



International  
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# Formalization of the informal economy, 2014- 2018

Synthesis review of ILO  
project evaluations

April 2019

*This synthesis review is part of preparatory work for the high-level independent evaluation of the [ILO's strategy and actions towards the formalization of the informal economy, 2014-2018](#). The synthesis review has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.*



FORMALIZATION OF THE  
INFORMAL ECONOMY  
(2014-2018): SYNTHESIS REVIEW  
OF ILO PROJECT EVALUATIONS:

April 2019

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## List of Acronyms

<b>ACI</b>	Area of Critical Importance
<b>ACTRAV</b>	Bureau for Workers' Activities
<b>AER</b>	Annual Evaluation Report
<b>ASEAN</b>	Association of Southeast Asian Nations
<b>DAC</b>	Development Assistance Committee
<b>DWCP</b>	Decent Work Country Program
<b>EIIP</b>	Employment Intensive Investment Programme
<b>EVAL</b>	ILO Office of Evaluation
<b>FORLAC</b>	Formalization in Latin America and the Caribbean
<b>GB</b>	Governing Body
<b>HLE</b>	High-level evaluation
<b>HQ</b>	Headquarters
<b>ILO/AIDS</b>	ILO Programme on HIV/AIDS and the World of Work
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDW</b>	Migrant Domestic Workers
<b>MOPAN</b>	Multilateral Organisation Performance Assessment Network
<b>NGO</b>	Non-governmental Organisation
<b>OBF</b>	Outcome-based funding
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OSH</b>	Occupational Safety and Health
<b>P&amp;B</b>	Programme and Budget
<b>PROPEL</b>	Promoting Rights and Opportunities for People with Disabilities in Employment through Legislation
<b>RBSA</b>	Regular Budget Supplementary Account
<b>ROAS</b>	Regional Office for Arab States
<b>SOLVE</b>	Integrating Health Promotion into Workplace OSH Policies
<b>TC/DC</b>	Technical Cooperation / Development Cooperation
<b>ToC</b>	Theory of Change
<b>TVET</b>	Technical and Vocational Education and Training
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>USD</b>	United States Dollar
<b>WED-EE</b>	Women's Entrepreneurship Development and Economic Empowerment
<b>WIND</b>	Work Improvement in Neighbourhood Development Programme
<b>WISE</b>	Work Improvement in Small Enterprises
<b>WISH</b>	Work Improvement for Safe Home

## List of relevant ILO conventions and recommendations

<b>C87</b>	Freedom of Association and Protection of the Right to Organise Convention, 1948
<b>C98</b>	Right to Organise and Collective Bargaining Convention, 1949
<b>C102</b>	Social Security (Minimum Standards) Convention, 1952
<b>C183</b>	Maternity Protection Convention, 2000
<b>C187</b>	Promotional Framework for Occupational Safety and Health Convention, 2006
<b>C189</b>	Domestic Workers Convention, 2011
<b>R202</b>	Social Protection Floors Recommendation, 2012
<b>R204</b>	Transition from the Informal to the Formal Economy Recommendation, 2015

## INTRODUCTION

The Evaluation Office (EVAL) is to undertake an independent high-level evaluation (HLE) of the Programme and Budget (P&B) Outcome 6: “Formalization of the Informal Economy” which will cover the years 2014 to 2018. The evaluation was approved by the Governing Body (GB) in 2017 as part of the Annual Evaluation Report (AER) 2016-17, and reconfirmed under the AER 2017-18 during the 334<sup>th</sup> session of the GB. The evaluation report, along with the Office’s response to its findings and recommendations, will be discussed in the 337<sup>th</sup> session of the GB in October/November 2019.

The formalization of the informal economy only became a global outcome during the P&B 2016-17. As a result, the HLE will also take into account work associated with other relevant P&B Outcomes and the Area of Critical Importance (ACI) 6 on formalization of the informal economy in previous biennia. In the context of Outcome 6, the ILO’s efforts are not limited to facilitate the transition to formality of workers and economic units that are currently in the informal economy but provide a wider range of support towards reducing decent work deficits in the informal economy and preventing the informalization of formal jobs.

As part of this HLE, EVAL is commissioning a synthesis review of project evaluation reports on the formalization of the informal economy, which will cover the same time-frame. This review will contribute to EVAL’s formative mandate, by focusing on the identification of trends or recurring themes associated with evaluation recommendations, significant lessons learned and emerging good practices associated with the ILO’s efforts in this area of work. Findings related to the effectiveness, efficiency, relevance, coherence, sustainability and impact of relevant ILO technical/development cooperation (TC/DC) projects will be synthesized, based on available project-level evaluations.

This synthesis review will be an integral element of the HLE, and its findings will be triangulated with direct observation and other data collection sources by the Evaluation Team to select field visit or case study countries, and to form overall conclusions on the ILO’s efforts to formalize the informal economy.

Following this brief introduction, the methodology used for the synthesis review is described, including the key questions addressed, the selection of reports, and the approach to synthesise information, as well as limitations to the study. The findings are then presented and structured according to OECD/DAC evaluation criteria and key areas of interest for the ILO. A list of potential case-study countries for the HLE is provided at the end of the report<sup>1</sup>.

## METHODOLOGY

This synthesis review consists of a desk-based review of ILO TC/DC project evaluations related to formalization of the informal economy. It covers ILO projects and interventions focusing on formalization of the informal economy per se, as well as those which have a significant component related to the area under review.

### Key questions to be addressed

This synthesis review aims to answer the following question: *With regards to the ILO’s efforts to support the formalization of the informal economy, what key trends or recurring themes can be identified from evaluation results, recommendations, and lessons learned?*

The OECD/DAC criteria of relevance, coherence, effectiveness, efficiency, sustainability and impact were used to guide the review. When sufficient, good quality information was available, the following sub-questions were

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<sup>1</sup> Throughout this review, the countries in a short-list provided by EVAL are in bold in the text, for easy identification by the HLE team.

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addressed:

- To what extent have the ILO's strategy and interventions been **relevant** to the needs of member States?
- To what extent has the ILO's strategy been **coherent** and complementary (in its design and implementation) with regard to the ILO approach on formalization of the informal economy (more specifically with reference to R 204)?
- How prominently do social dialogue and constituents' capacity building feature in ILO projects on formalization?
- How **effective** have ILO interventions been to promote formalization of the informal economy?
- To what extent have resources been used **efficiently**? Were projects appropriately and adequately resourced?
- How has ILO **external coordination** (with constituents, United Nations (UN) partners, World Bank and bilateral donors) and **internal coordination** (between sectors, technical departments, regions and sub regions) promoted the achievement of the outcomes identified in the informal economy domain?
- What are the **key result areas** of ILO interventions?
- To what extent have ILO actions had **impact** in the context of formalization of the informal economy, necessary tools and policy improvements needed to work towards decent work?
- To what extent have ILO interventions been designed and implemented in ways that have maximized ownership and **sustainability** at country level?
- What are overall findings on monitoring and evaluation of formalization of informal economy projects? Were there adequate **monitoring and evaluation (M&E) systems** in place?
- What are the trends with regards to the **mainstreaming of gender equality and disability related concerns** in the different stages of ILO projects (design, implementation and monitoring)?
- What are the trends regarding the **financing** of ILO's work on formalizing the informal economy in terms of budget size, sources of funds and use of complementary funding, especially Regular Budget Supplementary Account (RBSA) and Outcome-based Funding (OBF)? Do evaluations note optimal level of complementarities with regard to funding modalities (RBSA being complementary to TC/DC; OBF being used to fund underfunded areas)?
- What **good practices** and **lessons** are reflected in the evaluation reports? Do evaluations show certain **recurring challenges** that the projects should have addressed?
- What kind of **recommendations** have been made by the evaluations under review? Are there areas where recommendations seem to recur?
- Are there **specific country examples** that the High Level Evaluation should consider for further validation?

### Selection of reports

An initial selection of evaluation reports was done by EVAL through a key-word search in i-Track, its internal evaluation database.<sup>2</sup> This resulted in the identification of 104 evaluation reports. All duplications were removed, and a filtering criterion was applied, based on the frequency of occurrence of the terms "informal"; "informality"; "informal workers"; "informal sector"<sup>3</sup>, narrowing this list.

