020 (i.e., compare pre- and post-crisis periods) 3) Analyse policy responses and gaps in terms of the most vulnerable groups 4) Develop a think piece on a potential concept of "decent" labour market transitions.	100% Goals achieved. Contents included in Documents and Meeting Reports
Global shifts in the employment structure: a study of EU and non-EU countries	The aim of this research activity is three-fold: 1) Update the analysis of employment shifts in a sample of EU countries, including contemporary trends covering the post-crisis scenario, and extend the analysis geographically across several non-EU countries using a joint theoretical and empirical framework. 2) Assess whether processes of convergence or divergence in the employment structure of EU vs. non-EU countries are taking place. 3) Assess the role of the various megatrends in driving convergence/divergence in the employment structure of EU countries vis-à-vis non-EU and to what extent these transformations are interlinked. Evidence emerging from the project will allow both researchers and policymakers to gain insights into the similarities and differences in the latest labour market dynamics experienced by EU and non-EU countries, respectively. The comparison between the experiences of EU and non-EU countries will enrich the debate, providing a global angle on the effects of several megatrends on the labor market. The project will continue and extend a project initiated by Eurofound in 2013 (Global Jobs Project). The first results were summarised in a report[9] that includes contributions from partners covering Australia, China, Japan, Russia, South Korea, and the US.	100% Goals achieved. Contents included in Documents and Meeting Reports

9 Eurofound (2015), Upgrading or polarisation? Long-term and global shifts in the employment structure: European Jobs Monitor 2015

The consensus among interviewees highlights the project's effective response to Future of Work transformations across its four research areas, aiming to enhance the capacity of stakeholders and beneficiaries to anticipate trends and develop innovative policy solutions. Multiple factors influencing the project's success in Component 1 were identified, underlining key strengths and limitations.

Key Success Factors: Interview feedback emphasized the pivotal role of the project team's expertise and the ILO's proficiency in bridging research-policy gaps. These elements significantly contributed to the project's accomplishments. Furthermore, the project's design, the team's training, and the production of multiple outputs, some of which exceeded original plans, were noted as significant success factors.

Challenges and Bottlenecks: Progress reports indicated challenges faced during the project's initial phase due to the COVID-19 situation, leading to implementation delays. Difficulties in identifying partners for some countries, coordination issues between ILO and JRC teams, and data availability challenges in certain research locations were outlined. These bottlenecks were eventually resolved over time.

Component 1 Achievements: The project has made remarkable achievements in addressing Future of Work transformations across its four research areas. It has effectively fulfilled its objectives to prepare stakeholders and beneficiaries for forthcoming policy challenges and to gather knowledge from innovative practices at a national level, facilitating the sharing of successful case studies.

Bolstering Success: The success of Component 1 can be attributed to the well-designed research activities, the expertise of the trained project team, and the generation of outputs that exceeded original expectations. Stakeholder opinions, supported by progress reports and steering committee minutes, were triangulated to confirm the project's effectiveness in meeting its objectives.

While the project encountered initial challenges, it successfully addressed these bottlenecks, showcasing resilience in adapting to unforeseen circumstances. The achievements in the project's first phase indicate substantial progress in fulfilling its set objectives and positively impacting the project's outcomes in the Future of Work domain.

Key Finding 14. The communication strategy for disseminating the project's products and knowledge was good, including publishing various documents on the project's website, podcasts, etc. However, to ensure wider reach and impact with some stakeholders, more concise and accessible pieces of communication are still needed.

The communication strategy outlined in the project's Inception Report presented a comprehensive plan focusing on external and internal communications. The communication objectives encompassed the broader dissemination of the critical research findings and the establishment and reinforcement of strategic alliances, evident across various project phases.

External communication aimed to raise awareness and understanding of the European Union's policy objectives related to the Future of Work while emphasizing the EU's leadership role in these issues. The strategy also aimed to inform stakeholders about new research findings and their policy implications, both for existing and prospective partners involved in the strategic alliance component. Internally, the strategy sought to facilitate efficient communication and knowledge sharing among the project team members and disseminate research findings within the EU institutions to support the design and implementation of EU policy initiatives concerning the Future of Work.

The division of responsibility for implementing the communication strategy was clearly defined, with the ILO's project management team and Employment Policy Department guiding the ILO side and the European Commission/JRC team overseeing the strategy implementation from their end. Various communication tools,

such as co-branded reports, visuals, videos, brochures, webpages, databases, newsletters, policy briefs, and social media presence, were employed in a coordinated manner between the ILO and the European Commission to fulfil the communication objectives.

During interviews, unanimous agreement was expressed on the efficacy of the project's communication strategy. The communication activities undertaken, including document publication on the project's website and the production of podcasts, were considered adequate. Interviewees noted the consistent and seamless communication between the ILO and the Joint Research Centre, facilitated by frequent meetings and ongoing progress discussions. The pivotal role played by the appointed permanent staff experts, serving as a nexus for internal and external communication, was emphasized. Suggestions were made for a concise, widely distributable communication piece to update policy officers, major union and employer representatives, EU delegations, and other stakeholders more effectively.

Overall, the evaluation found the project's communication strategy robust, well-structured, and effective in disseminating project products and knowledge. The strategy had a significant and positive impact on facilitating engagement and enhancing awareness across internal and external stakeholders involved in the project's initiatives.

Key Finding No.15. The project adequately addresses the impact of the COVID crisis. There are some contributions to the ILO policy response to this crisis.

The Evaluation underlines the significant impact of the COVID-19 pandemic on the project's activities across both Components, particularly influencing the way research operations were conducted. The challenges stemmed from the restrictions imposed by the pandemic, hindering the in-person interviews essential for specific research activities. However, this situation led to beneficial aspects, such as engaging a remote team with specialized skills despite the barriers to conventional research team dynamics. The Project Team's effective management of a remote workforce relied on established communication channels, clear objectives, and direct feedback mechanisms.

Specifically, within Component 1, the project concluded that the pandemic profoundly affected employment trends. Quarterly panel data in at least three documents illustrate the pandemic's impact on the labor market, particularly in informality and employability, leading to a significant shift in the market's ability to generate formal jobs. This transition resulted in decreased job quality, requiring considerable time for recovery.

The Progress Reports and Steering Committee minutes detailed several challenges faced during the project implementation due to the COVID-19 situation. These challenges included:

- Difficulty in finding research partners and companies willing to allow project implementation due to worsening COVID-19 situations in certain countries.
- Ongoing restrictions and concerns regarding access to case-study sites, particularly in manufacturing plants, affecting interviews and fieldwork.
- Research initiatives focused on analysing the impact of the COVID-19 crisis on participation and employment, particularly gender and informality, in emerging economies.
- Conducting multi-country surveys on the pandemic's impact on employment and labor markets in 40 countries, focusing on South Africa and Mexico.
- Research contributions examining women's transitions in and out of employment in rural India and Peru.

Interviewees concurred that the project aptly addressed the implications of the COVID-19 crisis and significantly contributed to the ILO's policy response concerning employment, aligning with the project's objectives despite the challenges posed by the pandemic's restrictions on research operations.

EQ5. Efficiency

5.1 How cost-efficient was the Project when considering the distribution of its human and financial resources across outputs and the methodological quality of its knowledge products?
5.1.1. Has the project synergized with other ILO activities, developed partnerships for leveraging impact, or created efficiency gains?

5.2. Was the project's budget structure and financial planning process adequate to facilitate the achievement of planned outputs?
5.2.1. Were monitoring and reporting mechanisms sufficient to ensure satisfactory feedback?
5.2.2. Were resources (funds, human resources, time, expertise, etc.) allocated strategically to achieve gender-related objectives?
5.2.3. To what extent has the project leveraged new or repurposed existing financial resources to mitigate COVID-19 effects in a balanced manner?

Key Finding No. 16. The Project has been highly cost-efficient when comparing its actual cost with other Research Projects. The deliverables are high quality and very much appreciated by all the interviewees.

Although no detailed cost analysis of the action occurred during this evaluation, there was no indication of excessive/non-entirely justifiable expenditure or misuse of EU funds (e.g., excess capacity, acquisition of not strictly necessary items or services, inappropriate procurement practices). No concerns were noted in this regard. ILO made an additional contribution of USD 634.660 (for the following Items: Additional support for formatting, editing of publications, and organising events at the project level, Backstopping of the project (Head DMCU), Additional communication support, Additional research support from backstopping researchers, Additional support for Symposia, Admin support (for the overall administration of the project, organisation of events, etc.) and Support from field offices to organise events. Furthermore, no concerns were raised during this evaluation about any outputs not being in line with principles of cost-efficiency. This was a 40% in-kind contribution by committing additional work months to the donor's allocated funds, underlining ILO's commitment to the project's success.

The project's value for money is highly satisfying, attributable to the quality of the project team's experts. These experts have extensive experience in employment, gender, the future of work, precarious and non-standard forms of work, development economics, the informal sector, minimum wages, social policies, and gender. Moreover, many hold Ph.D. qualifications related to employment and economic development.

Efficiency is further evident in the applied methodology, which centres on building and reinforcing partnerships through innovative research, disseminating findings, capacity building, and dialogue. Each component features a well-defined research methodology, and the interviewees unanimously concur that the project team provides high-quality tools and delivers top-tier reports.

Individual opinions expressed during interviews echo the project's remarkable efficiency. For instance, having dedicated team members who effectively coordinated efforts contributed to this efficiency. The decision to conduct fieldwork in non-European countries was cost-effective and yielded superior case studies. The direct contracting of local teams played a pivotal role in achieving this cost-efficiency.

Another interviewee accentuates the project's remarkable efficiency, particularly when assessing its outcomes about the budget and resources mobilized. The task has accomplished much with limited resources, setting it

apart as one of the most efficient projects in relation to other projects of the ILO, characterized by achieving more with less.

In summary, efficiency is a hallmark of this project, evident in its budget management, in-kind contributions, the expertise of the project team, the research methodology, and the quality of deliverables. It stands out for its capacity to achieve substantial results with limited resources, making it a commendable example of efficiency in project execution.

Key Finding No. 17. The functioning of the Management structure has been adequate to facilitate the achievement of planned outputs, fulfil gender-related objectives, and repurpose existing financial resources to mitigate the effects of COVID-19 in a balanced manner.

According to this evaluation, the Joint Steering Committee (JSC) established as part of the project's implementation has demonstrated efficient steering and effective guidance. Meeting minutes and correspondence reviewed indicate active participation from all involved entities, expressing specific interests in addressing project bottlenecks. Despite several challenges posed by the global sanitary situation and its associated limitations, JSC members showed satisfaction with implementing both project components.

The impact of the pandemic, influencing travel, public gatherings, and time differences with partner countries, was a significant constraint discussed in the JSC meetings. Participants discussed the possibility of a no-cost extension beyond December 2022 to ensure high-quality research outputs. Eventually, in 2022, a six-month no-cost extension until June 30, 2023, was agreed upon by the participants, allowing the finalization of reports and event preparation. The necessary adjustments to the Log Frame have been approved.

The evaluation also highlighted the efficiency of the project's management structure, particularly praising the team's technical proficiency and the provision of knowledgeable and motivated staff. Feedback from experts and stakeholders emphasized the management team's capability to handle diverse requests and oversee the entire process.

Moreover, the management structure appeared aligned with gender-related objectives, evident in the acquired project outputs, further confirmed by critical interviewees. Additionally, efforts were noted in repurposing existing financial resources to navigate the challenges posed by the COVID-19 pandemic. The shift to online events was regarded as a cost-saving measure that did not compromise the quality of presentations, effectively balancing financial resources while adapting to the constraints imposed by the pandemic.

Key Finding No. 18. Monitoring and reporting mechanisms could have been improved to ensure satisfactory feedback for steering the Project.

An internal monitoring system was planned for at the inception of the project.. Still, regarding the opportunities for its enhancement and reinforcement, the available documentation includes only three Progress Reports and two Steering Committee Minutes, which provide limited insights into the intricacies of the Monitoring and Reporting process. Furthermore, there is no concrete evidence available regarding the outcomes of the regular meetings conducted by the project team. During implementation, the monitoring process primarily relied on a paper-based approach, with team members manually recording progress and obstacles. However, this information remained decentralized and lacked systematisation.

Notably, the project's activity description document suggested that "each organization can perform monitoring and evaluations in line with its evaluation procedures." Additionally, the Inception Report emphasized that monitoring and evaluation constitute a "key part of communication success," serving to measure progress towards the strategic objectives outlined in the document. It is noteworthy that none of these metrics, such as

reach, engagement, and impact metrics, were employed to assess the effectiveness of communication products, including blogs, articles, fact sheets, and e-discussions, on the intended target audiences or their level of engagement and interaction.

EQ6. Effectiveness of the Management arrangements

Key Finding No. 19. Project Management was conducive to achieving objectives and communicating effectively with the project team, the donor, and other stakeholders.

Having read the Project Progress Reports[10] and the Minutes of the Steering Committee and having consulted some of the stakeholders directly involved with the project management, we could arrive at the following conclusions:

- The project management engaged with various stakeholders to ensure effective goal attainment, clarifying what needs to be accomplished (outputs) and how the work should be achieved (competencies) and discussing the relative importance of outputs and competencies.
- The Project Management considers the positive impact of the Actions for the strategy of the Future of Work of the ILO and the EU.
- The Project Management had adequately considered the technical and professional knowledge required to deliver the outputs, facilitating the selection of the Experts. One of the interviewees expressed that only in one opportunity, the Expert could not provide the production and was replaced.
- The Project Management carried out valid methodological strategies to guide the experts (guides, pre-workshops) and accompany them until the requested products were delivered.
- All the stakeholders consulted expressed excellent communication with the project team, the donor, and others.

Key finding 20. The Management Team has adequate gender expertise, and the Project made strategic and efficient use of external gender expertise when needed.

Throughout the Project, a specific focus is given to gender equality, considering that ongoing transformations in the context of the Future of Work have had and will have positive and negative gender impacts, so Gender Expertise was needed. [11]

According to the interviewees, the Management Team has a prominent level of gender expertise. "One expert collaborated extensively with researchers to ensure they were prepared to address gender-related issues." Two interviewees confirmed they made strategic and efficient use of external gender expertise when needed.

Through an examination of the Project Progress Reports, Steering Committee Minutes, and direct stakeholder consultations regarding project management, several conclusions can be drawn:

- The project management actively engaged diverse stakeholders to ensure effective goal attainment by clearly defining desired outputs and competencies, emphasizing the importance of both for success.
- Project management recognizes and acknowledges the positive impact of the actions on the ILO and EU Future of Work strategy.

[10] Progress Reports 2022 and 2023

[11] Annex 1. Description of the Action, p. 10, and Inception Report

- A focus on ensuring adequate technical and professional expertise among experts was evident in the project management's approach. Expert selection was facilitated by prioritizing necessary knowledge and capabilities. When an expert could not deliver, prompt replacement measures were taken.
- The project management established valid methodological strategies and support mechanisms (e.g., guides, pre-workshops) for guiding experts, ensuring the delivery of requested products.
- Stakeholder feedback universally indicated excellent communication between the project team, donor, and other involved entities.
- A critical finding of the evaluation centres around gender expertise. The project demonstrated a specific emphasis on gender equality within the context of the Future of Work. The ongoing transformations affecting the Future of Work have positive and negative gender impacts, necessitating gender expertise. Interviewees confirmed the project's robust gender expertise, citing one expert's extensive collaboration with researchers to address gender-related issues effectively. Furthermore, the strategic and efficient use of external gender expertise when required was acknowledged by multiple interviewees, highlighting the project's commitment to gender inclusivity and informed decision-making.

Key finding 21. The project received adequate political, technical, and administrative support from its partners and the ILO.

