



International
Labour
Organization

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i-eval Discovery



Independent Final Evaluation of the Project ‘Engendering informality measurement for Labour Force Surveys’

Type of Evaluation: Project

Evaluation timing: Final

Evaluation nature: Independent

Project countries: Peru, Uganda

P&B Outcome(s): Outcome A: Improved knowledge and influence for promoting decent work and Outcome 6: Gender equality and equal opportunities and treatment in the world of work

SDG(s): SDG 8 (Primary-Decent work and economic growth), SDG 5 (Gender Equality), and SDG 17 (Partnerships for the goals)

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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

BMGF	Bill & Melinda Gates Foundation
CAPI	Computer-Assisted Personal Interviewing
GDP	Gross Domestic Product
GEDI	Gender, Equality, Diversity and Inclusion Branch
HQ	Headquarters
ICLS	International Conference of Labour Statisticians
ILO	International Labour Organization
ILOSTAT	ILO's Statistical Database
INEI	Peru's National Statistical Office
ILS	International Labour Standards
KPIs	Key performance indicators
NSO	National Statistical Office
OECD/DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
SDGs	Sustainable Development Goals
SSMU	Statistical Standards and Methods Unit
SWOT	Strengths, weaknesses, opportunities and threats
TOC	Theory of Change
ToR	Terms of Reference
UN	United Nations

► Executive Summary

Background and Context

Summary of the project purpose, logic and structure

The “Engendering informality measurement for Labour Force Surveys” project was a partnership of the International Labour Organization (ILO) and Bill and Melinda Gates Foundation (BMGF). The project was funded by BMGF with the sum of US\$ 3,069,554 and implemented by the ILO. Based on the project document, the project aimed to achieve wider (across countries), deeper (more detailed and meaningful) and more engendered measurement of informal employment building on the guidance emanating from the project. The project had two main expected outcomes: (1) Improved knowledge and tools on informal employment and care work from a gender perspective with a focus on women's informal employment; and (2) Outcome 2: Improved data available on the impact of COVID-19 on women's employment.

Purpose, scope and clients of the evaluation

The three purposes of this independent final evaluation were following: (i) Project accountability, (ii) Project improvement, and (iii) Institutional learning. This evaluation covered project interventions from October 2020 to 30 September 2024 with a full review of the following project components: Measurement and standard work, and ILO Global Care Policy Portal and Investment Simulator (under Outcome 1); and Estimation work and analytical outputs (under Outcome 2). The evaluation covered both interventions at global and national levels (including the two pilot countries, namely Peru and Uganda). The gender and disability dimensions were considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. The primary end users of the evaluation findings are staff within the Statistics Department of the ILO. Secondary parties making use of the results of the evaluation will include ILO's constituents such as national statistical offices and other producers of official statistics on labour, national and international partners. Furthermore, the findings of this final evaluation are destined for ILO's management (the project team), overseeing the implementation of the project, participating units- GEDI and INWORK, as well as for the project's donor Bill and Melinda Gates Foundation.

Methodology of evaluation

Different evaluation tools were combined to ensure an evidence-based qualitative and quantitative assessment. The evaluator emphasized on cross-validation of data through triangulation and an assessment of plausibility of the results obtained. The methodological mix included a desk review, semi-structured focus groups or key informant interviews and a short survey. Data was gathered from different sources, by different methods for each of the evaluation questions, and findings were triangulated to draw valid and reliable conclusions. Data was disaggregated, at a minimum, by gender and by other dimensions where available. Conclusions and recommendations were based on evaluation findings (deductive reasoning).

Findings

The body of the evaluation report presents answers to all key evaluation questions, which represent the proper *findings* of this evaluation.

A. Relevance

The project addressed critical gaps in gender-sensitive data on informality, focusing on women's informal employment and care work. Building on the ILO's expertise, it met the growing demand for better labour force statistics. The successful pilot phase led to positive donor feedback and additional funding, expanding the project's scope, including the development of ILO Global Care Policy Portal and Investment Simulator. The project aligned with ILO's strategic goals of gender equality and decent work, incorporating new International Conference of Labour Statisticians (ICLS) standards and improving data tools. Its adaptability and responsiveness to stakeholder needs ensured its relevance and strategic fit with both ILO outcomes and national priorities.

B. Coherence

The project effectively linked its outputs to the intended outcomes, particularly in improving gender-sensitive data on informality. Although a formal Theory of Change (ToC) or logframe was not developed during the project, the use of such a framework at the project level could have facilitated a clearer understanding of causal relationships, supporting the longer-term sustainability of the project's outcomes.

A ToC to guide Phase II planning, emphasizing the need for more sustainable and impact-oriented interventions, as well as tracking mindset shifts and stakeholder engagement in data collection could be instrumental. Internally, the project was coherent, aligning its components (measurement, ILO Global Care Policy Portal and Investment Simulator, and analytical outputs) with ILO's expertise and ICLS standards. Externally, it was well-aligned with ICLS guidelines and collaborated with national statistical offices and a range of stakeholders and experts who participated in a Technical Advisory Group. Strengthened internal synergies between departments focused on capacity building and policymaking, as well as stronger regional and policymaker engagement, could boost impact. The ILO's comparative advantage in advancing ICLS standards and providing technical assistance was key to the project's success.

C. Effectiveness

The project exceeded its initial targets, delivering more studies and a broader range of survey tools than planned. Key achievements included the development and adoption of new statistical standards for measuring informality and non-standard employment, integrated into the 2023 ICLS resolution. It also provided gender-sensitive data, including modelled estimates of COVID-19's gendered impact, and launched the Global Care Policy Portal - with information available for more than 180 countries and four different years - and the Investment Simulator - with information for 82 countries. Stakeholders were highly satisfied with the project's outputs, particularly its role in advancing international standards and fostering dialogue. The project was well-managed, with strong leadership and effective collaboration with national statistical offices and gender experts. However, it faced challenges, including delays due to the departure of key staff and difficulties in recruiting qualified consultants for short-term contracts. Despite these challenges, the project adapted effectively, including shifting to remote work during the COVID-19 pandemic. The project's flexibility was crucial in maintaining momentum.

Significant remaining needs at the national level include continued capacity building, scaling of tools, and improving outreach for broader adoption. The project's longer-term goals require sustained support, with further engagement with policymakers. More strategic change management is needed to ensure the integration of the tools into national systems.

D. Efficiency

The project efficiently managed its resources, reallocating funds after the departure of the project manager to engage a communication agency, which enhanced outreach and impact. The project team also secured additional resources through ILO staff allocations from the regular budget. The project leveraged partnerships with National Statistical Offices (NSOs) and other stakeholders to ensure alignment with national priorities, maximizing resource impact. It was noted in data

collection, particularly for the time-use module (for which the project conducted support activities running parallel to the main project during Phase I, that National Statistical Offices may lack the fundings to implement new standards. Streamlining data collection processes and balancing the volume and quality of data could improve efficiency in future phases.

E. (Orientation towards) Impact

At this early stage, the project is on track to achieve its higher-level objectives, particularly in enhancing knowledge and tools for measuring informality and care work with a gender lens. Stakeholders strongly agree that the project has contributed significantly to measuring informality with a focus on women's informal employment, leading to improved data and estimates. However, as mentioned above, further capacity-building is needed, particularly in leveraging results with policymakers in countries that participated in Phase I. The project has made significant strides toward achieving SDGs 5 (Gender Equality), 8 (Decent Work), and 10 (Reduced Inequalities) by advancing gender-sensitive data collection and improving labour market inclusivity, as well as promoting the ratification of relevant ILO conventions related to the care economy (including Convention No. 183 and Convention No. 156).

F. Sustainability

The project shows potential for sustainability, with 73.3% of survey respondents believing its outcomes are likely to be sustained beyond the project's timeframe. While the first phase laid a solid foundation by generating high-quality data and contributing to international standards, its challenge lies in ensuring the data's effective use in policy-making. The first phase of the project was conducted at an experimental scale. To maximize data utility, countries, especially pilot ones like Uganda and Peru, require ongoing capacity building. Sustained regional support and a strategic approach to scaling are crucial to maintaining momentum and ensuring long-term impact. Developing a clear roadmap for scaling up the project and establishing robust exit strategies will help embed results into national systems. In the second phase, the project team plans to address these needs by providing full-scale survey support and prioritizing the effective use of data.

Conclusions

Conclusion 1 on relevance

The project has effectively aligned with both international and national priorities, addressing critical gaps in gender-sensitive data on informality in labour markets. Leveraging ILO's expertise, the project responded to the growing demand for improved labour force statistics, with a focus on women's informal employment and care work. Initial results from the pilot phase demonstrated the project's relevance and feasibility, leading to additional funding and expanded activities, including the development of a Global Care Policy Portal and Investment Simulator to encourage the investment in the care economy. By incorporating newly adopted ICLS standards and advancing data collection tools, the project contributed to ILO's goals of promoting gender equality and decent work.

Conclusion 2 on coherence

The ILO's expertise in ICLS standards and technical assistance was crucial to the project's success. While the project demonstrated good internal and external coherence, stronger internal and external synergies would be instrumental to increase its long-term impact. The lack of a formal Theory of Change (ToC) limits the ability to track long-term outcomes. Developing a ToC could provide a clearer roadmap for sustainable interventions.

Conclusion 3 on effectiveness

The project received high stakeholder satisfaction, particularly for its role in fostering dialogue and advancing international statistical standards. It exceeded its initial targets, delivering more studies and survey tools than planned. Key achievements included the development of new statistical

standards on informality and non-standard employment, integrated into the 2023 ICLS resolution. The project also provided valuable gender analysis, including COVID-19 impact models. Additionally, it launched the Global Care Policy Portal and Investment Simulator, and prepared ad hoc briefs to provide technical assistance and promote investment in the care economy. The Portal and Simulator attracted over 15'400 visits and 1'190 registered users from 97 countries, with nearly 8'900 visits and 554 new user registrations in 2024 alone. These results represent a strong foundation for the sustained impact of ILO's tools and outreach efforts, suggesting continued engagement and potential for further influence beyond the end of project funding.

Success factors included strong leadership, effective management, and stakeholder engagement, as well as the ILO's expertise. Collaboration with national statistical offices ensured the tools' relevance. Despite challenges such as the COVID-19 pandemic, staff departure, and difficulties in recruiting qualified consultants, the project adapted well and maintained momentum.

However, significant capacity-building needs remain, particularly in Phase I countries. Future efforts should focus on scaling tools, improving outreach, and strengthening policy engagement. A more comprehensive longer-term planning approach, including feasibility studies and staffing risk assessments, is needed to ensure sustainability and long-term impact.

Conclusion 4 on efficiency

The project demonstrated overall efficiency in managing resources, particularly by reallocating funds after key staff departures and engaging external expertise to maintain momentum. Effective collaboration with national statistical offices and other stakeholders contributed to the efficient use of resources. However, it is important to consider the challenges in data collection, particularly with time-use surveys, for which the project conducted support activities running in parallel to the main project during Phase I. These surveys were resource-intensive and occasionally misaligned with national capacities. The implementation of the time-use module is planned for the second phase of the project.

To improve efficiency in future phases, proactive planning, particularly regarding communication, systemic change management, recruitment, and data collection strategies, may ensure resources are optimally utilized and aligned with national systems. It should be noted that the second phase of the project aims to address these concerns more directly, acknowledging the challenges and needs identified during the first phase.

Conclusion 5 on (orientation towards) impact

The project is on track to meet its objectives and contribute to key SDGs. While it has made significant progress in improving gender-sensitive labour market data, ongoing efforts are needed in capacity building, policy engagement, and updating tools for sustained impact. Expanding these efforts will help integrate project results into national systems and ensure long-term relevance and sustainability.

Conclusion 6 on sustainability

The project has potential for sustaining its results beyond its current funding and timeframe. Key to this sustainability is the project's focus on building regional and national capacity, particularly through training and partnerships with National Statistical Offices (NSOs) and other stakeholders. However, ensuring that the data collected is effectively used in policymaking remains a challenge, particularly in countries with varying capacities. While the first phase of the project sets important milestones, continued support and capacity-building efforts are required, especially in the pilot countries, to ensure that the data remains relevant and utilized in policy processes. Additionally, the second phase of the project aims at scaling up the implementation of new standards on informal economy measurement. Scaling up the project to other countries, expanding regional capacity, and developing clear exit and sustainability strategies will be crucial to embedding the project's outcomes in national systems. Continued support and robust planning of strategic scaling will be essential to

maximize impact and ensure that the project's outcomes are institutionalized in the countries involved during Phase I.

The institutional setting and existing resources of the ILO play a critical role in ensuring sustainability, as they are not dependent on project funding. Embedding these activities within ILO's regular budget and work programme ensures they are supported by the organization's broader resources, enhancing long-term impact and continuity.

Cross-cutting policy drivers on ILO project evaluation

Gender issues assessment

Gender equality is central to the project, with a focus on the gendered aspects of informality. Moving forward, adopting transformative strategies for women in the informal economy is key. The evaluation also found that disability issues were not addressed, an area that should be integrated to ensure inclusivity. Addressing both gender and disability in the project design would strengthen its impact and contribute to broader ILO objectives, particularly the 2030 Agenda for Sustainable Development, promoting equity for all workers.

International Labour Standards issues assessment

The project contributed significantly to labour statistics and the advancement of gender-responsive policies, particularly around informal work and care work. It aligned with ILS, including recommendations on equal remuneration and non-discrimination, by providing crucial gender-disaggregated data that highlights women's disproportionate representation in informal sectors. This data is essential for creating inclusive policies that promote formalization and improve labour protections for women. The project's role in enhancing ICLS standards further supports the implementation of labour rights reforms and equitable growth. Additionally, as mentioned above, the project promoted the ratification of ILO conventions related to the care economy (including Convention No. 183 and Convention No. 156).

Just transition to environmental sustainability

While the project's first phase has not yet focused on the gendered dimensions of a just transition to environmental sustainability, this presents a key opportunity for future impact. By examining how women in informal work are affected by the green transition, the tools and guidance developed under the project can be a platform to provide gender sensitive data on green jobs and barriers to decent, sustainable work for women. This aligns with the ILO's emphasis on integrating gender equality and environmental sustainability, supporting policies that advance both objectives and ensure an equitable green transition.

Lessons learned and good practice

Emerging lesson learned: To ensure the longer-term impact and sustainability of initiatives, it is essential to provide comprehensive, ongoing support - both human and financial. Without this, significant investments may be jeopardized, and the intended outcomes could fall short. Beyond pilot initiatives, there must be a strategic, structured approach to sustain momentum through targeted outreach and systemic change management. This requires careful anticipation, longer-term planning, and proactive engagement with donors to discuss future interventions, focusing on resource mobilization and scaling.

Emerging good practice: This emerging good practice highlights the combination of strong leadership, technical expertise, effective management, and a focus on high-quality deliverables that enabled the project to achieve improved knowledge and tools on informal employment and care work, specifically from a gender perspective. While facing various challenges, the project maintained momentum, including facing staff departure. The high-level leadership ensured the alignment of

project goals with ILO's broader mandate, while effective staff recruitment technical work and robust documentation fostered high quality results, strong stakeholder engagement and capacity building for national statistical offices and key partners.

Recommendations

Recommendation 1 (from conclusions 2, 3, 4, 5 and 6): Endorse the design and development of an “impact-oriented” framework, intervention strategy, and M&E system for Phase II, with the support of M&E and systemic change expertise.

Addressed to	Priority	Importance	Resource implication
ILO and BMGF	High	High	Medium

Recommendation 2 (from conclusions 3 and 4): Strengthen the project visibility and sustainability. With the support of communication experts, design powerful strategies to effectively reach out to global, regional and national key stakeholders.

Addressed to	Priority	Importance	Resource implication
ILO, tripartite constituents and implementing partners	Medium	High	Medium

Recommendation 3 (from conclusions 3, 4, 5 and 6): Consider extending the duration of each project phase or adopting a multi-phase plan, with sufficient foresight to accommodate recruitment needs and avoid loss of capacity. In its current format, each phase could benefit from an additional 6 months to account for recruitment timelines and related constraints.

Addressed to	Priority	Importance	Resource implication
ILO and donors	High	High	Medium to High

► 1. Introduction

1. ILO EVAL commissioned a final independent evaluation of the project “Engendering informality measurement for Labour Force Surveys”. This final evaluation is carried out by ForWaves Consulting Sàrl, Switzerland. The evaluation is conducted by Ms. Maria Zarraga, ForWaves® Managing Director. Guided by the Terms of Reference (ToR), the independent evaluation work was undertaken between end of October 2024 and December 2024, in close coordination with ILO STATISTICS, Mr. Kieran Walsh Senior Statistician, Department of Statistics, and the Evaluation Manager, Mr. Pranav Prashad, Senior Technical Officer, Social Finance and Impact Insurance Facility.
2. The evaluator would like to thank all those who contributed to this evaluation. Special thanks go to the project team and to the Evaluation Manager for the much-appreciated support in the preparation and conduct of this evaluation. The evaluator hopes that the findings, conclusions, and recommendations will contribute to the ongoing efforts of ILO Statistics and similar projects.

Description

3. The project falls under ILO Programme & Budget (2022-2023) Outcome A: Improved knowledge and influence for promoting decent work and Outcome 6: Gender equality and equal opportunities and treatment in the world of work. The project has linkages to SDG 8 (Primary-Decent work and economic growth), SDG 5 (Gender Equality), and SDG 17 (Partnerships for the goals). The outreach of the outputs is global in nature – given that they generated tools and data at the global level, of potential use for all countries. The measurement work did involve pilot studies in two countries, namely Uganda and Peru. The project was administered by ILO STATISTICS and co-implemented with the Gender, Equality Diversity and Inclusion Branch (GEDI) in the Conditions of Work and Equality Department (WORKQUALITY).
4. The project aimed to develop and adopt new statistical standards for measuring informality and non-standard employment, with the goal of integrating these into the 2023 ICLS resolution. It sought to provide gender-sensitive data, including modelled estimates of COVID-19's gendered impact, and to launch the Global Care Policy Portal and Investment Simulator to support policy advocacy and investment promotion in the care sector.

Conceptual Framework of the Project

5. As described in the Terms of Reference, the original scope of the project aimed to leverage existing ILO work on informality, to help engender the planned body of work on informality measures. This project endeavours to assist with deepening and revising measures and standards for measuring women's informal work (including conditions, types of work, barriers, constraints, and economic contribution). Improved measurement helps inform understanding and policymaking on women's work. It covers activities such as the development and testing of model questionnaires covering various aspects of informality with a gender lens, provision of regular inputs to the standard setting process via the working group established to develop new standards for adoption by the international community and related work on diagnostic approaches through which data is linked to policy development.
6. The ultimate outputs are a range of guidance on measurement and use of data on informality from a gender perspective. The inputs to the standard setting process are designed to ensure that the newly adopted standards are appropriately engendered and enable proper measurement of women's informal work.
7. A second outcome focuses on a delivery of refined sex disaggregated data on COVID-19 impacts linked to ILO's ongoing work on COVID-19 monitors on the world of work.

8. Two supplements to the project, the first signed in July 2021, and the second signed in April 2022 extended the scope of the two existing outcomes, adding to Outcome 1 the development of ILO Global Care Policy Portal - to be launched in 2023 to amplify the findings of the ILO 2022 Care report, and expanding the range of gender related analysis being generated under the second outcome. These supplements, supported by increased funding extended the scope as well as the duration of the project.
9. The combined strategic goal of these linked activities is to achieve wider (across countries), deeper (more detailed and meaningful) and more engendered measurement of informal employment building on the guidance emanating from the project.
10. As originally described in the initial grant agreement the project comprised of 5 outputs under Outcome 1 and 1 under Outcome 2. The first supplement in July 2021 added 3 outputs to Outcome 1 and 4 to Outcome 2, while the second supplement in April 2022 added a further 9 outputs to Outcome 2. By the end of the project, the full set of outputs included both supplements comprises 8 within Outcome 1 and 15 within Outcome 2, or 23 outputs in total. Put in terms of the general thematic areas of work this breaks down as 5 outputs related to the measurement and standards work, 3 related to the Global Care Policy Portal and Investment Simulator and 15 related to the estimation work and analytical outputs. (See Figure 3 on page 24)

Institutional and management structure

11. The project “Engendering informality measurement for Labour Force Surveys (LFS)” began operations in October 2020 and was initially scheduled to conclude in September 2024. It was then set to conclude in December 2024, including the no-cost extension. There is a second phase of the project, expanding on the achievements of Phase I. The project (Phase I) is funded by the Bill & Melinda Gates Foundation (BMGF) with an overall budget of budget of US\$ 3,069,554. The Project sits in the ILO STATISTICS Unit. The project was co-implemented by the Gender, Equality, Diversity and Inclusion Branch (GEDI) and the Inclusive Labour Markets, Labour Relations and Working Conditions Department (INWORK). The project works with the appropriate stakeholders at national and regional levels, constituents, project partners, and beneficiaries (partners / fellows).

General context

12. The ILO’s revised gender data and evidence strategy in 2019 had highlighted the need for and importance of better measures, such as for women’s work, time use, agency, and gender norms. Specifically, the **measurement of informality** (a priority SDG indicator) has surfaced as a key issue requiring updating for the ILO, as requested by the 20th International Conference of Labour Statisticians (ICLS) in 2018. This created a focus on the need to address key conceptual and measurement gaps related to informality in the run-up to the session of the ICLS in 2023 when **the informal economy was the topic covered by a new statistical standard**.
13. **Gender is a key dimension in the measurement of informal work**, given that women are more likely than men to be in informal employment. Given key differences between men and women in type of work, distribution of work, constraints and decision-making in informal activities, it is important to have more precise, detailed and gender-appropriate measures.
14. This is important as informal employment forms a large proportion of employment in developing countries (for example, over 90% women who work in East Africa are in informal employment). However, while data from labour force surveys often indicated the split between formal and informal employment, very little data beyond this dichotomy is available. Examples of important data gaps include:
 - Low clarity on range of activities of informal workers- no separation of different informal activities, as they are considered “one job”. Related to this, current measurement at individual

level creates an unclear picture of household enterprises meaning it remains unclear how many businesses may be operated by the household and how different household members are engaged in (or benefit from) the business, barriers to growth of those businesses etc.

- Income data often not collected or of low quality making it difficult to highlight disparities in income generation between different types of workers, for example informal workers with relatively higher or lower incomes.
 - No information collected on the role the activity plays for the worker – it then becomes impossible to distinguish activities being engaged in purely to generate a minimal livelihood from those engaged in with the aspiration to grow and become a greater source of income.
- 15.** Improving the basis upon which informality is identified is important but doesn't address these important data gaps. Achieving this under Outcome 1 required new questionnaire sequences to be developed and tested to provide the elaboration of the nature and conditions of the working activities being done. A thorough process starting with the review of existing frameworks, questionnaire designs and diagnostic approaches was required to assist in reducing these gaps.
 - 16.** To maximize the impact of Care Report 2.0, the ILO launched an interactive online portal as a knowledge hub for care work, supporting policy advocacy and investment promotion. It included a cost/benefit model and ROI tool for member States to simulate care policy options. This initiative expanded Outcome 1 to include care work, fostering synergies with the Global Alliance for Care and the Action Coalition on Economic Justice and Rights.
 - 17.** Outcome 2 refers to the development of tools to track real-time labour market developments, allowing the ILO to produce timely analysis and insights into the global world of work. This outcome aimed to enhance the capacity for monitoring changes and trends in the labour market, supporting evidence-based decision-making and policy formulation.