Since many projects in the relevant ILO department (WORKQUALITY) have small budgets and may not have undergone independent evaluations, the department was asked to suggest self/internal evaluation reports as well as comprehensive progress reports of projects that covered work related to the informal economy in a significant way. The final list of selected evaluations was also shared with the HLE focal point at WORKQUALITY for any

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<sup>2</sup> The key words used are: Informal economy, Social security, Social protection, Social exclusion, Domestic workers, Global supply/value chain, Disability, Employment service, Employment policy, Employment creation, HIV-AIDS, Start and improve your own business, Social finance, Micro-credit, Business development service, Cooperatives

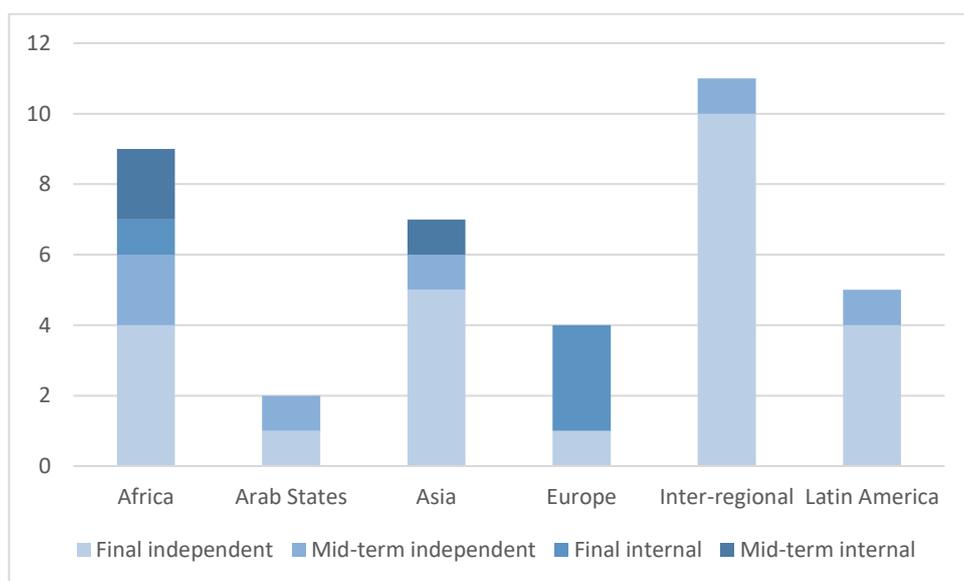
<sup>3</sup> Reports were included by EVAL when these key terms appeared at least 20 times.

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specific suggestions with regard to the shortlisted evaluation reports. These suggestions were based on the focus and strategy of projects deemed to be relevant by WORKQUALITY and the extent to which they contributed to the overall strategy/approach of Outcome 6 and corresponding biennial results framework, or the strategy of ACI 6 during 2014-15. Those considered to be of satisfactory quality by EVAL were added to this shortlist, resulting in 38 reports which included independent, internal, final and mid-term evaluation reports (see Annex 1).

A matrix was then prepared for this review, covering the 38 reports, and providing information on type, timing and nature of the evaluation; regional coverage; countries covered; thematic coverage; funding source; and year of evaluation completion, among others. A summary of the type, timing and regional coverage of the 38 reports is provided in Figure 1 below.

Figure 1. Number of short-listed evaluation reports by type, timing and region



### Search strategy and protocol for the review – final selection of reports

Criteria related to content for the inclusion/exclusion of reports to be considered for review is based on the questions specified above, as well as guidance provided by EVAL, and is summarized in Figure 2.

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Figure 2. Final inclusion and exclusion criteria - content

Inclusion	Possible inclusion or exclusion	Exclusion
<ul style="list-style-type: none"> <li><input type="checkbox"/> Formalization of the informal economy is a stated objective.</li> <li>• Measures towards formalization of the informal economy is not a stated objective but is explicitly described in the project strategy.</li> <li>• Reduction of decent work deficit in the informal economy is a stated objective, or is explicitly described in the project strategy.</li> <li>• "Transition towards the formal economy" or "Formalization of the informal economy" is mentioned as one of the direct or indirect achievements.</li> <li>• Reduction of decent work deficit in the informal economy is mentioned as a direct or indirect achievement.</li> <li>• The report provides relevant and adequate information on aspects related to the formalization of the informal economy or the reduction of decent work deficits in the informal economy.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The introduction of social protection floors / extension of social security / OSH to informal workers is a stated objective.</li> <li>• The report provides some relevant information on aspects related to steps towards formalization of the informal economy or on the reduction of the decent work deficit in the informal economy.</li> <li>• The report is based on a joint evaluation and there is some attribution to the ILO's work.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Formalization of the informal economy / transition towards the formal economy / reduction of the decent work deficit for informal workers was not addressed in the project.</li> <li>• The report doesn't provide relevant/ sufficient information on aspects related to the informal economy.</li> <li>• Conclusions / recommendations from the report state that attention should have been given to the informal economy.</li> </ul>

Different elements were taken into account in the selection of reports, in line with the TOR specifications:

**Type of document:** Both mid-term and final internal and independent evaluation reports were considered. In case the short-list contained both mid-term and final evaluation reports for the same project, only the latter were included in the final list as they often contain more lessons learned on what worked and why, unless significant insights provided in the mid-term evaluation report were not included in the final report. Several high-level evaluations were part of the initial sample, and were used to supplement findings from the project-level evaluations.

**Time-period:** Reports of evaluations which took place between 2014 and 2018.

**Type of funding:** the evaluations only cover TC/DC or RBSA funding

**Area of focus / thematic scope:** reports related to interventions associated with formalization of the informal economy, either directly or as significant components of other key thematic areas, as defined by EVAL and the ILO. If project(s) evaluated in the report did not address formalization of the informal economy or the reduction of the decent work deficit for informal workers, they were excluded.

**Quality of the evaluation reports:** in order to achieve robust and reliable results, the quality of the evaluation reports should be assessed on the basis of reports being comprehensive, complete, evidence-based and providing information relevant to the questions addressed in this synthesis review. Reports not providing relevant/sufficient information regarding work done to support formalization of the informal economy were excluded, as were reports without recommendations, lessons learned and emerging good practices (when applicable).

The final selection of reports was purposive, to include:

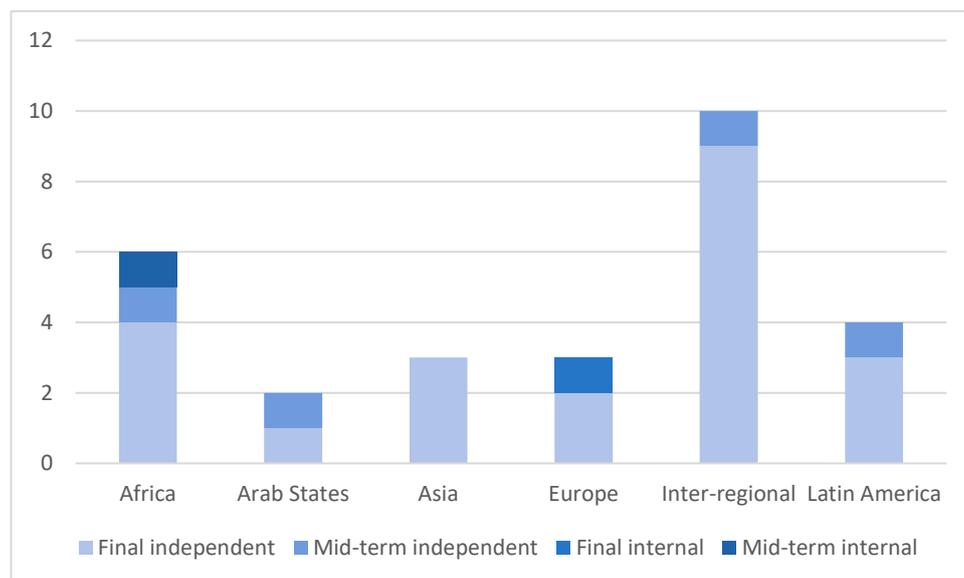
- Projects from all regions as well as global/interregional projects, irrespective of the language of the report
- Projects that represent different areas of focus / thematic scope
- Projects funded through different funding modalities

This resulted in a final selection of 29 evaluation reports. A visual summary of the type, timing and regional

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coverage of this final selection is provided in Figure 3 below.

Figure 3. Final section of evaluation reports by type, timing and region



### Collation of findings based on the evaluation criteria

The appraisal of the reports in the final list was done in a systematic manner. Information regarding key findings of the evaluation reports, recommendations, lessons learned and emerging good practices related to work on the informal economy were extracted and presented in a matrix. A qualitative thematic synthesis was then conducted, based on the evaluation criteria addressed in the questions, the topic areas covered, the type of interventions, and geographical area, to the extent possible.