Throughout the evaluation, a unanimous consensus emerged among interviewees, affirming the Project's consistent advantage rooted in robust political, technical, and administrative support from collaborating partners and the ILO. This broad consensus highlighted the pivotal role of efficient communication practices in enabling and sustaining this high level of backing from all stakeholders involved.

EQ7. Impact and sustainability

7.1. Which contributions did the project make towards achieving its long-term objective? Did it have a practical and realistic exit strategy?

7.2. What is the likelihood that the project's results will be sustained and utilised after the end of the project? Should anything else be done to enhance the project's sustainability and strengthen the uptake of the project outcomes by stakeholders?
7.2.1. Have the stakeholder's taken ownership of the project since the design phase?
7.2.2. What are the possible long-term effects of gender equality? Are the positive gender-related outcomes likely to be sustainable?

Key Finding No. 22. The Project contributed to achieving its long-term objective. While there is no concrete strategy document, various actions have been put into place to build on results and ensure achievements are sustained.

The sustainability of the project is evidenced at various levels. Firstly, the research contributions across four critical areas of the Future of Work are expected to endure beyond the project's timeline. These activities, which utilized both existing and newly generated data sources, are poised to positively influence researchers working on similar themes within the EU and on an international scale.

Secondly, the project has successfully forged networks between the ILO and JRC, as well as among researchers, ensuring a continued platform for sharing results. These networked structures possess the potential to sustain access to the intervention's benefits.

Thirdly, the project's establishment and application of models for Policy Dialogue, including methodological tools for consultation, can potentially be integrated by the EU and ILO, thereby maintaining their influence post-project completion.

The overarching aim of the project to actively shape the global future of work for the benefit of EU citizens, societies, and economies has been attained. However, a concrete exit strategy for the project is not explicitly outlined in existing documentation. Although interviewees highlighted the project's continuing impact, particularly in the realm of research, there is no specific exit strategy document. The Progress Report of April 2023 does indicate that various research outputs have been presented in workshops involving diverse stakeholders.

Key Finding No. 23. It is highly likely that the project results will be maintained and used after the end of the project, as the project partners have taken ownership of the project since the project was designed. However, some communication products could be necessary to improve the project's sustainability and strengthen the stakeholders' ownership of its results.

The project demonstrates a shared conviction among stakeholders regarding its lasting impact, extending well beyond its formal conclusion. Several key factors support this confidence in sustainability. Primarily, the project's stakeholders have exhibited a strong sense of ownership from its inception, laying a robust foundation for its long-term viability. Additionally, the sustained commitment of a diverse range of stakeholders actively engaged in project activities fortifies this belief in sustainability. The project's adaptive nature, adept at addressing the evolving landscape of future-of-work challenges, further consolidates its alignment with the missions of the JRC and the ILO.

Integrating within the broader framework of the ILO's Decent Work initiative and fostering enduring partnerships across the project's distinct components enhances the potential for continued impact and sustained engagement.

The project's research findings have gathered a global community of approximately eighty individuals jointly participating in activities driven by a unified purpose. Anticipated releases of numerous publications in the upcoming two to four years hold the promise of significantly shaping the landscape of the Future of Work discussions.

Recognizing the significance of targeted communication, developing concise policy briefs tailored for diverse stakeholders emerges as a crucial strategy. This tailored communication approach ensures that the project's research findings, including policy recommendations, effectively reach and resonate with governmental bodies, employers, and workers' representatives.

4. Cross-Cutting Issues

8.1. Does the project plan to ensure the sustainability of the positive gender-related outcomes, aiming for lasting and meaningful long-term effects on gender equality?

8.2. Does the project incorporate PwDs inclusion in its design and implementation?

8.3. Does the Project address the principles of social dialogue and the tripartite representation, ensuring that the activity or program is valuable reliably, and credibly, in alignment with the ILO's mandate?

8.4. Does the Project consider the International Labour Standards of ILO in its design and implementation?

8.5. Does the project define goals or align with or contribute to broader initiatives related to environmental sustainability?

Key Finding No. 24. The positive gender-related outcomes are expected to be sustainable, with positive long-term effects on gender equality.

The Project, while encompassing various facets of the Future of Work, emphasizes a robust gender perspective directed at comprehending women's and men's participation in platform work, their job susceptibility to

automation, and their position within value and supply chains. As revealed in stakeholder interviews, the project's findings are envisaged to inform gender-sensitive policy activities, paving the way for potential long-term effects on gender equality.

According to the perspectives of various stakeholders and confirmed by consulted researchers, the positive gender-related outcomes of the Project were anticipated to be sustainable right from the Project's inception. An interviewee emphasized how the sustainability of these findings contributed to enhancing the credibility and capacity of the gender group within the Employment department.

Furthermore, two interviewees proposed a potential second phase of the project that should intensify its focus on sectoral policy, mainly concentrating on gender-responsive sectoral policies. Their suggestion involved expanding the project's scope to encompass more sectors and emphasizing the importance of applied research in these sectors.

Key Finding 25: No specific consideration on disability inclusion is included.

It is observed that the current project lacks specific considerations for disability inclusion. This enhancement would contribute to a more robust and socially responsible approach that recognizes and accommodates the unique needs of individuals with disabilities.

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Key finding 26: On Social Dialogue and Tripartite Dimension12: The "Strategic Alliance" component of the Project targeted social partners (representatives of all three tripartite constituent groups in different countries) within EU and non-EU partner countries. It aimed to enhance their understanding and capacity in specific future-of-work matters. The selection criteria for these countries included their interest in engaging and building capabilities related to future-of-work issues and involvement in conducted research and their expressed interest in capacity-building partnerships and dialogues associated with future-of-work concerns.

The relevant social partners identified related to the "Strategic Alliance" component are social partners (representatives of all three tripartite constituent groups in different countries) from EU and non-EU partner countries. The Project aimed to strengthen their capacity regarding specific future-work-related issues. The selection of countries was based on the following criteria: i) EU and third countries indicated interest in exchanging and building capacities in future-of-work matters. After a first preliminary investigation amongst EU delegations regarding non-EU countries, this includes South Korea, Canada, Mexico, and South Africa; ii) Countries in which research was conducted; iii) Other countries that show interest either during the inception phase or after that to build their capacity and to participate in partnerships and peer-to-peer dialogues linked to issues on the future of work.

On the evaluation criteria,

On **Relevance,** it is essential to point out the significance of social dialogue within the context of this intervention related to the Future of Work. The relevance of the intervention is in line with the extent of social dialogue it promotes, but also with the support it obtains from the social partners, which in this case is

12 This paragraph follows Guidance Note 4.5. Stakeholder Engagement.

uncertain. More significant support would have significantly enhanced the chances of achieving the desired objectives, especially in presenting and discussing the outcomes of the research conducted.

The design of the intervention is particularly relevant as it actively involves social dialogue. The activities, outputs, and objectives of Component 2 directly stem from and contribute to this relevance achieved through social dialogue.

On **Effectiveness,**

In the provided project's log frame, social dialogue is integral to Objective 2 (O2), focusing on building strategic alliances in the domain of the Future of Work. This objective involves organizing policy dialogue events to disseminate research findings, reinforce alliances, and promote a global understanding of future work trends. The goal is to enhance global cooperation through capacity-building sessions, discussions at the ILO Employment Symposium, and a final policy-oriented international conference. These activities aim to facilitate dialogue, exchange information, and construct alliances concerning the future of work within a global context. Verification occurs by publishing policy-oriented reports that capture the outcomes and discussions from these events.

Social partners haven´t been drawn upon as contributors to the monitoring of Social Dialogue developments related to the project. But the intervention established in the Log Frame the possibility to regularly analyse information and reflect critically with the partners to improve action through the “Dissemination events” to present and discuss the results of the research activities and their policy implications.

A key indicator and criteria are set out to measure the influence of social dialogue (02: Organisation of a series of capacity building and policy dialogue events to disseminate and discuss the results of O1 research and enable the creation and strengthening of strategic alliances around the future of work). Frequency, time taken to reach a peace or understanding, and substantive support costs are not considered criteria measures. These indicators would help assess the intervention's effectiveness, assuming the role of social dialogue in achieving results.

The assessment of the project's commitment to upholding the principles of tripartism and social dialogue reveals a comprehensive acknowledgment within project documentation and steering committee meeting minutes. However, the practical implementation and substantiated evidence showcasing the active role played by participants in upholding these principles remain less evident.

Two Policy Dialogues were organised:

In the **EU-Korea Policy dialogue on the future of work**. Meeting report, there are many references to the importance of social dialogue in the presentations of Boo Hee Kim (Director at the Division for Human Resource Policies in Aged Society, Ministry of Employment and Labor in Korea, Republic of Korea); Jeonghee Lee (Director, Policy Department, Korean Confederation of Trade Unions), and Akustina Morni (Senior Adviser for Asia-Pacific, International Organisation of Employers).

In the **Policy dialogue between the EU and NEDLAC on Algorithmic management practices in the logistics and healthcare sector -** Meeting report: “There is hence the need for improved institutional and regulatory frameworks, even in highly unionised sectors, to facilitate social dialogue and regulation concerning technology and automation. This is necessary to ensure workers' protection while also allowing hospitals and warehouses to optimize productivity and efficiency.”

Some Background papers include a specific reference to the importance of social dialogue, as in “**Automation and its employment impacts: Case studies in Mexico’s apparel and footwear sectors,”** where an explanation of the process of social dialogue in two factories is exposed very clearly.

No evidence exists on how national policymakers and social partners used the project’s products and knowledge in countries that have participated in or been involved in capacity-building activities.

On **Efficiency**

Social Dialogue was a foundational element in establishing the objectives of the intervention. Component 2's success was intricately reliant on social dialogue, making it a pivotal aspect of the project's effectiveness. However, the inability to conduct all the Policy Dialogues was not initially flagged as a risk in the project's implementation.

Despite this limitation, there's a lack of explicit evidence indicating a direct impact on the project's overall efficiency due to the absence of these dialogues. This suggests that while their absence could affect the effectiveness of the project, the direct impact on efficiency is not demonstrated in the available project documentation and assessments.

On Impact and Sustainability

Completing all Policy Dialogues was perceived as having the potential to significantly contribute to the enduring and broad impact envisioned by the intervention. Emphasizing the importance of social dialogue in fostering sustainability, the project took proactive steps to engage social partners, which likely positively influenced sustainability outcomes. However, the project could have further strengthened these efforts by actively addressing concerns expressed in social dialogue fora, potentially enhancing sustainability measures.

The project's commitment to forging strategic alliances with international, multilateral actors, non-EU countries, and social partners aligns well with the principles of social dialogue, fostering collaboration among a diverse range of stakeholders. Notably, the involvement of ILO tripartite constituents and other pertinent stakeholders emphasized the project's dedication to upholding these principles.

This intervention underscored the value of social dialogue for the ILO and EU in facilitating the exchange and discussion of the Future of Work knowledge. It also highlighted the potential for social partners to contribute directly to the intervention's sustained impact, even after the Project concludes.

Key finding 27: On International Labour Standards , the Project considers the international labour standards of ILO, particularly those emphasized in the Declaration on Social Justice for a Fair Globalization, as the Elimination of All Forms of Forced or Compulsory Labour (e.g. Platform Work) and the Elimination of Discrimination in Respect of Employment and Occupation (in the promotion of equality of opportunity and treatment in employment and occupation, addressing discrimination based on race, colour, sex, religion, political opinion, national extraction, or social origin). These core labour standards are integral to the ILO's global efforts to promote decent work and social justice and represent fundamental rights that are essential for achieving fair and equitable conditions in the world of work.

On the evaluation criteria

The **relevance** of international normative standards in the project is crucial for several reasons. Firstly, it directly influences the findings and conclusions about the intervention's significance on the Future of Work for stakeholders and the intervention itself. Secondly, Intervention activities, outputs, and objectives align with the prescriptions of this relevant normative instrument.

The **intervention's design** gains significance by contributing to meeting these standards and enhancing its operational and political implications. However, there is no monitoring evidence that the recognition, embracement, or endorsement of these relevant standards within the project's scope was tracked.

The **effectiveness** of the intervention needed to be measured against relevant standards. The overall objective of the Action was to contribute to better and more actively shaping the future world of work globally. International Standard should be considered in assessing effectiveness because it is explicitly implicated in the objectives of the intervention.

The indicators outlined—publication of findings, dissemination of gathered data, publishing research in background papers, and potential submission in international scientific journals—reflect the intervention's commitment to generating and sharing evidence that can contribute to global policy discussions and potentially shape normative work concerning the Future of Work in both EU and non-EU contexts.

In terms of **efficiency**, the research activities in Component 1, the **"Fact Analysis**," have followed the normative framework, as shown by the different documents that could be accessed and the opinions of other stakeholders. The research outcomes in the four areas helped to fill existing research gaps and inform future evidence-based policies to address the challenges and opportunities deriving from a changing world of work. The "**Strategic Alliance" component** (component 2) of this Action contributed partially to building and/or reinforcing strategic alliances with key international and multilateral actors and non-EU countries in the Future of Work – mainly but not exclusively in the areas of research under component 1.

The project's **sustainability,** particularly concerning integrating international standards is evident. While direct integration of the intervention results into national laws or policies was not explicitly verified, the documentation generated across the four research areas concerning the Future of Work, coupled with stakeholder feedback, strongly suggests the sustained impact of the project's outcomes. This indicates a high likelihood that the project's results will endure and contribute to upholding international standards, ensuring a sustained influence on policies and practices post-intervention.

Key finding 28: The intervention aims to engage in normative work related to the ILO's Centenary Declaration for the Future of Work, primarily through Objective O1, which focuses on developing policy-relevant evidence. The intended normative efforts align with various aspects of the Future of Work by analysing themes relevant to the EU and selected non-EU countries, as outlined in the declaration. The indicators and results (R1 to R4) further illustrate the intervention's commitment to generating policy-relevant analysis concerning various dimensions of employment quality in specific sectors and across diverse worker profiles.

Besides the International Labour Standards, it is important to say that the Project has an special mention to the ILO Centenary Declaration for the Future of Work, with tripartite agreement of all member States. The declaration calls for more work in developing relevant intelligence, promoting the issues, capacity building, and policy advice, including through exchanges of practices and joint actions at the international level. The Declaration draws inspiration from the ILO's founding principles to renew the social justice mandate and reinvigorate the ILO to shape a future of decent work for all.

The project "Building Partnerships on the Future of Work" contributed to filling knowledge gaps linked to the future of work while also building partnerships to foster policy dialogue based on research findings. Upon reviewing the intervention, we assessed its alignment with normative prescriptions and specifically scrutinized its intent to incorporate them into national law, policy, or practices.

Specifically, it was found that the intervention's key focus areas within the Future of Work themes align with the Centenary Declaration's objectives. The outcomes aim to provide policy-relevant analysis of the impact of algorithmic management and automation on employment quality in different sectors, considering variations across worker profiles and gender. Additionally, the intervention conduct a comparative global analysis to understand the trends and mechanisms driving labor market transitions and the structural transformation of employment. These analyses directly relate to the Centenary Declaration's emphasis on just transition, harnessing technological progress for decent work, achieving gender equality, and promoting the transition to the formal economy while focusing on rural areas.

Key Finding 29: On Environmental Sustainability: The evaluation revealed that the primary project documents lack specific, defined goals related to environmental sustainability. Despite the absence of direct environmental objectives, the project referenced broader initiatives at both the EU and international levels, acknowledging commitments toward environmental sustainability. This includes alignment with the European Green Deal Investment Plan and supporting the UN Sustainable Development Goals (SDGs) pertinent to environmental concerns.

Moreover, elements within the background documents and interview findings imply a recognition of environmental sustainability concerns in specific sectors addressed by the project. Examples include the automotive sector in Mexico and the apparel and footwear industry, where environmental sustainability emerges as a significant driver for automation and technological upgrading. Notably, stakeholders recognized the incorporation of cross-cutting issues, including environmental sustainability, during various project activities.