► 2. Evaluation background

Scope

18. According to the ILO Policy Guidelines for results-based evaluation¹, all projects with a budget of USD 1-5 million and over 30 months must undergo a final independent evaluation.
19. The evaluation covered the period from 27 October 2020 to 30 September 2024. It was primarily a summative evaluation, covering the project design stage and the implementation period. The evaluation notably allowed the following: Identify what worked, what did not work at output, outcome, and impact levels, what is sustainable, what is the legacy of the project, what are the recommendations for the future, as well as the design stages and any mitigation measures that eventually was taken.
20. The evaluation assessed the project's key expected results and built on findings from any previous progress or mission reports. The evaluation also serves the purpose of informing the ILO STATISTICS overall strategy for the development of guidance and tools to support Labour Force Survey implementation, to which the Project is designed to contribute, alongside several other activities.
21. The evaluation process examined how ILO's cross-cutting issues mentioned above were taken into account (where applicable) and closely followed EVAL guidelines on these topics.
22. In response to ILO's Evaluation policy and Strategy, gender concerns were addressed in accordance with the ILO's Evaluation Guidance Note 4 and specific policy requirements. The evaluator ensured that data was sex-disaggregated and that women's views and perceptions were reflected in the evaluation.
23. The evaluation also gave specific attention to how the project intervention is relevant to ILO's programme and policy frameworks at the national and global levels, UNDAF/UNSDCF and national sustainable development strategy (or its equivalent) or other relevant national development frameworks, including any relevant sectoral policies and programme. Specific questions addressing these aspects across the evaluation criteria are included in the evaluation questions below.

Key purpose

24. The independent evaluation served three main purposes:
 - Project accountability;
 - Project improvement; and
 - Institutional learning.
25. The primary end users of the evaluation findings are staff within the ILO Department of Statistics. Secondary parties making use of the results of the evaluation include ILO's constituents such as national statistical offices and other producers of official statistics on labour, national and international partners. Furthermore, the findings of this final evaluation are destined for ILO's management (the project team), overseeing the implementation of the project, participating units - GEDI and INWORK, as well as for the project's donor Bill and Melinda Gates Foundation.
26. The knowledge generated by this evaluation will also benefit other stakeholders that may not be directly targeted by the project's intervention such as: key government institutions, civil

¹ https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_mas/@eval/documents/publication/wcms_571339.pdf

society organizations, donors, UN agencies, international organizations that work in relevant fields, and other units within the ILO.

Main limitations to this evaluation

27. (1) Even where impact is quantifiable, the evaluation was not able to measure the net impacts of project participation. That would have required knowledge of the counterfactual i.e. the outcomes that would have occurred in the absence of the programme, which can only be measured using control groups.
28. (2) Given the tight deadlines, the increasingly extended list of stakeholders (for interviews), and the involvement of multiple parties—including the donor, project team members, project partners, and beneficiaries—priority was given to the contact points identified by the project lead as being most actively involved in the project, with as much as possible minimal impact on the initial deadlines.
29. (3) To maximize stakeholder input within limited time, focus group interviews were conducted in addition to key informant interviews, with the caveat that some views may not be expressed as freely as they would in individual interviews.
30. (4) The evaluation primarily focuses on assessing the project components (Measurement and standard work, and Estimation work and analytical outputs) led by ILO STATISTICS, which cover the majority of the project's duration and budget (See Figure 4 on page 31). However, it also incorporates some conclusions related to the Global Care Policy Portal and Investment Simulator, which were managed by the Gender, Equality Diversity and Inclusion Branch (GEDI) in the Conditions of Work and Equality Department (WORKQUALITY).
31. The above-mentioned limitations do not affect the validity of the evaluation.

► 3. Criteria and questions

32. The ILO adheres to the UN system of evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. Accordingly, project quality was assessed against the following main evaluation criteria:
- **Relevance:** The extent to which project objectives were consistent with beneficiaries' needs.
 - **Coherence:** The extent to which the intervention is compatible with other interventions in a country, sector or institution.
 - **Effectiveness:** The extent to which objectives were achieved.
 - **Efficiency:** How efficiently resources/inputs (e.g. funds, expertise, time) were converted into results.
 - **(Orientation towards) Impact:** The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.
 - **Sustainability:** The likelihood of continuation of project benefits (outputs, outcomes) after the end of the project.
33. *The evaluation addressed the following ILO evaluation criteria (based on the OECD-DAC evaluation criteria) as defined in the ILO Policy Guidelines for results-based evaluation, 2020. A complete set of questions by each criterion is outlined below, as per ToR:*

Relevance

1. Were the project objectives consistent with the international and national key partners' needs, including ILO constituents' requirements, and the country needs?
2. How did the project contribute to the relevant International Labour Organization Programme & Budget Outcomes (2020-21 and 2022-23), including in promotion of gender equality and non-discrimination as well as the development priorities of different stakeholders and potential countries?
3. Have the Project design or implementation plan been adjusted or modified to date? If so, what are the factors that contributed to this change and to what extent have these adjustments or modifications been determined by different stakeholders' needs?
4. To what extent did the project build on previous experience of the ILO, and relevant experience of other local and international organizations on the topic?

Coherence

1. Was the project design adequate to meet project objectives? Do outputs causally link to the intended outcomes and objectives?
2. To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?
3. To what extent is the project aligned or harmonised to relevant international statistical standards, concepts, and definitions?
4. To what extent did the project and its activities build on the comparative advantage of the ILO as well as develop synergies and interlinkages with other ILO interventions?

Effectiveness

1. To what extent have the project objectives been achieved and aligned to ILO's cross cutting issues?
2. Have unexpected positive and negative results taken place?

3. What were the main internal and external factors that influenced the achievement or non-achievement of results?

Efficiency

1. To what extent are the resources allocated strategically to provide the necessary support and to achieve the broader project objectives?
2. To what extent did the project budget factor-in the cost of specific activities, outputs and outcomes?
3. To what extent did the Project leverage resources such as national engagement, any additional funding, staff time, expertise etc., for quality and timely implementation?
4. Has the project developed a monitoring and evaluation strategy that enhance accountability, learning and feed to management?

(Orientation towards) Impact

1. Is the project on track to achieve its higher-level objectives (first and second-order outcomes)?
2. To what extent have the project activities made a difference to specific SDGs that are linked to the project?

Sustainability

1. Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)?
2. What measures and actions have been put in place to ensure ownership of the project's results within the selected partners and fellows?
3. To what extent do the partners own the results of the Project and carry them forward in each national context?
4. Can the project's approach or parts of it, and results be replicated or amplified by the ILO and national partners or other actors considering institutional and financial dimensions?
5. Is there any post-Project support arrangement foreseen among any interested countries, with or without the direct involvement of the ILO and other Project partners?

34. The evaluation also looked into following cross-cutting themes:

- Gender equality and non-discrimination;
- International labour standards and social dialogue; and
- Just transition to environmental sustainability.

► 4. Methodology

35. This evaluation was elaborated in full compliance with relevant evaluation norms and standards, and followed ethical safeguards, as specified in the ILO's evaluation procedures.
36. The evaluation balanced the need for organizational learning with the purpose of ensuring accountability to the donor. While maintaining independence, the evaluator applied a participatory approach seeking the views of all groups of project stakeholders. Enrolling key stakeholders in the evaluation process and in the discussions on key findings, conclusions and recommendations, facilitated organizational learning.
37. Different evaluation tools were combined to ensure an evidence-based qualitative and quantitative assessment. The evaluator emphasized on cross-validation of data through triangulation and an assessment of plausibility of the results obtained. The methodological mix included a desk review, semi-structured focus groups or key informant interviews, and a short survey administered to all interviewees and other key stakeholders identified by the project team. (See [Annex 5](#)) Data was gathered from different sources, by different methods for each of the evaluation questions, and findings were triangulated to draw valid and reliable conclusions. Data was disaggregated, at a minimum, by gender and by other dimensions where available. Conclusions and recommendations were based on evaluation findings (deductive reasoning).
38. As for the gender aspects, they were notably considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation.
39. All key stakeholders in all project countries were interviewed online. Further to receiving from ILO the initial list of 22 stakeholders to be interviewed, the number of stakeholders doubled and further expanded to a final list of 44 stakeholders, including a few additional colleagues added by stakeholders themselves to join interviews. These 44 stakeholders (among which 65.9% are women) were invited to participate in an anonymous online survey. Qualitative data was collected through Zoom interviews with 26 participants, 57.69% of whom were women.
40. The interviewees were based in Australia, Indonesia, South Africa, Switzerland (ILO Headquarters staff), Peru, Uganda, and the United States. The disaggregation varied across the pilot countries and Indonesia. In Uganda, the disaggregation was as follows: 2 interviewees, both male (100% male), as one male employee replaced his female colleague in the interview. In Indonesia, there were 3 interviewees, 66.67% of whom were female. In Peru, both of the 2 interviewees were female (100%).
41. Consultations were scheduled between 25 October 2024 and 15 November 2024.
42. More detailed information on the evaluation questions, schedule and interviews undertaken to conduct this final evaluation is described in [Annexes 4 and 5](#).
43. The desk study included the analysis of existing project documents, progress reports, mission reports and publications.
44. The evaluator worked freely and without interference. All stakeholders interviewed were ready to openly share their views. Information obtained during data collection was comprehensive, consistent and clear.
45. Information on stakeholders' views obtained through interviews is presented in this report in a way that it cannot be traced back to the specific source.
46. The full list of persons interviewed and invited to participate in an anonymous survey, and documents consulted, are presented in [Annexes 2 and 3](#) to this report.
47. The list of stakeholders interviewed includes representatives of:

- Bill & Melinda Gates Foundation;
- ILO project team;
- ILO offices / functional units that provided specific inputs or support to the project;
- Partner organizations the project collaborated with at the global and national levels (including in pilot countries);
- Communication agency the project worked with to develop communication products; and
- Other key project stakeholders involved in the project implementation.

► 5. Findings and assessment

48. *This section presents the findings of the evaluation and provides an assessment of project quality against the evaluation criteria. The assessments below are formulated based on a cross-section of opinions expressed by a majority of stakeholders and double-checked with the project frameworks and available data.*

Relevance and strategic fit – Validity of design

- *A.1. Were the project objectives consistent with the international and national key partners' needs, including ILO constituents' requirements, and the country needs?*
49. The project is an appropriate solution to foster and promote engendering informality measures for Labour Force Surveys. Building on past achievements, this intervention is a critical first step to building foundation for enhanced national statistical systems producing high-quality, internationally comparable labour statistics, deepening measures on informality with a focus on women's informal employment and care work, that integrates the International Conference of Labour Statisticians (ICLS) standards adopted in 2023. The implementation of standards and tools developed, and generating further insights on policy approaches for women's economic empowerment, using the latest available labour data is very much aligned with ILO constituents' requirements and country needs.
- *A.2. How did the project contribute to the relevant International Labour Organization Programme & Budget Outcomes (2020-21 and 2022-23), including in promotion of gender equality and non-discrimination as well as the development priorities of different stakeholders and potential countries?*
50. The project directly addressed countries' needs to improve labour force statistics, with a specific focus on gender and informality. In response to growing country demands, the ILO has been providing guidance and tools to support the implementation of newly adopted standards. The two main project outcomes - (1) enhanced knowledge and tools on informal employment and care work from a gender perspective, with a focus on women's informal employment, and (2) improved data on the impact of COVID-19 on women's work - were highly relevant to the needs of both international and national key partners. Project outputs were designed to help countries better measure gender disparities and informal work, contributing to a deeper understanding of informality through a gender lens. By aligning with global goals of promoting decent work and advancing gender equality, the project supported efforts to ensure equal opportunities for women in the workforce.
- *A.3. Have the Project design or implementation plan been adjusted or modified to date? If so, what are the factors that contributed to this change and to what extent have these adjustments or modifications been determined by different stakeholders' needs?*
51. The project initially presented results in a more focused, pilot phase, which demonstrated the feasibility and relevance of the approach. Following the early successes and positive donor feedback, the project expanded to include broader activities supported by increased funding. As mentioned above, two supplements to the project - the first signed in July 2021, and the second signed in April 2022 - extended the scope of the two existing outcomes as well as the duration of the project. These supplements added the development of the ILO Global Care Policy Portal and Investment Simulator to Outcome 1, amplifying the findings of the ILO Care report, and promoting investment in the care economy. This also expanded the range of gender related analysis being generated under the second outcome. Suggestions include a client-centric approach such as design thinking when further developing questionnaires.

► *A.4. To what extent did the project build on previous experience of the ILO, and relevant experience of other local and international organizations on the topic?*

52. The project built on the ILO's long-standing experience in supporting labour force surveys, including through capacity building and technical assistance. It addressed both ad hoc country-level demands and structured initiatives, such as helping countries like Timor Leste, Myanmar, Cambodia, and Lao PDR complete national labour force surveys for the first time, using ILO model questionnaires. In other cases, existing surveys were updated with ILO guidance, as seen in Tanzania, Moldova, and Georgia. The project also engaged with regional and global partners, such as UN Economic Commissions and regional development banks, to advocate for and support the implementation of harmonized tools, including a model questionnaire for Eastern Caribbean states. Furthermore, global capacity-building activities, such as the annual Labour Market Statistics Academy, strengthened national capacities to measure labour force dynamics in line with international standards.

Coherence

► *B.1. Was the project design adequate to meet project objectives? Do outputs causally link to the intended outcomes and objectives?*

53. The project did well in defining a series of Outputs that link effectively with Outcome 1 and Outcome 2. The project did not develop a formal Theory of Change (ToC) or logframe, as these were not required elements in the donor's template for the project document. Therefore, the evaluator used the existing information—such as the outputs, outcomes, and overarching goal - to visualize some key components of a Theory of Change (Figure 3). While the project was designed with a **strong output orientation**, many converging statements pointed the need for more sustainable and impact-oriented interventions to secure stronger return on investment and sustainability. The Table 1 on page 25 proposes a possible approach to grasp the realities of expected changes at outcome and impact levels, with a longer-term view, allowing stakeholders to better plan and assess the feasibility of sustainable interventions, while considering risks and assumptions. This can guide all stakeholders at an early planning phase in assessing additional activities that are required, notably to secure funding at the national level on the longer-term and to monitor behavioural and mindset change throughout a clearly designed path. This example does not encompass all project activities as this evaluation is not meant to reconstruct the entire theory of change. Rather it provides a draft model that could be instrumental for Phase II strategic planning or review.
54. As presented in Table 1, a first wave of change (during Phase I) contributes to the impact: "Enhanced national statistical systems producing high-quality, internationally comparable labour statistics, deepening measures on informality with a focus on women's informal employment and care work". A second wave of change (Potentially included in Phase II) contributes to the impact: "National-level policies and measures supported by strengthened national statistical systems enhance measures on informality with a focus on women's informal employment and care work, producing concrete and sustainable outcomes in improving women's lives." This model reflects also a high number of statements stressing the need for better planned impact and sustainability, supported by a clear roadmap. Based on the investment document for Phase II, the follow-up project aims to place greater emphasis on stakeholder and user engagement, as well as strengthening linkages to policy.
55. The ToC also incorporates tracking of mindset change, which progress can be structured as described below. Both quantitative and qualitative data monitoring are essential to capture such progress. Shift in attitudes may also be measured by local partners. Therefore, it is essential to discuss clear roles and responsibilities at an early stage, defining additional

partners if needed, and specify how convergent activities will be coordinated outside the sole responsibility of ILO.

1. Shift in attitudes: Stakeholders recognize the importance of gender-sensitive informality data. Key stakeholder including policy makers are involved in this critical first step, and start promoting engendered informality measurement.

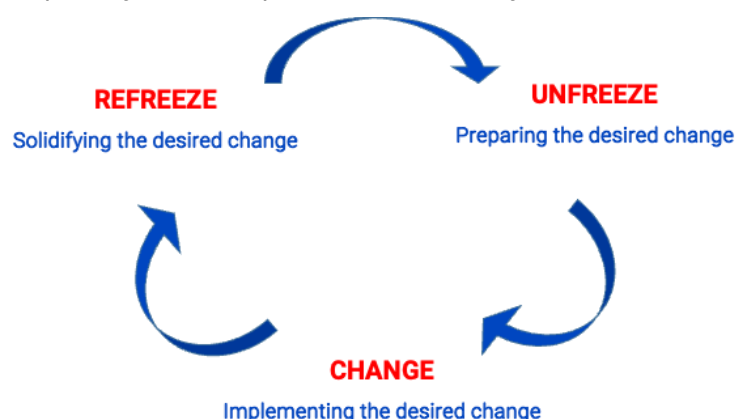
2. Increased buy-in: All stakeholders, including policy makers, see value in using refined tools for better data collection and decision-making.

3. Mindset shift: Decision-makers actively participate supporting data collection processes and making use of the data.

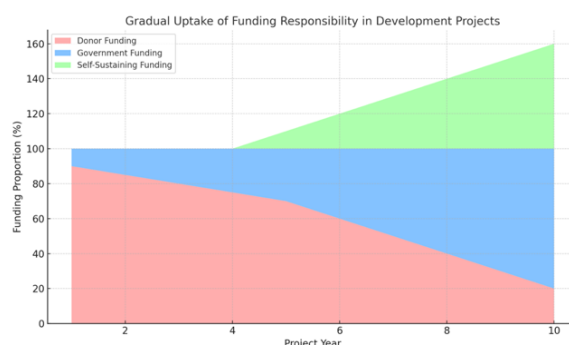
4. Continued engagement: Policymakers now demand regular updates and data-driven decisions, signalling deeper behavioural commitment. National funding is being engaged on the longer-term.

5. Sustained mindset change: Engendered labour force data is now central to national discussions. National funds are engaged and embedded in country programs/services.

56. Furthermore, it is essential to consider that, based for example on **Lewin's Change Model** (Figure 2), change takes time and needs to be 'solidified'. This process requires careful planning of desired outcomes, the implementation of strategic measures, and continuous monitoring. Ideally, it should be supported by expert guidance in systemic and behaviour change management, especially if such expertise is not already available within the project team.



► **Figure 1 – Lewin's Change Model**



► **Figure 2 – Gradual uptake of funding (Country level)**

GOAL: The strategic goal and ultimate objective of the project is to achieve improved measurement of women's informal work at a global level.

Outcome 1: Improved knowledge and tools on informal employment and care work from a gender perspective with a focus on women's informal

Outcome 2: Improved data available on the impact of COVID-19 on women's employment

OUTPUTS

1.1.1 Updated model questionnaire sequences and related guidance for the measurement of women's informal employment including core sequences on identification and additional modules to provide detailed characterization. This will include content to illustrate the impacts and coping strategies for women in informal employment in the case of shocks such as the COVID-19 pandemic.

1.1.2 Published guidance on the measurement of informal employment from a gender perspective, including appropriate questionnaire content and methodological guidance to ensure proper measurement of women's informal employment

1.1.3 Published reports on gender relevant findings from pilot studies undertaken to test different question sequences to capture and characterise informal employment including a phase of qualitative tests undertaken in 2 countries and quantitative tests in 2 countries.

This will include additional outputs developed in collaboration with a communications company including a storytelling output to be hosted on the ILO website, a stakeholder kit and infographics to highlight the objectives and findings of the project.

1.1.4 Input papers, including two externally commissioned pieces, provided to the Working Group for the Revision of the standards for statistics on Informality on the engendering of standards on informality and good measurement practices.

1.1.5 Published guidance on gender balanced diagnostic approaches including a review of biases in current approaches and updated guidance reflecting new data availability flowing from the project.

Supplement:

11.6. A Care Work Global Portal for increased advocacy of the ILO Care Report 2.0 launched

11.7. Technical byproducts of the Care Report developed and launched

11.8. Communication campaign on care work developed and disseminated

OUTPUTS

2.1.1 Refined estimates developed and published on how women's work has been impacted by COVID-19

2.1.2 Publication of estimates of improved knowledge and tools on informal employment and care work from a gender perspective with a focus on women's informal employment

2.1.3 Full integration of employment and unemployment estimates by gender in ILOSTAT completed. Publication of estimates of access to employment and share of youth not in employment, education or training by gender on ILOSTAT and relevant ILO publications.

2.1.4 Labour income gap indicator and estimates of labour underutilization measures (LU2 and LU3) by gender published on ILOSTAT and other ILO publications.

2.1.5 Publication of a policy simulation brief describing the results, lessons learned and future work following the pilot simulations for gender-responsive policy1.

2.1.6 Publication of updated estimates and analysis of gender pay gap (labour income by gender) up to 2020, including detailed analysis for LMICs.

2.1.7. Publication of updated estimates and analysis of the motherhood penalty (labour force participation rate of parents with small children by gender).

2.1.8. Publication of updated estimates and analysis of informal employment by gender (SDG 8.3.1).

2.1.9. Publication of findings of social protection financing in the context of limited fiscal space (including comparison with credit-based assistance programs)

2.1.10. Publication of analysis of how various factors shape gender employment and income gaps.

2.1.11. Publication of updated estimates broken down by gender of employment, unemployment (SDG 8.5.2), share of youth not in employment, education or training (SDG 8.6.1), and access to employment.

2.1.12 Publication of updated estimates and analysis of gender pay gap (labour income by gender) up to 2021, including detailed analysis for LMICs.

2.1.13 Publication of policy simulation and analysis of labour force participation gaps by gender.

2.1.14. Publication of policy simulation and analysis of potential GDP contribution of investments and improvements on work conditions of women in informal employment

2.1.15. Publication of novel estimates and analysis of labour force participation gaps in lone mother households and extended households. Publication of updated estimates and analysis of the motherhood penalty.

► **Figure 3 – Theory of Change**

First Wave: Building foundations, a critical first step					Second Wave: Transition to self-sustainability			
Impact	Enhanced national statistical systems producing high-quality, internationally comparable labour statistics, deepening measures on informality with a focus on women's informal employment and care work				National-level policies and measures supported by strengthened national statistical systems enhance measures on informality with a focus on women's informal employment and care work, producing concrete and sustainable outcomes in improving women's lives.			
Outcomes	Increased ability to handle Labour Force Survey (LFS) processes.	NSOs prepared to launch LFS with stakeholder buy-in.	Robust, validated survey instruments.	Reliable and internationally comparable labour statistics measuring women's informal work, and addressing data gaps	Engendered labour force data becomes central to national policy discussions to address informality issues.	Data-driven policies addressing informality issues with a gender lens led by informed users.	Relevant, effective and adaptive labour market policies set to be sustained over time based on committed non-project budget.	Risks: Limited political will, economic instability. Assumptions: Continued donor commitment and/or funding uptake at the national level, and increased regular budget alignment with national priorities.
Outputs	Report on technical capacity development of NSOs, reflecting increased knowledge and know-how (e.g., based on pre- and post-tests where relevant).	Finalized, locally adapted survey instruments.	Adjusted questionnaires; refined tools and methodological guidance.	Comprehensive, high-quality datasets.	Reports reflecting on campaign and capacity building results (reflecting the level of increased stakeholders' awareness, trust and engagement for enhanced measurement and use of data on informality from a gender perspective).	Reports reflecting increased knowledge of key stakeholders on updated standards, and ILO guidance on measurement and use of data on women's informal employment (e.g., based on pre- and post-tests where relevant).	M&E reports linking policies to outcomes/impact (including tracking mindset shifts*)	Risks: Low national ownership, insufficient technical capacity. Assumptions: Effective training and technical assistance, stakeholder buy-in; Engendered labour force data becomes central to national policy discussions to address informality issues.
Activities	Needs analysis and development of training on general statistical processes	Translating ICLS standards to national contexts.	Conducting cognitive and pilot testing of instruments.	Recruiting and training enumerators.	Development of strategic public awareness campaigns with a range of most relevant stakeholders. This includes a communication strategy to disseminate clear and appealing messages, including toolkits stakeholders/change agents can use in their promotion activities, newsletters, etc.	Development of advanced training on data analysis, while strengthening user-producer dialogue	Designing M&E frameworks.	Risks: Delays in finalizing instruments/activities, misalignment with local contexts; Budget shortfalls. Assumptions: NSOs prepared to launch LFS with stakeholder buy-in; Stakeholders remain committed to the process; Timely feedback loops; Availability of skilled trainers; Sustained stakeholder engagement and sound selection of key stakeholders to engaged in a timely manner; Stable funding channels and predictable cash flows; Attractive conditions for talents to contribute to the project (e.g., longer-term contracts).
	Development of updated model questionnaire, methodological guidance, reports, etc.	Budgeting and operational planning.	Refining tools based on feedback.	Deploying teams and monitoring quality in the field.	Stakeholder capacity building in data use.	Developing interactive dissemination tools.	Sharing lessons learned and adapting policies iteratively.	
STAGES	Stage 1-7: Basic Capacity Building followed by continued capacity building - based on initial and emerging capacity building needs	Stage 2: Preparation for implementation	Stage 3: Testing and Refinement	Stage 4: Field Deployment	Stage 5: Scaling Up and Communication	Stage 6: Data informs policies and supports evidence-based decision-making.	Stage 1-7: Policy Implementation and Monitoring. (Engagement of policy makers and key stakeholders should already start at an early stage.)	
MINDSET SHIFT (with expert support)	1. Shift in attitudes: Stakeholders recognize the importance of gender-sensitive informality data. Key stakeholder including policy makers are involved in this critical first step, and start promoting engendered informality measurement.				3. Increased buy-in: All stakeholders, including policy makers, see value in using refined tools for better data collection and decision-making.	2. Mindset shift: Decision-makers actively participate supporting data collection process and making use of the data.	4. Continued engagement: Policymakers now demand regular updates and data-driven decisions, signaling deeper behavioral commitment. National funding is being engaged on the longer-term.	5. Sustained mindset change: Engendered labor force data is now central to national discussions. National funds are engaged and embedded in country programs/services.