### Drafting the synthesis review report

This synthesis report used the questions provided in the TOR to describe and analyse the main trends regarding the ILO's work towards formalization of the informal economy, identified through the review of evaluation results, recommendations, lessons learned, and good practices.

Other questions were also addressed, with varying levels of detail depending on the information available in the reports:

- What are the main types of interventions supported by the ILO to assist constituents in the transition towards a formal economy? Are there indications of a regional pattern regarding the type of interventions used by ILO ?
- How responsive are the ILO's constituents to its efforts to formalize the informal economy?
- Have any innovative measures been applied in this context?
- What are the main challenges identified?

To address risk of bias and to ensure quality control, the methods used in this review are presented in an explicit, transparent, and reproducible manner.<sup>4</sup> In order to limit reporting and publication bias, reports with small budgets that did not go through an independent evaluation process were included in the selection, when relevant. Finally, the Quality Appraisal scores of reports that have undergone EVAL's Quality Appraisal process are presented in the final list of selected evaluations.

<sup>4</sup> This follows the recommendation from the Campbell Policies and Guidelines for Systematic reviews. The Campbell Collaboration. (2019) *Campbell systematic reviews: policies and guidelines v.4*. Campbell Policies and Guidelines Series No. 1

## Limitations

The main limitation of this synthesis review was related to the availability of sufficient, good quality evidence in the reports under review, which sometimes affected the possibility of addressing all of the questions and sub-questions in depth. In particular, questions related to the Theories of change and logic models of projects, and efficiency of interventions were difficult to answer, due to a lack of information in the reports. Other limitations were the under-representation of ROAS in the initial database and challenges in attribution in joint programmes. Finally, as the topics covered by the evaluation reports under review were wide-ranging, for the sake of brevity, this synthesis focused more strongly on work directly targeting formalization of the informal economy and reduction of the decent work deficit, and may not have captured all of the work presented in related areas (e.g. OSH, HIV/AIDS, migrant domestic workers).

## PRELIMINARY OBSERVATIONS

While informality was defined in different ways in the reports reviewed, a key point that emerged was that the informal economy is a heterogeneous, multidimensional and multicausal phenomenon, which needs to be addressed through a variety of measures, with context-specific entry-points. In terms of stakeholders, the majority of people engaging in informal employment were self-employed workers, domestic workers and employees of micro-enterprises, as well as indigenous workers, migrant and rural workers, with a predominance of women and young people in these categories of vulnerable workers. Informal employment was characterized by a lack of protection of wage payments, undue dismissals, low and irregular wages, unsafe and unhealthy working conditions, long working hours and absence of social protection, including pensions, sick pay and health insurance, as well as lack of access to information, credits and markets.

The ILO has been especially recognized for the advice provided for the design of policies that promote the transition to formality in different countries, for incorporating tripartite dialogue as an essential tool for negotiation and promotion of the coordination, debate and participation in intervention strategies (including non-unionized informal workers), for support through studies that aimed to understand and quantify/qualify the roots of informality, and for strengthening capacities of governments and constituents. Intervention aimed to foster progress towards the formalisation of enterprises and the formalisation of workers.

The majority of interventions responded well to the needs of member States in all regions, especially in cases where priorities were defined in collaboration with constituents through tripartite dialogue, creating trust and better relationships between different groups; this was often highlighted as a good practice in reports. Projects were generally more efficient in countries with national program/project coordinators, and were more sustainable when the ILO was able to maintain a presence locally, or where partnerships could be created with other UN organisations, as well as when workers in different sectors were organized.

Certain projects and programmes had an overall goal of formalising the informal economy, while others focused on specific areas, such as promoting the rights of vulnerable groups, including domestic workers, children, women, migrants, people living with HIV/AIDS and those with disabilities in the workplace; enforcing occupational safety and health measures in risky professions; the extension of social security to all workers, including in the informal sector; and the development and adoption of minimum wage policies in different sectors. Overall, constituents were very responsive to these efforts, as demonstrated through their involvement in intervention design, implementation, and sometimes financial or in-kind participation to sustain the results achieved. Leveraging of funds and cost-sharing with other partners or projects were recurrent strategies found in all regions.

While some projects were recognized for their strong coordination and collaboration across the Office, others faced challenges related to management and implementation, often due to low optimization of resources, inconsistent communication and missed opportunities for synergies. Other weakness were the lack of Theories of Change, poorly defined indicators, and inadequate monitoring, evaluation and reporting mechanisms.

In terms of funding, the majority of interventions had a budget between USD 1 and 5 million, and most projects were able to create synergies and leverage funds from other ILO resources, UN agencies, and received financial and in-kind contributions from tripartite constituents and implementing partners.

Good practices were associated with various approaches to capacity-building; tripartite social dialogue and participation of constituents throughout the project cycle; the use of policy to influence social norms and practices; the creation of associations of informal workers and the use of grassroots movements to influence national-level stakeholders. Related to this, lessons focused on the representation and support of informal workers; on the importance of social dialogue; on the impact of culture and attitudes towards vulnerable workers; and on the value of taking an inclusive, integrated and multi-pronged approach when addressing informality and workers' rights.

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Recommendations addressed the operationalisation of the transition to formality, design issues, project management, funding, knowledge management and capacity-building, sustainability, and gender. There were also strategic recommendations in reports related to social protection and domestic work that could be extended to other areas of work.

## KEY FINDINGS

This section presents the main findings<sup>5</sup> related to relevance, coherence and validity of design; effectiveness; efficiency; financing; results, impact and sustainability; capacity-building; monitoring and evaluation; good practices and lessons learned; and recommendations in more detail.

Relevance, coherence and validity of design

*To what extent have the ILO's strategy and interventions been relevant to the needs of member States?*

Relevance to the needs of member states was strong for the large majority of interventions addressing barriers to the realization of decent work conditions, as well as those specifically aiming to formalize the informal economy. In particular, those aiming to promote the rights of domestic workers, in line with ILO C189 were found to be highly relevant to Decent Work Country Programmes (DWCPs) (E16, E18, E20, E21, E22), as were those related to Occupational Safety and Health (OSH) and ILO C187 (E25), and the extension of social security to workers in the informal sector (E39).

Work in Latin America and Europe was found to be particularly relevant. In Latin America, the ILO's strategy on social protection floors and the formalization strategy were found to be relevant at both the country and regional levels (E29, E30, E31, E34). In the case of the promotion of labour rights of informal workers, relevance was higher at the local level and workers' organizations (unions and groups of non-unionized informal workers) than for most national governmental institutions and at the sub-regional level (E40). In Europe, the formalization of the informal economy and the promotion of compliance were top priorities of the ILO agenda, and projects were often designed through tripartite dialogue, thus ensuring that the needs of all parties were addressed. (E37, E38). In Asia, an evaluation found that the implementation of R204 was highly relevant and suggested that it would greatly facilitate global commitment to it if India took the lead in implementing it (E33). All of the projects in Africa also found the intervention strategies to be very relevant.

Overall, relevance of interventions was enhanced when priorities were defined during consultations with constituents and pre-intervention assessments took place. Following from this, interventions which had already been funded through previous phases generally had a high degree of relevance, as they responded to demands from constituents to build upon work initiated earlier (e.g. E22).

In contrast, several inter-regional projects were found to have varying levels of relevance, depending on the groups and countries involved (e.g. E14, E40). Relevance was further limited in certain cases due to inadequate time or resources to turn outputs into sustainable outcomes (E3), or because certain components seemed irrelevant to the general strategy addressed (e.g. E13 – the opportunities offered by the Employment Intensive Investment Programme (EIIP) in Lebanon were not relevant to qualified and skilled young people, who are over-represented among the unemployed. Furthermore, the ILO had not linked with worker associations, and these did not allow foreigners (e.g. Syrian refugees), so social dialogue opportunities to push for decent work conditions for refugees were limited and faced major challenges).

*To what extent has the ILO's strategy been coherent and complementary (in its design and implementation) with regard to the ILO approach on formalization of the informal economy (more specifically with reference to R 204)?*

Only a quarter of the reports made explicit reference to the key principles of R204 and the ILO's approach on

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<sup>5</sup> Specific examples are referenced using "E#" in the text, with the full list of evaluation reports used in this review available in Annex 1.

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formalization of the informal sector (e.g. E4, E6, E31, E33, E36, E37, E40). In one instance, there was no reference to R204 even though the project aimed to improve work governance and to assist workers in the informal economy (E35). Other reports referred to the notion of enhancing decent work conditions for vulnerable groups, including women, the disabled, those living with HIV/AIDS, migrants and domestic workers, noting how projects contributed to ILO recommendations and conventions, as well as DWCP and the generation of Decent Work (e.g. E11, E21, E22, E27). Well-designed projects were often coherent with other outcomes in the ILO P&B and well-integrated into the work of technical units and field offices, building on synergies whenever possible (E16, E18, E21, E22).