The project's convergence of the Future of Work with environmental sustainability was underscored in stakeholder interviews. Participants emphasized the growing need for adaptable work structures, improved job satisfaction, and a balanced work-life dynamic influenced by the interplay between the impact of COVID-19 and the imperative climate crisis. Stakeholders expressed a shared understanding of the transformation affecting multiple industries and highlighted the significance of regulations and financial incentives aligned with global sustainability goals in steering this paradigm shift.

4. Conclusions

EQ1. Relevance

The project has demonstrated its value, flexibility, and commitment to advancing the Future of Work, achieving Sustainable Development Goals, and promoting gender equality. Furthermore, the project's objectives and outcomes have remained relevant, considering the disruption caused by COVID-19. However, further consideration of ILO constituents' NDPs could have been made to maximize their relevance.

The findings from the Project evaluation underscore its ongoing relevance. Key Findings highlight the project's continued alignment with Partner institutions, its vital role in advancing the Future of Work, its alignment with ILO priorities and other donor-supported initiatives, and with the ILO's gender equality mainstreaming strategy, reflecting its commitment to promoting gender equity within the Future of Work discourse.

EQ2. Coherence

The Findings underscore the project’s significant emphasis on synergies within its design. It demonstrates a strong alignment with ILO initiatives, other international initiatives, projects supported by donors, and national initiatives centred around the Future of Work.

EQ3. Validity of Design

The design reflects the project's innovative spirit and well-structured approach, making it a leading Action for advancing knowledge about the future of work.

Evaluative evidence has yielded several vital findings affirming the project's validity design and its pivotal role in advancing the discourse on the Future of Work. The project's design exhibits strong logical coherence, aligning well with its objectives, outcomes, outputs, and activities. The project's innovative and well-structured approach stands out, aiming to advance the understanding of the future of work within solid analytical frameworks.

Key Findings highlight the project's transparency and readiness to address critical assumptions and risks, even when their potential impact on project results is not measured. “There was strong evidence of the project's commitment to gender equality in Research Activity 2 and its dedication to addressing gender disparities within the Future of Work narrative. However, a greater focus on gender equality in the other three research activities would have been desirable.

EQ4. Effectiveness

The project's journey in addressing critical issues about the Future of Work signifies a substantial contribution, demonstrating adaptability and dedication. It effectively addressed vital research areas and heightened the stakeholders' capacity to forecast trends and develop innovative solutions. Although challenges emerged, they served as opportunities for further refinement.

Given the ever-evolving policy landscape, the project's significant contributions warrant appreciation and position it well for sustained success and influence in the years to come.

Component 1 of the project achieved the expected outputs, showcasing the effectiveness of mechanisms and staffing arrangements in delivering outcomes. However, Component 2 progressed slower than projected, reaching only partially the targeted goals. Challenges in organizing Policy Dialogues reflect the need for enhanced engagement from the project's inception.

The project's considerable achievements in research areas have effectively responded to the transformations associated with the Future of Work, leveraging the advantageous collaboration between the JRC and the ILO. The COVID-19 crisis impacted project activities significantly, leading to challenges and offering valuable insights into the pandemic's effects on employment and informality.

The project's communication strategy proved effective in disseminating knowledge, yet improvements are needed to create more concise and accessible materials for broader outreach and increased impact.

The evaluation emphasizes the necessity of measuring intervention results against the ILO Century Declaration's standards and upholding principles of tripartism and social dialogue. Although the project's documentation indicates a commitment to these principles, there's limited evidence supporting the active engagement and involvement of all relevant constituent groups throughout its implementation. Furthermore, the project lacks specific reference to disability inclusion initiatives to foster pathways into decent work for people with disabilities.

EQ5. Efficiency

The comprehensive evaluation of the project has generated several key findings that collectively underscore its good performance and cost-efficiency impact on advancing the discourse on the Future of Work. There is no documentary evidence of continuous monitoring and evaluation where the opinion of stakeholders has been triangulated to consolidate the high quality of the results achieved.

Key Findings highlight the project's outstanding cost-efficiency compared to other research projects. This efficiency is further complemented by delivering high-quality deliverables, which garnered widespread appreciation among stakeholders and interviewees. This demonstrates the project's commitment to optimizing resources while maintaining excellence. The findings also underscore the project's ability to maintain adequate operational structures that facilitate the achievement of planned outputs, fulfil gender-related objectives, and adapt to repurpose financial resources effectively, particularly in response to the challenges posed by the COVID-19 pandemic. The project's balanced approach to mitigating these effects reflects its adaptability and resilience.

EQ6. Effectiveness of Management

The comprehensive evaluation of the project has yielded several key findings that underscore the project's effective management, gender expertise, and robust support system from partners and the International Labour Organization (ILO).

Key Findings highlight the conducive project management environment that played a pivotal role in achieving project objectives. Effective communication among the project team, donors, and various stakeholders has been a critical strength, fostering collaboration and synergy throughout the project lifecycle. The project's management team has adequate gender expertise. On this and other topics, the project received ample political, technical, and administrative support from its partners and the ILO. This support has facilitated the project's smooth operation and success.

EQ7. Impact and Sustainability

The project has made substantial progress toward achieving its long-term objectives, further validating its strategic planning and execution, and has significant sustainability potential. To further strengthen its impact, the project should consider refining its communication strategies that reinforce the exit strategy, ensuring that its outcomes will benefit stakeholders well into the future. The project's legacy is poised to be a positive force in the realm of the Future of Work.

Key findings underscore the project's achievements, affirming the high likelihood that its results will endure and be utilized after its conclusion. The ownership demonstrated by project partners since its inception bodes well for its sustainability. However, there is an opportunity to enhance sustainability and stakeholders' ownership through improved communication strategies.

On Cross-Cutting Issues[13]

The evaluation of the project yields essential insights concerning Tripartite Engagement, International Labour Standards, and Environmental Sustainability:

Project Design:

Tripartite Engagement: The project places significance on engaging ILO tripartite constituents, which include member States, workers' organisations, and employers' organisations.

Strategic Alliances and Multi-Stakeholder Partnerships: The Strategic Alliance component (Component 2) significantly strengthens the EU's partnerships with international actors in the Future of Work realm.

13 On Gender, conclusions are included in the EQs

International Labor Standards and Policy Alignment: The project aligns with international labor standards and global policy initiatives, reinforcing its commitment to the ILO Centenary Declaration for the Future of Work, the European Pillar of Social Rights, and the European Commission's Communication on "A Strong Social Europe for Just Transitions."

Social Dialogue: The project consistently emphasizes the importance of social dialogue, recognizing the need for improved frameworks to facilitate dialogue on technology and automation, ensuring worker protection and productivity.

Environmental Sustainability: While not explicitly outlined as a project goal, environmental sustainability is recognized as significant in some background papers and interviews concerning automation's impact, emphasizing its intersection with human rights and public awareness.

Implementation Phase:

Tripartite Engagement: Engaging critical stakeholders remained a cornerstone throughout the project. However, the practical implementation and the evidence of active involvement were less evident due to limited documentation and access to participant information.

Strategic Alliances and Multi-Stakeholder Partnerships: The project actively established multi-stakeholder partnerships, positioning the EU as an influential contributor in shaping global labor market transformations.

International Labor Standards and Policy Alignment: Component 1 of the project demonstrated commitment to upholding and promoting labor standards and social rights within discussions on the Future of Work.

Social Dialogue: The project considered social dialogue in its components, given its importance in the design of public policies related to the Future of Work.

Environmental sustainability: The research carried out in Component 1 recognised the importance of environmental sustainability in the context of technological developments.

In conclusion, the project has shown commitment to engaging with tripartite constituents, establishing alliances, aligning with international standards, fostering social dialogue, and acknowledging the importance of environmental sustainability. For more significant impact and relevance, the project could consider explicitly integrating ecological sustainability and continue collaborating with stakeholders to shape the Future of Work landscape. Such topics will uphold the project's legacy of promoting decent work, social justice, and sustainable development.

5. Lessons Learned and Good Practices

Regarding the lessons learned, emphasizing flexibility is key in addressing the dynamic nature of the future of work, urging future initiatives to prioritize adaptability to effectively tackle emerging trends. Policy alignment with national priorities and global collaboration emerges as a vital lesson, emphasizing the need for strategic alignment and collaborative efforts. Inclusive stakeholder engagement is deemed essential to crafting comprehensive solutions, while a thorough understanding of technological trends remains imperative for relevance in an increasingly digitalized world. Finally, fostering a culture of continuous learning and iteration is crucial for navigating the dynamic landscape of the future of work. These collective lessons serve as indispensable considerations for shaping a sustainable and effective future world of work.

The project "Building Partnerships on the Future of Work," jointly executed by the ILO and JRC, exemplifies best practices in tackling the complexities of the evolving nature of work. The success is attributed to its strategic approach, delineated into two key components. Firstly, on Fact-based Analysis, the project

demonstrated a commitment to evidence-based policymaking by delving into specific, understudied Future of Work themes. Engaging stakeholders through technical workshops and dissemination events facilitated a collaborative research process. Diverse research outputs, including conceptual frameworks and policy briefs, showcased a nuanced approach to complex issues. Secondly, on Strategic Alliances, the project excelled in building partnerships at international, regional, and bilateral levels. Leveraging research outcomes, the initiative organized policy dialogues and capacity-building activities, fostering meaningful alliances. The emphasis on strategic alliances and policy dialogues significantly contributed to the project's success in addressing global challenges associated with the Future of Work. Overall, the project serves as a model for addressing the intricate dynamics of the evolving work landscape.

More information is included as an Annex.

6. Recommendations

Given that the project has ended, in some cases, these recommendations are linked to the project's exit strategy, and others are connected to a possible project continuation.

EQ1. Relevance

1. Enhance the project's alignment with national development plans and incorporate a broader range of comprehensive tools and approaches, including ILO decent work national diagnostics and similar complete tools. By taking this step, the project can achieve a more precise alignment of its goals and outcomes with the changing needs and priorities of partner institutions and ILO constituents.

Addressed to	Priority	Resource	Timing
ILO HQ Technical Unit	High	Medium	Medium-term

2. **Enhanced Knowledge Sharing and Partnership Building**: To capitalize on the project's networking potential, foster even stronger relationships with stakeholders, and maximize its lasting impact, prioritize knowledge sharing and partnership-building activities. These efforts can extend beyond the project's duration and create a legacy of collaboration and information exchange.

Addressed to	Priority	Resource	Timing
Project Management	High	Medium	Short- term

EQ2. Coherence

3. **Capitalize on the project's evident focus on synergies and alignment with international initiatives and donor-supported projects related to the Future of Work**. To further enhance this aspect, consider fostering closer collaboration and knowledge-sharing mechanisms with relevant stakeholders, including other donor-funded projects. By engaging in partnerships and exchanging insights, the project can harness collective expertise and resources, maximizing its impact and effectiveness in advancing the Future of Work agenda. This collaborative approach can lead to a more integrated and holistic response to the evolving challenges and opportunities in the world of work.

Addressed to	Priority	Resource	Timing
ILO HQ Technical Unit	High	Medium	Medium-term

EQ3. Validity of Design

4. For future projects, the following recommendations are proposed to ensure the validity of the Design:

a. Periodically Reevaluate the Theory of Change: It is advisable to conduct periodic reviews and updates to adapt to changing circumstances, evolving insights, and the dynamic nature of the Future of Work. This flexibility will maintain the project's responsiveness and adaptability.
b. Strengthen Risk Management: Building upon the project's transparent approach to addressing critical assumptions and risks, ongoing risk assessments should be conducted. Mitigation strategies should be regularly reviewed and adjusted to enhance the project's preparedness and resilience in facing unforeseen challenges.
c. Review and Fine-Tune Indicators: It is recommended to periodically review these indicators to ensure their continued relevance and alignment with emerging trends and project objectives. This will guarantee that the project's impact assessments remain meaningful.

d. Sustain Commitment to Gender Equality: This commitment will further advance gender equity within the Future of Work discourse.
e. Harness Innovation: To maintain its role as a thought leader in the field, the project should actively participate in knowledge-sharing platforms, collaborate with academic and research institutions, some of which may be associated with other constituents such as ETUI, and continuously update its analytical frameworks to reflect evolving trends and insights. This recommendation is closely related to Recommendation 2.

Addressed to	Priority	Resource	Timing
ILO HQ Technical Unit	High	Medium	Medium-term

EQ4. Effectiveness

5. Refine Communication: As recognized in Key Finding 14 and suggested by one of the interviewees, the project's communication strategy is commendable but can be enhanced. To maximize its reach and impact with diverse stakeholders, the project should develop more concise and accessible communication strategies. This may include creating easily digestible summaries of project findings and outputs for broader dissemination.

Addressed to	Priority	Resource	Timing
Project Management	High	Medium	Short- term

EQ5. Efficiency

6. Strengthen Feedback Mechanisms: Key Finding No. 19 highlights the project's monitoring, evaluation, and reporting improvements. The project should establish regular feedback loops with stakeholders and

beneficiaries to further enhance these mechanisms. This will provide valuable insights for ongoing adjustments and improvements, ensuring the project remains responsive to evolving needs and challenges.

Addressed to	Priority	Resource	Timing
ILO HQ Technical Unit	High	Medium	Medium-term

7. Maintain Flexibility: Building on the project's adaptability, as highlighted in Key Finding No. 18, it should remain prepared to respond to unforeseen challenges, including potential future crises. This may involve developing contingency plans and strategies for resource repurposing to ensure that project objectives are consistently met.

Addressed to	Priority	Resource	Timing
ILO HQ Technical Unit	High	Medium	Medium-term

EQ6. Effectiveness of Management

8. Maintain rigorous monitoring and evaluation practices to track the project's progress and assess its impact post-conclusion. This ongoing assessment will help identify areas for improvement and provide valuable insights for sustaining positive outcomes.

Addressed to	Priority	Resource	Timing
Project Management	High	Medium	Short- term

EQ7. Impact and Sustainability

9. Design and execute a successful Exit Strategy. Execute the exit strategy effectively; ensure that all aspects of the exit plan, including knowledge transfer and capacity building, are carefully managed to facilitate a smooth transition and long-term sustainability.

Addressed to	Priority	Resource	Timing
Project Management	High	Medium	Short- term

By implementing this recommendation, the project can further solidify its legacy as a lasting and positive force in the Future of Work discourse, contributing to sustainable development goals and continued progress in gender equality.

10. On Cross-Cutting Issues

Considering the critical findings related to the Tripartite Issues Assessment, International Labour Standards Assessment, and Environmental Sustainability, there are some recommendations to enhance the project's effectiveness and impact further:

a. Explicitly Integrate Environmental Sustainability and Enhance Environmental Standards: While environmental sustainability is implicitly acknowledged, consider formally incorporating it as one of the project's goals. Also, conduct training or awareness programs within the project team and among stakeholders to highlight the intersections between environmental sustainability, labor standards, and the Future of Work. Discuss how environmentally friendly practices can align with the project's objectives.

b. Strengthen Collaboration on International Standards: from the collaboration with ILO, OECD, and other organisations develop common standards related to platform work and different Future of Work aspects. Ensure that the project actively participates in discussions around labor standards and policy responses at the international level.

c. Expand Social Dialogue Initiatives: Recognize the value of social dialogue in addressing technology and automation-related challenges. Consider organizing workshops or forums facilitating discussions among social partners, workers' organisations, employers' organisations, and other stakeholders to develop regulatory frameworks that balance worker protection and productivity.

d. Regularly Review and Update: Periodically review the project's alignment with international labor standards, environmental sustainability goals, and social dialogue initiatives—update project strategies and activities to stay coordinated with evolving standards and priorities. It is strongly recommended that future projects explicitly consider disability inclusion at all stages of the project to ensure a truly inclusive and equitable approach. Additionally, it is suggested to maintain the importance given to gender in this project, ensuring that gender perspectives remain a priority in the planning and execution of future initiatives. Both cross- cutting issues are crucial for promoting equity and diversity in all interventions.