► Table 1 – Theory of Change (Waves)

- ▶ *B.2. To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?*
- 57. The project design was generally adequate and effective in ensuring coherence and complementarity between its key components: (i) Measurement and standards work and (ii) the ILO Global Care Policy Portal and Investment Simulator under Outcome 1; and (iii) Estimation work and analytical outputs under Outcome 2. While being very separate pieces of work, these components were well-aligned and capitalized on their complementarity. While teams working on different project components coordinated effectively on communications, such as donor reports, call preparations, and methodology issues, some stakeholders suggested that stronger coordination and integration between the components could further enhance overall coherence, including in the design phase.
- ▶ *B.3. To what extent is the project aligned or harmonised to relevant international statistical standards, concepts, and definitions?*
- 58. The tools and guidance were fully aligned with international statistical standards, concepts and definitions, ensuring a consistent approach across countries. Collaboration with national statistical offices, gender specialists, and the technical advisory group members reinforced the project's cohesion and practical application
- ▶ *B.4. To what extent did the project and its activities build on the comparative advantage of the ILO as well as develop synergies and interlinkages with other ILO interventions?*
- 59. The project effectively capitalized on the ILO's comparative advantage in labour statistics and data collection, particularly in relation to informality and gender-sensitive labour market measurement. ILO's expertise in developing internationally recognized standards and guidelines for labour force surveys (LFS) was central to addressing critical data gaps. As the only global organization focused on advancing labour statistics standards through the International Conference of Labour Statisticians (ICLS), the ILO was uniquely positioned to lead this initiative. The 21st ICLS, held in 2023, played a pivotal role in updating and finalizing these standards, particularly those addressing informality and gender, further solidifying ILO's global leadership in promoting best practices in labour statistics.
- 60. Overall, the project demonstrated good coherence with other ILO activities, leveraging existing resources and expertise to enhance its impact. Collaboration across ILO departments and the involvement of a technical advisory group ensured high levels of expertise and strategic alignment. While the project engaged a broad range of stakeholders during Phase I, there is potential for greater impact by enhancing internal and external synergies, particularly in terms of capacity building at the national and regional levels, and deeper engagement with policymakers, including earlier anticipation of in-house collaboration and proactive coordination across departments. ILO's capacity to provide tailored technical assistance, training, and capacity building to national statistical offices (NSOs) has hence been a key driver in helping countries enhance their data collection processes and better align with international statistical standards. This approach has been well-executed and can be further leveraged to maximize long-term sustainability and impact. As mentioned earlier, based on the investment document, Phase II aims to build in more activities towards working at full scale and directly with stakeholders - as such recognizing the need to address the challenges around data use.

Effectiveness

- ▶ *C.1. and C.2. To what extent have the project objectives been achieved and aligned to ILO's cross cutting issues? Have unexpected positive and negative results taken place?*
- 61. The project delivered more studies than initially planned with different types of questionnaires. Smaller qualitative surveys were conducted in both pilot countries, namely Uganda and Peru.

As part of Outcome 1, the project successfully provided robust statistical guidance on informality, aligning with new statistical standards to facilitate countries' adoption and implementation. The Statistical Standards and Methods Unit (SSMU) worked on developing the new standards for measuring the informal economy and, with BMGF support, tested out specific questions focusing on gendered aspects of informality in the two pilot countries. The new standards were adopted in October 2023 at the International Conference of Labour Statisticians (ICLS), the mechanism by which statistical standards on work are adopted internationally. Accompanying guidance was published. The ICLS takes place once every 5 years. At the 21st ICLS, expert statisticians from around the world unanimously adopted a new resolution improving the measurement of the informal economy. In parallel, guidance on the measurement of unpaid domestic and care work through labour force surveys were also published. As mentioned above (see question A.4.), this has built on earlier work to develop comprehensive model labour force survey questionnaires covering a wide range of labour related topics in line with the latest statistical standards and evidence-based guidance on good measurement practices. The combined result of these efforts, and incremental expansion of the set of international standards, is that, while there remains room for further questionnaire content and standards development on additional gender relevant topics (such as earnings, digital platform work etc.), the ILO has by now built a set of modular LFS content that can be applied at national scale to generate a far wider set of indicators, covering both paid and unpaid work and detailed information on work characteristics and conditions.

62. In 2022, the ILO published the report "Care at work: Investing in care leave and services for a more gender equal world of work". The report provides a global overview of national laws and practices regarding care policies. Based on an ILO legal survey of 185 countries, the report reviews the progress made in care around the world. The development and consequent launch in 2023 of the ILO Global Care Policy Portal and Investment Simulator was incorporated in the project in order to increase advocacy and maximize the impact of the ILO Care at work report. The Global Care Policy Portal is intended to serve a knowledge hub on care policies and services, while the Investment Simulator seeks to promote investment in the care economy and drive policy change.
63. Since its launch, up to December 9, 2024, the Portal has received more than 15'400 visits and the Investment Simulator has received more than 2'180 logins with an approximate 1'190 registered users from 97 different countries. In addition, three different regional reports were published as well as 19 country briefs. Notably, in 2024 alone, the Portal recorded nearly 8'900 visits, with 554 new user registrations and 977 visits to the Simulator.
64. While project results represent a strong foundation for the sustained impact of ILO's tools and outreach efforts, to fully achieve the expected outcomes, continued outreach efforts could still be enhanced, as highlighted by several stakeholders.
65. Under **Outcome 2**, the ILO Data Production and Analysis Unit (DPAU), who are responsible for compiling national labour data and producing modelled estimates for selected indicators, produced innovative modelled estimates showing the gendered impacts of COVID-19 and the disparities in the recovery from the pandemic. DPAU also produced a new measure on the "jobs gap" which captures those who want to work but would not be captured by the more restrictive definition of unemployment.
66. The gender analysis contributes to ILO's cross-cutting focus on gender equality. Additionally, the Gender, Equality, Diversity, and Inclusion Branch (GEDI) worked on the ILO Global Care Policy Portal and the Care Policy Investment Simulator. Given the strong connection between gender equality and the care economy, the project made valuable contributions by providing measurement tools that show the multiple benefits of investing in the care economy such as employment benefits and the impact on gender equality. The additional estimates and ILO Global Care Policy Portal and Investment Simulator (first supplement) received a very positive response from countries, building on previous ILO studies and tools.

67. More detailed information on project achievements under outcomes 1 and 2 can be found in [Annex 9](#).
68. Throughout consultations with 26 interviewees, including 57.69% women, stakeholders expressed a high level of satisfaction with the project's results as well as their collaboration with the project team. Additionally, 44 stakeholders (65.9% of whom are women) were invited to participate in an anonymous online survey, which resulted in a 34.1% participation rate. Of the 15 respondents (among which 53.3% are women), 86.7% reported being very satisfied with the project's outputs and outcomes, while 6.7% expressed being somewhat satisfied with the activities they were involved in. Among survey respondents, 86.7% consider the project has achieved 76%-100% of its expected outcomes (in the framework of activities they participated in), and 6.7% consider it achieved 26%-50%.
69. The project successfully addressed key measurement gaps in informality, particularly through the development and adoption of new statistical standards for measuring informal employment, care work, and non-standard forms of work. The project notably addressed the issue of family workers, a historically overlooked group, by developing improved methods for measuring their contribution to the household economy, and creating more nuanced survey questions.
70. The first phase of the project played a crucial role in laying the groundwork for these developments. Not only did it provide the necessary tools and frameworks for measuring informality, but it also created the space for meaningful dialogue among stakeholders, including tripartite constituents involved in the technical working group for the development of statistical standards. This early phase allowed for critical conversations to take place, building consensus and driving the adoption of these new standards at the ICLS. By initiating this dialogue and providing the right tools, the project helped set the stage for more informed, data-driven policy discussions on informality and gender-sensitive labour market measurement.
71. The project effectively addressed key gaps in measuring informality, particularly women's informal and care work, setting important precedents for future labour force surveys (LFS). Leveraging the ILO's global expertise, it developed essential tools and methodologies, providing extensive support to national statistical offices in the pilot countries. The testing out of specific questions focusing on the gendered aspects of informality in the two pilot countries contributed directly to the 21st ICLS resolution and engaged stakeholders throughout the process. The project also engaged a communication agency to develop promotional materials with targeted strategies and key messages aimed at reaching the right audiences. This contributed to the project's enhanced visibility through well-crafted content.
72. The project also succeeded in raising the profile of care work on the global policy agenda. The Care Policy Portal and Investment Simulator became a key tool for awareness-raising, technical assistance, and empowering countries to design, implement and invest in care policies. The portal's visibility was enhanced through strategic promotion, including QR codes and web placements. The ILO's ability to leverage limited resources, remain flexible, and respond to evolving needs was essential in advancing the conversation on care work and enabling tangible action on national care systems. By providing simplified, practical tools for data collection and decision-making, the project enabled countries to implement changes without the need for extensive report reading, making the issue of care work and care policies more accessible and actionable at the national level. The raised profile of the topic has contributed to a proposal from the ICLS to generate dedicated statistical standards on care work, which is beginning in 2025 under ILO leadership.
73. The development and dissemination of modelling tools, including macro-simulations, provided decision-makers with valuable insights into the gendered dimensions of informal work. Based on feedback, countries expressed a need for support with these methodologies, to which the project responded by recruiting experts in economic modelling, thereby strengthening its

capacity. Additionally, two staff members were hired under the ILO's regular budget, building on the initial momentum and impetus generated by the project's first phase.

74. The project also faced challenges, notably the early departure of key staff, which led to delays in reporting. Resource limitations, both in terms of funding and national capacity, posed risks to the scalability and sustainability of the initiative. Additionally, the complexity of measuring informality and the potential for misrepresentation in survey results added further challenges. Despite these obstacles, the project provided solid technical support, capacity building, and effective partnerships with national statistical offices, ensuring that the tools and methodologies developed could continue to shape labour market data collection and policy-making globally.
75. At this stage, significant capacity development needs remain, particularly for pilot countries and other countries that participated in Phase I. A SWOT analysis is provided in [Annex 7](#), while [Annex 10](#) includes a list of some capacity-building needs identified by project stakeholders. Overall, stakeholders expressed high satisfaction with the training sessions; however, they emphasized the need for more time dedicated to practical exercises. Furthermore, participants from different countries demonstrated varying levels of capacity, underscoring the necessity for tailored follow-up and additional support.
76. The evaluation did not find any evidence of the project addressing the gendered dimensions of informality within the context of a just transition for the environment. (See section J) As described below in Section G, while this project focuses on the gendered dimensions of informality, this intervention has not yet addressed disability issues. Section H and I address tripartite and International Labour Standards (ILS) issues.

► *C.3. What were the main internal and external factors that influenced the achievement or non-achievement of results?*

77. The project successfully delivered its expected outputs despite some significant constraints and challenges, including the impact of the COVID-19 pandemic and the departure of key staff. The project team demonstrated good project and people management, working diligently to keep the initiative on track and overcoming difficulties. One of the key strengths was the team's ability to adapt quickly, developing and implementing online training programs to ensure continuity. While participants expressed a preference for face-to-face training, overall satisfaction with the virtual sessions remained high. Another significant challenge was the early departure of the project manager in April 2023, at which point the project was largely on track with only minor delays (1–2 months). However, with the project manager not being replaced, the final reporting of pilot studies was delayed. Despite this, the team continued to update and refine the project tools to ensure high-quality support to countries, enhancing labour force survey methodologies and data collection processes.
78. The project also faced challenges relying on external resources to produce data on informality and address barriers to data usage. For example, one consultant's contract was terminated due to a lack of deliverables, and another external contribution did not meet the required quality standards for publication. These instances increased the workload on the core team, highlighting the importance of selecting the right external expertise for the project's success.
79. Despite these challenges, the project's success can be attributed to several key factors: strong leadership, good management, clear communication with the donor, and a deep understanding of cultural nuances—particularly gender dynamics, recognizing that without cultural sensitivity, projects of this nature would struggle. Additionally, the team demonstrated a real commitment to expanding the project's outreach and impact by hiring a communications company to enhance visibility and engagement. These efforts contributed to the project's ability to deliver effective results despite the challenges encountered.

Efficiency

► *D.1. To what extent are the resources allocated strategically to provide the necessary support and to achieve the broader project objectives?*

80. After the departure of the project manager in April 2023, the project reallocated the remaining budget originally designated for the project manager to partially fund the work conducted for the project by a communication agency. This decision allowed the project to bring in external expertise that the team lacked internally, enabling the production of more accessible and impactful information for the target audience. The communication efforts were instrumental in strategically engaging with the audience, leading to more effective outreach to target audiences.
81. The project's first phase funded three dedicated positions within the DPAU team, specifically focused on Outcome 2. This funding helped bridge a critical human resources gap within the team, which was partially addressed in 2024 through the recruitment, as mentioned above, of two additional positions under ILO's regular budget. The progress achieved during Phase I has successfully encouraged the ILO to further invest its regular budget resources, thereby strengthening the technical capacity developed under the project. The budget allocation can be found below (in Figure 4), with 55% of the budget allocated to Outcome 1 and 33% of the budget allocated to Outcome 2.
82. A cross-section of opinions revealed some statements emphasizing the importance of starting with existing tools and adapting them to local contexts to ensure efficiency and feasibility at the country level. For example, the time-use module, which was a parallel stream of the project work, was highlighted as time-consuming due to its reliance on diaries and the complexity of data collection, which sometimes did not align well with countries' capacity or constraints. As a result, there was often a need to balance the volume of data collected with the quality of the information gathered, emphasizing the importance of finding a practical middle ground that allows for meaningful project resource allocation, and data collection without overwhelming national systems. To mitigate this risk, obtaining early feedback from in-house experts, project staff, and beneficiaries is essential for refining tools and processes, and optimizing the use of financial, time, and human resources.

► *D.2. To what extent did the project budget factor-in the cost of specific activities, outputs and outcomes?*

83. The project budget accurately reflects the scope of work, breaking down the costs by outcome, outputs and expense categories. Initially, the project budget focused on planned activities and outputs, with limited emphasis on longer-term scaling and impact. As a result, activities such as communication efforts were not anticipated at the outset. However, the departure of key staff created an opportunity to reallocate resources, which led to positive outcomes. These adjustments highlight the importance of flexibility in budgeting to accommodate unforeseen changes and ensure the project's continued success. Stakeholders emphasized the need for more proactive planning, including the allocation of funds for activities and partnerships that encompass communication efforts and create an enabling environment for impact. A more intentional approach to communication could strengthen the links between the project's results and its higher-level goals. In Phase II, this will be more centrally build into the follow-up project.

► *D.3. To what extent did the Project leverage resources such as national engagement, any additional funding, staff time, expertise etc., for quality and timely implementation?*

84. The project leveraged a range of internal and external resources to ensure quality and timely implementation, including the involvement of staff support not financed by the project. Key to this success was notably national engagement. The project established effective partnerships with national statistical offices (NSOs) and other key stakeholders, in particular in pilot

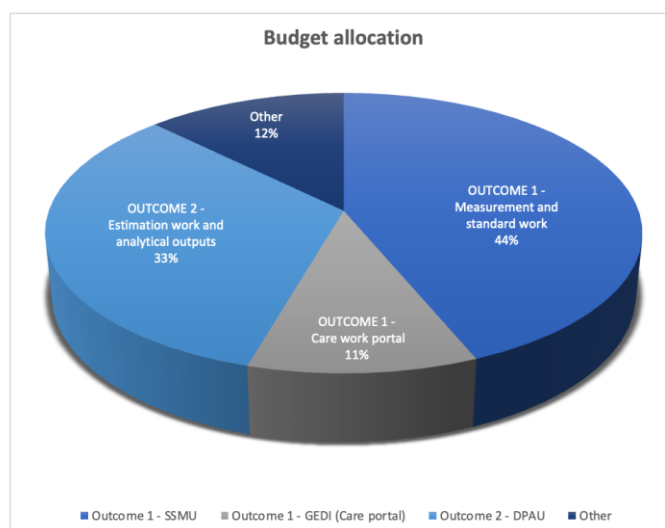
countries, which facilitated a collaborative approach to data collection, survey design, and capacity building. This engagement helped ensure that the tools and methodologies developed were aligned with national priorities, and it fostered local ownership of the data collection process. The pilot testing ensured real life inputs.

► *D.4. Has the project developed a monitoring and evaluation strategy that enhance accountability, learning and feed to management*

85. The project primarily monitored its results through output tracking, which was done through progress narratives and regular monthly calls and updates with the donor. The narrative reporting was thorough, detailed, and precise. However, the evaluation found no evidence of a systematic approach to tracking a defined set of quantitative or qualitative indicators at both the output and outcome levels. Additionally, interviewees pointed out that there was no formal system in place to track satisfaction or gather feedback from countries using the economic modelling tools, macro-simulations, or ILO Global Care Policy Portal and Investment Simulator. Instead, feedback was primarily collected informally, with users sharing their questions and comments as they arose.

	BUDGET	ACTUAL
OUTCOME 1	1657025.45	1690956.34
Pilot studies on informality completed and results and related guidance reported	625580.29	624312.16
Launch of Care Portal to accompany ILO Care Report 2.0 (supplement 2021)	137700.76	137278.94
Pilot studies on informality completed	54171.89	61830.78
Results of pilot studies and related guidance disseminated	15255.69	7487.53
To Generate initial review of standards and diagnostic approaches on informality	60271.46	96771.46
To Report on diagnostics and use of data on informality based on work completed during the project	20000	20000
Care portal (supplement 2021)	125979.79	125209.9
Cost of implementation of qualitative tests	8188	8188
Costs to support working group on statistics of informality	1962.26	1962.26
Side event at 21st ICLS	11711.31	11711.31
Additional IT costs (supplement 2021)	999	999
Local Partner in each of 2 countries for phase 1 qualitative testing	65000	65000
Funding of local partner for quantitative test phase in 1 country (funding by sub-award/implementation)	468705	468705
Funding of IT Service company to support development of care portal (supplement 2021)	61500	61500
OUTCOME 2	1001627.77	959867.33
Improved data available on the impact of COVID-19 on women's work	768545.58	768505.04
Outcome 2 (supplement 2021)	127600	128756.21
Outcome 2 (Supplementary April 2022 - outputs 2.1.6 to 2.1.15)	105482.19	62606.08
OTHER	383974.06	344607.14
Direct Cost - Programme support costs	383974.06	344607.14
TOTAL BUDGET & ACTUALS	3042627.28	2995430.81
TOTAL BALANCE	47196.47	

► **Table 2 – Committed and spent budget**



► **Figure 4 - Budget allocation**

(Orientation towards) Impact

► E.1. Is the project on track to achieve its higher-level objectives (first and second-order outcomes)?

86. At this early stage, the assessment of (potential) impacts is done exclusively on the basis of opinions expressed by stakeholders.
87. Among survey interviewees, 80% totally agree that the project strongly contributes to deepening measures on informality with a gender lens. Based on a robust repository of evidence and materials developed through the project, it is well on track to enhance knowledge and tools for measuring informality with a gender lens, particularly focusing on women's informal employment. This strongly contributes to a comprehensive set of improved data and estimates on informal employment and care work. Additional capacity-building and awareness raising needs, particularly in leveraging project results with policymakers, must be addressed in the countries supported during Phase I. While the project made significant strides in enhancing data collection capabilities and developing new tools for measuring informality and care work, further efforts are needed to strengthen the ability of national stakeholders to effectively use and advocate for these findings in policy-making processes, securing project return on investment.
88. Expanding this support would help ensure that the project's outcomes are fully integrated into national policies, enhancing their longer-term impact and sustainability, notably in countries that participated in Phase 1. (See Theory of Change in Table 1, on page 25, that includes transition to self-sustainability). Additionally, tools, methodologies and guidelines of the project will need to be further developed and/or updated based on new country legislations, relevant standards and frameworks. This approach will ensure lasting impact and scale up the intervention by maintaining continuous relevance and strengthening local capacities. It will also ensure that data is not only effectively produced but also utilized by policymakers in an increasing number of countries, all within a sustainable framework.

► E.2. To what extent have the project activities made a difference to specific SDGs that are linked to the project?

89. The project has contributed to the achievement of several Sustainable Development Goals (SDGs), particularly SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 10 (Reduced Inequalities). By focusing on measuring women's informal employment and care work, the project has directly advanced gender equality (SDG 5) by highlighting and addressing the gendered dimensions of labour markets. Through the development of tools and methodologies for better labour force surveys, the project has contributed to decent work (SDG 8) by enhancing data on informal and care work, which is crucial for shaping inclusive labour policies. Additionally, the project has supported the reduction of inequalities (SDG 10) by empowering countries to integrate gender-sensitive data into policy-making, thus fostering more equitable labour market opportunities and social protection systems.

Sustainability

► F.1. Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)?

90. Among survey respondents, 73.3% believe it is very likely, and 26.7% believe it is likely, that the project outcomes will be sustained beyond the project's timeframe and funding, considering economic, financial, organizational, or behavioural factors. The first phase of the project was essential to initiate a conversation and to achieve substantial results during the first phase, including the key contribution of the project to the work of the and adoption of standards at the 21st ICLS in 2023.