A major recurring flaw in design and implementation was the lack of an adequate Theory of Change (ToC) and poorly defined or unsuitable indicators, with weak understanding of the results framework, confusion between project objectives and the different levels of results, and limited understanding of how to measure progress towards results (E18, E33, E38, E40). This reveals a systemic shortcoming that was highlighted a number of times throughout reports and in recommendations. This is in line with findings of several high-level assessments and evaluations, including the Independent Evaluation of the ILO's Evaluation Function (2017), and the Multilateral Organisation Performance Assessment Network (MOPAN) Report for the ILO 2015-16. This weakness was exacerbated in a joint project in the context of the "One UN" approach, which used different frameworks, leading to confusion regarding what the project intended to achieve (E39). Another evaluation highlighted that despite stakeholder participation in the design of the project and the clear links to country priorities, the intervention logic was of limited relevance, as the formulation of its immediate objectives was structured around actors, rather than desired changes (E35).

Gender issues were sometimes included in the design of projects, with performance indicators to measure progress, and activities and budgets set aside to implement these (E39). In other cases, while gender aspects were not reflected in the original project documents, gender specialists were included in the design and implementation of project activities (E38). More often than not, however, the project design did not consider the gender dimension of the planned interventions (e.g. E11, E25, E27, E37).

While some projects were found to be relevant and coherent, aspects of their design were overly ambitious and unrealistic within the given time-frame and scope of projects (E33), especially in terms of the adoption of laws and regulations (E20), or due to the complexity of the programme design, with too many initiatives and different partners involved in interventions across different countries and sectors (E18, E23). In one case, the promotion of Decent Work and building capacity to access the formal economy were described as secondary objectives, which revealed a missed opportunity to make progress in this context (E12). The short-term nature of one project (E14) due to donor requirements, where 4 years of funding were split into two phases, also contributed to the limited validity of design and challenges in implementation, as it affected the long-term planning of partners and led to frustrations regarding sustainability. Lack of proper exit plans and sustainability strategies were additional challenges found in the reports.

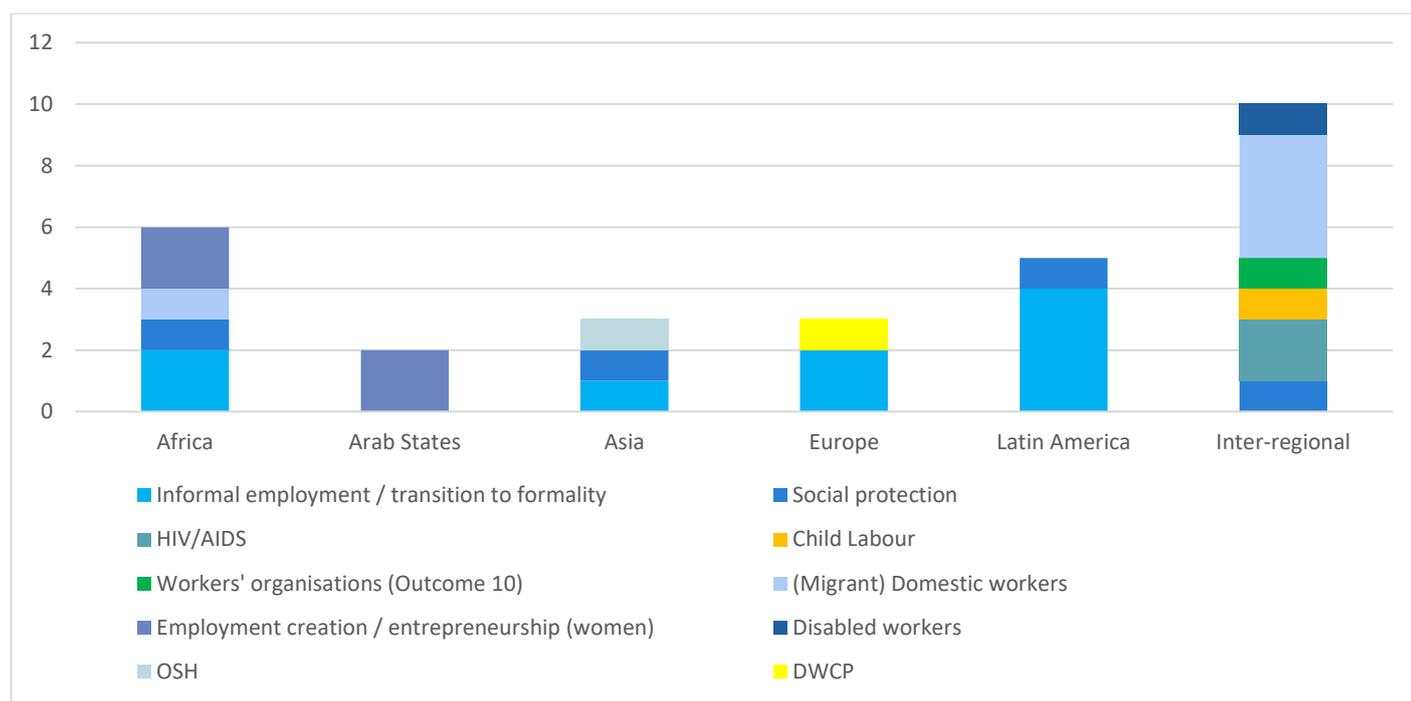
### Effectiveness

*What are the main types of interventions supported by the ILO in the transition towards a formal economy? Are there regional patterns?*

While some interventions were primarily focused on the transition towards a formal economy, others used different entry-points to address the decent work deficit. Figure 4 below presents the different topics addressed by the projects under review:

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Figure 4. Main intervention topics by region



The majority of reports reviewed evaluated inter-regional projects which dealt with range of topics, with the largest proportion focusing on migrant domestic workers (E18, E21, E22, E23); other inter-regional projects addressed social protection (E29) and responding to the HIV/AIDS epidemic in the world of work (E2, E3); the promotion of rights and opportunities of people living with disabilities (E14); combating hazardous child labour in the informal economy (E11); and reinforcing trade unions (Outcome 10) (E16).

- In Africa, two projects were related specifically to the transition to formality and decent work (E6, E35) and two focused on employment creation (E39) and entrepreneurship of women (E10), while the other two focused on domestic workers (E20) and social protection (E27).
- Both projects in the Arab States addressed employment creation in the context of the Syrian crisis, one through Green Jobs (E12), and the other through EIIP (E13).
- There was one project in Asia focusing on the informal economy (E33), while the other two pertained to OSH and social protection (E24, E25).
- Two projects in Europe focused on the transition to formality and decent work (E37, E38), while the other report was an evaluation of DWCP in the Western Balkans (E36).
- The majority of reports in Latin America were related to the promotion of decent work and the transition to formality (E4, E31, E34/E40), with a project focusing on social protection (E30).

In line with the Follow-up to the resolution concerning efforts to facilitate the transition from the informal to the formal economy, the main types of interventions supported by the ILO were those related to:

- 1) Capacity-building of tripartite constituents at the country level:
  - a. Provision of technical support in designing, implementing and monitoring strategies for formalisation of the informal economy;
  - b. Provision of technical support and policy advice in specific sectors or categories of workers;
  - c. Collection and analysis of relevant data to better understand the situation of the informal sector; and
  - d. Awareness-raising and advocacy support.
- 2) Capacity-building at the regional and global levels:

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- a. Development of different global products, particularly around the development and dissemination of knowledge of what works in specific contexts,
- b. Drafting of guidelines and technical and policy briefs,
- c. Organisation of regional workshop and field exchanges; and
- d. Development of networks also supported the development and implantation of interventions.

### *How effective have ILO interventions been to promote formalization of the informal economy?*

Over half of the reports found that the programs and projects evaluated had been effective in achieving expected outputs and progressing towards outcomes, with only a few reports either stating that it was not possible to assess effectiveness as significant outputs were not yet available due to inefficiencies in management, leading to delays in implementation of activities (E11, E23); that the activities implemented did not lead to the expected development objective related to entry into the formal economy (E12); or that low performance had been found overall (E35). One evaluation regarding decent work for women domestic workers found that progress was uneven between components and across countries, as well as within countries: "Greater progress has been made in supporting decision-making in origin communities than on supporting an enabling environment for safe migration into decent work." (E23). Other reports noted that project objectives were not reached due to lack of cooperation of the national partner (E25) or that because the project proposed actions that depended on decisions outside of the ILO's reach (E34). In some cases, mid-term evaluations had identified that some outputs were overly ambitious or inappropriate, but this had not been acted upon subsequently (E27). The rest of the projects and programmes evaluated had been effective for the most part, with one or two areas or countries where further progress was required (eg. E3, E6), although no specific pattern was usually seen in the areas of limited progression.