Addressed to	Priority	Resource	Timing
ILO HQ Technical Unit	High	Medium	Medium-term

Appendix I. Terms of Reference

Final Independent Evaluation: *Building Partnerships on the Future of Work*

Project title:	Building partnerships on the Future of Work
Project DC code :	GLO/20/82/EUR
Donor :	European Commission
Project budget:	Euro 1.2 million
Administrative units:	DMCU, EMPLOYMENT
Technical unit:	EMPLOYMENT
Type of evaluation:	Final independent
Evaluation oversight:	Evaluation Office (EVAL)

1. INTRODUCTION AND JUSTIFICATION

The Building Partnerships on the Future of Work project is funded by the European Union and aims to contribute to shaping the future world of work in compliance with the ILO Centenary Declaration on theFuture of Work. It does so by promoting a global approach to the changing world of work, and by findingworkable and sustainable solutions to critical challenges related to the changing nature of work.

The project was implemented from 1/Jan/2021 to 31/July/2023 and had a budget of 1.2 million Euro. As per ILO Evaluation policy, it is subject to a final independent evaluation.

Specifically, the project - implemented in collaboration with the EU - Joint Research Centre (JRC) - pursues two specific objectives:

1. **Fact-based Analysis**: Develop new evidence around some specific, and understudied, future of work themes focusing on aspects of relevance to the EU and selected non-EU countries. This component aims to fill existing research gaps and inform future evidence-based policies in the following areas:
    i. Platformisation of work and its impact on the logistics sector.
    ii. The effects of automation in the apparel and automotive sectors and their gender dimensions: case studies in selected EU and non-EU countries.
    iii. New labour market transition patterns.
    iv. Shifts in employment structures in EU and non-EU countries.

2. **Strategic Alliances**: Build or reinforce strategic alliances involving the EU, key international and multilateral actors, non-EU countries, and social partners linked to the future of work. This component aims at promoting to EU and non-EU partner countries the knowledge created.

Target groups of the project

- International Organisations.
- Key partner countries, including EU Member States, actively involved in global and G7/G20's efforts on Future of Work.
- Governments.
- Social partners, workers, businesses, and civil society organisations in the EU and in selectedtarget countries.
- Researchers and academics in the EU and in selected target countries.

2. BACKGROUND ON PROJECT AND CONTEXT

The combined effects of globalisation, technological, climate and demographic changes – among othertrends - are pushing for significant transformations in the world of work. For instance, many jobs and entire sectors are being reshaped, new forms of employment relationships have emerged, and patternsof work and careers are becoming more varied, at every stage of the working life. Some of these changesin the world of work are not necessarily recent, but instead driven by longer-term trends in the EU as well as in the rest of the world. Nevertheless, the pace and scale of some underlying drivers (e.g., digitalisation) are seemingly accelerating and their impact becoming more visible and widespread globally.

The EU shares alongside other developed and developing countries the global challenge of a world of work under transformation. Despite growing negative perceptions and concerns about the instability that this could bring, it is recognised that these changes represent opportunities, including new (and better) jobs, more flexible forms of work, increased productivity, and democratic participation. Nevertheless, if not properly and timely addressed, they could also bring insecurity and increased risks,notably for the most underrepresented and vulnerable groups, as well as for employers (especially SMEs).

The COVID-19 pandemic has profoundly affected the world of work, deepening, and aggravating previous challenges and creating new ones. Throughout the world unemployment and inactivity had increased and hours worked were in steep decline. The impact appears to have been concentrated on the most vulnerable segments of the working population: workers with lower wages and worseemployment conditions, especially those in the informal economy, as well as women and young and older workers. And despite strong recovery especially in developed economies and amongst well- educated populations, there is the risk of scarring effects and of certain country groups and specific groups within countries being left behind. A good understanding of the different labour market implications of the crisis by countries, sectors, and groups of workers is crucial to ensure that policy action reaches those who are most in need of urgent support and most at risk of being left behind permanently.

The short-term impacts as well as long-term structural transformation challenges vary across countriesand regions, as well as sectors. This means that policy responses and solutions will have to be adapted to such diversity and be as comprehensive as possible, involving all relevant stakeholders including policymakers, social partners, businesses, and individuals.

It is no surprise that the Future of Work has already become a prominent topic in the national and international policy fora. The last five EU Presidencies dedicated their attention to this topic. In the international arena, all the recent Presidencies of G20 and G7 looked at the challenges and opportunities related to the future of work from education and skills, digitalisation, economic policy,and labour market perspectives.

The International Labour Organization launched a broad and extensive consultation well ahead of its 2019 Centenary, culminated with the Global Commission Report on the Future of Work that was translated into the International Labour Organization (ILO) Centenary Declaration for the Future of Work, with tripartite agreement of all member States. The World Bank dedicated its 2018 World Development Report to the changing world of work, while the OECD addressed the issue in the 2019 Employment Outlook. These are only some of the elements of the growing international and multilateralresponse to the Future of Work. However, clearly, more work is needed in terms of developing relevantintelligence, promotion of the issues, capacity building and policy advice, including through exchanges of practices and joint actions at the international level.

The European Commission has set out many recent initiatives that are related to the changing world ofwork. Chief among them is the European Pillar of Social Rights, proclaimed in November 2017. The Pillar,conceived with the aim of strengthening social and employment policies in the EU, has set down principles for modern, more inclusive, and fair labour market and social protection systems. Theprinciples of the Pillar explicitly address the challenges related to new forms of employment and adequate working conditions in non-standard forms of employment, while providing a compass for complementing existing rights to take account of new realities, including emerging crises such as the COVID-19 crisis.

Building on these principles and considering the impact of the COVID-19 crisis, the European Commission set out the road towards an Action Plan to implement the European Pillar of Social Rights adopted in early 2021.

Furthermore, the Recovery Plan for Europe proposed by the European Commission in May 2020 and agreed by EU Member States in July 2020 intends to accelerate recovery with a view to foster structural transformations towards a better future of work, this being linked to the thematic areas coveredby this Action.

Against this backdrop, the project “Building Partnerships on the Future of work” contributes to fill knowledge gaps linked to the future of work while also building partnerships to foster policy dialogue based on research findings. In that sense, the overall objective of the Action is to contribute to better and more actively shaping the future world of work, in a global context.

Therefore, the project is structured around the following components:

1. **Fact-based Analysis component**

The “Fact-based Analysis" component (component 1) develops new knowledge on aspects of the Futureof Work, relevant for the EU and other key countries, which require further analysis and understanding.This fact-based component aims to fill existing research gaps and inform future evidence- based policies with research activities in the following areas:

a. Platformisation of work and its impact on the logistics sector.
b. The effects of automation in the apparel and automotive sectors and their gender dimensions:case studies in selected EU and non-EU countries.
c. New labour market transition patterns.
d. Global shifts in employment structures in EU and non-EU countries.

This component is implemented by the European Commission’s Joint Research Centre (JRC) and the International Labour Organisation (ILO).

2. Strategic Alliance components

The “Strategic Alliance” component helps to produce and promote the knowledge created under component 1 on aspects of the future of work within the new crisis context, relevant for the EU partner countries and multilateral partnerships. It was implemented by the International LabourOrganisation (ILO) in collaboration with the JRC. This component also supports dialogue on otherfuture-of-work-issues where interest for such dialogue is expressed by EU and non-EU partner countries. Relying on evidence-based dialogue, this component aimed to:

i) Strengthen the capacity of EU and non-EU countries regarding certain future-of-work-related issues.
ii) Build and strengthen partnerships with non-EU countries to foster a debate on certain aspects of the future of work.
iii) Build and strengthen partnerships at the multilateral level to lead and influence discussions on the future of work.

The selection of countries under point i) and ii) are based on the following criteria:

1. EU-countries and third countries that have indicated interest to exchange and build capacities on future-of-work issues. After a first preliminary investigation amongst EU delegations, regarding non-EU countries this includes so far South Korea, Canada, Mexico, and South Africa.
2. Countries in which research was conducted.
3. Other countries that show interest either during the inception phase or thereafter to build their capacity and to participate in partnerships and peer-to-peer dialogues linked to issues on the future of work.

The selection of countries under point iii) are based on the following criteria:
1. EU and non-EU countries particularly active on future of work issues and interested in building partnerships, including through the G7 and G20 process.

Institutional and Management Set-Up

From the ILO side, there were three technical teams working on research projects 1, 2 and 3 under component 1.

Research project 1 was hosted by the RESEARCH Department,

whereas projects 2 and 3 was hosted by the EMPLOYMENT POLICY Department.

Each project team consists of several ILO expertswho supervise and conduct the research work. The overall

coordination of the three research projects was ensured by the project manager who is positioned in the EMPLOYMENT POLICY Department. Research teams supported each other and worked together.

The research teams consist of:

Component 1:

Research activity 1 - Platformisation of work and its impact on the logistics sector:

- 3 Senior researcher (1 head of the team, ILO (RESEARCH), part-time, 2 JRC part-time).
- 1 assistant, JRC, part-time
- External collaborators,
- 2 ILO experts in the field (part-time)
-

Research activity 2 - The effects of automation in the apparel and automotive sectors and their gender dimensions: case studies in selected EU and non-EU countries:

- Senior researcher (head of the team, ILO (EMPLYOMENT/DEVINVEST), part-time).
- Senior researcher (ILO (EMPLYOMENT/EMPLAB), part-time)),
- 2 senior researchers, JRC, part-time
- 3 Junior researcher (1 full-time/ ILO (DEVINVEST/EMPLAB), 2 JRC part-time)
- 1 assistant, JRC, part-time
- External collaborators
- 2 ILO experts in the field (part-time)

Research activity 3 - New labour market transition patterns:

- Senior researcher (head of the team, ILO (EMPLYOMENT/EMPLAB), part-time).
- Senior researcher (ILO (EMPLYOMENT/DMCU), full-time, also manager of the overall project),
- 2 senior researchers, JRC, part-time
- Senior researcher (ILO (EMPLYOMENT/DMCU, part-time)
- 2 junior researchers, JRC, part-time
- 1 assistant, JRC part-time
- External collaborators
- 2 ILO experts in the field (part-time)

Research activity 4 - Global shifts in employment structures in EU and non-EU countries:

- 2 senior researchers, JRC, part-time
- 2 junior researchers, JRC, part-time
- 1 assistant, JRC, part-time
- External collaborators

From the European Commission side, component 1 of the project is implemented by two research teamsin the Joint Research Centre. Both are part of Directorate B Growth and Innovation.

Component 2: All above mentioned senior and junior ILO and JRC officials supported component 2, under the overall coordination of the project coordinator and the supervision of the Head of the Department Management and Coordination Unit of the ILO.

3. PURPOSE AND SCOPE OF THE FINAL INDEPENDENT EVALUATION

The evaluation will be planned and implemented in accordance with the ILO evaluation policyguidelines.

Purpose
The purpose of the final evaluation is to indicate to the ILO, the European Union, and its partners the extent to which the project has achieved its aims and objectives and to determine the relevance, effectiveness, efficiency, impact, and sustainability of project outcomes.

The knowledge generated by the evaluation will also feed in the design of future intervention models and contribute to documenting management and delivery approaches.

The main objectives of the evaluation are to:

a. Assess the relevance of the project design, theory of change and the validity of the assumptions considering the results achieved.
b. Identify the supporting factors and constraints that have led to achievement or lack of achievement.
c. Assess the management and implementation of the project including approach to delivery and partnerships.
d. Identify, document, and publish lessons learned, especially regarding models of interventionsthat can be applied further; and
e. Provide recommendations relevant to the future development and implementation of projects of this type.

Clients of the evaluation

The primary clients of the evaluation will be the ILO, the ILO constituents, and the donor. Secondary clients will include other development partners active in the same field, other project partners and indirect project beneficiaries.

Scope
The evaluation will cover the entire duration of the project since its inception. All the stakeholders involved in the project will be assessed.

4. EVALUATION CRITERIA AND QUESTIONS

The evaluation utilizes the Organisation for Economic Co-operation and Development Assistance Committee (OECD DAC) evaluation criteria as defined below and builds on the guidance provided inthe ILO Evaluation Policy Guidelines to ensure ILO's specific mandate is appropriately considered in the evaluation process :

- Relevance and strategic fit – the extent to which the objectives are in line with the constituents' priorities and needs, and the donor's priorities for the project (including the countries selected for component 2).

- Coherence: the extent to which other interventions support or undermine the intervention, and vice versa. This includes internal coherence and external coherence, in particular, synergies and fit with other research initiatives and with other donor-supported projects and projects visibility.

- Validity of design – the extent to which the project design, logic, strategy, and elements are/ remain valid vis-à-vis problems and needs; the extent to which the flexibility granted to the research activities of the project allowed for an improved alignment of the project with policies and institutions; the extent to which the methodologies used were adapted to the national and local needs.

- Effectiveness - the extent to which the project can be said to have contributed to the development objectives and the immediate objectives and more concretely whether the stated outputs have been produced satisfactorily; in addition to building synergies with other initiatives and with other donor-supported projects and project visibility.

- Efficiency - the productivity of the project implementation process taken as a measure of the extent to which the outputs achieved are derived from an efficient use of financial, material and human resources; Progress towards Impact - positive and negative changes and effects caused by the Project, i.e. the impact with social partners and various implementing partner organisations; how was impact measured and tracked and is there some measures of impact or unintended (positive and negative effect) with ultimate beneficiaries.

- Sustainability – the extent to which adequate capacity building of social partners has taken place to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond project completion. The extent to which the recipients have the mandate, the capacity, the financial means to replicate the approaches promoted by the project.

In addition, *effectiveness of management arrangements* and *knowledge management* as the extent to which lessons learnt during the project were documented, validated, shared with participants, and used for changing methodologies and approaches, is an additional focus**.**

Evaluation questions
The evaluation will examine the project and its different components based on specific evaluation questions (final list to be validated as part of the inception phase) and against the standard evaluation criteria mentioned above. The evaluators will start from the proposed set of questions given in the final ToRs based on a consultation process and develop a more detailed analytical structure of questions and sub-questions.

1. Relevance and strategic fit

- Are the needs addressed by the project in the various research areas still relevant?
- To what extent are the project interventions relevant to the achievement of ILO P&B?
- To what extent is the project aligned with the donor's priorities?
- How did the project align with and support national development plans and priorities of the ILO constituents (including DWCPs, UNSDCF, etc)?
- Was the demand for the project outcomes, which provides the rationale for the project intervention and country selection, relevant at national levels?
- Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?
- Does the design of the project reflect adequate background knowledge on the kind of analytical frameworks that currently exist pertaining to the Future of Work?
- To what extend does the project design consider synergies and fit with national initiatives

and with other donor-supported projects?

- To what extent has the project been repurposed based on results from COVID-19 diagnostics, UN socio-economic assessments and guidance, ILO decent work national diagnostics, CCA, or similar comprehensive tools?

2. Validity of design

- Was the results framework appropriate, given the expectations of the ILO and the donor?
- To what extent are the project design (objectives, outcomes, outputs, and activities) and its underlining theory of change logical and coherent?
- How realistic were the risks and assumptions upon which the project logic was based?
- How appropriate and useful are the indicators used to assess the progress and verify the achievements of the project?