91. Phase I focused primarily on facilitating the collection of high-quality data. However, linking this data to effective policymaking is more challenging, as it requires ensuring that the data is utilized properly and that additional countries also have access to reliable data. Furthermore, countries exhibit varying capacities in terms of technical skills, experience with processes related to Labour Force Surveys (LFS), and influence in the policymaking process. National Statistical Offices, for example, may be tasked with producing high-quality data but may have limited influence on the policy side.
92. Several stakeholders highlighted that their countries would benefit from ILO's expertise and leadership to foster dialogue between data producers and users, and to facilitate stronger engagement with their governments for better data-driven policymaking. The follow-up project will provide an opportunity to assess how to create more effective data-to-policy linkages, which project owners have identified as a major challenge. Based on several convergent statements, despite varying levels of capacity among countries that benefited from the project in its first phase, all clearly require additional and more in-depth capacity building. Additionally, several stakeholders emphasized the need to strengthen capacity at the regional level, enabling regional representatives to cascade their knowledge and expand capacity within countries. This approach would leverage their contextual understanding and their ability to connect with national counterparts as part of their role. Many stakeholders perceive a strategic approach to training trainers, with a clear roadmap for scaling up the project, as essential.
93. Scaling up in this project presents a common challenge, as the scope expands and additional stakeholders become involved. While efforts to manage these increased demands are underway, there is a need for ongoing attention to ensure that outcomes remain sustainable and of high quality. The needs of the initial pilot countries remain present and should not be overlooked. Despite the project's expansion, the lack of resources risks undermining the continued capacity-building efforts in these countries. Ensuring sustained support for these countries is critical to maintaining the project's overall success and impact.
 - *F.2., 3 and 5. What measures and actions have been put in place to ensure ownership of the project's results within the selected partners and fellows? To what extent do the partners own the results of the Project and carry them forward in each national context? Is there any post-Project support arrangement foreseen among any interested countries, with or without the direct involvement of the ILO and other Project partners?*
94. Phase II of the project will focus on scaling up activities to generate representative estimates in selected countries, using the latest standards and model questionnaires. While the final list of countries is still being determined, Kenya is a key focus, contingent upon securing funding for its first Labour Force Survey (LFS) in 25 years. Once funding is confirmed, the project will work closely with national stakeholders to ensure the data collected is not only accurate but also effectively used in policy development and evaluation. This effort will require both technical coordination and a strong commitment to ensuring the data becomes a valuable resource for informed decision-making. Based on several converging statements, ILO support in promoting the project's initiatives and advancing evidence-based policymaking would be instrumental in accelerating progress toward improving the measurement of women's informal work. This, in turn, would facilitate more effective policy integration, ultimately enhancing the impact on the lives of the project's end beneficiaries.
95. All the capacity building, knowledge, and tools provided during the project will remain in place, continuing to nurture future country activities, including LFS and policy-making processes. Country stakeholders involved in Phase I are committed to continuing the application of updated ICLS standards at national level, and related planned activities. As the project progresses, further updates and detailed briefings will be provided. While some countries that participated in Phase I have been identified for continued engagement in Phase II, or have expressed interest in doing so, the evaluation found limited evidence of robust scaling-up or

exit strategies for these countries. A clear, systematic roadmap tailored to country-specific needs and feasibility studies is still needed for impact and sustainability.

- ▶ *F.4. Can the project's approach or parts of it, and results be replicated or amplified by the ILO and national partners or other actors considering institutional and financial dimensions?*

96. The first phase of the project was critical in initiating key discussions and achieving substantial results, including the project's significant contribution to the work of the 21st International Conference of Labour Statisticians (ICLS) in 2023, particularly the adoption of new standards. Referring to the Theory of Change, which outlines "waves of change" (see Table 1 on page 25), Wave 1: Building Foundations focuses on capacity building, tool development, and establishing technical foundations, such as survey instruments and pilot testing. This phase lays the groundwork for gender-sensitive data collection. Wave 2: Transition to Self-Sustainability shifts the focus to using the data for policy impact, engaging stakeholders, and ensuring sustainability in data usage. This phase emphasizes the practical application of data to address issues of informality and gender, with a view toward scaling up and implementing policies. According to several stakeholders, the first phase helped guide countries with limited knowledge of the best strategies to adopt, providing clear direction through existing tools and methodologies. The project effectively addressed key gaps in measuring informality, especially through the development and adoption of new standards related to informal employment, care work, and non-standard forms of work. This approach is not only replicable by the ILO and national partners but can also be scaled up by adopting a more robust strategy, which includes systemic change management and enhanced communication to better reach and engage target audiences.

Gender and disability issues assessment

97. Gender equality has long been a central priority for the ILO, as reflected in the Director-General's Circular No. 564 (1999), which calls for the integration of gender equality across all aspects of the ILO's work. This commitment is particularly relevant for projects like this one, which focus on the gendered dimensions of informality. While the second phase of the project is underway, there is a significant opportunity to deepen its impact by adopting more transformative strategies and innovative approaches that address the systemic challenges women face in the informal economy.
98. Furthermore, the evaluation found that the project has not yet addressed disability issues, which should be considered as an integral part of the inclusive development agenda. Addressing the intersectionality of gender and disability is crucial for ensuring that no one is left behind in efforts to promote decent work and economic empowerment. Strategies to better integrate gender and disability issues will not only enhance the project's effectiveness but also contribute to the ILO's broader strategic objectives, particularly in advancing the 2030 Agenda for Sustainable Development and inclusive growth. These efforts will be key to advancing the ILO's core mission of promoting social justice and equity for all workers, regardless of gender or disability status.

International Labour Standards issues assessment

99. A project on labour statistics that focuses on informality and gender equality is crucial for shedding light on the often-unseen realities of women's work, especially when data is not disaggregated by gender. According to International Labour Standards (ILS), such as Recommendation No. 204 on the transition from the informal to the formal economy, women are disproportionately represented in informal sectors where labour protections are weak. Without gender-disaggregated data, issues like low wages, job insecurity, lack of social protection, and excessive unpaid care work remain hidden. Key ILS, like Convention No. 100 on equal remuneration and Convention No. 111 on discrimination, underscore the need for

gender-responsive labour policies. By collecting gender-sensitive data, the project can provide policymakers with a clearer understanding of these challenges, particularly through time-use surveys, which highlight women's disproportionate unpaid care work. This data not only reveals gender inequalities but also supports the creation of inclusive policies that promote the formalization of informal work, ensuring women's contributions are recognized and valued. The project also promoted the ratification of relevant ILO conventions related to the care economy (including Convention No. 183 and Convention No. 156).

100. By advancing ICLS standards for gender-sensitive data, the project played a key role in enhancing the implementation of ILS for women and informality, helping create a more comprehensive understanding of labour dynamics. Importantly, such data empowers a range of users—from policymakers to civil society organizations, trade unions, and advocacy groups—facilitating informed social dialogue. Through open and inclusive social dialogue, involving governments, employers, workers, and other stakeholders, the data can be used to drive labour rights reforms, gender equality, and the formalization of informal labour—ultimately fostering inclusive growth and equitable development for all workers, particularly women.

Just transition to environmental sustainability

101. The latest Program and Budget (P&B) for 2022-23 (covering the ILO's biennium), in line with the ILO's Strategic Plan, continues to emphasize the importance of a just transition to environmental sustainability, although with a more pronounced focus on inclusive and equitable transitions. The 2022-23 P&B outlines the promotion of a just transition as a central element in ILO's approach to sustainable economic growth and decent work, linking it directly to the achievement of the 2030 Agenda for Sustainable Development, the Paris Agreement, and the ILO's core labour standards. The ILO's Strategic Plan for 2018–21 incorporated a just transition to environmental sustainability as a fourth cross-cutting policy driver, in addition to gender equality and non-discrimination, international labour standards, and tripartism.
102. While the evaluation found that the ongoing second phase of the project did not specifically address the gendered dimensions of informality within the context of a just transition for the environment, this represents a key opportunity to strengthen the project's impact moving forward. As the project progresses, attention could be given to measuring the gendered impacts of the green transition, particularly for women in informal work. This could involve collecting more gender-sensitive data on how women are involved in or excluded from green jobs, as well as assessing the barriers they face in accessing decent, sustainable work. Integrating this focus on gendered informality is not only essential for the project's success but also aligns with the ILO's priority to address gender equality and environmental sustainability as cross-cutting issues. Ensuring that these aspects are fully considered would help support the development of inclusive and equitable policies that advance both gender equality and the green transition, which should remain central to the project's ongoing work.

Lesson learned

► 1. *Comprehensive, ongoing support for sustainability*

103. **To ensure the long-term success of initiatives, it is essential to provide continuous support - both human and financial - beyond pilot phases.** This requires strategic, structured approaches to sustain momentum through outreach, change management, and resource mobilization. Failure to provide this support can undermine significant investments and hinder the achievement of long-term outcomes.

► *2. "Less is More" approach for transformative change*

- 104. When pursuing transformative changes, especially in complex environments like National Statistical Offices (NSOs) and among policymakers, a realistic and focused approach is critical.** A "less is more" strategy allows for manageable change, considering existing resources and capacity. This approach also requires attention to mindset shifts and behavioural changes, which are crucial for ensuring lasting impact.

► *3. Importance of impact-driven feasibility assessment and strong partnerships*

- 105. It is vital to assess the feasibility of interventions based on each country's capacity and available resources.** The long-term success of the project depends on establishing strong partnerships, especially for capacity-building, funding, and policy-making. The integration of these elements helps ensure scalability and sustainability over time.

Emerging good practice

► *1. The synergy of leadership, expertise, and management in a statistical context*

- 106. The combination of strong leadership, technical expertise in statistics and effective management was crucial to the overall success of this data-intensive project.** Leadership provided not only a clear vision but also ensured alignment with the broader goals of statistical standards and data systems. The technical expertise in statistical methodologies enabled the enhancement of knowledge and tools for measuring informality and care work through a gender lens, addressing critical gaps in national statistical frameworks. Effective management was essential in coordinating the complex, data-heavy work and ensuring its continuity, even despite staff departures. This integrated approach proved particularly effective in overcoming challenges typical of statistical projects, such as ensuring data accuracy, managing complex methodologies, and aligning with both national statistical offices and international standards.

► *2. Strategic staff recruitment and capacity building*

- 107. The success of the project was notably driven by strategic recruitment of staff who brought complementary skills to the project team. This was further reinforced by the recruitment of staff under the ILO's regular budget,** ensuring continuity and sustained capacity within the project team.

► *3. Effective stakeholder engagement and standards development*

- 108. Through notably effective stakeholder engagement, new standards were developed and adopted in 2023 at the International Conference of Labour Statisticians (ICLS).** These standards provided a robust framework for measuring informal employment with a gender lens. The project's commitment to providing useful and impactful assistance played a key role in enhancing the capacity of national and other stakeholders, thereby setting the stage to foster greater economic inclusion for women.

► 6. Conclusions

109. The findings and assessment above lead to the following conclusions:

- 110.** *Overall, the project has successfully addressed critical gaps in gender-sensitive data on informality and care work, contributing directly to ILO's strategic goals of gender equality and decent work. Through strong leadership, adaptive management, technical expertise, and effective stakeholder engagement, the project achieved significant milestones, including the development of new statistical standards for measuring informality with a gender lens, which were integrated into the 21st ICLS Resolution in 2023. The Global Care Policy Portal has become a vital resource for advancing gender-sensitive care work analysis. Additionally, the project provided modelled estimates on the gendered impacts of COVID-19 and other key labour market indicators, supporting policymaking in these areas.*
- 111.** *Building on these successes, ongoing efforts are needed to strengthen national capacity, ensure sustainability, and expand the project's impact to both pilot and additional countries. The lessons learned and good practices from this initiative will form the foundation for scaling future efforts, enhancing outreach, capacity building, and improving policy engagement, further advancing the global agenda on gender equality and reducing inequalities.*

Relevance

- 112.** The project has demonstrated strong alignment with both international and national priorities and needs, addressing critical gaps in gender-sensitive data on informality in labour markets. Building on ILO's extensive expertise, the project responded to the growing demands of ILO constituents and partner countries for improved labour force statistics, particularly focusing on women's informal employment and care work. The project's initial results, presented during the pilot phase, showcased its relevance and feasibility, leading to positive donor feedback and securing additional funding to expand its scope. This expansion allowed for the inclusion of new outputs, such as the development of ILO Global Care Policy Portal and Investment Simulator to encourage investment in the care economy, further amplifying the project's impact. By incorporating the newly adopted ICLS standards and advancing tools for data collection and analysis, the project directly contributed to ILO's strategic goals of promoting gender equality and decent work. The adaptability of the project - reflected in its ability to evolve in response to stakeholder needs - enhanced its relevance and strategic fit with both the ILO's Programme & Budget outcomes and the broader development priorities of participating countries.

Coherence

- 113.** The project demonstrated strong internal coherence, effectively aligning its components - measurement work, ILO Global Care Policy Portal and Investment Simulator, and analytical outputs - with ILO's expertise and ICLS standards. Externally, the project collaborated successfully with national statistical offices, and a range of stakeholders including gender and statistics experts, notably through the Technical Advisory Group. To maximize impact, greater synergies will be needed internally (between departments focused on capacity building and policymaking) and externally (with regional initiatives and policymakers).
- 114.** Although a formal Theory of Change (ToC) or logframe was not developed during the project, the use of such a framework at the project level could have facilitated a clearer understanding of causal relationships, supporting the longer-term sustainability of the project's outcomes. The absence of a formal Theory of Change (ToC) made it challenging to fully assess the longer-

term sustainability and impact of the interventions. The evaluation suggests that developing a clear ToC for Phase II would help guide the planning of more sustainable and outcome-driven interventions. The ILO's comparative advantage in advancing ICLS standards and providing technical assistance was central to the project's success.

Effectiveness

- 115.** Project stakeholders expressed high satisfaction with the intervention, particularly valuing its role in fostering dialogue and advancing international standards. The project exceeded its initial targets, delivering a broader range of studies and survey tools than originally planned. Key achievements included the development and adoption of new statistical standards for measuring informality and non-standard employment, which were integrated into the 21st ICLS resolution in 2023. Additionally, the project provided essential gender analysis, including modelled estimates on the gendered impacts of COVID-19, and launched the ILO Global Care Policy Portal and Investment Simulator. The project prepared ad hoc briefs to provide technical assistance and promote the investment in the care economy. The Portal and Simulator attracted over 15'400 visits and 1'190 registered users from 97 countries, with nearly 8'900 visits and 554 new user registrations in 2024 alone. These results represent a strong foundation for the sustained impact of ILO's tools and outreach efforts, suggesting continued engagement and potential for further influence beyond the end of project funding.
- 116.** The project's success can notably be attributed to strong leadership, effective management, and stakeholder engagement, as well as ILO's expertise in statistical standards - factors that can be replicated in future ILO projects, including Phase II. Collaboration with national statistical offices and key stakeholders, including members of the Technical Advisory Group, ensured that the tools developed were both relevant and practically applicable.
- 117.** The project demonstrated flexibility in responding to challenges such as the COVID-19 pandemic, staff departures, and difficulties recruiting qualified consultants. These challenges, however, were successfully navigated, helping to maintain momentum and achieve key results. Nevertheless, significant capacity-building needs remain at regional and national levels, especially in countries that participated in Phase I. Moving forward, further efforts will be needed to scale the tools, improve outreach, and deepen engagement with policymakers.

Efficiency

- 118.** The project demonstrated good efficiency in terms of resource allocation and management. The project successfully adapted to the challenge of staff departure by reallocating resources and engaging external expertise in communication. This flexibility was crucial in maintaining momentum and ensuring the project's success. The allocation of resources to key outcomes was well aligned with the project's objectives, although certain activities, such as communication efforts, could have been better anticipated in the initial budget. The use of internal and external resources helped ensure that the project was not only efficient but also aligned with national priorities. Nevertheless, several stakeholders have noted that countries face efficiency challenges, particularly with time-use surveys. As mentioned earlier, these surveys were not central to the scope of Phase I (i.e., conducted as support activities in parallel to the project) but are included in the scope of Phase II. Time-use surveys can be resource-intensive and may strain the capacity of national systems. This highlights the need to take national constraints into account while ensuring that quality remains a top priority. Moving forward, the project should continue to refine its approach to resource allocation, taking into account the lessons learned from the first phase. Based on converging statements, more proactive and comprehensive resource planning - particularly around communication efforts, systemic change management, recruitment, and to some extent to data collection methodologies - could further improve efficiency in future phases.

(Orientation towards) Impact

- 119.** The project is making good progress toward achieving its higher-level objectives, with positive feedback from stakeholders. It is well-positioned to contribute to the global agenda on gender equality, decent work, and reduced inequalities. While the project has successfully improved data collection and measurement tools, continued efforts are needed to strengthen national capacity and policy engagement, notably in countries that participated in Phase I. To maximize impact, tools and methodologies should be updated and integrated into national policies, ensuring longer-term scalability. A more comprehensive longer-term planning approach, including feasibility studies, and risk assessments related to staffing, will be essential to address these challenges and ensure sustainable impact.

Sustainability

- 120.** The project has the potential to sustain its results beyond its current funding and timeframe, and this will continue into Phase II. Key to this sustainability is the project's focus on building regional and national capacity, particularly through training and partnerships with National Statistical Offices (NSOs) and other stakeholders. However, ensuring that the data collected is effectively used in policymaking remains a challenge, particularly in countries with varying capacities.
- 121.** While the first phase of the project set important milestones, continued support and capacity-building efforts are required, especially in the pilot countries, to ensure that the data remains relevant and utilized in policy processes. Additionally, scaling up the project to other countries, expanding regional capacity, and developing clear exit and sustainability strategies will be crucial to embedding the project's outcomes in national systems. Continued support and robust planning of strategic scaling will be essential to maximize impact and ensure that the project's outcomes are institutionalized in the countries involved during Phase I.

► 7. Recommendations

Recommendation 1 (from conclusions 2, 3, 4, 5 and 6)

- 122. Endorse the design and development of an “impact-oriented” framework, intervention strategy, and M&E system for Phase II, with the support of M&E and systemic change expertise.**

Addressed to	Priority	Importance	Resource implication
ILO and BMGF	High	High	Medium

- **R.1.1.** Construct a comprehensive Theory of Change prioritizing impact-oriented activities, outputs and outcomes to notably inform resource allocation and general planning. This will allow a clearer focus on longer-term integration with national systems and policy processes.
- **R.1.2.** Define and track relevant indicators accordingly. Adopt a “less is more” approach to avoid overloading M&E processes with excessive indicators, but rather keep a clear focus on indicators that truly reflect change. Mindset and behaviour change indicators should be included.
- **R.1.3.** Conduct robust feasibility studies, risk and needs assessments, and ensure exit strategies are developed through participatory approaches, and clearly understood by all key stakeholders, early in Phase II. This should include countries that participated in Phase I.
- **R.1.4.** Address Volume versus frequency, and cost versus quality questions issues, during initial consultations with regional and national counterparts; Integrate client-centric approaches when adapting questionnaires. (E.g., design thinking)
- **R.1.5.** Identify additional partners to ensure effectively a transition notably to stronger self-sustainability.
- **R.1.6.** Conduct a mid-term (self or internal evaluation) - notably to allow corrective measures and a final independent evaluation accordingly to ILO Policy requirements for project evaluations.
- **R.1.7.** Seek the support of M&E and Systemic change management expertise for strategic and operational guidance/support at an early stage in order to embed change management throughout the project’s lifecycle.

Recommendation 2 (from conclusions 3 and 4)

- 123. Strengthen the project visibility and sustainability.** With the support of communication experts, design powerful strategies to effectively reach out to global, regional and national key stakeholders.

Addressed to	Priority	Importance	Resource implication
ILO, tripartite constituents and implementing partners	Medium	High	Medium

- **R.2.1.** Create global and national communication strategies involving all relevant stakeholders and change agents aligned with the overall project change management framework.

- **R.2.2.** Implement strategy creating communication products, including communication toolkits for key stakeholder, project partners and change agents, to promote the project outcomes in targeted contexts.
- **R.2.3.** Seek the support of Communication expertise for both strategic and operational guidance/support.

Recommendation 3 (from conclusions 3, 4, 5 and 6)

124. Consider extending the duration of each project phase or adopting a multi-phase plan, with sufficient foresight to accommodate recruitment needs and avoid loss of capacity.

In its current format, each phase could benefit from an additional 6 months to account for recruitment timelines and related constraints.

Addressed to	Priority	Importance	Resource implication
ILO and donors	High	High	Medium to High

- **R.3.1.** Based on a feasibility study, further to mapping key activities and assessing incumbent costs and resources, determine any additional time required. (E.g., 4-6 months for recruitment processes)
- **R.3.2.** Based on feasibility studies and needs assessments, extend relevant interventions in countries (including pilot and other countries that participate in Phase I) to ensure realistic timeframes.
- **R.3.3.** Explore ways to gauge the commitment and the absorptive capacity of NSOs before providing substantial technical assistance. Given limited resources, the project should devote effort to countries that have the best chance of benefitting from extensive support to move towards progressive self-sustained scaling up.



ANNEXES

► Annex 1 – TERMS OF REFERENCE



Detailed Terms of Reference

Final evaluation

Key facts

Title of project being evaluated	Engendering informality measurement for Labour Force Surveys
Project DC Code	GLO/20/27/GAT
Type of evaluation	Independent
Timing of evaluation	Final
Donor	Bill & Melinda Gates Foundation
Administrative Unit in the ILO responsible for administrating the project	ILO STATISTICS
Technical Unit(s) in the ILO responsible for backstopping the project	STATISTICS (Supported by GEDI, INWORK)
P&B outcome (s) under evaluation	Outcome A, Outcome 6 (P&B 2022-23)
SDG(s) under evaluation	8 , 5 , 17
Budget	USD 3,069,554 (1,499,668 +819,886+750,000)
Period of evaluation	October 2024- December 2024
Evaluation Manager	Pranav Prashad
Contract period (evaluation duration)	18/10/2024 to 23/12/2024

1. Introduction and Rationale for the Final Independent Evaluation

This Terms of Reference (TORs) concerns the final independent evaluation of the project Engendering informality measurement for Labour Force Surveys. The project is funded by the Bill & Melinda Gates Foundation.

The purpose of this final independent evaluation is to promote accountability and project learning. The overall objective of the final evaluation is to assess the effectiveness (achievements vis-à-vis the intended objectives/outcomes and the outputs), effectiveness of management arrangement, relevance, coherence, efficiency, impact, sustainability, and ILO cross-cutting themes and COVID 19 response. Furthermore, it will identify what worked, what did not work at output, outcome and objective levels, what is sustainable, what is the legacy of the project and what are the recommendations for the future projects.

The final evaluation will be carried out between September and November 2024. It will be conducted in compliance with the UNEG Evaluation's Norms and Standards and with the principle for project evaluation set forth in the ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations, 4th edition (Aug 2020).

The final evaluation will be managed by an independent evaluation manager and will be conducted by an independent evaluator / evaluation team. Key stakeholders will be consulted throughout the evaluation process.

The evaluation will also need to address all relevant cross-cutting drivers for ILOs work which includes gender equality and non-discrimination, disability inclusion, promotion of international labour standards, tripartism, social dialogue, as well as the just transition to environmentally sustainable economies.

2. Background information

Description of the project

With support from the Bill & Melinda Gates Foundation (BMGF), the original scope of the project aimed to leverage existing ILO work on informality, to help engender the planned body of work on informality measures. This project endeavours to assist with deepening and revising measures and standards for measuring women's informal work (including conditions, types of work, barriers, constraints, and economic contribution). Improved measurement helps inform understanding and policymaking on women's work. It covers activities such as the development and testing of model questionnaires covering various aspects of informality with a gender lens, provision of regular inputs to the standard setting process via the working group established to develop new standards for adoption by the international community and related work on diagnostic approaches through which data is linked to policy development. The ultimate outputs are a range of guidance on measurement and use of data on informality from a gender perspective. The inputs to the standard setting process are designed to ensure that the newly adopted standards are appropriately engendered and enable proper measurement of women's informal work. The combined strategic goal of these linked activities is to achieve wider (across countries), deeper (more detailed and meaningful) and more engendered measurement of informal employment building on the guidance emanating from the project.

A second outcome focuses on a delivery of refined sex disaggregated data on COVID-19 impacts linked to ILO's ongoing work on COVID-19 monitors on the world of work.

Two supplements to the project, the first signed in July 2021, and the second signed in April 2022 extended the scope of the two existing outcomes, adding the development of a care work global portal to amplify the findings of the ILO Care report to outcome 1, and expanding the range of gender related analysis being generated under the second outcome. These supplements, supported by increased funding extended the scope as well as the duration of the project.

Situational analysis and context

The ILO's revised gender data and evidence strategy in 2019 had highlighted the need for and importance of better measures, such as for women's work, time use, agency, and gender norms. Specifically, the measurement of informality (a priority SDG indicator) has surfaced as a key issue requiring updating for the ILO, as requested by the 20th International Conference of Labour Statisticians (ICLS) in 2018. This created a focus on the need to address key conceptual and measurement gaps related to informality in the run-up to the session of the ICLS in 2023 when the informal economy was the topic covered by a new statistical standard.