### *How responsive are the ILO's constituents to its efforts to formalize the informal economy?*

Overall, the ILO's constituents were very responsive to efforts to formalize the informal economy, as demonstrated through their involvement in the different interventions. For instance in Greece, tripartite constituents were willing to work together to address undeclared work, with the ILO acting as a mediator and facilitator, and there were tailor-made capacity building services to the different groups, with the objective of gradually transferring ownership of the project to national constituents (E37). In Southern Africa, the ILO broadened the space for social protection debate through a project on the extension of national social protection floors (including to the informal economy). The project worked inclusively with government, employers' and workers' representatives in Malawi, Mozambique and Zambia, with technical staff working alongside government counterparts, and creating a positive attitude among key stakeholders (E27). However, there were a few reports in which evaluators noted that some constituent groups in certain countries were more reticent to fully support these interventions, usually due to lack of resources or capacity, political issues, or because they believed there were more pressing issues to be addressed (E35). In some cases, interventions were driven more by the availability of funds than by prevailing needs, such as support to improve HIV/AIDS legal and policy frameworks in Bosnia and Herzegovina (E36). There were also positive examples of the ILO successfully engaging constituents who were initially uninterested, such as in the Philippines in the case of a project on fair recruitment and decent work for women migrant workers (E23).

The reports associated with job creation measures in the Arab States for local populations and Syrian refugees through green jobs or EIIP (E12, E13) indicated that the lack of relevant institutions made it difficult for the ILO to engage with constituents in tripartite dialogue, especially due to internal and external challenges (political and social contexts). As such, efforts to formalize the informal economy and address decent work deficiencies have had low responsiveness from the part of constituents, limited impact and low sustainability. For instance, while progress was made towards providing better living conditions for those employed (less so for vulnerable groups), the work generated by these projects was very short-term, and did not lead to workers moving into more regular employment (E12). In Lebanon, efforts to provide Syrian refugees with work permits were abandoned, leading to a complex situation, as described in the evaluation report: "Given this reality, it may be that the developments in work permit reform do not get much further than facilitating work permits for EIIP beneficiaries. At least this would entail that ILO/UNDP were covering their bases in regard to not supporting Syrians to work illegally." (E13).

*Have any innovative measures been applied?*

Innovative approaches were highlighted by evaluators in several instances as they added value to the interventions and furthered efforts to formalize the informal economy and promote decent work for all.

Measures included:

- The promotion of spaces for tripartite social dialogue in municipalities and regions where this did not exist previously in **Costa Rica**, El Salvador and Honduras (E34, E40);
- ACTRAV funds being used to providing support for study visits by tripartite delegations from **Kenya** and workshops, rather than only supporting workers' organisations, as is usually the norm (E16);
- Pilot-testing capacity-building approaches in three corridors to protect, support and empower migrant domestic workers, working with countries of origin and countries of destination (i.e. Malaysia, **Nepal**, Lebanon, **Paraguay**, **Argentina**, Ukraine, Poland, Zimbabwe, Lesotho, South Africa) (E18);
- The incorporation of social networks through the creation of the Informal Economy Network on Facebook, allowing for the creation of links and direct communication between workers of the informal economy and municipal committees in **Costa Rica**, El Salvador and Honduras – an innovative element which could create synergies with other actors and a multiplier effect in other regions (E34).
- In Latin America, data on the informal economy was incorporated in household surveys in **Costa Rica**, El Salvador and Honduras (E34).
- In Asia, there were different pilot initiatives to support sectors prone to a high degree of informality in different districts of Bangladesh, India and **Nepal** (E33) as well as in Lao PDR relating to social protection (E24). In **Nepal**, three sectors were chosen (construction, small and medium enterprises and tourism) and covered seven districts. The project was innovative as it found ways to promote representation of informal workers who were usually left out of the tripartite mechanisms in order to promote the transition to the formal economy.

There were also examples of unsuccessful innovative measures, such as the piloting of improved processes for refugee workers participating in a EIIP scheme, with the hope that this would allow easier access to work permits, yet this did not lead to concrete changes (E13).

*How has ILO external coordination promoted formalization of the formal economy?*

Whenever possible, the ILO worked with various coordinating mechanisms and UN agencies and development partners as well as non-governmental organisations (NGOs). This helped to ensure coherence with national priorities, and to avoid duplication of efforts with other agencies. The effectiveness of joint interventions varied. In some cases, the agencies were able to work in a collaborative manner and create synergies, with the recognition that different agencies had different comparative advantages (E10, E20, E27, E31). In other cases, despite efforts to coordinate and align implementation and management systems, some inter-agency collaborations were found to be less effective due to the complexity of program design and the number of actors involved, or inter-agency politics (E13, E18, E23, E39). In these situations, national/local stakeholder and counterpart organisations also became involved – some as implementing partners, yet their expectations associated with their participation were not always met.

There was frequent evidence of ILO working with specific national organisations in the planning and implementation of activities, as well as through capacity-building, the provision of technical support and collaborating with specific working groups, yet the level of involvement of these organisations was mixed. The level of effectiveness in coordinating with constituents varied depending on the program and issue at stake, with several reports noting an imbalance in interactions between governments, workers and employers, especially when projects worked at different levels (E22, E30). Interventions designed in collaboration with partners and

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the forming of alliances were seen very positively, and coordination was smoother when potential links and synergies had been analysed upstream. The ILO was able to create a participatory tripartite dynamic in different projects to support the transition to the formal economy in **Greece** (E37) and Honduras (E34), for instance.

*How has internal coordination (between sectors, technical departments, regions and sub regions) promoted the achievement of the outcomes identified in the informal economy domain?*

The level of effectiveness of ILO internal coordination varied from very high to low. Some projects were highly praised for their success in reaching out across branches and divisions, linking to other CPOs, flexible management, clear division of responsibilities and fluid communication between coordinators at the regional and national levels (e.g. E22, E27, E34, E37). The close collaboration between ILO headquarters (HQ) and field specialists accounted for successful program implementation, while there was a lack of clarity regarding roles and responsibilities in other interventions, leading to inefficiencies in management and implementation. Certain projects were perceived differently by the field and HQ, revealing a disconnect depending on those involved, for instance, one project was seen as being top-down by field offices, leading to lower ownership at the local level, while being seen as a good example of how to work better across units by the core team at HQ.

Challenges identified included low staffing levels, lack of dedicated national officers to coordinate and facilitate multi-country initiatives; staff turnover, and inconsistent communication between the field, regional offices, and HQ. A recurring weakness identified was the limited collaboration between different ILO projects in the countries of intervention, leading to missed opportunities for synergies and greater reach.

### Efficiency

*To what extent have resources been used efficiently? Were projects appropriately and adequately resourced?*

The majority of reports clearly stated that technical and financial resources were used efficiently to maximize effectiveness of actions, even though these were generally limited, leading to good value for money. The ILO and its partners were able to make budgets stretch to deliver results, and funds allocated were thus used effectively and strategically. Projects were for the most-part more efficient in countries with national program/project coordinators. Cost-effective strategies and cost-sharing efforts were put in place, leading to increased efficiencies (E18, E20, E21, E27). Implementing partners sometimes provided human and other resources beyond the stated requirements to carry out activities, underlining the sense of ownership of the project (E20). In some cases, the outcomes defined in the project logical framework were achieved by over 100 per cent (E10). This was explained in part by the smooth management structure in place, and in part by the fact that earlier phases had allowed to create contacts and trust with stakeholders and partners, leading to optimization of resources.

To respond to inadequate allocations of financial and human resources, project budgets were sometimes supplemented by other sources, both through increasing funds available to projects to carry out activities (including contributions from other institutions or groups involved in the projects), or through the provision of technical expertise and human resources from HQ, Regional Offices and Decent Work Teams, thus improving value-for-money.

While seed money was well-targeted, and certain projects were able to leverage other funds, several reports highlighted that inadequate budgets and human resources were a major constraint (E30, E31). In situations where there were many project objectives and activities and available technical and financial resources were not fully adequate, it was noted that focusing on a smaller number of expected results would have been more appropriate.