3. Effectiveness

- Has the project achieved its objectives and targets?
- How have the project's products and knowledge been used by national policy makers and social partners in countries that have participated to the project or been involved in capacity building activities?
- How effective has the project been, within the limits of its resources and work-plan, in ensuring that its results are utilized in the most appropriate manner for policy dialogue, engagement and improvement?
- What were the major factors influencing the success or not of achieving the Project objectives?
- How effective has the communication strategy been at disseminating the project's products and knowledge? What evidence exists regarding its reception?
- In which area did the project have the greatest achievements and the least achievements?
- To what extent did the implementation of the project influence policy formulation and implementation?
- To what extend did the project addressed the impact of the Covid crisis and contributed to the ILO policy response.

4. Efficiency of resource use

- Have activities supporting the project been cost effective?
- Given the distribution of project's human and financial resources across outputs and the progress made on each of them, are such resources efficiently allocated?
- Has the project's budget structure and financial planning process ever represented an obstacle? to efficiently use, allocate and re-allocate financial resources?
- Has the project managed to synergise with other activities of the ILO, develop partnerships for leveraging impact or create efficiency gains?
- To what extent has the project leveraged new or repurposed existing financial resources to mitigate COVID-19 effects in a balanced manner? Does the leveraging of resources consider the sustainability of results?

5. Effectiveness of management arrangements

- Did the project receive adequate political, technical, and administrative support from its partners? Did it receive adequate support from the ILO offices in the field and the responsible

HQ units in Headquarters?

- To what extend was the project management conducive to achieving objectives?
- How effective was the communication between the project team, the donor, and other stakeholders?
- How effectively did the project monitor project performance and results?
- How effective was the management approach?
- How far did the project monitor and control risks? How effective was the project in mitigating and adapting to the impact of the Covid crisis?
- To what extent has the project been effective and timely in providing an adapted COVID-19 response and guidance to constituents through the intervention?

6. Impact and sustainability of results

- What contribution did the project make towards achieving its long-term objective?
- How effective and realistic is the exit strategy of the project?
- What is the likelihood that the results of the project will be sustained and utilized after the end of the project?
- What needs to be done to enhance the sustainability of the project, strengthen the uptake of the project outcomes by stakeholders?
- Have the stakeholder's taken ownership of the project since the design phase?

5. METHODOLOGY

The evaluation methodology is expected to use a mix of qualitative and quantitative methods, to be defined and approved as part of the evaluation inception report.

The evaluation methodology should include examining the interventions' Theory of Change, specificallyin the light of logical connect between levels of results, its coherence with external factors, and their alignment with the ILO's strategic objectives, SDGs and related targets, national and ILO country level outcomes. The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders.

Envisaged steps include the following:

1. Desk Review: Review of project and its components materials, publications, data, among others.
2. Inception meeting with the project team and technical backstopping unit in ILO HQ.

The objective of the consultation is to reach a mutual understanding regarding the status of the project, the priority assessment questions, available data sources and data collectioninstruments and an outline of the final evaluation report. The following topics will be covered: project background and materials, key evaluation questions and priorities, list of stakeholders, criteria for research area selection, outline of the inception and final report.

3. Initial interviews through conference call or surveys with key stakeholders including (but not limited to) representatives from partners and entities who have participated in project activities.
4. Submission of an Inception Report with the final methodology and Work Plan. The Inception Report and the Work Plan will be subject to approval by the Evaluation Manager, and it will indicate the steps/phases and dates of the process in which the Evaluation will take place.
5. Additional documents review and analysis, data collection prior or in parallel to the evaluation interviews as required by the proposed methodology.

6. Evaluation interviews (individual or collective) with stakeholders.
7. Debriefing with the ILO and the EU (if required) after submission of the draft final report.

Cross-cutting Themes

The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables, and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover, the evaluatorshould review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report.
The evaluation should also include International Labour Standards, disability inclusion and other non-discrimination issues as a cross-cutting concern throughout its methodology.

6. CONTRACTOR'S RESPONSIBILITIES AND DELIVERABLES

This evaluation will comply with UN norms and standards for evaluation and ensure that ethicalsafeguards concerning the independence of the evaluation will be followed.

The consultant should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation. The evaluator will abide by the EVAL's Code of Conduct for carrying out the evaluations: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746806.pdf

The contractor (lead evaluator) will report to the Evaluation Manager appointed by the ILO in line withthe process of managing and implementing independent evaluations as overseen by the ILO independent Evaluation Office**.** Any technical and methodological matters should be discussed with the evaluation manager. The Evaluation will be conducted with logistical support and services of the ProjectSecretariat and the ILO Office in Geneva.

The contractor will be responsible for:

- The design, planning and implementation of the evaluation and the write-up of the evaluation report, using an approach agreed with ILO, and for delivering in accordance with the ILO's specifications and timeline.
- Drafting of a report on lessons learned and good practices collected during the desk review and included in the inception report.
- Consulting and liaising, as required, with ILO and any partners to ensure satisfactory delivery of all deliverables.
- Making themselves available, if required, to take part in briefings and discussions, online or, if judged necessary, at the ILO Geneva Office or other venue, on dates to be agreed, in line with the work outlined in these ToRs.

The contractor should provide the following deliverables:

Deliverable 1: Inception report with methodology (not more than twenty pages excluding the annexes)

Upon the review of available documents and an initial discussion with the project management. The inception report will:
Detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data;and data collection procedures.

- Elaborate the methodology proposed in the ToR with changes as required.
- Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions, (emphasizing triangulation as much as possible) data collection methods, and sampling.
- Selection criteria for individuals for interviews (as much as possible should include men and women).
- Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables, and milestones.
- Set out the list of key stakeholders to be interviewed and the tools to be used for interviews and discussions.
- Set out the agenda for the stakeholder's workshop.
- Set out outline for the final evaluation report.
- Interview and focus group guides.

Further guidance on the inception report: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746817.pdf

Deliverable 2: Draft evaluation report
To be submitted to the evaluation manager in the format prescribed by the ILO
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746811.pdf

Deliverable 3: Presentations of draft report
A presentation should be prepared for the ILO on the draft report, to be used during the debriefing(via videoconference).

Deliverable 4: Final evaluation report with executive summary
To be submitted to the evaluation manager. The quality of the report will be determined based onquality standards defined by the ILO Evaluation Office. The report should be professionally edited; The contractor will be responsible for scheduling all meetings with stakeholders.
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/--- eval/documents/publication/wcms_746811.pdf

7. ILO RESPONSIBILITIES

The ILO evaluation manager will have the following responsibilities:

- Review the evaluation questions with the evaluator and consult with concerned stakeholders, asnecessary.
- Monitor the implementation of the evaluation methodology, as appropriate and in such a way as to minimize bias in the evaluation findings.
- Review the evaluation report and provide initial comments.
- Circulate the draft evaluation report to all concerned stakeholders.
- Collect comments on the draft from all stakeholders and forward to the evaluator.
- Liaise with the Departmental Evaluation Focal Point for the EMPLOYMENT department and

the ILO Evaluation Office on issues regarding the management of the evaluation.

The project team will have the following responsibilities:

- Provide all necessary information, documents, and contact lists available.
- Facilitate the scheduling of meetings with key stakeholders when necessary.

8. COMPLETION CRITERIA

Acceptance will be acknowledged only if the deliverable(s) concerned are judged to be in accordance with the requirements set out in the contract, to reflect agreements reached and plans submitted during the contract process and incorporate or reflect consideration of amendments proposed by ILO.

Gender equality issues shall be explicitly addressed throughout the evaluation activities of the consultant and all outputs including final reports or events need to be gender mainstreamed as well as included in the evaluation summary (please see ILO Evaluation Guidance *on Integrating gender in monitoring and evaluation of projects*:
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/--- eval/documents/publication/wcms_746716.pdf

The evaluation approach should also consider the ILO normative and tripartite mandate, using ILO Evaluation Office guidance *Adapting evaluation methods to the ILO's normative and tripartite mandate*:
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/--- eval/documents/publication/wcms_746717.pdf

Deliverables will be regarded as delivered when they have been received electronically by the Evaluation Manager and confirmed acceptance of them.

9. SPECIAL TERMS AND CONDITIONS

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in an electronic version compatible with Word for Windows. All data and information received from the ILO for the purpose of this assignment will be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to the ILO. Use of the data for publication and other presentations can only be made with the agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

10. TIMING OF THE EVALUATION

The Final Independent Evaluation is expected to be carried out between **July and September 2023**.
Completion of the evaluation is set to the **25 September 2021**.

11. EVALUATION ARRANGEMENTS AND PROFESSIONAL REQUIREMENTS

The independent final evaluation will be conducted by a consultant.

The selection of the consultant will be based on the qualifications and experience of potential candidates as described in their expression of interest (EoI) for the assignment.

The evaluator should have:

- Master’s degree in social sciences, economics, development studies, evaluation, or relatedfields, with demonstrated strong research experience.
- A minimum of 10 years’ experience in conducting projects and programme evaluations, with

demonstrated experience in evaluating research projects.

- Proven experience with project evaluation, logical framework and other strategic planning approaches, M&E methods, and approaches (including quantitative, qualitative, and participatory), information analysis and report writing.
- Full proficiency in English.
- Knowledge of the ILO mandate, tripartite structure, and technical cooperation activities, as wellas experience with the UN System.
- Excellent communication, interview and report writing skills.
- Demonstrated ability to deliver quality results within strict deadlines.
- Good interpersonal and cross-cultural communication skills; and

Facilitation skills and ability to manage diversity of views.

Appendix II. List of persons interviewed

Donor		
1	Daniel Klein	Policy Officer
2	Tobias Muellensiefen	Policy Officer in DG EMPL's Future of Work Unit
3	Max Uebe	Head of Unit of DG EMPL's Future of Work Unit
4	Petra Pirklova	Social Affairs and Inclusion, European Commission
5	Chiara Monti	Policy Officer
EC's Joint Research Centre		
6	Enrique Fernandez Macias	Researcher
7	Ignacio Gonzalez Vazquez	Economic and Policy Analyst
ILO		
8	Schmidt-Klau, Dorothea	Head of Employment Policy Department Support Unit
9	Uma Amara	Senior Economist, RESEARCH, ILO Geneva
10	Valeria Esquivel	Employment Policies and Gender Specialist, EMPLAB, ILO Geneva
11	Guillaume Delautre	Technical Specialist on Wages and Social Dialogue, ILO CO-Cairo
12	Bernd Muller	Senior Employment Specialist, currently in ITC ILO, Turin
13	Fernanda Barcia Mattos	Employment Expert
Consultants		
14	Gabriela Dutrenit	Universidad Autonoma Metropolitana
15	Juan Carlos Moreno-Brid	Universidad Autonoma Metropolitana
16	Jorge Carrillo	El Colegio de la Frontera Norte

17	Sari Wahyuni	University of Indonesia
18	Ina Pietschmann	Independent Consultant
Consulted experts (technical workshop to conceptual framework and research design, April 2021)		
19	Arianna Rossi	Sr. Research and Policy Expert, Better Work
EU Delegations who were involved in preparing and observing the policy dialogues		
20	Patrick Polacsek	EU Delegation in South Korea
21	Mariam Homayoun	EU Delegation in South Africa

Appendix III. Evaluation questions matrix, including data collection instruments

Questions/Sub Questions	Measure (s) or indicator (s)	Data Sources	Data Collection Method	Stakeholders/ Informants	Analysis and Assessment
Relevance					
1. **To what extent were, and still are, the Project objectives and results relevant to Partner institutions?** 1.1. Did the Project interventions constitute an adequate response to the current needs of the future of work for ILO, and the donor priorities and with other donor-supported projects? 1.2. To what extent are the project interventions relevant to the achievement of ILO P&B? 1.3. Were the Project interventions aligned with, supportive of, and relevant for the national development plans of the ILO constituents? 1.4. Was the project aligned with ILO's mainstreaming strategy on gender equality and made explicit reference to it? 1.5. To what extent has the project been repurposed based on results from COVID-19 diagnostics, UN socio-economic assessments, and guidance, ILO decent work national diagnostics, CCA, or similar comprehensive tools?	Level of response of the project interventions to the current needs of the future of work for ILO, and the donor priorities and with other donor-supported projects Alignment with the national development plans of the ILO constituents Alignment with ILO's mainstreaming strategy on gender equality Level of repurposing based on results from COVID-19 diagnostics, UN socio-economic assessments, and guidance, ILO decent work national diagnostics, CCA, or similar comprehensive tools	Project Documents and Progress Report Project´s Outputs Project partners and stakeholders	Desk Review Semi-structured interviews Survey	Donor EC's Joint Research Centre Research Team ILO Consultants Consulted Experts Officials in EU Delegations Other Target Groups	Identification of relevant plan & policies. Triangulation based on different data sources
Coherence					

1. To what extent does the project design consider synergies and fit with national initiatives and with other donor-supported projects?	Level of response of the project interventions to the current needs of the future of work for ILO, and the donor priorities and with other donor-supported projects	Project Documents and Progress Report Project´s Outputs Project partners and stakeholders	Desk Review Semi-structured interviews Survey	Donor EC's Joint Research Centre Research Team ILO Consultants Consulted Experts Officials in EU Delegations Other Target Groups	Identification of relevant plan & policies. Triangulation based on different data sources
Validity of Design					
3.2. To what extent are the project design (objectives, outcomes, outputs, and activities) and its underlying theory of change logical and coherent? 3.2.1. Are the results framework aligned with the expectations of the ILO and the donor? 3.2.1. How realistic were the risks and assumptions upon which the project logic was based? 3.2.2. How appropriate and useful are the indicators used to assess the progress and verify the project's achievements? 3.2.3. Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs, and activities that aim to promote gender equality	Activities and outputs of the project and the attainment of its objectives and with the expectations of the ILO and the donor regarding both components.	Project Documents and Progress Report Project´s Outputs Project partners and stakeholders	Desk Review Semi-structured interviews	Donor EC's Joint Research Centre Research Team ILO Consultants Consulted Experts Officials in EU Delegations Other Target Groups	Analysis on: • Reports produced and published on the ILO and JRC public websites. • Publication of scientific articles in the ILO/JRC working papers series, as well as in international scientific journals • Publication and dissemination of the agendas of events • Publication of communication policy-oriented reports stemming from discussions during the organised events Triangulation based on different data sources
3.3. To what extent was the design of the Project relevant to advancing knowledge on the Future of Work? 3.3.1. Does the design of the project reflect adequate background knowledge	Risks and assumptions of the Project considered.	Project Documents and Progress Report	Desk Review	Donor EC's Joint Research Centre	Analysis of documents and publications. Triangulation based on different data sources

on the kind of analytical frameworks that currently exist about the Future of Work?	The project design includes the gender dimension of the planned interventions.	Project´s Outputs Project partners and stakeholders	Semi-structured interviews	Research Team ILO Consultants Consulted Experts Officials in EU Delegations Other Target Groups	
Effectiveness					
4.1. **To what extent did the Project achieve its objectives and targets?** 4.1.1. In which area did the project have the greatest achievements and the most minor achievements? 4.1.2. What were the significant factors influencing the success or not of achieving the Project objectives? 4.1.3. To what extent did the project address the impact of the COVID crisis and contribute to the ILO policy response? 4.1.4. How effective has the communication strategy disseminated the project's products and knowledge? What evidence exists regarding its reception? 4.1.5. In which way do the project's outputs and outcomes contribute to gender equality? 4.1.6. Did the project achieve its gender-related objectives? What kind of progress was made, and what were the obstacles? 4.1.7. How have national policy makers and social partners used the project's products and expertise in countries that have participated to the project or been involved in capacity building activities? 4.1.8. How effective has the project been, within the limits of its resources and work-plan, in ensuring that its results are used most appropriately for policy dialogue, engagement and improvement?	**Analysis of activities and outputs of the Project (to consider:** **For O1 (Fact-based Analysis)** • Publication of a series of thematic reports • Dissemination of data gathered during case/field studies. • Publication of research findings in international scientific journals **For O2: (Strategic Alliances)** • Organization of three capacity-building events to disseminate and discuss research findings from O1 and to strengthen the capacity of EU and non-EU countries regarding certain future-work-related issues. • Gender perspective included in the project´s outputs.	Project Documents and Progress Report Project´s Outputs Project partners and stakeholders	Desk Review Semi-structured interviews Survey	Donor EC's Joint Research Centre Research Team ILO Consultants Consulted Experts Officials in EU Delegations Other Target Groups	Analysis on: • Reports produced and published on the ILO and JRC public websites. • Publication of scientific articles in the ILO/JRC working papers series, as well as in international scientific journals • Publication and dissemination of the agendas of events • Publication of communication policy-oriented reports stemming from discussions during the organised events Triangulation based on different data sources