Gender is a key dimension in the measurement of informal work, given that women are more likely than men to be in informal employment. Given key differences between men and women in type of work, distribution of work, constraints and decision-making in informal activities, it is important to have more precise, detailed and gender-appropriate measures.

This is important as informal employment forms a large proportion of employment in developing countries (for example, over 90% women who work in East Africa are in informal employment). However, while data from labour force surveys often indicated the split between formal and informal employment, very little data beyond this dichotomy is available. Examples of important data gaps include:

- Low clarity on range of activities of informal workers- no separation of different informal activities, as they are considered “one job”. Related to this, current measurement at individual level creates an unclear picture of household enterprises meaning it remains unclear how many businesses may be operated by the household and how different household members are engaged in (or benefit from) the business, barriers to growth of those businesses etc.
- Income data often not collected or of low quality making it difficult to highlight disparities in income generation between different types of workers, for example informal workers with relatively higher or lower incomes.
- No information collected on the role the activity plays for the worker – it then becomes impossible to distinguish activities being engaged in purely to generate a minimal livelihood from those engaged in with the aspiration to grow and become a greater source of income.

Improving the basis upon which informality is identified is important but doesn't address these important data gaps. Achieving this required new questionnaire sequences to be developed and tested to provide the elaboration of the nature and conditions of the working activities being done. A thorough process starting with the review of existing frameworks, questionnaire designs and diagnostic approaches was required to assist in reducing these gaps.

The first outcome was expanded in July 2021 to provide support for the development and promotion of an online portal to leverage the content of the ILO Care report 2.0, including interactive and user-friendly features, enabling national simulations of policy impacts for different national care policy options.

The second and initially smaller outcome envisaged a shorter-term workstream to develop refined sex-disaggregated estimates of the impact of COVID-19 on work. This builds from existing ILO work to generate COVID-19 related data through its series of COVID-19 and the World of Work monitors and early attempts to generate modelled estimates disaggregated by sex – the workstream will enable this to draw in extra data sources and generate improved estimates. Supplements to the project in July 2021 and April 2022 significantly expanded this outcome to generate incrementally greater ranges of new estimates and analysis on the same general theme of evaluating the impact and recovery from the COVID-19 pandemic and how these differed between women and men.

Goal: Deepening measures on informality with a gender lens

To address measurement gaps, revised gender data and evidence strategy of the Bill & Melinda Gates Foundation (2019) placed emphasis on building and deepening measurement in complex areas/concepts such as women's work. The grant to ILO helped address these goals by deepening measures on women's work, specifically by engendering informality measurement, and builds on ongoing and previous activities related to the measurement of women's work and time use.

The grant envisaged to help expand and strengthen the conceptualization of informality from a gender perspective and ensure a strong gender focus in the efforts to develop updated international statistical standards on informality, including through the provision of inputs from external experts to that process. Review of existing frameworks and measurement of informality led to development of new questionnaire content that was tested both qualitatively and quantitatively. Related inputs were also provided the standard setting process through the Working Group which the ILO has established to propose new standards for adoption at the next convening of the International Conference of Labor Statisticians in 2023. As outlined, this work is to help improve estimation of the informal economy, and women's role, experiences, and contribution. It also helps improve estimation of informality and women's informal work at the macro level, within national accounts. Finally, a parallel stream of work on the use of the data, including diagnostic approaches using data on informality acts both as an input to and builds from the other workstreams. The intent of this is to generate guidance on updated engendered diagnostic approaches, evolving from existing ILO diagnostic approaches which are designed to ensure that policy development and evaluation is anchored in data.

The projected estimate of uptake from the earlier phases and measurement work led by ILO was more than 10 million additional data points (individuals of working age) in over 70 countries, reflecting the scale of implementation of the standards agreed at the 19th ICLS through national labour force surveys. As the new standards, along with ILO's supporting tools and guidance will be a global reference point for measurement, the ultimate reach of the work on informality will also have very wide scope, with the potential for impact enhanced by integration with ILO model questionnaires which are being widely and increasingly used as a reference point for national Labour Force Surveys. The data generated based on application of the new guidance and tools can potentially help policymakers target and frame policies that cater to the informal economy and informal women workers - both broader policies related to social security, regulatory frameworks as well as sector-specific plans. Reflecting this a core element of the first outcome (as framed in the original investment agreement before supplements) is the development of updated published model questionnaire content, based on the evidence gathered in pilot studies in two countries – thus forming updated measurement guidance for countries to apply the latest standards including those to be adopted in 2023.

This grant also leverages existing ILO funding and resourcing of work in the development of the standards to be agreed at the 21st ICLS in 2023, seeking synergies for testing and data collection on informality and will help catalyze additional work to incorporate a gender lens.

As originally described in the initial grant agreement the project comprised of 5 outputs under outcome 1 and 1 under outcome 2. The first supplement in July 2021 added 3 outputs to outcome 1 and 4 to outcome 2, while the second supplement in April 2022 added a further 9 outputs to outcome 2. As such the full set of outputs including both supplements comprises 8 within outcome 1 and 14 within outcome 2, or 22 outputs in total. Put in terms of the general thematic areas of work this breaks down as 5 outputs related to the measurement and standards work, 3 related to the care work portal and 14 related to the estimation work and analytical outputs.

Reports have been prepared for each of the outcomes and available for perusal.

Against the total budget of USD 3,042,627 the total expenses thus far are USD 2,994,131.

The project has linkages to SDG 8 (Primary-Decent work and economic growth), SDG 5 (Gender Equality), and SDG 17 (Partnerships for the goals)

Purpose, objectives, and scope of the evaluation

Purpose

ILO considers evaluation as an integral part of the implementation of its activities.

The evaluation will be used, for project accountability, project improvement and institutional learning. The ILO applies the evaluation criteria established by the OECD / DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the UN System. This evaluation will follow guidelines on results-based evaluation of the ILO Evaluation Office (EVAL) contained in the "ILO policy guidelines for results-based evaluation (4th edition)"² and, more specifically, the checklist "CHECKLIST 4.2: PREPARING THE EVALUATION REPORT".³

Among other points the evaluations identify what worked, what did not work at output, outcome, and impact levels, what is sustainable, what is the legacy of the project and what are the recommendations for the future. As well as the design stages and any mitigation measures that eventually was taken.

Scope

It is primarily a summative evaluation, covering the project design stage and the implementation period. The evaluation also serves an additional purpose of informing the ILO STATISTICS overall strategy for the development of guidance and tools to support Labour Force Survey implementation, to which the Project is designed to contribute, alongside several other activities.

The evaluation will integrate ILO's cross-cutting issues, including norms and social dialogue, gender equality, disability inclusion, other non-discrimination concerns, and medium and long-term effects of capacity development initiatives throughout the evaluation methodology and all deliverables, including the final report.

The evaluation will give specific attention to how the project intervention is relevant to the ILO's programme and policy frameworks at the national and global levels, UNDAF/UNSDCF and national sustainable development strategy (or its equivalent) or other relevant national development frameworks, including any relevant sectoral policies and programme.

² Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf

³ Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746808.pdf

The outreach of the outputs is global in nature – given that they will generate tools and data at the global level, of potential use for all countries. The measurement work did involve pilot studies in two countries, namely Uganda and Peru.

This evaluation, as a product of analysis of the implementation of the project in its entirety, will examine the entire project implementation from 27 October 2020 to 30 September 2024. It will consider all the documents linked to the design of the project. This includes the project document, periodic reports, and implementation of its recommendations as well as documents produced as outputs of the project (including the knowledge products, policy strategies)

Clients of the evaluation

Primary audiences of the evaluation are staff within the Statistics Department of the ILO.

Other consumers of the evaluation include ILO's constituents such as national statistical offices and other producers of official statistics on labour, national and international partners. Furthermore, the findings of this final evaluation are destined for ILO's management (the project team), overseeing the implementation of the project, participating units- GEDI and INWORK, as well as for the project's donor Bill and Melinda Gates Foundation

The knowledge generated by this evaluation will also benefit other stakeholders that may not be directly targeted by the project's intervention such as: key government institutions, civil society organizations, donors, UN agencies, international organizations that work in relevant fields, and other units within the ILO.

3. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

The evaluation will apply the OECD/DAC criteria as a framework to determine the merit or worth of the Project intervention.

It will be based on the following evaluation criteria: strategic relevance, coherence, effectiveness, efficiency, impact, and sustainability. Relevant data should be sex-disaggregated, and the different experiences and perspectives of women and men should be considered throughout the evaluation process. The evaluation will integrate gender equality and non-discrimination, international labour standards, social dialogue, and a just transition to environmental sustainability as crosscutting themes throughout its deliverables and process. It should be addressed in line with EVAL Guidance Note 3.1: Integrating gender equality in monitoring and evaluation⁴ and Guidance Note 4.5: Stakeholder engagement⁵.

The following questions, while not an exhaustive list, are intended to guide and facilitate the evaluation. Other aspects can be added as identified by the evaluator in accordance with the given purpose and in consultation with the evaluation manager. The evaluator may adapt the evaluation criteria and questions Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator and reflected in the inception report.

⁴ Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf

⁵ Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746724.pdf

Relevance⁶

The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change. (“Is the intervention doing the right things?”)

1. Were the project objectives consistent with the international and national key partners’ needs, including ILO constituents’ requirements, and the country needs?
2. How did the project contribute to the relevant International Labour Organisation Programme & Budget Outcomes (2020-21 and 2022-23), including in promotion of gender equality and non-discrimination as well as the development priorities of different stakeholders and potential countries?
3. Have the Project design or implementation plan been adjusted or modified to date? If so, what are the factors that contributed to this change and to what extent have these adjustments or modifications been determined by different stakeholders’ needs?
4. To what extent did the project build on previous experience of the ILO, and relevant experience of other local and international organizations on the topic?

Coherence⁷

The compatibility of the intervention with other interventions in a country, sector or institution. (“How well does the intervention fit?”)

1. Was the project design adequate to meet project objectives? Do outputs causally link to the intended outcomes and objectives?
2. To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?
3. To what extent is the project aligned or harmonised to relevant international statistical standards, concepts, and definitions?
4. To what extent did the project and its activities build on the comparative advantage of the ILO as well as develop synergies and interlinkages with other ILO interventions?

Effectiveness⁸

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. (“Is the intervention achieving its objectives?”)

1. To what extent have the project objectives been achieved and aligned to ILO’s cross cutting issues?
2. Have unexpected positive and negative results took place?
3. What were the main internal and external factors that influenced the achievement or non-achievement of results?

⁶ The extent to which the intervention objectives and design respond to beneficiaries’, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

⁷ The compatibility of the intervention with other interventions in a country, sector or institution.

⁸ The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

Efficiency⁹

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. ("How well are resources being used?")

1. To what extent are the resources allocated strategically to provide the necessary support and to achieve the broader project objectives?
2. To what extent did the project budget factor-in the cost of specific activities, outputs and outcomes?
3. To what extent did the Project leverage resources such as national engagement, any additional funding, staff time, expertise etc., for quality and timely implementation?
4. Has the project developed a monitoring and evaluation strategy that enhance accountability, learning and feed to management

(Orientation towards) Impact¹⁰

1. The extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects. ("What difference does the intervention make?")
2. Is the project on track to achieve its higher-level objectives (first and second-order outcomes)?
3. To what extent have the project activities made a difference to specific SDGs that are linked to the project?

Sustainability¹¹

The extent to which the net benefits of the intervention continue or are likely to continue. ("Will the benefits last?")

1. Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)?
2. What measures and actions have been put in place to ensure ownership of the project's results within the selected partners and fellows?
3. To what extent do the partners own the results of the Project and carry them forward in each national context?
4. Can the project's approach or parts of it, and results be replicated or amplified by the ILO and national partners or other actors considering institutional and financial dimensions?
5. Is there any post-Project support arrangement foreseen among any interested countries, with or without the direct involvement of the ILO and other Project partners?

4. Methodology

The independent evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations

⁹ The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

¹⁰ The extent to which the intervention is likely to generate or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

¹¹ The extent to which the net benefits of the intervention continue or are likely to continue

Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

The evaluation is an independent evaluation, and the final methodology and evaluation questions will be determined by the consultant in consultation with the Evaluation Manager.

The evaluation will apply methodology that should include multiple methods, with analysis of both quantitative and qualitative data, and should be able to capture intervention's contributions to the achievement of expected and unexpected outcomes, including triangulation to increase the validity and rigor of the evaluation findings, engaging with tripartite constituents, stakeholders and partners of the project, as much as feasible, at all levels during the data collection and reporting phases.

The evaluation related data and information should be collected, presented and analyzed with appropriate gender disaggregation even if project design did not take gender into account. Also, the data collection, analysis and presentation should be responsive to and include issues relating to ILO's normative work, social dialogue, diversity and non-discrimination, including disability issues.

The specific detailed elaboration of the evaluation method will be defined in consultation between the evaluation team and the evaluation manager and will be described in detail in the inception report to be submitted accordingly to the agreed schedule of deliverables.

The evaluator may adapt the methodology, but any fundamental changes should be agreed between the evaluation manager and the evaluator and reflected in the inception report.

For required quality control of the whole process, the evaluator will follow the EVAL evaluation policy guidelines and the ILO/EVAL templates and checklists available in the Annex I.

The methodology will ensure involvement of key stakeholders in the implementation as well as in the dissemination processes (e.g. stakeholder workshop, debriefing of project manager, etc.). The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders.

The methodology will include examining the intervention's Theory of Change (or request if feasible that evaluator reconstructs one if the TOC is not in place), with particular attention to the identification of assumptions, risk and mitigation strategies, and the logical connect between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

The evaluation methodology will include:

- desk review of all the key project documents and other relevant references to be provided by the Evaluation Manager;
- key informant interviews through online tools (and/or possibly in person, depending on the location of the evaluator and the venue of appropriate occasions to undertake such interviews);
- review of draft evaluation report by the Project stakeholders to ensure factual accuracies/clarifications and any final inputs in writing; and
- online stakeholders' workshop to validate information and data collected for the evaluation and to inform the final evaluation report.

Desk review: desk review of all relevant documents: project document and its logical framework, funding agreement, relevant minute sheets, implementation plan, performance evaluation plan, progress reports, other relevant documents and studies.

Desk review, including the following information sources:

- Project Document.
- ToC, logframe, results framework, work plans, budget.
- List of key stakeholders to be interviewed with contact details:
- List of names and positions of current and former technical assistance project staff and contacts.
- All technical progress reports including the inception phase.
- Research, strategy documents and study reports (including baseline studies if existing) conducted by the Project.
- All key project finance documents and records.
- Newspaper articles, if any.
- Mission reports, if any; and
- Any other available relevant document on the project.

The desk review may suggest several preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefing interviews with the project team and the donor.

The evaluator / evaluation team will ensure that women's views and perceptions are also reflected in databases, interviews, and that gender-specific questions are included in the questionnaires.

Initial meetings, this will include at least:

- with the project staff: the evaluator will meet the project staff to reach a common understanding for the evaluation process.
- with backstopping units and the donor: the evaluator will meet with the technical backstopping in HQ through Teams or another online platform. These meetings aim to reach a common understanding in relation of the technical and financial status of the project.

Interviews with stakeholders for collection of primary data: the evaluator will meet with the national key partners of the project. The evaluator will meet with number of project beneficiaries (partners / fellows) and organize focus group discussions with them. During the data collection process, evaluator / evaluation team will compare and cross-validate data from different sources (constituents, project staff, project partners and beneficiaries) to verify their accuracy, and different methodologies (review documentary and interviews) that will complement each other.

The evaluator / evaluation team should develop the final evaluation methodology, including a theory of change (ToC), in consultation with the evaluation manager, once the evaluator submits the inception report. The methods should be selected for their rigor and their ability to produce empirical evidence to meet the evaluation criteria, answer the evaluation questions and meet the objectives of the evaluation.

An indicative list of persons to be interviewed will be prepared by the project in consultation with the Evaluation Manager. The project will provide logistical support in the organization of these interviews.

5. Main deliverables

The following products will have to be produced and delivered by the evaluation team:

- Inception report (Deliverable 1: Date of delivery: 28 October 2024) (incl. methodological note) (refer to Checklist 4.8 “Writing the Inception Report”¹²) the extension will be no more than 20 pages excluding the annexes, upon the review of available documents and an initial discussion with the project management and the donor (EVAL Guidelines – Checklist 4.8) will be developed. The inception report will:
 - Describe the conceptual framework that will be used to undertake the evaluation.
 - Elaborate the methodology proposed, including developing a ToC, 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 purposive sampling.
 - 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 stakeholders’ workshop.
 - Set out outline for the final evaluation report.
 - Interview guides and other data collection tools.
- A first draft of the evaluation report (Deliverable 2: Date of delivery: 18 November 2024) that will have to be written in English, answer the questions related to the evaluation criteria, including the recommendations, lessons learned, good practices, technical recommendations for the key stakeholders. The report will be sent to the evaluation manager (refer to “Checklist 4.2: Preparing the evaluation report”¹³ and Checklist 4.9: Rating The Quality Of An Evaluation Report¹⁴). The Evaluation Manager is responsible for reviewing and approving this draft. The draft review report will be shared with all relevant stakeholders by the evaluation manager. They will be asked to provide comments within five working days.
 1. Cover page with key project and evaluation data
 2. Executive Summary
 3. Acronyms and abbreviations
 4. Context and description of the project including reported key reported results
 5. Methodology and limitations
 6. Findings (this section’s content should be organized around evaluation criterion and questions), including a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.
 7. Conclusions
 8. Recommendations (i.e. for the different key stakeholders and project partners), indicating per each one priority, timeframe and level of resources required. Suggested: maximum 8-10 recommendations in total).

¹² Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746817.pdf

¹³ Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746808.pdf

¹⁴ Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746818.pdf

9. Lessons learned and good practices. Template for lessons learned is [wcms 746820.pdf \(ilo.org\)](#) and for good practices [wcms 746821.pdf \(ilo.org\)](#). The guidance template can be found at [wcms 746730.pdf \(ilo.org\)](#)
10. Annexes:
 - TOR
 - Evaluation matrix
 - List of persons consulted
 - Schedule of work (briefings, data collection, interviews, field visits, workshop/s)
 - Documents consulted
 - Data collection tools
 - Logical framework analysis matrix
 - Lessons learned
 - Emerging good practices
- Stakeholder workshop (Deliverable 3: Date of delivery: 2 December 2024): Preliminary findings to be shared in a Stakeholder's workshop with the key stakeholders and the draft to be shared prior to the workshop. This is a virtual workshop (or in-person meeting if required). The evaluator will set the agenda for the meeting. The workshop will be technically organized by the evaluation team with the logistic support of the project.
- The final evaluation report and summary of the final evaluation report (Deliverable 4: Date of delivery: 15 December 2024), which must be written in English, must be about 30-40 pages maximum (excluding annexes and executive summary), follow the structure presented in the preliminary report and include a cover page. Appendices should include the questions matrix, the interview guides, work schedule, a list of interviewees, and a list of documents analysed, a PowerPoint summary in English. Kindly peruse [wcms 746808.pdf \(ilo.org\)](#). The evaluation report will be approved by EVAL. A summary of the final evaluation report (ILO/EVAL template) will be sent, together with the final report, in English to the evaluation manager based on the executive summary of the evaluation report. Please see [wcms 746811.pdf \(ilo.org\)](#)

6. Management arrangements, work plan (including timeframe) and terms of payment

The organization and coordination of the evaluation assignment will be provided by Mr Pranav Prashad (prashad@ilo.org), as the designated Evaluation Manager (EM). The evaluator / evaluation team will discuss with him all technical and methodological issues when needed. The evaluator, with the support of the evaluation manager, will be able to coordinate with the project team to provide the main documents and any information that they will need to carry out the evaluation. The evaluator / evaluation team will also receive technical, logistical, and administrative support from the project team.

The oversight for the evaluation is provided by Mr. Ritash Sarna, ILO Department Evaluation Focal Point (DEFP), STATISTICS

The evaluation manager is responsible for completing the following specific tasks:

- Draft and finalize the evaluation TOR with inputs from key stakeholders.
- Develop the Call for expression of interest and select the independent evaluator in coordination with EVAL.
- Brief the evaluator on ILO evaluation policies and procedures.

- Initial coordination with the project team on the development of the data collection process and the preliminary results workshop.
- Review and provide comments on all evaluation deliverables.
- Circulate the first draft of the evaluation report to the key stakeholders requesting written comments within specified timelines.
- Consolidate the received written comments received into a master evaluation report to send the evaluator / evaluation team.
- Liaise with the project staff whenever their engagement is needed to fulfil the above requirements; and
- Ensure the final version of the evaluation report addresses the stakeholders' comments (or an explanation why any has not been addressed) and meets ILO requirement.

The project team- project manager and others- will have the following responsibilities:

- Provide all necessary information, documents, and contact lists available.
- Facilitate the scheduling of meetings with key stakeholders when necessary.
- attend evaluation meetings and provide clarifications and feedback as required.

Proposed workdays for the evaluation

Task	Activity	Responsible	Number of workdays (evaluator)	Date
Evaluation ToR	Draft and finalise ToR after incorporating relevant comments	EM + DEFP		
Selection and contracting of evaluator / evaluation team	Prepare call for Expression of Interest (EoI). publish the call. Assess and rank the applications. final selection. contract preparation.	EM; DEFP to approve the selection. Project team STATISTICS to finalize and contract evaluator		18 October
Inception report (Deliverable 1)	initial briefing, share ToR and other key documents. Desk review; initial consultation with the project team; submit draft inception report to EM for review/any comments. incorporate and finalize.	EM, project team and evaluator	6	28 October
Data collection and Initial draft evaluation report is submitted to the evaluation	Undertake evaluation activities and relevant meetings, Prepare an initial set of draft report	Evaluator	15	24 November

manager (Deliverable 2)	including relevant annexes/ templates. Conduct an online consultation with the stakeholders to inform the evaluation report. Submit the full set of draft report including relevant annexes in the ILO template. Introduce any revisions as required, following EM review.			
Stakeholder feedback	Circulate the draft report among the stakeholders for comments. Compile the comments and send to the Evaluator for consideration and appropriate follow-up.	Evaluation Manager		29 November
Stakeholder Workshop (Deliverable 3)	Prepare presentation slides and send them to EM for preview. Stakeholder workshop takes place virtually to share preliminary findings and possible recommendations.	Evaluator, Evaluation Manager, Project Team STATISTICS	3	6 December
Final evaluation report and summary (Deliverable 4)	Incorporate the written (or oral) feedback from the stakeholders. Draft report is submitted for the second time to the evaluation manager with comments log table that explains why a comment was not included in the evaluation report (if the case arises)	Evaluator, Evaluation Manager, DEFP	3	12 December
EVAL reviews the report, and if it		Evaluation Manager,		

meets requirements, the final report is approved.		DEFP, EVAL		
Total			27	

7. Profile of the evaluator / evaluation team

The evaluation will be conducted by an experienced evaluator.

Main qualifications:

- Advanced university degree preferably in social statistics, economic development or related qualifications,
- A minimum of five (5) years of professional experience in evaluating international programmes and projects, development initiatives, logical framework and other strategic approaches, M&E methods and approaches, and information analysis and report writing,
- Minimum five (5) years of professional experience in undertaking evaluation of development cooperation projects, particularly in the areas of evidence-based policy development, national statistical capacity building, data to policy pathways, mainstreaming gender statistics, among others.
- Relevant working experiences in middle- and low-income countries.
- Work experience in the UN system or other international development entities, preferably on applied statistics.
- Experience in facilitating workshops on evaluation findings, including with multi-stakeholders such as the ILO tripartite constituents.
- Fluency in English is essential- both verbal and written
- Demonstrated ability to work in group and deliver quality results within strict deadlines.