A recurrent weakness regarding efficiency of resource use, including the time of project staff, was the ILO's financial disbursement processes, which were perceived to be slow and complicated. The budget management system was also found to be weak, leading to difficulties in tracking contributions and estimating the percentage

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of budgets that actually reached beneficiaries. The inability to clearly articulate budget execution (by source) to the goals and results achieved, ensuring its traceability from the global level to the regional and country levels made it more difficult to assess the efficiency criterion. In a few cases, the evaluation teams did not have access to the programme budget (E23), and only a few evaluators presented utilization rates. Other areas of concern included under-staffing in some of the countries; challenges in relation to responding to requests in a timely manner; the long duration for the preparation of Action Programmes, leading to delays in approval and implementation; and weak monitoring and evaluation practices at outcome and impact levels.

In one case, delays in implementation led to underspending, and the funds were redirected to other activities. In addition, work that was designed to span five months of field work was completed in three. While this was seen as a positive aspect by the evaluator, the other activities funded were not related to the transition to the formal economy (E12), and could be seen as a weakness in design.

### Financing

*What are the trends regarding the **financing** of ILO's work on formalizing the informal economy in terms of budget size, sources of funds and use of complementary funding, especially RBSA and OBF?*

The majority of the work evaluated by the reports selected for this synthesis review had a budget between USD 1 and 5 million, as presented in Figure 5 below; approximately a fifth of the projects had a budget over USD 5 million, with two having a budget of over USD 10 million (E13, E23), one of which was a joint project. While most projects were funded by one or several donors, one was fully funded by a national government (E4). The project with a budget of under USD 500'000 was fully funded by RBSA (E38).

Two outcomes were funded through OBF under the Norwegian and Swedish partnerships: Outcome 5<sup>6</sup> and Outcome 10<sup>7</sup> with budgets of just over USD 5 million and just under USD 5 million, respectively (E16 and E21). In both cases, evaluators found that this was a useful mechanism and that its use should be continued.

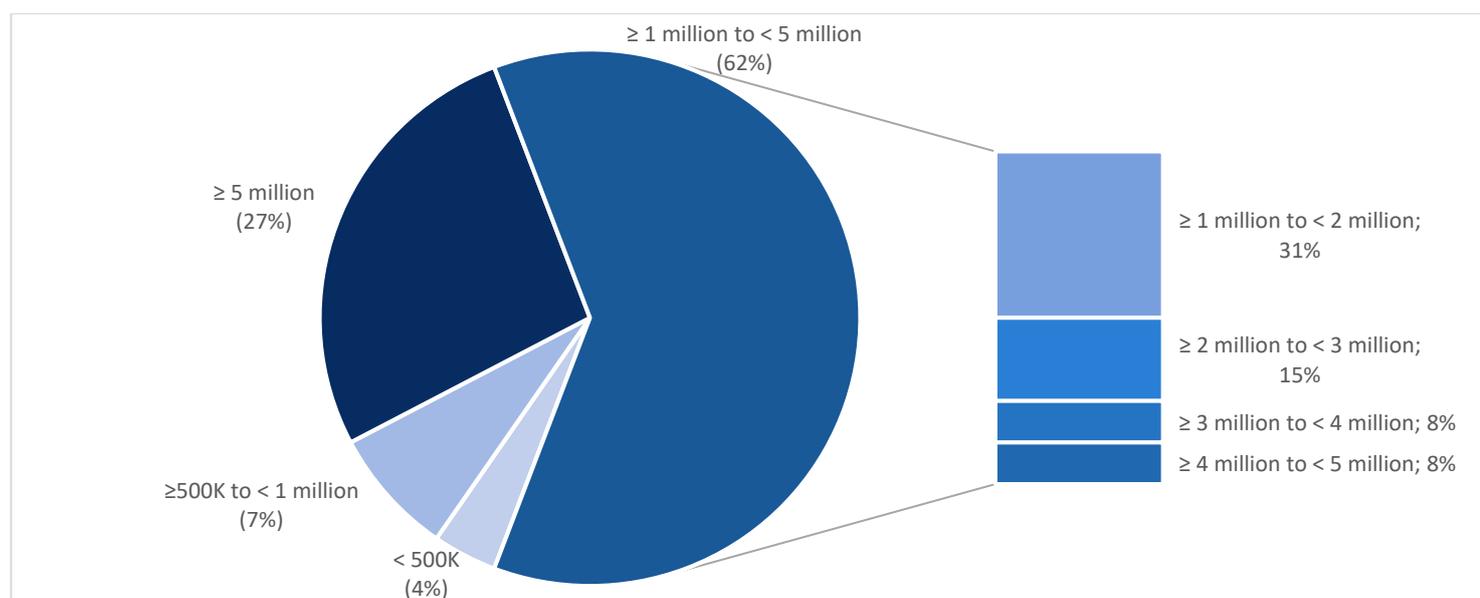
There were several specific examples of ILO cost-sharing, through in-kind contributions through time, and hence salary, of technical experts in Geneva and the sub-regional offices, as well as through RBSA funds (E30, E31). Most projects were able to create synergies and leverage funds from other resources such as the ILO Regular Budget (RB), ILO Extra-Budgetary Technical Cooperation Resources (XBTC), the ILO's Special Programme Account, and from other UN agencies, as well as financial and in-kind contributions from tripartite constituents and implementing partners.

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<sup>6</sup> P&B 2012-2013: "Working Conditions: Women and men have better and more equitable working conditions"

<sup>7</sup> P&B 2012-2013 "Workers have strong, independent and representative organizations - Trade unions for social justice"

Figure 5. Budgets of Interventions evaluated by the reports under review (in USD)



## Results, impact and sustainability

### What are the key result areas of ILO interventions?

As discussed in previous sections, technical support by the ILO in the context of the promotion of decent work and the transition to a formal economy covered a range of themes, including domestic work conditions; the expansion of social security coverage; minimum wage policies; social protection floors; migration corridors; and OSH, among others.

Highlights of results achieved by the projects reviewed in the evaluation reports are presented below<sup>8</sup>:

- **Drafting, publication and dissemination of legal and technical studies and diagnostic studies** on topics including informal workers and the transition to the formal economy, workers living with HIV/AIDS, barriers to access to the labour market for vulnerable populations, migrant domestic workers, the extension of social security and social health protection to the informal economy.
- **Collection of data and identification of relevant indicators, to allow constituents to make evidence-based decisions during policy discussions**, including labour statistic indicators, qualitative studies of labour and occupational profiles, household and national labour force surveys, workshops on employment statistics which included indicators related to the informal economy, and migrant management and information systems.
- **Formulation and implementation of national level action plans strategies and roadmaps through tripartite social dialogue**, with areas of focus ranging from active labour policies and informal employment, women entrepreneurship, and decent work for domestic workers, to sectoral action plans on HIV.
- **Adoption of policy and regulatory frameworks at national, sectoral and/or company level as well progress towards, and the ratification of ILO conventions**: there were campaigns for the ratification and

<sup>8</sup> See Annex 2 for more detailed information on results, including references to specific outputs, countries and evaluation reports.

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implementation of ILO C87, C98, C102, C183, C187, C189; policies were formulated and implemented for access to social security and social protection and extension to the informal sector; and tripartite constituents were encouraged to contribute to the debates around R204 before it was adopted as an international labour standard, and supported to consolidate policies and strategies to progress towards its adoption.

- **Development/adaptation of capacity-building tools, including training curricula and guidelines and the organisation of workshops and trainings:** these took the form of an International Forum on the informal economy in Turin; regional workshops; triangular cooperation; bi-national and tri-national workshops in migration corridors; peer-to-peer trainings in different sectors; vocational training manuals and mobile phone applications were developed for migrant domestic workers; training curricula on the implementation of national social protection floors, disability training, and the rights of workers living with HIV/AIDS, including in the informal sector; and participatory training courses on labour formalization.
- Other important results underlined in the reports included the **promotion of social dialogue** and the **organisation of workers in informal work**, and **changing of behaviours and practices** due to increased awareness and understanding of key issues.

*To what extent have ILO actions had impact in the context of formalization of the informal economy, necessary tools and policy improvements needed to work towards decent work?*

There were numerous examples of potential impact towards the promotion of decent work and formalization of the informal economy in the reports reviewed. When interventions were designed and implemented with a participatory, tripartite approach, this led to greater trust between constituents, namely better relationships between trade unions and businesses (E3), and also brought in different players, thus providing a more integrated perspective on the issues covered. These tripartite spaces for dialogue and debate were found to be a critical precondition of policy development. Changes in approach, behaviours and practices were underlined in several reports (E2, E11, E31), including the formalization of workers working in the informal economy in **Honduras** and **Costa Rica**, for instance (E34).