Efficiency of resource use					
5.1 How cost-efficient was the Project when considering the distribution of the project's human and financial resources across outputs and the methodological quality of its knowledge products? 5.1.1. Has the project managed to synergise with other activities of the ILO, develop partnerships for leveraging impact, or create efficiency gains?	Number of technical workshops, publications, and dissemination events	Project Documents and Progress Report Project´s Outputs Project partners and stakeholders	Desk Review Semi-structured interviews	Donor EC's Joint Research Centre Research Team ILO Consultants Consulted Experts Officials in EU Delegations Other Target Groups	Analysis of the reports of the events and publications Triangulation based on different data sources
5.2. Was the functioning of the project's budget structure and financial planning process adequate to facilitate the achievement of planned outputs? 5.2.1. Were monitoring and reporting mechanisms sufficient to ensure satisfactory feedback? 5.2.2. Were resources (funds, human resources, time, expertise, etc.) allocated strategically to achieve gender-related objectives? 5.2.4. To what extent has the project leveraged new or repurposed existing financial resources to mitigate COVID-19 effects in a balanced manner?	**Adequate project budget structure and financial planning process to facilitate the achievement of planned outputs.** Strategic allocation of resources to achieve gender-related objectives. Level of synergy with other activities of the ILO, develop partnerships for leveraging impact, or create efficiency gains? ILO Indicators	Project Documents and Progress Report Project partners and stakeholders	Desk Review Semi-structured interviews	Donor EC's Joint Research Centre Research Team ILO Consultants Consulted Experts Officials in EU Delegations Other Target Groups	Analysis of reports or documents Triangulation based on different data sources
Effectiveness on management					
6.1. To what extent was project management conducive to effectively achieving objectives? 6.1.1 Does the Management Team has effective communication with the project team, the donor, and other stakeholders?	• Initial technical workshops to steer the preparation of the projects and ensure their added value. • Development and dissemination of new qualitative data on the effect of technology in critical strategic sectors	Project partners and stakeholders	Semi-structured interviews	Donor EC's Joint Research Centre Research Team ILO Consultants Consulted Experts	Analysis of Semi-structured Interviews and Surveys Triangulation based on different data sources

	• Publication of four thematic reports presenting the data and results gathered under each research activity. • Publication of at least four scientific articles substantiating in greater detail the results presented in the thematic reports. • Dissemination events to present and discuss the results of the research activities, and their policy implications.			Officials in EU Delegations Other Target Groups	
Does the management team have adequate gender expertise? Did the project make strategic and efficient use of external gender expertise (e.g., consultants) when needed?	Level of Gender expertise of the management team and the external consultants Gender Indicators ILO	Project´s Outputs Project partners and stakeholders	Semi-structured interviews	Donor EC's Joint Research Centre Research Team ILO Consultants Consulted Experts Officials in EU Delegations Other Target Groups	Analysis of monitoring reports Triangulation based on different data sources
Did the project receive adequate political, technical, and administrative support from its partners and the ILO?	Level of political, technical, and administrative support from its partners and the ILO Meetings with the ILO and other partners	Project partners and stakeholders	Semi-structured interviews	Donor EC's Joint Research Centre Research Team ILO Consultants Consulted Experts Officials in EU Delegations Other Target Groups	Analysis of monitoring reports Triangulation based on different data sources
Impact and Sustainability of Results					

7.1. Which contributions did the project make towards achieving its long-term objective? Did it have a practical and realistic exit strategy?	The partnership strategy considered sustainability potential.	Project Documents and Progress Report Project´s Outputs Project partners and stakeholders	Desk Review Semi-structured interviews Survey	Donor EC's Joint Research Centre Research Team ILO Consultants Consulted Experts Officials in EU Delegations Other Target Groups	Analyse project design for assessing the sustainability consideration in design phase
7.2. What is the likelihood that the results of the project will be sustained and utilised after the end of the project? Should anything else be done to enhance the project's sustainability, and strengthen the uptake of the project outcomes by stakeholders? 7.2.1. Have the stakeholder's taken ownership of the project since the design phase? 7.2.2. What are the possible long-term effects on gender equality? Are the positive gender-related outcomes likely to be sustainable?	The project partners are in a position to effectively work on the Project theme beyond the project life	Project partners and stakeholders	Desk Review Semi-structured interviews	Donor EC's Joint Research Centre Research Team ILO Consultants Consulted Experts Officials in EU Delegations Other Target Groups	Assess measures taken for sustaining project results
Cross – Cutting Issues					
8.1. Does the project plan to ensure the sustainability of the positive gender-related outcomes, aiming for lasting and meaningful long-term effects on gender equality? **8.2. Does the project incorporate PwDs inclusion in its design and implementation?** **8.3. Does the Project address the principles of social dialogue and the tripartite representation, ensuring that the activity or program is valuable reliably, and credibly, in alignment with the ILO's mandate?**	Level of achievement of Cross- Cutting Issues	Project Documents and Progress Report Project´s Outputs Project partners and stakeholders	Desk Review Semi-structured interviews Survey	Donor EC's Joint Research Centre Research Team ILO Consultants Consulted Experts Officials in EU Delegations Other Target Groups	Analyse project design and implementation

8.4. Does the Project consider the International Labour Standards of ILO in its design and implementation? **8.5. Does the project define goals or align with or contribute to broader initiatives related to environmental sustainability?**					

Appendix IV. Lessons Learned

< Building Partnerships in the Future of Work>
Project DC/SYMBOL: GLO/20/82/EUR
Name of Evaluator: Sandra Bustamante
Date: September 2023

The following lesson learned has been identified during the evaluation.

Lesson Learned Element	Text
Brief description of lessons learned (link to specific action or task)	Add-on projects such as this one allowed ILO to build on its achievements, especially on the methodology aspect, leading to the development of a new analysis tool. The methodology applied throughout the project is to build new and strengthen existing partnerships through new and innovative research and the distribution of its findings through capacity building and dialogue. Partner countries would be able to make policy decisions on recent findings. The fact that the implementing partners are the European Commission's JRC and the ILO contributed to this Lesson Learned. For a lesson learned to be applicable, a few main components and considerations are necessary: the first is adaptability and flexibility to apply the lesson learned in diverse contexts and to be adaptable to evolving trends in the future of work; the second is to involve and take into account the perspectives of a tripartite range of stakeholders. Inclusive engagement ensures that proposed solutions are comprehensive and address the needs of all stakeholders. Finally, organisations should use projects as learning experiences.
Context and any related preconditions	**Lesson Learned: Enhancing Adaptability and Sustainability in Future of Work Initiatives** The findings from the project's evaluation and insights from interviews with project staff and other stakeholders reveal valuable lessons that can significantly impact similar initiatives. **On Strategic Partnerships and Methodology:** The project's success lies in its innovative approach, especially in methodology development. This allowed the organisation to implement something additional and provided a different analysis tool. The lesson learned here is that incorporating add-on projects, such as the one in focus, enables organisations like ILO to strengthen existing partnerships, fostering adaptability and innovation. Future initiatives should consider incorporating add-on projects to enhance adaptability, innovation, and the development of new analysis tools. These lessons learned are essential considerations for future initiatives aiming to shape the future world of work effectively and sustainably.
Targeted users / Beneficiaries of this project include:	International organisations and key partner countries, including EU Member States, are actively involved in global and G7/G20's efforts on the Future of Work; Governments, social partners, workers, businesses, and civil society organisations in the EU and selected target countries; Researchers and academics in the EU and selected target countries.

Challenges /negative lessons - Causal factors	One challenge was that Component 1 (Research) would be implemented for the first time by the European Commission’s Joint Research Centre (JRC) in close collaboration with the ILO.
Success / Positive Issues - Causal factors	The project fit well and worked closely with other relevant ILO interventions at the global and country levels. This project – especially the methodology aspect – was an add-on project allowing ILO to do something additional and providing ILO with a different analysis tool.
ILO Administrative Issues (staff, resources, design, implementation)	Design

< Building Partnerships in the Future of Work>
Project DC/SYMBOL: GLO/20/82/EUR
Name of Evaluator: Sandra Bustamante
Date: September 2023

The following lesson learned has been identified during the evaluation.

Lesson Learned Element	Text
Brief description of lessons learned (link to specific action or task)	Add-on projects such as this one allowed ILO to build on its achievements, especially on the methodology aspect, leading to the development of a new analysis tool. The methodology applied throughout the project is to build new and strengthen existing partnerships through new and innovative research and the distribution of its findings through capacity building and dialogue. Partner countries would be able to make policy decisions on recent findings. The fact that the implementing partners are the European Commission's JRC and the ILO contributed to this Lesson Learned. For a lesson learned to be applicable, a few main components and considerations are necessary: the first is adaptability and flexibility to apply the lesson learned in diverse contexts and to be adaptable to evolving trends in the future of work; the second is to involve and take into account the perspectives of a tripartite range of stakeholders. Inclusive engagement ensures that proposed solutions are comprehensive and address the needs of all stakeholders. Finally, organisations should use projects as learning experiences.
Context and any related preconditions	**Lesson Learned: Enhancing Adaptability and Sustainability in Future of Work Initiatives** The findings from the project's evaluation and insights from interviews with project staff and other stakeholders reveal valuable lessons that can significantly impact similar initiatives. **Policy Alignment and Global Collaboration:** To ensure the applicability of future actions, there is a need for alignment with existing and future national policies on the future of work. The Lesson Learnt is that Future initiatives should prioritise policy alignment with strategic national priorities and frameworks, while fostering global collaboration to address the global nature of the future of work. These lessons learned are essential considerations for future initiatives aiming to shape the future world of work effectively and sustainably.
Targeted users / Beneficiaries of this project include:	International organisations and key partner countries, including EU Member States, are actively involved in global and G7/G20's efforts on the Future of Work; Governments, social partners, workers, businesses, and civil society organisations in the EU and selected target countries; Researchers and academics in the EU and selected target countries.
Challenges /negative lessons - Causal factors	One challenge was that Component 1 (Research) would be implemented for the first time by the European Commission's Joint Research Centre (JRC) in close collaboration with the ILO.
Success / Positive Issues - Causal factors	The project fit well and worked closely with other relevant ILO interventions at the global and country levels. This project – especially the methodology aspect – was an add-on project allowing ILO to do something additional and providing ILO with a different analysis tool.

ILO Administrative Issues (staff, resources, design, implementation)	Design

< Building Partnerships in the Future of Work>
Project DC/SYMBOL: GLO/20/82/EUR
Name of Evaluator: Sandra Bustamante
Date: September 2023

The following lesson learned has been identified during the evaluation.

Lesson Learned Element	Text
Brief description of lessons learned (link to specific action or task)	Add-on projects such as this one allowed ILO to build on its achievements, especially on the methodology aspect, leading to the development of a new analysis tool. The methodology applied throughout the project is to build new and strengthen existing partnerships through new and innovative research and the distribution of its findings through capacity building and dialogue. Partner countries would be able to make policy decisions on recent findings. The fact that the implementing partners are the European Commission's JRC and the ILO contributed to this Lesson Learned. For a lesson learned to be applicable, a few main components and considerations are necessary: the first is adaptability and flexibility to apply the lesson learned in diverse contexts and to be adaptable to evolving trends in the future of work; the second is to involve and take into account the perspectives of a tripartite range of stakeholders. Inclusive engagement ensures that proposed solutions are comprehensive and address the needs of all stakeholders. Finally, organisations should use projects as learning experiences.
Context and any related preconditions	**Lesson Learned: Enhancing Adaptability and Sustainability in Future of Work Initiatives** The findings from the project's evaluation and insights from interviews with project staff and other stakeholders reveal valuable lessons that can significantly impact similar initiatives. **Inclusive Stakeholder Engagement:** Involving and considering the perspectives of a tripartite range of stakeholders ensures that the solutions proposed are comprehensive and address the needs of all relevant parties. The lesson learned is to prioritise inclusive stakeholder engagement to develop comprehensive and widely accepted solutions for the future of work. These lessons learned are essential considerations for future initiatives aiming to shape the future world of work effectively and sustainably.
Targeted users / Beneficiaries of this project include:	International organisations and key partner countries, including EU Member States, are actively involved in global and G7/G20's efforts on the Future of Work; Governments, social partners, workers, businesses, and civil society organisations in the EU and selected target countries; Researchers and academics in the EU and selected target countries.
Challenges /negative lessons - Causal factors	One challenge was that Component 1 (Research) would be implemented for the first time by the European Commission's Joint Research Centre (JRC) in close collaboration with the ILO.
Success / Positive Issues - Causal factors	The project fit well and worked closely with other relevant ILO interventions at the global and country levels. This project – especially the methodology aspect – was an add-on project allowing ILO to do something additional and providing ILO with a different analysis tool.

ILO Administrative Issues (staff, resources, design, implementation)	Design

< Building Partnerships in the Future of Work>
Project DC/SYMBOL: GLO/20/82/EUR
Name of Evaluator: Sandra Bustamante
Date: September 2023

The following lesson learned has been identified during the evaluation.

Lesson Learned Element	Text
Brief description of lessons learned (link to specific action or task)	Add-on projects such as this one allowed ILO to build on its achievements, especially on the methodology aspect, leading to the development of a new analysis tool. The methodology applied throughout the project is to build new and strengthen existing partnerships through new and innovative research and the distribution of its findings through capacity building and dialogue. Partner countries would be able to make policy decisions on recent findings. The fact that the implementing partners are the European Commission's JRC and the ILO contributed to this Lesson Learned. For a lesson learned to be applicable, a few main components and considerations are necessary: the first is adaptability and flexibility to apply the lesson learned in diverse contexts and to be adaptable to evolving trends in the future of work; the second is to involve and take into account the perspectives of a tripartite range of stakeholders. Inclusive engagement ensures that proposed solutions are comprehensive and address the needs of all stakeholders. Finally, organisations should use projects as learning experiences.
Context and any related preconditions	**Lesson Learned: Enhancing Adaptability and Sustainability in Future of Work Initiatives** The findings from the project's evaluation and insights from interviews with project staff and other stakeholders reveal valuable lessons that can significantly impact similar initiatives. **Technological Considerations:** Given the intrinsic link between the future of work and technological advancements, future initiatives should incorporate a thorough understanding of technological trends. Addressing challenges and opportunities presented by technology ensures continued relevance in an increasingly digitalized world. The lesson learned is to integrate technological considerations into the planning and implementation of future initiatives focused on the future of work. These lessons learned are essential considerations for future initiatives aiming to shape the future world of work effectively and sustainably.
Targeted users / Beneficiaries of this project include:	International organisations and key partner countries, including EU Member States, are actively involved in global and G7/G20's efforts on the Future of Work; Governments, social partners, workers, businesses, and civil society organisations in the EU and selected target countries; Researchers and academics in the EU and selected target countries.
Challenges /negative lessons - Causal factors	One challenge was that Component 1 (Research) would be implemented for the first time by the European Commission's Joint Research Centre (JRC) in close collaboration with the ILO.
Success / Positive Issues - Causal factors	The project fit well and worked closely with other relevant ILO interventions at the global and country levels. This project – especially the methodology aspect – was an add-on project allowing ILO to do something additional and providing ILO with a different analysis tool.