Main tasks:

- Responsible for conducting the evaluation
- Coordinate with evaluation manager, project team and stakeholders to conduct the entire evaluation process
- Conduct a desk review of all relevant documents and meet main stakeholders
- Elaborate the inception report (incl. methodological elaborations), the first draft and final report, executive summary and templates for lessons learned and good practices in deadlines and in conformity with ILO and international standards
- Conduct a workshop with main stakeholders at the end of the evaluation
- Participate to debriefings with main stakeholders on the main results and recommendations of the evaluation.

8. Legal and ethical matters

The [ILO Code of Conduct](#) for independent evaluators applies to all evaluation team members. The principles behind the Code of Conduct are fully consistent with the Standards of Conduct for the International Civil Service to which all UN staff is bound. UN staff is also subject to any UNEG member specific staff rules and procedures for the procurement of services. Please see UNEG ethical guidelines [here](#).

The selected consultant evaluators and team members shall sign and return a copy of the code of conduct with their contract.

The evaluation will comply with the UN norms and Standards.

The consultant(s) should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

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 presentation can only be made with the agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

Annex: All relevant ILO evaluation guidelines and standard templates

1. Code of conduct form (To be signed by the evaluator)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm
2. Checklist 4.8 Writing the inception report https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746817.pdf
3. Checklist 4.2: Preparing the evaluation report https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746808.pdf
4. Checklist 4.9: Rating The Quality Of An Evaluation Report
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746818.pdf
5. Guidance Note 5.5: Dissemination of Lessons Learned and Emerging Good Practices
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746730.pdf
6. Guidance Note 3.1 Integrating Gender Equality in Monitoring & Evaluation of Projects.
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf
7. Guidance Note 4.5: Stakeholder engagement https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746724.pdf
8. Guidance Note 3.2: 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
9. Checklist 4.3: Filling in the Evaluation Title Page https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746810.pdf
10. Template for executive summary https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746822.pdf

► ANNEX 2: LIST OF STAKEHOLDERS (Survey and interviews)

► **Table 3 – List of stakeholders invited to participate in a survey & interviewees**

List of 44 stakeholders (53.3% male and 46.7% female) invited to respond to an online anonymous survey among which 26 were also interviewed* (42.3% male and 57.7% female interviewees).

	Title	Name	Position and/or organization
1	Ms.	Amy Pennington*	Bill & Melinda Gates Foundation,
2	Ms.	Jennifer Hansel	Bill & Melinda Gates Foundation,
3	Mr.	Kieran Walsh *	Overall project lead - Senior Statistician, Statistical Standards and Methods Unit (SSMU), Department of Statistics, ILO
4	Mr.	Antonio Discenza*	Senior Labour Statistician, SSMU, ILO
5	Mr.	Michael Frosch*	Senior Statistician, SSMU, ILO
6	Ms.	Emanuela Pozzan	Head on the GEDI side, ILO
7	Ms.	Lorena Pastor Palacios*	GEDI, Junior Economist, focal point, ILO
8	Ms.	Laura Addati*	GEDI, Maternity Protection and Work-Family Specialist, ILO
9	Mr.	Steve Kapsos*	Head of the data production and analysis unit (DPAU), ILO
10	Mr.	Roger Gomis*	Senior Economist, DPAU, ILO
11	Mr.	Avichal Mahajan*	Economic Modelling specialist, DPAU, ILO
12	Ms.	Paloma Carillo*	Economic Modelling specialist, DPAU, ILO
13	Ms.	Vipassana Karkee	Junior Economic Modelling specialist, DPAU, ILO
14	Ms.	Marcela Cabezas	Regional Statistician, ILO (regional)
15	Ms.	Maria Payet*	Regional Statistician, ILO (regional)
16	Ms.	Jessica Gardner*	Former Project Manager (who left in April 2023), UNFPA
17	Ms.	Mayra Buvinic	Senior Fellow, Data2X
18	Mr.	Luis Calle	Instituto Nacional de Estadística e Informática (INEI) Peru
19	Ms.	Françoise Carré*	Director, Statistics Programme & WIEGO Research Coordinator, Women in Informal Employment: Globalizing and Organizing (WIEGO)
20	Ms.	Aletheia Donald	Economist, World Bank
21	Ms.	Yonca Gurbuzer	Statistician, Statistics Division, Food and Agriculture Organization of the United Nations (FAO)

22	Ms.	Nancy Hidalgo Calle	National Director, National Census and Surveys, Instituto Nacional de Estadística e Informática (INEI) Peru
23	Ms.	Yamina Verde*	Responsable de la Encuesta Permanente de Empleo Nacional, INEI
24	Ms.	Lucía Gaslac Torres*	Responsable de la Encuesta Nacional de Hogares, INEI
25	Mr.	Miguel Jaramillo	Senior Researcher, Group for the Analysis of Development (GRADE)
26	Ms.	Gayatri Koolwal*	Consultant, Member of the Statistics Team at WIEGO
27	Ms.	Bahija Nali	Head of Department, Studies on Social Accounting Matrices and Labour Matrices, Morocco High Commission for Planning
28	Mr.	François Roubaud	Development Economist
29	Ms.	Hema Swaminathan	Associate Professor, Centre for Public Policy, Indian Institute of Management Bangalore
30	Ms.	Joann Vanek*	Senior Advisor, Statistics, Women in Informal Employment: Globalizing and Organizing (WIEGO)
31	Ms.	Sharon Apio	Senior statistician, Uganda Bureau of Statistics
32	Mr.	Danstan Aguta*	Uganda Bureau of Statistics
33	Mr.	Richard Ssewa	Head of the Centre for Basic Research, Centre for Basic Research
34	Mr.	Emmanuel Mugole*	Centre for Basic Research, Centre for Basic Research
35	Ms.	Carolina Apicella*	Blossom
36	Ms.	Laura Scaglione*	Blossom
37	Ms.	Liane Arter*	Blossom
38	Ms.	Kenita Paul	Grenada institute of Statistics
39	Mr.	Ali Said*	Director of Population and Labour Force Statistics, Statistics Indonesia
40	Ms.	Mariet Tetty Nuryetty*	Team leader, Labour Force Surveys, Population and Labour Force Statistics, Statistics Indonesia
41	Ms.	Weni Lidya Sukma*	Junior Statistician, Population and Labour Force Statistics, Statistics Indonesia
42	Ms.	Nancy Camo	Director of Living Conditions, National Statistics Office of Paraguay
43	Mr.	Samuel Asfaha	Liaison for employers' representatives, ILO
44	Mr.	Grant Belchamber*	Representative of Australian trade unions, Participant in the technical working group (standards development)

► **Table 4 – Number of survey participants per group of stakeholders**

Group of stakeholders	Number of participants	Participation rate (%)	Female	Male
Donor				
ILO Project Team	5	33.3%	1	4
ILO Offices / Units (project support)	4	26.7%	3	1
Partner Organizations (Global level)	3	20%	3	
Partner Organizations (Country level)	1	6.7%		1
Other	2	13.3%	1	1
TOTAL	15	100	8	7

► **Table 5 – Number of people interviewed per role**

Group of stakeholders	Number of participants	Participation rate (%)	Female	Male
Donor	1	3.85%	1	
ILO Project Team	10	38.5%	3	7
ILO Offices / Units (project support)	1	3.85%	1	
Partner Organizations (Global level)	7	26.9%	6	1
Partner Organizations (Country level)	7	26.9%	4	3
Other				
TOTAL	26	100%	15	11

► ANNEX 3: BIBLIOGRAPHY

Project Documents

1. Project document
2. Work Plans and Budget
3. All Key Project Finance Documents and Records
4. Technical Progress Reports
5. Mission Reports.
 - International Labour Organization (ILO). "Mission 1 Uganda: Pilot Testing of Labour Force Survey Questionnaires - Uganda Round 1 (June 2022)."
 - International Labour Organization (ILO). "Mission 2 Uganda: Pilot Testing of Labour Force Survey Questionnaires - Uganda Round 2 (September 2022)."
 - International Labour Organization (ILO). "Mission 3 Peru: Pilot Testing of Labour Force Survey Questionnaires - Peru (October 2022)."

Published Reports and Documents

10. International Labour Organization (ILO). "Statistical Methodology Series 11: Identification of Informality Through Labour." Available [here](#).
11. International Labour Organization (ILO). "Statistical Methodology Series 10: Identification of ICSE-18 Through Labour." Available [here](#).
12. International Labour Organization (ILO). "Statistical Methodology Series 9: Engendering Informality Project." Available [here](#).
13. International Labour Organization (ILO). "New Standards for Improved Measurement of the Informal Economy." Available [here](#).
14. International Labour Organization (ILO). "Making Labour Statistics Work for Women: Recent Developments and the Way Ahead." Available [here](#).
15. International Labour Organization (ILO). "Breaking the Bias for Better Gender Data." Available [here](#).

Online Resources and Toolkits

19. International Labour Organization (ILO). "ILO Labour Force Survey Toolkit." Published March 2024, Updated July 2024. Available [here](#).
20. International Labour Organization (ILO). "LFSq Full Package." Available [here](#).
21. International Labour Organization (ILO). "Version Changes for LFSq (Rel1)." Available [here](#).

Communications Products

22. International Labour Organization (ILO). "International Labour Statistics Standards to Cast Light on the World of Work" (Video).
23. International Labour Organization (ILO). "New Statistical Standards for Improved Measurement of the Informal Economy" (Video).
24. International Labour Organization (ILO). "ILO Labour Force Survey Toolkit" (Video).

25. International Labour Organization (ILO). "Why Measuring Unpaid Domestic and Care Work Matters, and How We Can Help" (Storytelling).
26. International Labour Organization (ILO). "A Just Transition: How Measurement of the Informal Economy Advances Decent Work" (Storytelling).
27. International Labour Organization (ILO). "Setting New Standards - The Process of International Standard Setting for Labour Statistics" (Infographic).
28. International Labour Organization (ILO). "Measurement in Motion - Tracking New Trends and Setting New Standards in the World of Work" (Infographic).
29. International Labour Organization (ILO). "Giving Visibility to the Invisible: Measuring Informality" (Infographic).
30. International Labour Organization (ILO). "The Reality of Informality" (Infographic).

Country Briefs and Regional Reports

31. International Labour Organization (ILO). "Country Briefs: Argentina, Bangladesh, Brazil, China, Colombia, India, Indonesia, Ireland, Kenya, Lao PDR, Mexico, Mongolia, Nepal, Peru, Philippines, Portugal, Sri Lanka, Thailand."
32. International Labour Organization (ILO). "Regional Reports: EU-27, Asia and the Pacific, Latin America and the Caribbean."

Additional References

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35. International Labour Organization (ILO). "ILO World Employment and Social Outlook - Trends 2024." Available [here](#).
36. International Labour Organization (ILO). "ILO Global Care Policy Portal." Available [here](#).
37. International Labour Organization (ILO). "ILO Care Policy Investment Simulator." Available [here](#).

[Other documents]

38. ILO Four Pillars Policy Framework to Address the Socio-Economic Impacts of COVID-19, ILO (May 2020)
33. Protocol on the Collection of Evaluation Results on the ILO's Response to COVID-19 through Project and Program Evaluations, ILO
34. ILO Guidelines for Policy Evaluation: Principles, rationale, planning and management of evaluations, 4th ed. (November 2020)
35. Code of Conduct Form (to be signed by the evaluator), ILO
36. Checklist 4.8: Writing the Inception Report, ILO
37. Checklist 4.2: Preparing the Evaluation Report, ILO
38. Checklist 5: Preparation of Evaluation Report, ILO
39. Checklist 6: Evaluation Report Quality Assessment, ILO
40. Template for Lessons Learned and Emerging Good Practices, ILO

41. Guidance Note 7 Stakeholder Participation in the ILO Evaluation
42. Guidance Note 3.1: Integrating gender equality into project monitoring and evaluation, ILO
43. Template for evaluation title page, ILO.
44. ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations.

► ANNEX 4: DATA COLLECTION INSTRUMENTS – Evaluation matrix, Interview protocol & survey

EVALUATION CRITERIA AND QUESTIONS:

The evaluation addresses the following ILO evaluation criteria (based on the OECD-DAC evaluation criteria) as defined in the ILO Policy Guidelines for results-based evaluation, 2020. A complete set of questions by each criterion is outlined below, as per ToR:

Relevance

The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change. (“Is the intervention doing the right things?”)

5. Were the project objectives consistent with the international and national key partners’ needs, including ILO constituents’ requirements, and the country needs?
6. How did the project contribute to the relevant International Labour Organization Programme & Budget Outcomes (2020-21 and 2022-23), including in promotion of gender equality and non-discrimination as well as the development priorities of different stakeholders and potential countries?
7. Have the Project design or implementation plan been adjusted or modified to date? If so, what are the factors that contributed to this change and to what extent have these adjustments or modifications been determined by different stakeholders’ needs?
8. To what extent did the project build on previous experience of the ILO, and relevant experience of other local and international organizations on the topic?

Coherence

The compatibility of the intervention with other interventions in a country, sector or institution. (“How well does the intervention fit?”)

5. Was the project design adequate to meet project objectives? Do outputs causally link to the intended outcomes and objectives?
6. To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?
7. To what extent is the project aligned or harmonised to relevant international statistical standards, concepts, and definitions?
8. To what extent did the project and its activities build on the comparative advantage of the ILO as well as develop synergies and interlinkages with other ILO interventions?

Effectiveness

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. (“Is the intervention achieving its objectives?”)

4. To what extent have the project objectives been achieved and aligned to ILO’s cross cutting issues?
5. Have unexpected positive and negative results taken place?

6. What were the main internal and external factors that influenced the achievement or non-achievement of results?

Efficiency

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. ("How well are resources being used?")

5. To what extent are the resources allocated strategically to provide the necessary support and to achieve the broader project objectives?
6. To what extent did the project budget factor-in the cost of specific activities, outputs and outcomes?
7. To what extent did the Project leverage resources such as national engagement, any additional funding, staff time, expertise etc., for quality and timely implementation?
8. Has the project developed a monitoring and evaluation strategy that enhance accountability, learning and feed to management

(Orientation towards) Impact

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects. ("What difference does the intervention make?")

9. Is the project on track to achieve its higher-level objectives (first and second-order outcomes)?
10. To what extent have the project activities made a difference to specific SDGs that are linked to the project?

Sustainability

The extent to which the net benefits of the intervention continue or are likely to continue. ("Will the benefits last?")

6. Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)?
7. What measures and actions have been put in place to ensure ownership of the project's results within the selected partners and fellows?
8. To what extent do the partners own the results of the Project and carry them forward in each national context?
9. Can the project's approach or parts of it, and results be replicated or amplified by the ILO and national partners or other actors considering institutional and financial dimensions?
10. Is there any post-Project support arrangement foreseen among any interested countries, with or without the direct involvement of the ILO and other Project partners?



Description of data collection instruments: The main data collection instruments used in this evaluation are following: project data, semi-structured questionnaires, key informant interviews and focus group discussions. The evaluation also included a short online survey including a SWOT analysis that was distributed to interviewees. The evaluation matrix is presented below.

ANNEX V - EVALUATION QUESTIONS MATRIX and PROTOCOL

Table 6 – Evaluation matrix

Protocols : A. ILO Staff / Project team - B. Partner organizations, other relevant stakeholders and donor - C. Beneficiaries - D. Others

code	Criteria	Evaluation questions	Data sources	Data collection method Interview (individual / groups) = I, Document review = DR, Survey = S)	Stakeholders / Informants	Interview / Protocol Questions	Group protocol
REL1	Relevance	Were the project objectives consistent with the international and national key partners' needs, including ILO constituents' requirements, and the country needs?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Representatives of partner organizations, donors and beneficiaries; ii) ILO HQ technical support units; and iii) ILO project team	To what extent has the project responded to international and national key partners' needs, including ILO constituents' requirements, and the country need?	A-B-C-D
REL2	Relevance	How did the project contribute to the relevant International Labour Organization Programme & Budget Outcomes (2020-21 and 2022-23), including in promotion of gender equality and non-discrimination as well as the development priorities of different stakeholders and potential countries?	(i) National development frameworks & ILO Programme and Budget Outcomes; (ii) Project documents and progress reports; and (iii) Project partners and stakeholders	I / DR	i) Representatives of partner organizations, donors and beneficiaries; ii) ILO HQ technical support units; and iii) ILO project team	How well is the project aligned with relevant International Labour Organization Programme & Budget Outcomes (2020-21 and 2022-23), including in promotion of gender equality and non-discrimination as well as the development priorities of different stakeholders and potential countries?	A-B-D

REL3	Relevance	Have the Project design or implementation plan been adjusted or modified to date? If so, what are the factors that contributed to this change and to what extent have these adjustments or modifications been determined by different stakeholders' needs?	(ii) Project documents and progress reports; and (iii) Project partners and stakeholders	I / DR	ii) ILO HQ technical support units; and iii) ILO project team	Have the Project design or implementation plan been adjusted or modified to date? If so, what are the factors that contributed to this change and to what extent have these adjustments or modifications been determined by different stakeholders' needs?	A-B
REL4	Relevance	To what extent did the project build on previous experience of the ILO, and relevant experience of other local and international organizations on the topic?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Representatives of partner organizations, donors and beneficiaries; ii) ILO HQ technical support units; and iii) ILO project team	To what extent did the project build on previous experience of the ILO, and relevant experience of other local and international organizations on the topic?	A-B
C1	Coherence	Was the project design adequate to meet project objectives? Do outputs causally link to the intended outcomes and objectives?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	Was the project design appropriate for achieving planned results? To what extent are the outputs causally linked to the intended outcomes and objectives?	A-B-C
C2	Coherence	To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations; ii) ILO HQ technical support units; and iii) ILO project team	To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?	A-B-C-D
C3	Coherence	To what extent is the project aligned or harmonised to relevant international statistical standards, concepts, and definitions?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	To what extent is the project aligned or harmonised to relevant international statistical standards, concepts, and definitions?	A-B-C-D

C4	Coherence	To what extent did the project and its activities build on the comparative advantage of the ILO as well as develop synergies and interlinkages with other ILO interventions?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) ILO HQ technical department; and ii) ILO project team	To what extent did the project and its activities build on the comparative advantage of the ILO? Did the project develop synergies and interlinkages with other ILO interventions?	A-B
EFF1	Effectiveness	To what extent have the project objectives been achieved and aligned to ILO's cross cutting issues?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR / S	i) Partner organizations, donors and beneficiaries; ii) ILO HQ technical support units; and iii) ILO project team	To what extent have the project objectives been achieved and aligned to ILO's cross cutting issues?	A-B-C-D
EFF2	Effectiveness	Have unexpected positive and negative results took place?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations and beneficiaries; ii) ILO HQ technical support units; and iii) ILO project team	Have unexpected positive and negative results taken place?	A-B-C-D
EFF3	Effectiveness	What were the main internal and external factors that influenced the achievement or non-achievement of results?	(ii) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR / S	i) Partner organizations and beneficiaries; ii) ILO HQ technical support units; and iii) ILO project team	What were the main internal and external factors that influenced the achievement or non-achievement of results?	A-B-C-D
EFFIC1	Efficiency	To what extent are the resources allocated strategically to provide the necessary support and to achieve the broader project objectives?	(i) Project documents and progress reports; (ii) Project partners and stakeholders; and (iii) Survey	I / DR / S	i) Partner organizations and beneficiaries; ii) ILO HQ technical support units; and iii) ILO project team	To what extent are the resources allocated strategically to provide the necessary support and to achieve the broader project objectives?	A-B

EFFIC2	Efficiency	To what extent did the project budget factor-in the cost of specific activities, outputs and outcomes?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	ii) ILO HQ technical support units; and iii) ILO project team	To what extent did the project budget factor-in the cost of specific activities, outputs and outcomes?	A
EFFIC3	Efficiency	To what extent did the Project leverage resources such as national engagement, any additional funding, staff time, expertise etc., for quality and timely implementation?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations and beneficiaries; ii) ILO HQ technical support units; and iii) ILO project team	To what extent did the Project leverage resources such as national engagement, any additional funding, staff time, expertise etc., for quality and timely implementation?	A
EFFIC4	Efficiency	Has the project developed a monitoring and evaluation strategy that enhance accountability, learning and feed to management	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	Has the project developed a monitoring and evaluation strategy that enhance accountability, learning and feed to management	A-B
I1	(Orientation towards) Impact	Is the project on track to achieve its higher-level objectives (first and second-order outcomes)?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations and beneficiaries; ii) ILO HQ technical support units; and iii) ILO project team	Is the project on track to achieve its higher-level objectives (first and second-order outcomes)?	A-B
I2	(Orientation towards) Impact	To what extent have the project activities made a difference to specific SDGs that are linked to the project?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations, donors and beneficiaries; ii) ILO HQ technical support units; and iii) ILO project team	To what extent have the project activities made a difference to specific SDGs that are linked to the project?	A-B

S1	Sustainability	Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)?	A-B-C-D
S2	Sustainability	What measures and actions have been put in place to ensure ownership of the project's results within the selected partners and fellows?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	What measures and actions have been put in place to ensure ownership of the project's results within the selected partners and fellows?	A-B-C-D
S3	Sustainability	To what extent do the partners own the results of the Project and carry them forward in each national context?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders (iii) Survey	I / DR / S	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	To what extent do the partners own the results of the Project and carry them forward in each national context? To what extent are project results likely to be maintained or even scaled up/replicated by other partners beyond project completion?	A-B-C-D
S4	Sustainability	Can the project's approach or parts of it, and results be replicated or amplified by the ILO and national partners or other actors considering institutional and financial dimensions?	(i) Project's exit/sustainability strategy; (ii) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	Can the project's approach or parts of it, and results be replicated or amplified by the ILO and national partners or other actors considering institutional and financial dimensions?	A-B-C-D
S5	Sustainability	Is there any post-Project support arrangement foreseen among any interested countries, with or without the direct involvement of the ILO and other Project partners?	(i) Project documents and progress reports; (ii) Project partners and stakeholders; and (iii) Project document of phase II	I / DR	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	Is there any post-Project support arrangement foreseen among any interested countries, with or without the direct involvement of the ILO and other Project partners?	A-B-D

SWOT	General / SO	What went well and further will?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders (iii) Survey	I / DR / S	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	What went well and further will?	A-B-C-D
SWOT	General / WT	What went ill and can change / further will (if issue not tackled)?	(i) Project documents and progress reports; (ii) Project partners and stakeholders; and (iii) Survey	I / DR / S	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	What went ill and can change / further will (if issue not tackled)?	A-B-C-D

Table 7 INTERVIEW PROTOCOL

Key questions for A. ILO Staff / Project team - B. Partner organizations, other relevant stakeholders and donor -
C. Beneficiaries - D. Others

code	Interview / Protocol Questions	Group protocol
REL1	To what extent has the project responded to international and national key partners' needs, including ILO constituents' requirements, and the country need?	A-B-C-D
REL2	How well is the project aligned with relevant International Labour Organization Programme & Budget Outcomes (2020-21 and 2022-23), including in promotion of gender equality and non-discrimination as well as the development priorities of different stakeholders and potential countries?	A-B-D
REL3	Have the Project design or implementation plan been adjusted or modified to date? If so, what are the factors that contributed to this change and to what extent have these adjustments or modifications been determined by different stakeholders' needs?	A-B
REL4	To what extent did the project build on previous experience of the ILO, and relevant experience of other local and international organizations on the topic?	A-B
C1	Was the project design appropriate for achieving planned results? To what extent are the outputs causally linked to the intended outcomes and objectives?	A-B-C
C2	To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?	A-B-C-D
C3	To what extent is the project aligned or harmonised to relevant international statistical standards, concepts, and definitions?	A-B-C-D
C4	To what extent did the project and its activities build on the comparative advantage of the ILO? Did the project develop synergies and interlinkages with other ILO interventions?	A-B
EFF1	To what extent have the project objectives been achieved and aligned to ILO's cross cutting issues?	A-B-C-D
EFF2	Have unexpected positive and negative results taken place?	A-B-C-D
EFF3	What were the main internal and external factors that influenced the achievement or non-achievement of results?	A-B-C-D
EFFIC1	To what extent are the resources allocated strategically to provide the necessary support and to achieve the broader project objectives?	A-B
EFFIC2	To what extent did the project budget factor-in the cost of specific activities, outputs and outcomes?	A
EFFIC3	To what extent did the Project leverage resources such as national engagement, any additional funding, staff time, expertise etc., for quality and timely implementation?	A
EFFIC4	Has the project developed a monitoring and evaluation strategy that enhance accountability, learning and feed to management	A-B

I1	Is the project on track to achieve its higher-level objectives (first and second-order outcomes)?	A-B
I2	To what extent have the project activities made a difference to specific SDGs that are linked to the project?	A-B
S1	Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)?	A-B-C-D
S2	What measures and actions have been put in place to ensure ownership of the project's results within the selected partners and fellows?	A-B-C-D
S3	To what extent do the partners own the results of the Project and carry them forward in each national context? To what extent are project results likely to be maintained or even scaled up/replicated by other partners beyond project completion?	A-B-C-D
S4	Can the project's approach or parts of it, and results be replicated or amplified by the ILO and national partners or other actors considering institutional and financial dimensions?	A-B-C-D
S5	Is there any post-Project support arrangement foreseen among any interested countries, with or without the direct involvement of the ILO and other Project partners?	A-B-D
SWOT	What went well and further will?	A-B-C-D
SWOT	What went ill and can change / further will (if issue not tackled)?	A-B-C-D

SURVEY ¹⁵:

<https://forms.gle/vLwyybjbutQj4axh8>

1. Please indicate your gender:

- ☐ F
- ☐ M
- ☐ Other

2. Please indicate the relevant group of stakeholders you are part of.

- ☐ Donor
- ☐ ILO Project team
- ☐ ILO offices / functional units that provided specific inputs or support to the project;
- ☐ Partner organization the project collaborated with at the global level
- ☐ Partner organization the project collaborated with at the national level (Peru, Uganda)
- ☐ Training participant
- ☐ Other (Please specify in the comments)

Comments:

3. You participated in the project (Check one or more options below)

- ☒ At the global level
- ☒ At the country level (Peru)
- ☒ At the country level (Uganda)
- ☒ At the country level (If another country, please specify in the comments section below.)
- ☒ Other (Please specify in the comments)

Comments:

4. Please indicate what project activities you participated in. (Check as many boxes as relevant.)

- ☒ Measurement and standard work
- ☒ Care work portal
- ☒ Estimation work and analytical outputs.
- ☒ Other (Please provide more details in the comments section below.)