Following from this, impacts related to policy change and increased political commitment were noted, especially in the context of OSH, domestic workers and persons living with HIV/AIDS, including progressive implementation or ratification of relevant ILO conventions and constituent demands for global products. Capacity-building through trainings, public debates, and evidence-based studies supported understanding of, and progress towards the need for formalisation (e.g. E27, E30, E33). In particular, initiatives to strengthen capacities to produce and monitor reliable data for informal economies, as well as collaborations with national statistical offices, and production of technical instruments, manuals and guides related to the informal economy were praised as this could facilitate replication and expansion of the work that had been done (E4, E38).

Finally, impacts were also noted in relation to ILO staff, where projects drawing from different areas of expertise led them to re-frame their approach from the perspective of vulnerable workers (E22).

Despite these positive results, many evaluations found that impact was difficult to assess, and would depend on continued implementation and scaling-up of project efforts, as well as the availability of technical and financial support (E2, E11, E31). Common challenges to assessing impact included the lack of baseline and final surveys, the lack of systematic monitoring mechanisms (E2, E14), the difficulty in measuring attitudinal change, and the problem of attribution, as well as design issues, resource issues, and external challenges such as political instability.

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*To what extent have ILO interventions been designed and implemented in ways that have maximized ownership and sustainability at country level?*

There were mixed results regarding ownership and sustainability of ILO interventions in the reports reviewed. For inter-regional projects addressing the different facets of formalization and the promotion of decent work, this also varied between countries and sectors.

Overall sustainability was strongest in countries where there was a strong national partner to take forward an action plan, and a favorable environment in terms of policies, laws and regulations to consolidate the results achieved was key. The organization of workers in various sectors was also seen as a key factor of sustainability. Additionally, it appeared that countries where the ILO was able to maintain some continuing presence, or where partnerships could be created with other UN organisations offered greater potential for sustainability than others where this was not the case. Sustainability was also stronger when projects had not been over-ambitious in trying to reach too many sectors and conduct too many activities in many countries, but instead had targeted a specific sector or vulnerable group in each target country.

Reports noted that where countries had pursued strategies to address informalities for several years, or over several project phases, efforts and commitments were usually strong (E38). Furthermore, the potential for sustainability was high when ILO interventions had promoted a common discourse and joint understanding regarding the roots, causes and consequences of the informal sector, through a tripartite approach involving all constituent groups and relevant institutions to address these issues (E37, E38).

For instance, a project in **Greece** (E37) contributed to the tripartite adoption of a detailed roadmap to tackle undeclared work, which specified concrete action items for implementation, as well as milestones, actors, and a timeline, providing Greek constituents a tool to hold each other accountable and for follow-up action. As part of the exit strategy, the ILO and its constituents were able to agree on a short-term follow-up project to support the implementation of this roadmap.

In Latin America, the PROSEI project (E34, E40) managed to identify and integrate tripartite dialogue roundtables with local groups of non-unionized informal workers, who did not feel represented by the trade unions that have traditionally been ILO counterparts. This strategy made it possible to make visible the diversity of perspectives, interests and needs of this population and its organizations, as well as to generate conditions of greater trust and mutual knowledge among social actors. This also allowed the project to continue despite government changes at national and local levels. The different actors involved recognized that political support and viability were factors favoring the sustainability and progress of the project, while the main challenges identified included the bureaucracy of the public institutions of the countries involved and the volatile political and social climate in Honduras, including the collection of a “war tax” from business-owners from organized crime.

It is important to note that in some cases, even though projects did not have exit strategies, this did not necessarily lead to a lack of sustainability, due to the positive momentum created during the implementation of the interventions. Related to this, evaluators noted that exit and sustainability strategies were only useful if tripartite constituents and relevant national actors had a sense of ownership of the project, and sufficient capacity to implement the strategies. The importance of sustained demand for action “from below” was also noted, so that groups and associations felt that their knowledge fed into the policy process (E21). Otherwise, the likelihood of sustainable results remained low (E35). The short-term nature of certain projects were cause for concern, especially when resources were not available at national level, due to a lack of capacity to implement policies and action plans, for instance (E3), or in situations where relationships between the tripartite groups were problematic.

Sustainability and a sense of ownership were increased through activities and outputs which included: training of trainers, training packages, the creation of networks, agreements with partner institutions, south-south cooperation, or the participatory development of action plans (E10, E25). It was noted that when partners contributed in cash and kind to ILO trainings, they showed their commitment but also had a more precise idea of

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the costs involved in the training activities and interventions. A regional project evaluation related to Social Protection Floors in Africa noted an innovative approach to training modules in the sense that the project wanted to institutionalize them, so that ownership of training modules was progressively broadened to other UN agencies, to increase opportunities for replication and institutionalization (E27). Furthermore, activities related to the development of technical instruments, manuals and guides facilitated the replication and expansion of what had been done, but on a larger scale in geographical and / or sectoral terms.

Despite notable successes, constituents still requested support from the ILO to facilitate future efforts. Concerns were expressed in several reports about the sustainability of funding resources and dependence on donors for future actions. One project underlined a general trend discerned among national stakeholders in different countries who felt that they were too controlled by donor “fashions”, claiming that they were continually expected to adjust their requests in line with changing donor approaches, thus lowering the potential for ownership (E2). Constituents and stakeholders approved of the concept of seed money which allowed them to have more input into which activities would be funded and how, even if funding was limited.

### Capacity-building and social dialogue

#### *How prominently do social dialogue and constituents' capacity building feature in ILO projects on formalization?*

In line with R204, examples of social dialogue and capacity building were found in the majority of reports reviewed.

The tripartite nature of the ILO was highlighted as essential in bringing together of government ministries, employers and workers to take part in interventions related to formalization, and was seen as an important factor of success, as tripartite work provided political sustainability of agreements. There were very few cases where the principles of inclusion and tripartism were difficult to put into practice. For instance, both reports focusing on interventions in the Arab States (ROAS) revealed that the projects fell short of a tripartite dialogue, but had nonetheless created positive attitudes towards Decent Work (E12, E13).

The strategy of many projects and programmes was to provide capacity-building to engage constituents in tripartite consultations and strengthen social dialogue at different levels, as well as to support specific stakeholder groups, such as women entrepreneurs, persons with disabilities, domestic workers or persons living with HIV/AIDS. One challenge was to include representatives of non-unionised workers in meetings, workshops and other activities. ILO staff were conscious of this and there were some examples of ensuring their participation, for instance in Guatemala, where ILO/AIDS ensured that non-unionised workers from companies were included in social dialogue (E2). In other cases, however, evaluators noted the lack of recognition of the voice of workers in the informal sector (E33).

Several projects used tripartite discussions to select their intervention areas (e.g. E33, E35). Different types of tripartite committees and platforms were created, including tripartite Technical Expert Committees (E21, E25), National Advisory Committees, and only in a few instances were social partners not included in Project Advisory Committees, often a reflection of certain governments' disinclination to include other types of actors.

In the context of migrant domestic workers (MDW), bilateral agreements were adopted between workers' organization in countries of origin, and the Trade Unions in the destination countries to better collaborate on the protection of MDW (E20).

Capacity building was provided in the form of trainings, guidance during meetings, the development of reports and materials, and direct technical support while developing strategies and plans, among others. Combining different approaches to strengthen capacities was seen as very effective as its components complemented and reinforced each other.

One project conducted in the context of a UN partnership programme removed the only output related to the promotion of tripartism and social dialogue in its logical framework following a mid-term evaluation (E39).

## Monitoring and Evaluation

*What are overall findings on monitoring and evaluation of formalization of informal economy projects? Were there adequate M&E systems in place?*

Although a few reports found that there were adequate M&E systems in place, the majority of reports reviewed deplored the lack of adequate monitoring and reporting mechanisms due to various reasons; this was often an important challenge when conducting evaluations, and addressing this shortcoming was a recurrent recommendation in the reports.

Some projects established M&E systems and baselines, in cooperation with country partners. One report explained that an M&E system had been specified in the project design and budgeted for, but this was not carried out (E12). As a result, the extent of progress in the field could not be established. While some reporting and monitoring systems were effective in reporting progress towards outputs, they were often found less equipped to report on outcomes and impact. Similarly, when baselines existed, they were also focused on outputs rather than outcomes, so that progress towards achieving planned activities could be measured, but not impact. Several mid-term evaluations recommended that monitoring and reporting systems be put in place at the outcome level, but this was seldom achieved. When logical frameworks were present, there were variations in their quality and usefulness to facilitate understanding of the intervention design and to assess progress, and only a few took a gender-sensitive approach. The quality of indicators varied widely as well, with some being relevant, and others unsuitable to monitor progress, or not measurable given the tools and resources of certain projects.