ILO Administrative Issues (staff, resources, design, implementation)	Design

Appendix V. Good Practice

< Building Partnerships in the Future of Work>
Project DC/SYMBOL: GLO/20/82/EUR
Name of Evaluator: Sandra Bustamante
Date: September 2023

GP Element	Text
A summary of the good practice	The project "Building Partnerships on the Future of Work," executed by the ILO in collaboration with the JRC, presents a commendable example of best practices in addressing the challenges and opportunities associated with the evolving nature of work. The Project is a Good Practice in itself. The success of the project is rooted in its strategic approach, encompassing two key components: **On the Fact-based Analysis (Component 1):** **Evidence-based Policymaking**: The project showcased a commitment to evidence-based policymaking by addressing specific, understudied themes related to the Future of Work. Themes such as platformisation of work, automation effects, new labour market transition patterns, and shifts in employment structures were explored, reflecting a comprehensive understanding of the issues. **Stakeholder Engagement**: The project's engagement with stakeholders through technical workshops and dissemination events ensured a collaborative and inclusive research process. Involving academics, policymakers, and social partners facilitated knowledge-sharing and dialogue. **Diverse Research Outputs**: The commitment to producing a variety of research outputs, including conceptual frameworks, working papers, comparative studies, country papers, research briefs, and policy briefs, demonstrated a nuanced approach to addressing the complexity of Future of Work issues. The project's approach of diverse research outputs and inclusive stakeholder engagement serves as a model for addressing complex and dynamic issues related to the Future of Work. **On Strategic Alliances (Component 2):** The project emphasized building strategic alliances at the international, regional, and bilateral levels. The project-initiated policy dialogues, and capacity-building activities in countries like South Africa and South Korea foster meaningful partnerships by leveraging research outcomes. The organisation of policy dialogues in different regions showcased the project's commitment to creating spaces for informed discussions among diverse stakeholders. These dialogues served as platforms for sharing research findings, exchanging ideas, and building alliances. The project's emphasis on strategic alliances and policy dialogues contributes to its success in addressing global challenges related to the Future of Work.
Relevant conditions and Context: limitations or advice in terms of	The main limitation has been the lack of possibilities to organise all the planned policy dialogues. An initial commitment of the countries' governments and social partners was needed to facilitate the process.

applicability and replicability	
Indicate measurable impact and targeted beneficiaries.	Developing impact indicators that describe the shared objectives between ILO, EU, or other development partners, national government agencies, and social partners would be necessary. In contexts where multiple national and international actors are working on related issues, agreeing on common objectives, and adopting a standard set of impact indicators can be an essential step towards a coordinated approach to Future of Work programming. Targeted beneficiaries: International organisations and key partner countries, including EU Member States, are actively involved in global and G7/G20's efforts on the Future of Work; Governments, social partners, workers, businesses, and civil society organisations in the EU and selected target countries; Researchers and academics in the EU and selected target countries.
Potential for replication and by whom	The Project has an essential multilateral dimension. Its replication could have multiplier effects: for the EU, the possibility to strengthen its capacity to innovate, modernise and adapt to the new social and economic challenges by identifying international policy best practices that deliver the relevant policy-related targets. For the EU and ILO, the possibility to create new international networks, bringing together researchers, administrations, social partners, and organisations facilitating the exchange and sharing of information and good practices. Also, for EU and ILO, Initiatives in targeted countries could support ongoing or new bilateral/regional/multilateral dialogues, e.g., through capacity-building activities, promotional events, policy dialogue, etc. (as will be outlined under the “Strategic Alliance” component) with EU trade and economic partners. Furthermore, by working with G7 and G20 members and with the ILO, the project could contribute to the definition of future global actions and/or internationally agreed policy principles and targets to address critical issues related to the Future of Work.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes, or ILO’s Strategic Programme Framework)	ILO’s Strategic Programme Framework
Other documents or relevant comment	

Appendix VI. Bibliography

Year	Document Name	Document Types	Source
2021	Annex I – Description of the Action "Building Partnerships on the Future of Work" Component 1: "Fact-based Analysis" and Component 2: "Strategic Alliances"	Document	Project Coordination
2021	Annex 6- Communication and Visibility Plan	Document	Project Coordination
2021	Annex seven. Management Declaration	Document	
2021	Inception Report – April 2021	Document	Project Coordination
2021	Agenda Strategic Alliances – June 2021	Document	Project Coordination
2022	The effects of automation and technological upgrading and its gender dimensions Guidelines for fieldwork. 10 June 2022	Methodological Guide	Project Team
2022	EC-JRC project on "Automation in the Automotive and Garment Sectors" Guidelines for the field work Approved guidelines on 2022.06.09, based on revision 2022.06	Methodological Guide	Project Team
2022	Log Frame- March 2022	Document	Project Coordination
2021	Minutes Steering Committee 2021	Document	Project Coordination
2022	Minutes Steering Committee 2022	Document	Project Coordination
2023	Progress Report 2023 – Final	Document	Project Coordination
2022	Progress Report June 2022	Document	Project Coordination
2023	Estimate of Additional ILO budget contributions	Table	Project Coordination
2023	Employment Symposium Survey – Results	Document	Project Coordination
2021	Krzywdzinski, M. (April 2021) Automation and occupational change in the German automotive industry, Technical workshop: The effects of automation in the apparel and automotive sectors and their gender dimension.	Presentation	Project Website
	Andreoni, A. (April 2021) Digitalisation and automation across business models and work-organisational effects, Technical workshop: The effects of automation in the apparel and automotive sectors and their gender dimension.	Presentation	Project Website
	Anner, M. (April 2021) EU–ILO project on the effects of automation and their gender dimensions: The apparel sector, Technical workshop: The effects of automation in the apparel and automotive sectors and their gender dimension.	Presentation	Project Website
	Tejani, S. and Kucera, D. (April 2021) EU–ILO project on the effects of automation and their gender dimensions: The apparel sector, Technical workshop: The effects of automation in the apparel and automotive sectors and their gender dimension.	Presentation	Project Website
	EU – ILO (April 2021) Technical workshop on the effects of automation in the apparel and automotive sectors and their gender dimension. Meeting Report.	Report	Project Website
	EU – ILO (May 2021) Thematic Agenda, Technical workshop on "New labour market transition patterns".	Presentation	Project Website
	Bachman, R. (May 2021) Changing labour market transition patterns, Technical workshop on "New labour market transition patterns".	Presentation	Project Website

	Soares, S. and Berg, J. (May 2021) Transitions in the labour market under COVID-19: Who endures, who does not and the implications for inequality, Technical workshop on “New labour market transition patterns”.	Presentation	Project Website
	Studer, M. (May 2021) Longitudinal Methods for Life-course Analysis, Technical workshop on “New labour market transition patterns”.	Presentation	Project Website
	Delautre and others (May 2021) Analysing LM transitions. over the life-course: approaches and challenges, Technical workshop on “New labour market transition patterns.”	Presentation	Project Website
	Sorgner, A (May 2021) Digitalization and Entrepreneurship: New labour market transition patterns, Technical workshop on “New labour market transition patterns”.	Presentation	Project Website
	EU - ILO (May 2021) Technical workshop on New Labour Market Transition Patterns. Meeting report.	Report	Project Website
	EU - ILO (May 2021) The effects of automation in the apparel and automotive sectors and their gender dimensions. At a glance.	Project Document	Project Website
	Wood, A. (June 2021) Algorithmic Management Consequences for Work Organisation and Working Conditions, Technical workshop on “Practices towards algorithmic management and their impact on workers”.	Presentation	Project Website
	Ball, K. (June 2021) Worker monitoring and surveillance in digital labour platforms. Compliance, resistance, and risk in workplace 4.0, Technical workshop on “Practices towards algorithmic management and their impact on workers.”	Presentation	Project Website
	Brun, E. (June 2021) New forms of worker management and impact on occupational safety and health (OSH), Technical workshop on “Practices towards algorithmic management and their impact on workers”.	Presentation	Project Website
	JRC (June 2021) Some initial comments from the JRC team, Technical workshop on “Practices towards algorithmic management and their impact on workers”.	Presentation	Project Website
	Pesole, A. (June 2021) Policy implications and government perspectives on algorithmic management, Technical workshop on “Practices towards algorithmic management and their impact on workers”.	Presentation	Project Website
	Pouliakas, K. (June 2021) Skills, AI, and algorithmic management, Technical workshop on “Practices towards algorithmic management and their impact on workers”.	Presentation	Project Website
	Rani, U. (June 2021) Platformisation of work in traditional sector: A proposed study on the health and logistic sector in different country contexts, Technical workshop on “Practices towards algorithmic management and their impact on workers.”	Presentation	Project Website
	Riso, S. (June 2021) Use of data analytics in EU establishments Highlights from ECS 2019, Technical workshop on “Practices towards algorithmic management and their impact on workers”.	Presentation	Project Website
	Todoly Signes, A. (June 2021) Algorithms, artificial intelligence and automated decisions concerning workers and the risks of discrimination, Technical workshop on “Practices towards algorithmic management and their impact on workers.”	Presentation	Project Website
	Urzi Brancati, C. and Cortarelli, M. (June 2021) Algorithmic organisation, direction, and control: how new management tools affect occupational health, Technical workshop on “Practices towards algorithmic management and their impact on workers”.	Presentation	Project Website
	EU – ILO (June 2021) Technical workshop on “Practices towards algorithmic management and their impact on workers.” Meeting report	Report	Project Website
	ILO (2021) World Employment and Social Outlook. The role of digital labour platforms in transforming the world of work	ILO Document	Project Website
	Delautre, G., and Others (2021) Moving towards a life course perspective to labour market transitions: approaches and challenges.	Background Paper Series of the Joint EU-ILO Project	Project Website
	EU – ILO (July 2021) Building Partnerships on the Future of Work.	Project document	Project Website
	Moreno Brid, J., and others (October 2021) Some economic history of Mexico´s trade and market reforms, Conference "Building the future of work and trade".	Presentation	Project Website

	Bensusán, G. (October 2021) La transformación del modelo laboral mexicano y la integración en América del Norte, Conference "Building the future of work and trade".	Presentation	Project Website
	EU – ILO (October 2021) Conference "Building the future of work and trade". Meeting report.	Report	Project Website
	Maurizio, R., and Monsalvo, A.P. (November 2021) Changes in Occupations and their Task Content. Implications for Employment and Inequality in Argentina, 2003-19, (WIDER Working Paper 2021/15. Project “The changing nature of work and inequality “UNU-WIDER), Technical Workshop on Global Shifts in the Employment Structure	Presentation	Project Website
	Bonen, T. (November 2021) Employment Shifts in Canada, Technical Workshop on Global Shifts in the Employment Structure	Presentation	Project Website
	Merotto, D. and Jiang, H., (November 2021) What was the Impact of Creating Better Jobs for More People in China’s Economic Transformation? What We Know and Questions for Further Investigation, Technical Workshop on Global Shifts in the Employment Structure	Presentation	Project Website
	Hurley, J. and Fernández Macías, E. (November 2021) Global shifts in the employment structure, Technical Workshop on Global Shifts in the Employment Structure	Presentation	Project Website
	Sarkar, S. (November 2021) Global Shift in the Employment Structure: The Case of India, Technical Workshop on Global Shifts in the Employment Structure	Presentation	Project Website
	Torrejón Perez, S. (November 2021) Global Shifts in the Employment Structure, Technical Workshop on Global Shifts in the Employment Structure	Presentation	Project Website
	Hong, M. (November 2021) Research Plan on Korea, Technical Workshop on Global Shifts in the Employment Structure	Presentation	Project Website
	Gimpelson, V. and Kapeliushnikov, V. (November 2021) Change in Russian job structure: Where does it lead? Technical Workshop on Global Shifts in the Employment Structure	Presentation	Project Website
	Dwyer, R. (November 2021) United States. Global Shifts in the Employment Structure Project, Technical Workshop on Global Shifts in the Employment Structure	Presentation	Project Website
	EU – ILO (November 2021) Technical Workshop on ‘Global Shifts in the Employment Structure’. Meeting Report.	Report	Project Website
	EU – ILO (December 2021) Workshop on changing labour market transitions and life courses in Asia and the Pacific	Concept Note and Agenda	Project Website
	Delautre, G. and Verick, S. (December 2021) Changing labour market transitions patterns, Workshop on changing labour market transitions and life courses in Asia and Pacific	Presentation	Project Website
	Hyslop, D. (December 2021) Early labour market effects of NZ’s COVID Wage Subsidy Scheme (based on Maré& Hyslop, 2021, Motu WP 21-02), Workshop on changing labour market transitions and life courses in Asia and Pacific	Presentation	Project Website
	Viegelahn, C. and Samaniego, B. (December 2021) Estimating labour market transitions from labour force surveys: The case of Viet Nam, Workshop on changing labour market transitions and life courses in Asia and Pacific	Presentation	Project Website
	Brehm, J., and others (December 2021) What has been driving work-to-work transitions in Indonesia? – Evidence from long-term longitudinal data, Workshop on changing labour market transitions and life courses in Asia and Pacific	Presentation	Project Website
	Paweenawat, S. and McNown, R. (December 2021) A Synthetic Cohort Analysis of Female Labor Supply: The Case of Thailand, Workshop on changing labour market transitions and life courses in Asia and Pacific	Presentation	Project Website
	Sarkar, S., and others (December 2021) Employment Transitions of Women in India: A Panel Analysis, Workshop on changing labour market transitions and life courses in Asia and Pacific	Presentation	Project Website
	Gutiérrez, I., and others (December 2021) Transitions Between Informal and Formal Employment: Results from a Worker Survey in Bangladesh, Workshop on changing labour market transitions and life courses in Asia and Pacific	Presentation	Project Website

	Natarajan, R., and others (December 2021) Moving up or down the Job Ladder in India: Examining Informality-Formality Transitions, Workshop on changing labour market transitions and life courses in Asia and Pacific	Presentation	Project Website
	Dartanto, T. (December 2021) The Effect of Land and Labor Mobility on Welfare and Poverty Dynamics of Agriculture Households in Indonesia, Workshop on changing labour market transitions and Life courses in Asia and Pacific	Presentation	Project Website
	Favara, M. (December 2021) Labour market transitions and young people work resilience during Covid-19: Evidence from Young Lives in India and Vietnam, Workshop on changing labour market transitions and life courses in Asia and Pacific	Presentation	Project Website
	Watson, I. (December 2021) The youth labour market from education to work before and after the Global Financial Crisis, Workshop on changing labour market transitions, and life courses in Asia and the Pacific	Presentation	Project Website
	Giles, J., and others (December 2021) One Country, Two Systems: Evidence on Retirement Patterns in China, Workshop on changing labour market transitions and life courses in Asia and Pacific	Presentation	Project Website
	EU – ILO (December 2021) Workshop on changing labour market transitions and life courses in Asia and Pacific. Meeting Report	Report	Project Website
2022	Barcia de Matos, F., and others (January 2022) The state of the apparel and footwear industry: Employment, automation, and gender dimensions, ILO – EU.	Background Paper Series of the Joint EU-ILO Project (No. 3)	Project Website
	EU – ILO (February 2022) Research webinar on big data and the future of work.	Concept Note and Agenda	Project Website
	Bennet, F., and others (February 2022) Using online vacancy and applicants' data to study skills dynamics, Research webinar on big data and the future of work.	Presentation	Project Website
	Samaan, D. (February 2022) Using Data Science to Analyse Labor Markets - New Insights on Job-to-Job Transitions. Research webinar on big data and the future of work.	Presentation	Project Website
	Sostero, M. (February 2022) The Professional Lens: Online job advertisements and occupational task profiles. Research webinar on big data and the future of work.	Presentation	Project Website
	Charpe, M. (February 2022) Night lights as a proxy for economic growth? An application to structural transformation. Research webinar on big data and the future of work.	Presentation	Project Website
	Drummond, B., and others (February 2022) In-season crop area estimation using satellite imagery. Research webinar on big data and the future of work.	Presentation	Project Website
	Bengtsson, L., and others (February 2022) Estimating population mobility from mobile phone usage data. Research webinar on big data and the future of work.	Presentation	Project Website
	Bonen, T. (February 2022) Challenges and opportunities in leveraging online job ads to track labour shortages. Research webinar on big data and the future of work.	Presentation	Project Website
	EU – ILO (February 2022) Workshop on Big data and the future of Work. Meeting report.	Report	Project Website
	EU – ILO (February 2022) EU-Korea Policy dialogue on the future of work. Meeting report	Report	Project Website
	Vaccaro, G. (February 2022) Measuring labour market transitions using a life-course perspective in selected developed and developing countries. An inventory of existing panel data and methods of analysis.	Background Paper Series of the Joint EU-ILO Project (No. 4)	Project Website
	Milasi, S. and Mitra, A., (February 2022) Solo self-employment and lack of paid employment: an occupational perspective across EU countries.	Background Paper Series of the Joint EU-ILO Project (No. 5)	Project Website
	Bachman, R., and others, (February 2022) Technological Progress and the Dynamics of Self-Employment: Worker-level Evidence for Europe.	Background Paper Series of the Joint EU-ILO Project (No. 6)	Project Website
	Ribas, R. (February 2022) Using pseudo-panels to analyse labour market transitions.	Background Paper Series of the Joint EU-ILO Project (No. 7)	Project Website