Comments:

¹⁵ The survey is based on a standard method of qualitative analysis, which provides an overview of some key questions addressed in the TOR and allows triangulation with other data sources. (The survey is not meant to replace monitoring work).

5. How satisfied are you overall with the project outcomes? (Please mark your answer with a cross.)

Please provide more details in the comments section below including on factors that contributed to the attainment (or not) of project results.

N/A	1 = Very dissatisfied	2 = Somewhat dissatisfied	3 = Somewhat satisfied	4 = Very satisfied

Comments:

6..To what extent do you consider the project has achieved its expected outcomes (in the framework of activities you participated in)?

Please provide more details in the comments section below including on factors that contributed to the attainment (or not) of project results.

N/A	0-25%	26-50%	51-75%	76-100%

Comments:

7. Considering economic, financial, organizational, or behavioural factors, how likely is it that the project outcomes will be sustained beyond the project's timeframe and funding?

Please provide more details in the comments section below.

N/A	1 = Very unlikely	2 = Unlikely	3 = Likely	4 = Very likely

Comments:

8. To what extent do you agree with the following statement: *"The project strongly contributes to deepening measures on informality with a gender lens"*?

Please provide details in the comments section below.

N/A	1 = Strongly disagree	3 = Partially disagree	3 = Partially agree	4 = Fully agree

Comments:

Please provide any additional comment in the SWOT table below:

STRENGTHS (S)	OPPORTUNITIES (O)
WEAKNESSES (W)	THREATS (T)

Thank you for your participation!

► ANNEX 5: EVALUATION SCHEDULE

	Phase	Task	Activity	Responsible	Date
1	Inception phase	Inception report (Deliverable 1)	Initial briefing, share ToR and other key documents. Desk review; initial consultation with the project team; submit draft inception report to EM for review/any comments. Incorporate and finalize.	Evaluation manager (EM), project team and evaluator	28 October
2	Data collection & Report writing phase	Data collection and Initial draft evaluation report is submitted to the evaluation manager (Deliverable 2)	Undertake evaluation activities and relevant meetings. Prepare an initial set of draft report including relevant annexes/ templates. Conduct an online consultation with the stakeholders to inform the evaluation report. Submit the full set of draft report including relevant annexes in the ILO template. Introduce any revisions as required, following EM review.	Evaluator	24 November
3	Circulate the draft report	Stakeholder feedback	Circulate the draft report among the stakeholders for comments. Compile the comments and send to the Evaluator for consideration and appropriate follow-up.	Evaluation Manager	29 November (subject to adjustment based on stakeholder response)
4	Stakeholder workshop	Stakeholder Workshop (Deliverable 3)	Prepare presentation slides and send them to EM for preview. Stakeholder workshop Takes place virtually to share preliminary findings and possible recommendations.	Evaluator, Evaluation Manager, Project Team STATISTICS	6 December

5	Final evaluation report	Final evaluation report and summary (Deliverable 4)	Incorporate the written (or oral) feedback from the stakeholders. Draft report is submitted for the second time to the evaluation manager with comments log table that explains why a comment was not included in the evaluation report (if the case arises)	Evaluator, Evaluation Manager, DEFP	12 December
6		EVAL reviews the report, and if it meets requirements, the final report is approved.		Evaluation Manager, DEFP, EVAL	

► **Table 8 – Evaluation schedule**

► ANNEX 6: SWOT ANALYSIS

STRENGTHS (S)	OPPORTUNITIES (O)
Significant Contribution to Informality Measurement: • The ILO is ideally positioned to conduct this project that significantly contributed to • The project addressed key knowledge gaps in measuring informality, particularly concerning women's employment in the informal sector, which contributes significantly to many economies. By successfully developing tools and methodologies to measure informality and care work, the project has set a precedent for future labour force surveys (LFS), ensuring that data collection better captures women's roles in informal and casual labour, as well as unpaid care work. • These new tools directly address the needs of ILO constituents who are committed to sustaining, expanding, and implementing them. Coherence and Synergies within ILO and Beyond: • The project demonstrated strong complementarity between its different components, effectively leveraging existing resources and expertise. Collaboration across ILO departments and the involvement of a technical advisory group ensured high levels of expertise and strategic alignment. The project successfully built on prior ILO work, applying lessons learned from earlier initiatives to new areas of measurement, particularly related to gender-sensitive labour statistics.	Institutional Reach and Global Influence: • The ILO's institutional resources, network, and global presence create a strong platform to scale up the project's impact, ensuring continued visibility and support for labour statistics, especially on informality and gender-sensitive data. • There is a significant opportunity to increase the outreach of data and evidence generated by the project, helping to influence labour market policies both at the national and international levels. Strategic Partnerships and Capacity Building: • The ILO's established relationships with national statistical offices (NSOs) provide an opportunity to continue developing partnerships to explore, test, and implement improved questionnaires in the field. This partnership can be expanded, with regional coordinators and ILO staff playing a key role in supporting countries to enhance their data collection practices. • The ILO team's expertise in gender-related statistics offers an opportunity to work closely with countries to introduce more specific questions that allow for better measurement of women's participation in the workforce, as well as other gender-related employment characteristics. Application and Expansion of Knowledge: • The knowledge and best practices developed through this project, especially regarding informal employment and care work, can be applied to refine labour force surveys worldwide. By adding new modules and questions, the project can enhance global measurement standards and contribute to better data on non-standard and informal work.

Careful Design and Implementation:

- Pilot labour force surveys were designed and implemented in two countries with rigorous statistical analysis of findings, feeding into the ICLS Resolution. This careful, evidence-based approach not only provided valuable insights for refining LFS methodologies but also contributed to enhancing global labour statistics standards.
- The involvement of key ILO experts provided substantial technical expertise, ensuring the project effectively addressed both analytical and field-level requirements in the pilot countries.

Stakeholder Engagement and Use of Indicators:

- A key strength was the active engagement of stakeholders, who highlighted the importance of the indicators developed by the project. These indicators are both needed and used by stakeholders, with the project playing a crucial role in identifying and quantifying issues related to informality and gender in labour markets.
- The project also contributed to placing the issue of care work at a higher level on the global policy agenda, reflecting its broader impact on ILO's strategic work and influencing global discussions on care and unpaid work.

Transparency and Knowledge Sharing:

- At the global level, the project excelled in sharing information transparently. Preliminary versions of reports were shared openly, and feedback was addressed in a constructive and collaborative manner. This open approach, along with the involvement of knowledgeable experts, fostered a productive exchange of ideas and continuous improvement.

- The tools and methodologies developed for the project are highly adaptable and can be integrated into labour force surveys in other countries, especially those with national bodies focused on generating statistics for national planning.

Expansion of the Care and Gender Agenda:

- The project has significantly contributed to positioning "care work" higher in the global and ILO policy agenda. This creates an opportunity for further awareness-raising, advocacy, and technical assistance to countries looking to improve the measurement and integration of care work into national policies.
- Gender-related labour statistics are underdeveloped in many countries, so there is ample room for further expansion. The project can continue to address gaps in gender data, both in terms of labour force participation and employment characteristics, while influencing policy development to better support women in the workforce.

Longer-Term Sustainability and National Ownership:

- ILO's ongoing relationship with national statistical offices and the practice of providing technical assistance offers an opportunity for longer-term sustainability. Countries are likely to benefit from continued guidance on implementing international measurement standards and refining their surveys.
- There is also an opportunity to build further capacity at the national level by assisting countries in better designing and testing their household surveys through cognitive testing and qualitative research. This enhances the overall effectiveness of national statistics and strengthens local ownership of the data collection process.

WEAKNESSES (W)	THREATS (T)
Project Start-Up Delays: - Some delays occurred in the initial stages due to administrative procedures for hiring staff and partner countries' slow administrative processes, which impacted the project timeline. Coordination and Integration: - Coordination between different project components / departments could have been stronger, which would have enhanced synergies, including earlier discussions during the project design phase. Additionally, the project team faced challenges in balancing project work with other ILO activities, leading to resource constraints. Human Resources: - The early departure of key staff, particularly the project manager, delayed reporting and affected continuity. - Short-term contracts pertaining to the length of project phases are not instrumental in attracting and retaining qualified staff. - While outsourcing has its advantages, the project faced challenges in identifying / hiring good consultants, and needed in some cases to deliver the work themselves. Strategic Alignment: - Engagement with key stakeholders, such as ministries or financial institutions is needed to strengthen national policies and broader initiatives. Capacity and Resource Limitations: - The high cost of pilot surveys restricted the number of countries involved. Once the funding ended, there were limited opportunities to scale up the project's impact.	Complexities in measuring informality: - Informality is difficult to measure accurately, which may lead to misrepresentation of the sector. Political and social backlash: - The current polarization of gender issues and regressive views may challenge progress on gender-sensitive data collection and policies. Lengthening of labour force surveys: - Adding more complex questions could make surveys longer, potentially limiting their widespread adoption. Resource limitations: - National statistical offices may lack the funding to implement new standards, limiting their ability to adopt recommended changes. Government policies: - National policies around data publication and survey practices may not align with project goals, hindering progress. Staff turnover: - Staff turnover poses a potential risk to the project, given the short-term nature of contracts and the possibility that staff may leave. Implementation challenges: - Limited resources at the country level, along with fluctuating political will, pose a risk to the sustainability and scalability of the project's impact.

• There are remaining capacity building needs at country and regional level that could jeopardize the projects' impact and sustainability. Survey Design Challenges: • Measuring informality remains complex, potentially leading to misrepresentation. The growing length of labour force surveys, due to added modules, risks limiting their future application. • Sustainability and National Capacity: Limited resources at the country level made it difficult to implement the new standards, and national ownership was dependent on local political will and capacity, which varied across countries.	
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► **Table 9 – SWOT analysis**

► ANNEX 7 – TABLES OF OUTPUTS

Table of planned outputs under Outcome 1 of project GLO/20/27/GAT (107854) - Engendering informality measurement for Labour Force Surveys (Statistical Standards and Methods Unit – SSMU and Gender, Equality, Diversity and Inclusion Branch - GEDI)

Note under the revision only the delivery dates for outputs under Outcome 1 are impacted so only those outputs are listed below.

Output/Funded Development Number	Output/Funded Development Description	Comment
[1, 2, 3, etc.]		[DD Month YYYY]
1.1.1	Updated model questionnaire sequences and related guidance for the measurement of women's informal employment including core sequences on identification and additional modules to provide detailed characterization. This will include content to illustrate the impacts and coping strategies for women in informal employment in the case of shocks such as the COVID-19 pandemic. (SSMU)	Published in March 2024 and updated in July 2024: https://ilostat.ilo.org/resources/lfs-toolkit/ This is reflected in many of the documents on the LFS toolkit page but in particular those in the CAPI section, namely: https://www.ilo.org/ilostat-files/LFS/LFSq_Rel1_full_package.zip The version changes relative to the previous version are here: https://webapps.ilo.org/ilostat-files/LFS/LFSq_Rel1_Version_changes.pdf NOTE: While only one of the 5 outputs this is the core output that influences implementation at country level and is the reference point for updates of our capacity building and technical assistance.
1.1.2	Published guidance on the measurement of informal employment from a gender perspective, including appropriate questionnaire content and methodological guidance to ensure proper measurement of women's informal employment (SSMU)	https://www.ilo.org/publications/statistical-methodology-series-11-identification-informality-through-labour
1.1.3	Published reports on gender relevant findings from pilot studies undertaken to test different question sequences to capture and characterise informal employment including a phase of	This will take the form of several reports. Some are already published:

	qualitative tests undertaken in 2 countries and quantitative tests in 2 countries. This will include additional outputs developed in collaboration with a communications company including a storytelling output to be hosted on the ILO website, a stakeholder kit and infographics to highlight the objectives and findings of the project. (SSMU)	https://www.ilo.org/publications/statistical-methodology-series-10-identification-icse-18-through-labour https://www.ilo.org/publications/statistical-methodology-series-9-engendering-informality-project Additional are in the final stages of preparation as of October 2024 to be published before the project end. Additionally, a significant range of communications products have been generated beyond those specifically committed for the project including: https://ilostat.ilo.org/blog/new-standards-increased-visibility-improving-measurement-of-the-informal-economy/ https://ilostat.ilo.org/blog/making-labour-statistics-work-for-women-recent-developments-and-the-way-ahead/ https://www.ilo.org/publications/note-implementation-statistical-standards-19th-20th-and-21st-icls-through https://ilostat.ilo.org/blog/breaking-the-bias-for-better-gender-data/ Plus, communications products generated through funded consultancy with Blossom: Separate document attached listing the outputs and providing links: Document: Summary_blossom_outputs_october2024.docx
1.1.4	Input papers, including two externally commissioned pieces, provided to the Working Group for the Revision of the standards for statistics on Informality on the engendering of standards on informality and good measurement practices. (SSMU)	First working paper published here: https://www.ilo.org/publications/engendering-informality-statistics-gaps-and-opportunities-1 Second working paper – status – as discussed external input was commissioned but not of sufficient quality for publication. The ILO will complete this and publish it as soon as possible.
1.1.5	Published guidance on gender balanced diagnostic approaches including a review of biases in current approaches	The primary outputs relevant to this to date are the resolution from the 21st ICLS which presents an

	and updated guidance reflecting new data availability flowing from the project. (SSMU)	indicator framework to support diagnostics plus an online indicator selection tool: https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@dgreports/@stat/documents/normativeinstrument/wcms_901516.pdf See: https://ilostat.ilo.org/blog/new-standards-increased-visibility-improving-measurement-of-the-informal-economy/ And: https://wwwex.ilo.org/ilostat/f?p=45902:1 The ILO will publish a further short document/page to further emphasise how the resolution and indicator framework can support gender relevant diagnostics. In the interim this is being reflected in capacity building and technical assistance to countries.
11.6.	A Care Work Global Portal for increased advocacy of the ILO Care Report 2.0 launched (GEDI)	
11.7.	Technical byproducts of the Care Report developed and launched (GEDI)	
11.8.	Communication campaign on care work developed and disseminated (GEDI)	

► **Table 10 –Table of Outputs (Outcome 1 – SSMU and GEDI)**

Table of planned outputs under Outcome 2 of project GLO/20/27/GAT (107854) - Engendering informality measurement for Labour Force Surveys (Data Production and Analysis Unit - DPAU)

INITIAL PROJECT		
Output/Funded Development Number	Output/Funded Development Description	Target Completion Date
2.1.1	Refined estimates developed and published on how women's work has been impacted by COVID-19	Updated COVID-19 impact publication with improved and extended sex disaggregated data by 30/06/2021
Relevant links: https://www.ilo.org/publications/world-employment-and-social-outlook-trends-2021 https://www.gatesfoundation.org/ideas/articles/women-economic-impact-covid19 https://www.gatesfoundation.org/ideas/articles/women-unemployment-covid19		
FIRST SUPPLEMENT		
Output/Funded Development Number	Output/Funded Development Description	Target Completion Date
2.1.2	<u>Publication of estimates of working-hours and informal employment by gender on ILOSTAT and in relevant ILO publications.</u>	30/06/2022
2.1.3	<u>Full integration of employment and unemployment estimates by gender in ILOSTAT completed. Publication of estimates of access to employment and share of youth not in employment, education or training by gender on ILOSTAT and relevant ILO publications.</u>	31/10/2022
2.1.4	<u>Labour income gap indicator and estimates of labour underutilization measures (LU2 and LU3) by gender published on ILOSTAT and other ILO publications.</u>	31/01/2023
2.1.5	<u>Publication of a policy simulation brief describing the results, lessons learned and future work following the pilot simulations for gender-responsive policy.</u>	31/03/2023
Relevant links: https://www.ilo.org/resource/brief/ilo-monitor-world-work-9th-edition https://www.ilo.org/resource/brief/ilo-monitor-world-work-10th-edition		

https://www.ilo.org/publications/flagship-reports/world-employment-and-social-outlook-trends-2023 https://www.ilo.org/resource/brief/ilo-monitor-world-work-11th-edition		
SECOND SUPPLEMENT		
Number	Output/Funded Development Description	Target Completion Date
2.1.6	<u>Publication of updated estimates and analysis of gender pay gap (labour income by gender) up to 2020, including detailed analysis for LMICs.</u>	28 February 2023
2.1.7	<u>Publication of updated estimates and analysis of the motherhood penalty (labour force participation rate of parents with small children by gender).</u>	08 March 2023
2.1.8	<u>Publication of updated estimates and analysis of informal employment by gender (SDG 8.3.1).</u>	30 July 2023
2.1.9	<u>Publication of findings of social protection financing in the context of limited fiscal space (including comparison with credit-based assistance programs).</u>	30 September 2023
2.1.10	<u>Publication of analysis of how various factors shape gender employment and income gaps.</u>	15 December 2023
2.1.11	<u>Publication of updated estimates broken down by gender of employment, unemployment (SDG 8.5.2), share of youth not in employment, education or training (SDG 8.6.1), and access to employment.</u>	30 January 2024
2.1.12	<u>Publication of updated estimates and analysis of gender pay gap (labour income by gender) up to 2021, including detailed analysis for LMICs.</u>	28 February 2024
2.1.13	<u>Publication of policy simulation and analysis of labour force participation gaps by gender.</u>	8 March 2024
2.1.14	<u>Publication of policy simulation and analysis of potential GDP contribution of investments and improvements on work conditions of women in informal employment</u>	8 March 2024
2.1.15	<u>Publication of novel estimates and analysis of labour force participation gaps in lone mother households and extended households. Publication of updated</u>	30 March 2024

	<u>estimates and analysis of the motherhood penalty.</u>	
Relevant links https://www.ilo.org/sites/default/files/wcmsp5/groups/public/%40dgreports/%40stat/documents/publication/wcms_870519.pdf https://www.ilo.org/publications/flagship-reports/world-employment-and-social-outlook-trends-2024 https://www.ilo.org/media/478516/download https://ilostat.ilo.org/blog/women-with-young-children-have-much-lower-labour-force-participation-rates/Pensions, Fertility and Structural Change: Global Evidence (CSAE conference https://www.csae.ox.ac.uk/csae-conference-2024) https://ilostat.ilo.org/blog/women-are-more-likely-than-men-to-want-a-job-but-not-have-one/ https://www.ilo.org/publications/flagship-reports/world-employment-and-social-outlook-may-2024-update		

► **Table 11 –Table of Outputs (Outcome 2 – DPAU)**

► ANNEX 8: PROJECT PERFORMANCE

Progress report – 2023

Progress Details

Provide information regarding the current period's progress toward achieving the investment outputs and outcomes as well as the work planned or anticipated for the next period. Please also remember to update the completion dates in the Investment Results Chart at the end of Section A.

Outcome 1: Improved knowledge and tools on informal employment and care work from a gender perspective with a focus on women's informal employment and care work

Key highlights over the reporting period for outcomes 1.1.1 to 1.1.5 were:

- *the completion of the pilot studies in Uganda and Peru by the end of 2022;*
- *the delivery of key inputs to the tripartite group of experts meeting in February 2023 ultimately influencing the content of the resolution on statistics on the informal economy adopted at the 21st ICLS in October forming the basis for future measurement of informality;*
- *the completion of the side event at the ICLS to highlight the work undertaken through the project and the key outcomes, the substantive advancement of the report drafting (although with delayed publication due to the unexpected departure of the project manager) for the key outputs from the project, namely the updated model questionnaires, reports of findings and related guidance for measurement of informality from a gender perspective – setting the base for all outputs to be delivered in the first half of 2024.*

Under outputs **1.1.6 to 1.1.8** the key highlights were:

- the launch of the Global Care Policy Portal and The Care Policy Investment Simulator in March 2023; and
- the publication of a range of guidance and provision of inputs to care policy development in multiple countries as detailed below.

1.1.1. Updated model questionnaire sequences and related guidance for the measurement of women's informal employment

- **Updated model questionnaires were tested in Uganda in July and October 2022, and in Peru during November/December 2022.** The testing in Peru was an expansion of the originally planned activities which only envisaged quantitative testing.
- **The questionnaires are full labour force survey questionnaires comprising 25 short modules.** They are a combination of existing generic question sequences to identify employment, unemployment, and labour underutilization, and experimental modules on topics pertinent to gender and informality. These include identifying formal/informal jobs for dependent contractors (a status in employment that informality standards are being developed for the first time), motivations for independent workers and contributing family workers, earnings, assets, the use of ICT in enterprises and access to finance. The content for the last round of testing in Peru was expanded based on the discussions between the foundation and ILO to add the topic of access to finance.
- Furthermore, the last round of collection in Uganda and the collection in Peru included an **additional test of proxy impacts on reporting – something identified as a high priority by the technical advisory group.**

- **Following the completion of the pilot study data collection in December 2022, the data was processed and datasets for analysis were received by ILO during Q1 2023 allowing the analytical work to commence.** The extensive amount of data involved (more than originally planned due to the addition of Peru and the additional proxy response test) necessitated a lengthy process of analysis with three draft reports now available for final formatting and planned publication at the beginning of December 2023 alongside. The three initial reports will cover the background and methodology of the studies, and the findings on the measurement of informality and the application of ICSE-18. These two topics were selected for the initial publications as they relate to the implementation of the latest two key resolutions as adopted at the 20th and 21st ICLSs in 2018 and 2023 respectively. While the draft reports were ready in October 2023 it was decided to await the outcomes from the 21st ICLS before publication in case there was a need to reflect any late changes to definitions arising from discussions at the ICLS.
- **A side event was held at the ICLS on 13th October, 2023** to highlight the work done and the forthcoming outputs including the updated model questionnaire sequences and related guidance.

1.1.2. Published guidance on the measurement of informal employment from a gender perspective

- This guidance will be drafted during the next reporting period once the findings from the pilot studies have been fully analysed and the findings have been published. The form will be a concise report on good measurement practices to ensure informality is properly measured in a way that highlights key gender gaps (necessary topic coverage, any other measurement guidance).

1.1.3. Published reports on gender relevant findings from pilot studies

- As described under 1.1.1 analytical work commenced in Q1 2023 once the final datasets from the **quantitative tests** were submitted.
- **Initial drafts of the first 3 reports** were prepared during September and October 2023 and are being published in early December 2023. **Additional reports** will be developed on the other key topics covered in the studies (asset ownership, earnings, access to finance, ICT usage) during the first half of 2024 on an incremental basis. **Note that the outputs being delivered exceed in scope and detail those originally envisaged** (for example through the addition of a quantitative test in Peru and a dedicated test on proxy effects both of which add significant value to the project outputs). **All reports will be completed by June 2024.**
- **A further addition to the outputs** will be new more accessible content developed in collaboration with a communications agency – Blossom, including storytelling, infographics and a stakeholder kit.

1.1.4. Input papers provided to the Working Group for the Revision of the standards for statistics on Informality on the engendering of standards on informality

- The working group has been updated on the pilot studies being done as part of this project. During the tripartite meeting of experts, a half a day of discussion was dedicated to the findings from the studies on key topics such as earnings measurement. The new informality standards were adopted at the 21st ICLS in October 2023, including content on topics informed by the pilot studies, including the measurement of informality among dependent contractors and contributing family workers – two groups where important gender gaps can be observed (e.g. contributing family work being more prevalent among females than males).

1.1.5. Published guidance on gender balanced diagnostic approaches

- A consultancy was engaged during March 2023 to generate inputs for this – this included case studies of the use of data on informality in gender relevant policy making in three countries (South Africa, Nepal, Mexico). While useful input was generated further work is required to generate the desired publication. This output will be delivered before end of June 2024.

1.1.6. A Care Work Global Portal for increased advocacy of the ILO Care Report 2.0 launched

- **In March 2023, the ILO Global Care Policy Portal in 3 languages was launched:** ILO Global Care Portal. The portal was launched on March 7, 2023, in a hybrid event in NYC as part of the 67th session of the Commission on the Status of Women. Building on and expanding from the data of the Care at Work report (2022), launched in March 2022, the portal includes over 60 legal and statistical indicators on maternity protection, paternity leave, parental leave and other care leave and non-discrimination policies, as well as childcare and long-term care services in more than 180 countries. Legal data are available for selected years since 1994. Key functionalities include navigation and analysis of country-level data by topic, world maps, tables and country profiles.
- **The Care Policy Investment Simulator was launched in March 2023 as part of the ILO Global Care Portal.** It is a policy modelling tool that allows users to build tailor-made care policy investment packages including four care policies: paid childcare-related leave (maternity, paternity and parental leave), breastfeeding breaks, early childhood care and education services, long-term care services. The results include data on public investment requirements, job generation, reduction in gender employment and wage gaps and returns on investment.

1.1.7. Technical by-products of the Care Report developed and launched

- **ILO working paper The benefits of investing in transformative childcare policy packages towards gender equality and social justice launched in October 2023** to mark the first celebration of the new International Day of Care and Support, in collaboration with ITUC and the GUFs as well as IOE and a number of Geneva-based embassies in Geneva.
- **ILO care policy investment simulator: Technical note which provides guidance on how to use the online ILO Care Policy Investment Simulator by explaining the underlying methodology, calculations and results.**
- **ILO technical paper for the Simulator to be launch by the end of 2023**
- **ILO companion regional reports Care at Work and regional briefs:** Gender, Equality, Diversity and Inclusion Branch (GEDI) of the ILO is developing a series of regional reports as “companions” of the Care at Work report. The objective is to build on the data and findings from the global Care at Work report and expand regional perspectives on the issues through new research, data on policy implementation and national, sectoral and workplace experiences. The reports also include the results of the macrosimulation and will be used to raise awareness and promote action to invest in gender transformative care policy packages at the regional and country levels.
 - **The regional companion for Latin America and the Caribbean** includes macrosimulation results for the following countries: Argentina, Brazil, Chile, Colombia, Costa Rica, Mexico, and Peru. It was launched at a side event of the “XV Regional Conference of Women of Latin America and the Caribbean”, which took place in Buenos Aires, Argentina (07-11 November 2022).
 - **Joint publication Investments in childcare for gender equality in Asia and the Pacific** highlighting why and how investing in childcare impacts positively on gender equality and decent work in Asia and the Pacific. The report was prepared in partnership with ADB, UNDP and UNRISD, published in July 2023 and launched with an ILO regional brief on Asia and the Pacific at a tripartite conference “Investing in Childcare to Advance Gender Equality and Decent Work in Asia and the Pacific” (Manila, September 2023).
 - **Regional report for Central and Eastern Europe to be launched between December 2023 and January 2024.**
 - **ILO regional brief on Care at Work in Eastern Europe and Central Asia:** with the addition of new countries from the region in the simulator, a sub-regional brief on care policies for workers with family responsibilities, considering aspects related to existing regulations, as well as legal and actual coverage, and documentation of good practices to be launched late 2023.
 - **ILO regional brief on Care at Work in Asia and the Pacific** including the following countries: Afghanistan, Australia, Bangladesh, Bhutan, Brunei Darussalam, Cambodia, China, Fiji, Hong Kong (China), India, Indonesia, Iran (Islamic Republic of), Japan, Lao

People's Democratic Republic, Malaysia, Maldives, Mongolia, Myanmar, Nepal, New Zealand, Pakistan, Papua New Guinea, Philippines, Republic of Korea, Samoa, Singapore, Solomon Islands, Sri Lanka, Thailand, Timor-Leste, Tonga, Vanuatu, Viet Nam was launched in September 2023.

- **ILO regional brief Care at Work in MENA countries** : The ILO Regional Office for Arab States was interested in replicating the macrosimulation model for additional MENA countries, including Algeria, Bahrain, Iraq, Islamic Republic of Iran, Jordan, Kuwait, Lebanon, Libya, Occupied Palestinian Territory, Oman, Qatar, Sudan, Syrian Arab Republic, United Arab Emirates, Yemen. The regional brief was launched at an ILO tripartite sub-regional meeting on early childhood education in Jordan in May 2023.
- The ILO team in GEDI has also responded to a number of ad-hoc requests for technical support in building tailored investment cases for care policies by partners and influence a number of global, regional and national policy care initiatives. This support has been requested following the launch of the Care at Work report and methodology and has been possible thanks to the country-level data built in the Simulator as well as the technical assistance provided by the Junior Economist supported by this project.
 - **European Commission - Newly adopted EU Care Strategy:** The EC requested information to strengthen the investment case as part of the political discussion on the revision of the Barcelona Targets on early childhood education and care. Tailored macrosimulation results on childcare and long-term care services were provided for EU-27 Member States. ILO frameworks, standards, publications and the Simulator were acknowledged in the EU Care strategy published on September 7th, 2022 (see European Care Strategy).
 - **ITUC – Report on care “Putting the care economy in place: Trade Unions in Action”:** A new report of the International Trade Union Confederation (ITUC) on investment in the care economy has been launched to mark the Global Union Action Day on the Care economy (29 October). It includes ILO macrosimulation results for all care policies for the following countries: Argentina, Canada, Dominican Republic (not available in the simulator tool), India, South Africa, and Spain.
 - **ESCAP – Primer on how to design Maternity and Paternity Leave policies:** The Economic and Social Commission for Asia and the Pacific (ESCAP) and ILO are collaborating in the preparation of a “Maternity Protection Primer”, which is part of an ESCAP series on social protection. The primer is a tool for governments on how to design maternity and paternity leave policies. It introduces key concepts and steps to consider when developing such benefits under the overall framework of international labour standards. The primer will include the macrosimulation results on maternity and paternity leave policies for the following countries: Australia, Bangladesh, Brunei Darussalam, China, Fiji, Hong Kong, Indonesia, India, Japan, Cambodia, Korea, Lao People's Democratic Republic, Sri Lanka, Mongolia, Malaysia, Nepal, New Zealand, Pakistan, Philippines, Singapore, Thailand, and Viet Nam.
- **Dissemination of country macrosimulations:** As part of the implementation of the care component of the Swedish International Development Cooperation Agency (SIDA) funded partnership on gender equality, the results of the macrosimulation for Argentina, Bangladesh, Brazil, Colombia, Ethiopia, India, Indonesia, Ireland, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Lao PDR, Mexico, Mongolia, Nepal, Panama, Peru, Philippines, Portugal, Rwanda, Sri Lanka, Thailand, Ukraine and Uzbekistan were used to inform national reports on care policies and related advocacy, policy dialogues, capacity building and technical assistance work.

1.1.8. Communication campaign on care work developed and disseminated

- By October 31 2023, the portal had received over 6,170 visits, and close to 600 users from more than 75 countries had registered to **use the Simulator**. The usage of the Simulator is mostly led by women, people working in international organizations, government agencies or civil

society/NGO and the main country of origin of users is Indonesia with a fourth of the logins coming from this country. Most of the simulations have been done for Argentina, Bangladesh India, Indonesia, and Senegal. Parameters have been modified to prepare tailor-made investment packages mainly in policies related to childcare-related paid leave and early childhood care and education services.

- **ILO and ITC-Turin Care Academy: ILO Training Tools to disseminate the Simulator and its application.** The ILO in collaboration with the International Training Centre developed a comprehensive global training curriculum on the care economy to better support the capacity development needs of ILO Constituents and other partners. A special section of the module on care policies will provide a crash course on understanding the macrosimulation and how to use the Simulator. The course was piloted at the Regional Gender Academy for Asia and the Pacific (November 29 – December 2, 2022. Bangkok, Thailand), which included a dedicated training track on care policies. The following training, “Academy on Gender, inclusion and the future of work”, will take place in Turin from November 27th to December 8th with a dedicated section on care work and the care economy which includes a simulation of how the portal and simulator works.
- Since the launch of the portal and the simulator, the ILO also facilitated **global trainings on care policies** based on these tools for ILO and external partners, including: the ITUC “Women in Leadership Learning Programme” (April); the IMF Gender Seminar Series (May); the ILO Global Accelerator Research Workshops (July); the 9th UN Global Forum on Gender Statistics in Pretoria (August), EQUIMUNDO Men Care Webinar Series (September).
- **An E-library tab will be added to the portal in December 2023** to provide users with a facility, within Global Care Portal (www.ilo.org/globalcare), to access all GEDI Publications such as Supporting Documents, Manuals, and various Briefs (ILO, Country, Regional) as well as other publications related to care policies and investment simulator.

The key remaining outputs to be delivered which are carried forward into the final period are the incremental delivery of reports on findings from the Uganda and Peru pilot studies delivered on a thematic basis (output 1.1.3). This process is beginning in December 2023 with an initial focus on the identification of informality and implementation of the ICSE-18 classification, then expanding to additional topics covered in the pilot studies such as earnings, access to finance, asset ownership etc. with all reports published by May 2024. A second set of outputs will relate to model questionnaire content (output 1.1.1) and supporting guidance such as explanatory notes etc. These are a core output to support implementation at country level as this is the starting point for LFS implementation. The updates of the core published LFS questionnaire are planned during December 2023 with additional modules on extra topics (earnings, asset ownership etc.) being added once the associated reports of findings have been published with this process to be fully completed by June 2024. A third key output will be a dedicated guide on the measurement of informality from a gender perspective (output 1.1.3). This will take key findings and recommendations from the reports of findings and key elements of the measurement guidance and package them into a single succinct report focused entirely on gender this will act as a go to guide to support gender intentional measurement through the LFS and this will be published by June 2024. The final output will have a focus on data use (output 1.1.5) – this builds on the review completed by a consultant in May 2023, plus the indicator framework adopted at the 21st ICLS and existing ILO diagnostic approaches to provide recommendations on how data now possible under the new questionnaires and standards can be used to inform policy diagnostics – as such this focuses on a different phase of the data life cycle – namely data use. This will also be published by end June 2024. All other outputs under outcome 1 are fully completed at the time of writing of this progress report.

Outcome 2: Improved data available on the impact of COVID-19 on women's work

2.1.4 Labour income gap indicator and estimates of labour underutilization measures (LU2 and LU3) by gender published on ILOSTAT and other ILO publications.

- Publication of labour income gap estimates in the ILO brief Spotlight on Work Statistics n°12 and LAC Regional Flagship Report (forthcoming 8 March 2024).
- Labour income gap and labour underutilization measures (LU2 and LU3) estimates disseminated via ILOSTAT in February and July 2023.

2.1.5 Publication of a policy simulation brief describing the results, lessons learned and future work following the pilot simulations for gender-responsive policy.

- Publication of findings from the policy simulation of a universal old-age pension expansion in the ILO Monitor of the world of work, 11th edition.
- Presentation of findings in IMF and WB seminars and Oxford CSAE Conference 2024: Economic Development in Africa (forthcoming).
- Development of concept note for the impact of gender egalitarian policies on labour force participation gender gaps (November 2023).

2.1.6 Publication of updated estimates and analysis of gender pay gap (labour income by gender) up to 2020, including detailed analysis for LMICs.

- Publication of estimates in the ILO brief Spotlight on Work Statistics n°12 and LAC Regional Flagship Report (forthcoming 8 March 2024) and dissemination via ILOSTAT in February 2023.

2.1.7 Publication of updated estimates and analysis of the motherhood penalty (labour force participation rate of parents with small children by gender).

- Publication of estimates in the ILO brief Spotlight on Work Statistics n°12 and dissemination via ILOSTAT in February 2023.

2.1.8 Publication of updated estimates and analysis of informal employment by gender (SDG 8.3.1).

- Estimates of informal employment and its analysis included in the publication in the WESO Trends 2024 report (forthcoming January 2024), dissemination via ILOSTAT to be active on the launch date of the report.

2.1.9 Publication of findings of social protection financing in the context of limited fiscal space (including comparison with credit-based assistance programs).

- Presentation of findings in IMF and WB seminars and Oxford CSAE Conference 2024: Economic Development in Africa (forthcoming).
- Development of an academic paper journal version for submission and exploration of potential publishing in ILO reports from relevant policy departments.

2.1.10 Publication of updated estimates broken down by gender of employment, unemployment (SDG 8.5.2), share of youth not in employment, education or training (SDG 8.6.1), and access to employment.

- Publication of access to employment estimates (jobs gap) in the ILO Monitor of the world of work, 11th edition, the ILO brief Spotlight on Work Statistics n°12 and a brief for G20 Finance Ministers and Central Bank Governors (November 2023).
- Employment, unemployment (SDG 8.5.2), share of youth not in employment, education or training (SDG 8.6.1), and access to employment (jobs gap) included in the publication in the WESO Trends 2024 report (forthcoming January 2024), dissemination via ILOSTAT to be active on the launch date of the report.
- ILOSTAT dissemination is being coordinated (embargoed until the release of significant publications) internally within the ILO to maximize the impact of the estimates.

► **Table 12 – Project performance**

► ANNEX 9: PROJECT STAKEHOLDERS' TRAINING NEEDS

The list below reflects some training needs of project stakeholders who also mentioned that more time would be needed for practical exercises and knowledge sharing among countries.

- General awareness raising and more training of statistical staff at country and regional levels (with tools and materials available in local languages)
- Staff at regional level should be capacitated to support countries in their region, considering that some of them may have also similar issues.
- More targeted capacity building, starting with training on general statistical processes, making sure the right resources are in place prior to testing and preparing the questionnaire.
- Sampling design and techniques:
 - Practical adoption of ICLS standards in survey design and implementation
 - Designing survey questions and selecting scales
 - Development and analysis of new labour indicators
 - Sampling weight techniques and estimation in Labour Force Surveys (LFS)
 - Determining sample size.
- Survey data collection, cleaning, and editing.
- Labour Force Survey (LFS) data analysis and interpretation:
 - Using STATA for LFS estimation, analysis, and results
 - In-depth labour statistics analysis (e.g., skill mismatch, labour migration, digital platform employment)
 - Creation of syntaxes for complex areas
 - Developing dashboards for presenting labour statistics results.
- Backcasting techniques using historical data to adjust estimates for consistency over time.
- Advanced tools and methods for data analysis (quantitative approaches).
- Measuring labour market participation and underutilization:
 - Economic activity and occupation classification changes in ICLS 19, 20, and 21.
 - Skill improvement and mismatch indicators.
 - All forms of work statistics and indicators (e.g., labour cost statistics unpaid work, digital platform work, time-use modules).
 - School-to-work transition statistics.
- Developing comprehensive systems for work statistics:
 - Monitoring labour markets for policy design.
 - Social and economic policy impact analysis across demographic groups (gender, age, migrants).

- Using administrative data and LFS to assess digital platform employment.
- Labour Force Survey report writing and strategies for disseminating results.
- Data dissemination for national-level policy engagement.
- Time-use measurement and working hours, including ICATUS framework.
- Case studies on national experiences with adopting revised international labour standards.

► ANNEX 10 – EMERGING LESSON LEARNED

Evaluation Title:

Final Independent Evaluation of the project
"Engendering informality measurement
for Labour Force Surveys"

Project TC/SYMBOL:

GLO/20/27/GAT

Name of evaluator:

Maria Zarraga

Date: November 24, 2024

The following Lesson Learned has been identified during the course of the evaluation. Further text can be found in the conclusions of the full evaluation report.

LL Element	Text
Brief summary of lesson learned (link to project goal or specific deliverable)	To ensure the long-term impact and sustainability of initiatives, it is essential to provide comprehensive, ongoing support - both human and financial. Without this, significant investments may be jeopardized, and the intended outcomes could fall short. Beyond pilot initiatives, there must be a strategic, structured approach to sustain momentum through targeted outreach and systemic change management. This requires careful anticipation, long-term planning, and proactive engagement with donors to discuss future interventions, focusing on resource mobilization and scaling. Adopting a "less is more" approach may be beneficial, especially when considering the substantial changes needed in National Statistical Offices (NSOs) and among policymakers. Transformative change takes time and must be realistic, considering existing resources, capacity, and the engagement of both data users and producers. This approach also requires a focus on mindset and behavioural shifts, which will be key to ensuring sustained impact. Effective change management involves a well-mapped strategy that includes clear steps, estimated costs, and timelines, factoring in potential risks. Planning should be longer-term, with adequate time for recruitment, training, and the integration of relevant experts to manage and sustain the transformation.
Context and any related preconditions	It is crucial to assess the feasibility of an intervention based on each country's capacity and the resources available - or that could potentially be mobilized - for scaling up the project. This assessment should include consideration longer-term costs and sustainability of in-country activities. Establishing strong partnerships, particularly for capacity-building and policy-making, with relevant ILO departments and external organizations is key to success. In cases where multiple separate programs are working toward shared goals, effective coordination of activities is essential. However, this requires smooth inter-agency collaboration, which can add complexity to project management and execution.

Targeted users / Beneficiaries	Users refer to the project teams, supported by implementation partners and experts involved in the working groups. Beneficiaries include the tripartite constituents, end beneficiaries, and donors. For donors, the focus is on better value for money and success stories that highlight substantial impact and sustainability. This approach builds upon mainly output-driven interventions, while shifting the focus towards more long-term, transformative results that ensure sustainability and lasting impact. By planning for longer-term interventions from the outset, this approach also enables the recruitment of staff on extended contracts, preventing the loss of capacity and improving overall efficiency.
Challenges / negative lessons – Causal factors	Development cooperation interventions are often implemented in complex and evolving environments. Best practices suggest conducting early feasibility studies at the outset of each intervention, tailored to each country's context, and incorporating a model for scaling up and designing a successful exit strategy from the start. This approach enables better assessment of available resources and scaling potential, aligned with the country profile. It also facilitates impactful and sustainable change at regional and national levels through a systemic approach. The challenge is to maintain strong outcomes while addressing the needs of countries with limited resources and capacity.
Success / positive issues – Causal factors	Conducting good feasibility studies and developing systemic change strategies early on is essential to ensure impact and sustainability. These should consider key success factors, capacity development needs, critical risks, additional funding requirements for gradual transitions to self-sustaining projects, and financial predictions. Such planning requires the support of experts in systemic change management and experts in communication to design robust roadmaps for transformative change in complex environments, and to effectively engage target audiences.
ILO administrative issues (staff, resources, design, implementation)	Strategic change management requires to invest more time and resources to set the ground for a sustainable intervention.
Other relevant comments	

► **Table 13 – Emerging Lesson Learned**

► ANNEX 11 – EMERGING GOOD PRACTICE

Evaluation Title: Final Independent Evaluation of the project “Engendering informality Measurement for Labour Force Surveys”	Project TC/SYMBOL: GLO/20/27/GAT
Name of evaluator: Maria Zarraga	Date: November 24, 2024
The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	

GP Element Text

Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The combination of strong leadership, technical expertise in statistics, and effective management was crucial to the overall success of this data-intensive project. Leadership provided a clear vision, ensuring alignment with ILO’s broader mandate and statistical standards. Technical expertise in statistical methodologies enhanced knowledge and tools for measuring informality and care work through a gender lens, addressing critical gaps in national statistical frameworks. Effective management played a key role in coordinating the complex, data-heavy work and ensuring continuity, even despite staff departures. High-level leadership, coupled with strategic staff recruitment and robust documentation, fostered strong stakeholder engagement, capacity building for national statistical offices and key partners, and high-quality results. This integrated approach was particularly effective in overcoming typical challenges of statistical projects, such as data accuracy, complex methodologies, and alignment with both national statistical offices and international standards.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The success of this good practice depends on having a clear understanding of international and local contexts, and the availability of skilled personnel at global and regional/country levels. Replication requires access to sufficient financial resources and technical capacity, as these were critical to the quality of deliverables and the effective engagement of stakeholders.
Establish a clear cause-effect relationship	The success of the project was driven by strong leadership, high levels of expertise, effective management, clear objectives, and the strategic recruitment of staff who brought complementary skills to the project team. This was further reinforced by the recruitment of staff under the ILO’s regular budget, ensuring continuity and long-term capacity. Through effective stakeholder engagement, new standards were developed and adopted in 2023 at the International Conference of Labour Statisticians (ICLS). These standards provided a robust framework for measuring informal employment and care work from a gender perspective. The project’s commitment to providing useful and impactful assistance played a key role in enhancing the capacity of national stakeholders, thereby setting the stage to foster greater economic inclusion for women.

Indicate measurable impact and targeted beneficiaries	Targeted beneficiaries are all stakeholders involved in the project, including project staff, National statistical offices, policymakers, and tripartite constituents (employers, workers, and governments). Secondary beneficiaries are women workers in the informal economy and those engaged in care work, who benefit from better representation and policy focus on their issues. Donors benefit from high quality interventions with dedicated teams.
Potential for replication and by whom	The success of the project can be notably attributed to strong leadership and management, technical expertise, and a focus on high-quality deliverables. Additionally, the project's emphasis on sound cultural sensitivity - an essential element for this type of work - and good stakeholder management, contributed significantly to its success. These factors provide a solid foundation that can be replicated by any project team aiming for similar goals in complex, diverse contexts.
Upward links to higher ILO Goals (DWCPs Country Programme Outcomes or ILO's Strategic Programme Framework)	This emerging good practice links to the relevant ILO Programme & Budget (2022-2023) outcomes, namely Outcome A: Improved knowledge and influence for promoting decent work and Outcome 6: Gender equality and equal opportunities and treatment in the world of work.

► **Table 14 – Emerging Good Practice**