	Brondino, G., (March 2022) Global value chain analysis of the automotive and garment sectors: A study of Germany, Spain, Romania, Indonesia, and Mexico for 2000-2014.	Background Paper Series of the Joint EU-ILO Project (No. 8)	Project Website
	EU – ILO (May 2022) Labour market transitions and life courses. Meeting report	Report	Project Website
	Anzolin, G. (May 2022) Automation and its Employment Effects. A Literature Review of Automotive and Garment Sectors. Webinar: Understanding automation and employment in the apparel and automotive sectors.	Presentation	Project Website
	Brondino, G. (May 2022) Global value chain analysis of the automotive and garment sectors. A study of Germany, Spain, Romania, Indonesia, and Mexico from 2000-2014. Webinar: Understanding automation and employment in the apparel and automotive sectors.	Presentation	Project Website
	Barcia de Matos, F. (May 2022) The state of the apparel and footwear industry: Employment, automation, and their gender dimensions. Webinar: Understanding automation and employment in the apparel and automotive sectors.	Presentation	Project Website
	EU- ILO (May 2022) Webinar: Understanding automation and employment in the apparel and automotive sectors. Meeting report	Report	Project Website
	Baiocco, S., (June 2022) The Algorithmic Management of work and its implications in different contexts.	Background Paper Series of the Joint EU-ILO Project (No. 9)	Project Website
	Brehm, J., and others, (December 2022) What has been driving work-to-work transitions in the emerging world? A comparative study of Indonesia and South Africa.	Background Paper Series of the Joint EU-ILO Project (No. 10)	Project Website
2023	Rodrigues – Silveira, R. (January 2023) Structural Changes in Brazilian Employment (2002-2021).	Background Paper Series of the Joint EU-ILO Project (No. 11)	Project Website
	Calero, C. and Delautre, G., (February 2023) Participation and employment in seven developing economies: an Age-Period- Cohort Analysis.	Background Paper Series of the Joint EU-ILO Project (No. 11)	Project Website
	Vaccaro, G., and others, (March 2023) Labour Market Transitions in South Africa and Indonesia: A descriptive analysis using panel data.	Background Paper Series of the Joint EU-ILO Project (No. 12)	Project Website
	EU – OIT (March 2023) Policy dialogue between the EU and NEDLAC on Digital labour platforms. Meeting report.	Report	Project Website
	Barcia de Matos, F., and others, (March 2023) Rural women’s transitions in and out of employment in India since COVID-19.	Background Paper Series of the Joint EU-ILO Project (No. 13)	Project Website
	Lee, S., and Lee, W. (2023) Old-age labour market transition and poverty in Korea.	Background Paper Series of the Joint EU-ILO Project (No. 14)	Project Website
	Carrillo, J., and others (April 2023) The automotive sector in Mexico: The impact of automation and digitalization on employment.	Background Paper Series of the Joint EU-ILO Project (No. 15)	Project Website
	Dutrenit, G., and Moreno, J.C. (May 2023) La automatización y el empleo en los sectores del vestido y calzado en México: Resultados de estudios de caso	Presentation	Project Website
	Carrillo, J. (May 2023) The automotive sector in Mexico. The impact of automation and digitalization on employment	Presentation	Project Website
	Bárcia de Matos, F., and others, (June 2023) Automation and its employment impacts: Case studies in Mexico’s apparel and footwear sectors.	Background Paper Series of the Joint EU-ILO Project (No. 16)	Project Website
	Chacaltana, J.C., (2023) Resilience or need? COVID-19, informality, and the probability of being employed.	Background Paper Series of the Joint EU-ILO Project (No. 17)	Project Website
	EU – ILO (July 2023) Policy dialogue between the EU and NEDLAC on Algorithmic management practices in logistics and healthcare sector. Meeting report.	Report	Project Website

Appendix VII. Interview Template.

1 Date, Interviewee, and position

GENERAL Date:
INTERVIEWEE(S) Name: Designation: Contacts:
NOTE-TAKING

2 General Interview's Introduction

Hello, and thank you for agreeing to speak with us. My name is xxxxxx, I am the Evaluator of the **FINAL INDEPENDENT EVALUATION "Building Partnerships on the Future of Work."**

The purpose of the Final Independent Evaluation is to assess the overall performance of the project in meeting its objectives, based on the standard, evaluation criteria of relevance, impact, effectiveness, efficiency, and sustainability of project outcomes.

The knowledge generated by the evaluation will also feed into the design of future intervention models and contribute to documenting management and delivery approaches.

The evaluation covers the entire duration of the project since its inception.

3 Background/links to the project

Interviewee's general background; Nature and dates of interviewee's involvement with the project

Here we will include the specific questions for each interviewee.

4 Evaluation Questions (EQ)

EQ1. Relevance
Final Questions
1.1. To what extent were, and still are, the Project objectives and results relevant to Partner institutions? 1.1.1.Did the Project interventions constitute an adequate response to the current needs of the future of work for ILO, and the donor priorities and with other donor-supported projects? 1.1.2. To what extent are the project interventions relevant to achieving ILO P&B? 1.1.3. Were the Project interventions aligned with, supportive of, and relevant for the national development plans of the ILO constituents? 1.1.4. Was the project aligned with ILO's mainstreaming strategy on gender equality and made explicit reference to it? **1.1.5.** To what extent has the project been repurposed based on results from COVID-19 diagnostics, UN socio-economic assessments, and guidance, ILO decent work national diagnostics, CCA, or similar comprehensive tools?
EQ2: Coherence

Final Question
2.1. To what extent does the project design consider synergies and fit with national initiatives and other donor-supported projects?
EQ3: Validity of design
Final Questions
3.1. To what extent are the project design (objectives, outcomes, outputs, and activities) and its underlying theory of change logical and coherent? 3.1.1. Are the results framework aligned with the expectations of the ILO and the donor? 3.1.2. How realistic were the risks and assumptions upon which the project logic was based? 3.1.3. How appropriate and valuable are the indicators used to assess the progress and verify the project's accomplishments? 3.1.4. Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs, and activities that aim to promote gender equality? **3.2. To what extent was the design of the Project relevant to advancing knowledge on the Future of Work?** 3.2.1. Does the project's design reflect adequate background knowledge on the kind of analytical frameworks that currently exist about the Future of Work?
EQ4: Effectiveness
Final Questions
4.1. **To what extent did the Project achieve its objectives and targets?** 4.1.1. In which area did the project have the most significant achievements and the least achievements? 4.1.2. What were the significant factors influencing the success or not of achieving the Project objectives? 4.1.3. To what extent did the project address the impact of the COVID crisis and contribute to the ILO policy response? 4.1.4. How effective has the communication strategy disseminated the project's products and knowledge? What evidence exists regarding its reception? 4.1.5. In which way do the project's outputs and outcomes contribute to gender equality? 4.1.6. Did the project achieve its gender-related objectives? What kind of progress was made, and what were the obstacles?
EQ5: Efficiency of resource use
Final Questions
5.1 How cost-efficient was the Project when considering the distribution of its human and financial resources across outputs and the methodological quality of its knowledge products? 5.1.1. Has the project managed to synergise with other activities of the ILO, develop partnerships for leveraging impact, or create efficiency gains? **5.2. Was the project's budget structure and financial planning process adequate to facilitate the achievement of planned outputs?** 5.2.1. Were monitoring and reporting mechanisms sufficient to ensure satisfactory feedback? 5.2.2. Were resources (funds, human resources, time, expertise, etc.) allocated strategically to achieve gender-related objectives? 5.2.3. To what extent has the project leveraged new or repurposed existing financial resources to mitigate COVID-19 effects in a balanced manner?
EQ6: **Effectiveness of management arrangements**
Final Questions
6.1. To what extent was project management conducive to effectively achieving objectives? 6.1.1 Does the Management Team communicate effectively with the project team, the donor, and other stakeholders? **6.2. Does the management team have adequate gender expertise? Did the project make strategic and efficient use of external gender expertise (e.g., consultants) when needed?** **6.3. Did the project receive adequate political, technical, and administrative support from its partners and the ILO?**
EQ7: **Impact and sustainability of results**
Final Questions

7.1. Which contributions did the project make towards achieving its long-term objective? Did it have an effective and realistic exit strategy? **7.2. What is the likelihood that the project's results will be sustained and utilised after the end of the project? Should anything else be done to enhance the project's sustainability, and strengthen the uptake of the project outcomes by stakeholders?** 7.2.1. Have the stakeholder's taken ownership of the project since the design phase? 7.2.2. What are the possible long-term effects on gender equality? Are the positive gender-related outcomes likely to be sustainable?
7. Cross Cutting Issues
8.1. Does the project plan to ensure the sustainability of the positive gender-related outcomes, aiming for lasting and meaningful long-term effects on gender equality? **8.2. Does the project incorporate PwDs inclusion in its design and implementation?** **8.3. Does the Project address the principles of social dialogue and the tripartite representation, ensuring that the activity or program is valuable reliably, and credibly, in alignment with the ILO's mandate?** **8.4. Does the Project consider the International Labour Standards of ILO in its design and implementation?** **8.5. Does the project define goals or align with or contribute to broader initiatives related to environmental sustainability?**

Thanks, We covered all the questions for this interview.

- Is there anything else we should have talked about but did not touch on?
- Do you have any questions for us?

Many thanks for taking the time to talk to us!

5 Data/documents provided/recommended.

Seek full references for documents not already in evaluator library.

6 Another proposed follow-up

e.g., interviewees recommended (obtain full contact details) / proposals on consultation/dissemination, etc.

Appendix VIII. Survey Questionnaire

Hello, and thank you for agreeing to complete this Survey related to the **FINAL INDEPENDENT EVALUATION “Building Partnerships on the Future of Work.”** Sandra Bustamante will conduct the evaluation.

The purpose of the Final Independent Evaluation is to assess the overall performance of the project in meeting its objectives, based on the standards, and evaluation criteria of relevance, impact, effectiveness, efficiency, and sustainability of project outcomes.

The knowledge generated by the evaluation will also feed into the design of future intervention models and contribute to documenting management and delivery approaches.

The evaluation covers the entire duration of the project since its inception.

This Survey is anonymous and voluntary, and it will help in the Final Evaluation. The information you will share with us if you participate in this Survey will be kept entirely confidential to the full extent of the law. Your information will be assigned a code number that is unique to this evaluation. No one, the ILO Evaluation Office or the Independent Evaluator will be able to connect your name with your survey or even know whether you participated in this study. Study findings will be presented only in summary form and your name will not be used in any report.

Personal information of the Respondent:

	1	2	3	4	5	6
I. Affiliation						

Regarding the Affiliation, the categories are:

1. International Organisation
2. Researcher
3. Independent Consultant
4. Government Representative
5. Employer Representative
6. Worker representative

II. Gender	……

Regarding Gender, we leave a blank space where you can fill in your identity.

	1	2	3	4	5	6
III. Geographical Area						

Please, if possible, mention the Geographical Area where you are settled, the categories are:

1. Africa
2. East Asia and Pacific
3. Europe and Central Asia
4. Latin America and the Caribbean
5. Middle East and North Africa
   South Asia

IV. EVALUATION QUESTIONS

In answering the questions in this Section, please give full answers explaining each "Yes," "No," and "Partly" (PA) response with a detailed description at your convenience. If you don´t know the answer, please choose "No Applicable" (NA)

	Yes	No	PA	Please give details below	NA
Relevance of the project					
Do you think the Project interventions constitute an adequate response to the current needs of the future of work for ILO, and the donor priorities and with other donor-supported projects?					
Do you think the Project interventions are aligned with, supported, and relevant to the national development plans of the ILO constituents?					
Do you think the project was aligned with ILO's mainstreaming strategy on gender equality and made explicit reference to it?					
Do you think the project has been repurposed based on results from COVID-19 diagnostics, UN socio-economic assessments, guidance, ILO decent work national diagnostics, CCA, or similar comprehensive tools?					
Do you think the project's design reflects adequate background knowledge on the kind of analytical frameworks that currently exist about the Future of Work?					
Coherence					
Do you think the project design considers synergies and fits with national initiatives and other donor-supported projects?					
Effectiveness					
Do you think the Project achieves its objectives and targets?					
Do you think there was an area where the project had the most significant achievements? If you want, you could extend your answer in the details.					
Do you think there was an area where the project had the least achievements? If you want, you could extend your answer in the details.					
Do you think there were some factors influencing the success or not of achieving the Project objectives? You could describe the major factors in the details.					
Do you think the communication strategy of the Project has been effective in disseminating the project's products and knowledge? If you have evidence of this, you could describe it in detail.					
Do you think the project addresses the impact of the COVID crisis and contributes to the ILO policy response?					
Do you think the project's outputs and outcomes contribute to gender equality?					
Do you think the project achieves its gender-related objectives? What kind of progress was made, and what were the obstacles?					
Do you think national policymakers and social partners have used the Project's products and knowledge in countries that have participated in the project or been involved in capacity-building activities for policy formulation and implementation of social dialogue, engagement, and improvement?					
Impact and Sustainability of Results					
Do you think the Project has made contributions to achieving its long-term objective? You could include which contributions in the Details.					
Do you think the Project has an effective and realistic exit strategy?					
Do you think the project results will be sustained and utilised after the end of the project?					
Do you think is there any need to be done to enhance the sustainability of the project, and strengthen the uptake of the project outcomes by stakeholders?					
Do you think the stakeholders have taken ownership of the project since the design phase?					
Do you think the positive gender-related outcomes are likely to be sustainable?					
Cross – Cutting Issues					
8.1. Does the project plan to ensure the sustainability of the positive gender-related outcomes, aiming for lasting and meaningful long-term effects on gender equality?					
8.2. Does the project incorporate PwDs inclusion in its design and implementation?					

8.3. Does the Project address the principles of social dialogue and the tripartite representation, ensuring that the activity or program is valuable reliably, and credibly, in alignment with the ILO's mandate?					
8.4. Does the Project consider the International Labour Standards of ILO in its design and implementation?					
8.5. Does the project define goals or align with or contribute to broader initiatives related to environmental sustainability?					