Different monitoring and reporting tools were used and developed, included “Country Program Outputs (CPO) Flash reports”, which requested national programme coordinators to report every six months on the highlights of project achievements, progress, the status of ongoing initiatives and outputs as well as any difficulties and a summary of funding spent (E21). Monitoring plans were prepared for DWCPs, and at project level, monitoring plans were divided by country and DWCP outcomes. However, these were not systematically aligned with project objectives, leading to incoherence.

A recurrent point made in the reports was that regardless of the funding mechanism modality, there should be indicators at project level to transparently capture and measure specific results and draw conclusions. Thus, even if systematic M&E and reporting was not requested by donors, this could still be beneficial to the ILO for organisational learning and improved project management.

## Gender mainstreaming and disability

*What are the trends with regards to the mainstreaming of gender equality and disability related concerns in the different stages of ILO projects (design, implementation and monitoring)?*

Gender mainstreaming was a topic addressed by the majority of reports, although there were wide disparities in the amount and quality of information provided. Disability-related concerns, however, were only mentioned in three reports: an inter-regional project on responding to the HIV/AIDS epidemic (E2) with some country actions which included attention to people with disabilities; a project on Women’s Entrepreneurship Development and Economic Empowerment (WED-EE) in Africa (E10) which also included persons with disabilities in its target groups, and an inter-regional project specifically targeting people with disabilities in employment (E14).

The focus on gender and gender mainstreaming activities varied widely in the reports reviewed, as did the definition of gender. In some cases, gender equality was interpreted as equal opportunities for women only, while other reports noted that the projects took into account the needs of both men and women (e.g. WED-EE project),

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and one report (E2) highlighted that in some projects, transgender issues and transgender categories were also included, although Lesbian, Gay, Bisexual and Transgender issues were not discussed in the Global Product, and this was seen as a limitation. In the context of projects specifically promoting the formalisation of the informal economy, gender considerations were often included within discussions of the conditions of vulnerable groups of workers and/or workers with atypical working conditions, and specific conditions were put in place so that both men and women could participate in trainings. For instance, in Honduras and El Salvador, the schedules of meetings and trainings were adapted to the needs of working mothers (E34).

Several examples of good practices were identified regarding gender mainstreaming in trade unions, namely in **Nepal** (E16):

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*In 2013, a national conference was organized on gender sensitization on the occasion of International Women's Day in 2013. The ILO assisted the General Federation of Nepalese Trade Unions (GEFONT) to conduct a participatory gender audit leading to a revision of their gender equality policy, including policies on sexual harassment and gender based violence; to establish a gender committee to oversee implementation; and to conduct training on gender equality.*

*With ILO support, the All Nepal Federation of Trade Unions (ANTUF) restructured their women's department into a national women's committee comprising 25 women members. They also reformed five regional women committees, and developed a five year (2013-17) strategic plan of action to promote gender equality. The ILO also supported the Nepal Trade Union Congress (NTUC) to conducted training for their members to sensitize them on gender equality and promote gender mainstreaming and NTUC has developed a gender equality policy. All trade unions in Nepal accepted a commitment to maintain a minimum quota for women in programme activities which was exceeded.*

*Overall in Nepal, women participants outnumbered men, which the evaluator considered to be a remarkable achievement considering the disparity in labour market participation in the country. There was also advocacy by trade unions for more effective recognition by governments - and other actors - of the right of women workers to organise.*

*Nepal was also one of the countries where interventions were conducted in the context of a project on facilitating formalization of informal economy in South Asia (E33). The project applied a gender lens in the tripartite selection of the sectors, in contrast to India, for instance, where problems faced by women workers in informal employment were not specifically addressed.*

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Projects focusing on domestic workers were found to be coherent with the ILO's strategy of promoting gender equality and non-discrimination (E20, E22), and tried to change perceptions and attitudes regarding the traditional roles of male/females in this sector. The GAP-MDW project aimed to move beyond disaggregating between women and men, and tried to highlight how domestic workers are discriminated by labour law in comparison to other occupations and isolated compared to other migrants (E18). Another good practice highlighted was the results of a project on building effective minimum wage policies in **Costa Rica**, which highlighted and addressed the complex, deeply embedded gender equality issues associated with domestic work and minimum wages in the country (E22).

While some reports only noted the collection and use of gender-disaggregated data, others discussed more substantive measures to include gender aspects, such as alignment with national gender policies and strategies

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in national HIV strategies (E2); the focus on particular gender-related concerns, such as addressing the access of vulnerable women to services, and the gendered construction of masculinity in Latin America (E3).

The mid-term and final evaluations of a regional project on the informal economy in Latin America noted that gender had been a cross-cutting issue included in the design, implementation and monitoring of concrete actions to promote gender equality in the different countries involved (e.g. a module on gender in the pedagogical booklets of training and organization of informal workers, analysis of working conditions for women in the methodologies to support women's enterprises, inclusion in the proposal of markets for childcare centers and clinics), although the extent to which this was done depended on the country (E34, E40). Nevertheless, despite these efforts, it was recommended that perspectives of gender and diversity in the design of projects aimed at the informal economy be further taken into account, since the great heterogeneity of the conditions in which informality develops affects access to work and the livelihoods of men and women in a different way. For example, maternity issues; care of minors, elderly or sick; double and triple working day; access to credit, training and technical assistance; as they were especially relevant for women workers in the informal sector (E40).

In a regional project on improving governance in small and medium enterprises and leaving the informal economy (*Améliorer la gouvernance du travail dans les TPE/PME et aider à la sortie de l'économie informelle en Afrique*) in Africa, the evaluator found that the strategy promoted gender equality; this was also reflected in specific project activities and results (E35). In other projects, specific gender training took place for constituents (E18), or specific activities aiming to improve the lives of women were implemented, such as the promotion of maternity benefits in **Zambia**, and a study on maternity protection, gender and nutrition in Mozambique (E27). In the Western Balkans, gender mainstreaming took the form of advice and capacity building on policies promoting gender equality in employment, wages etc. (Albania, the FYROM, and Serbia), including a report on maternity protection in **Albania**, which led to the adoption of two ILO recommendations during the revision of the Law on Labour Relations in 2015 (E36).

In the context of projects responding to HIV/AIDS, issues were raised by stakeholders during case studies, indicating areas for future increased attention, including the need to establish linkages of HIV in the world of work to projects related to: domestic workers; violence against household members of workers; general workplace discrimination and sexual harassment (including in the informal economy); ensuring the inclusion of informal sub-sectors where women predominate; and women in agriculture on small holder and medium estates.

The gender approach was also present in Social protection and social security interventions in Latin America (E30), as the ILO provided technical support to create conditions for the development of specific policies aimed at working women: protection of motherhood (in **Peru**), early childhood care for working women (El Salvador and **Peru**), and women domestic workers (in **Argentina** and Colombia). The last two countries were highlighted as having contributions, results and products which gave rise to novel legal frameworks and good practices related to domestic work. The evaluator noted different ways in which gender was mainstreamed, namely through sectoral gender interventions, the promotion of regulatory improvements – by governments and by employers. In the context of incorporating the gender perspective in the development of appropriate products, the report found the ILO to have shown significant progress, both in diagnosing the characteristics of informality, and in advising on the development of projects for women entrepreneurs.

Gender needs assessment or gender analyses were seldom undertaken at the project design stage; similarly, reporting templates did not have particular sections to report on how gender concerns were included in their implementation, leading to challenges for evaluators in assessing whether and how projects promoted gender equality (E25, E37). Some project documents mentioned gender equality specifically (e.g. E27: ““In accordance with R202, attention will be given to the application in the development of social protection policies and strategies of the principles of nondiscrimination, gender equality and responsiveness to special needs; the respect for the rights and dignity of people and social inclusion, notably of women in the informal economy...Specific

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interventions will be deployed to bring about innovative forms of social protection coverage for vulnerable pregnant and breastfeeding women in the informal economy and rural areas” ) while this aspect was completely absent in others (e.g. E25). In other cases, although gender was not mentioned in the concept note, ILO staff specialised in Gender Equality was involved in the design and execution of project activities, thus ensuring that project outputs and outcomes take into due consideration the role of informal employment as a major source of employment for women, and that such role be considered in the development and evaluation of national policies on employment creation and gender equality (E38).

Some projects improved their implementation of gender mainstreaming following mid-term evaluations: the first phase of the PROPEL project (E14) was described as “gender blind,” and the notion of intersectionality in the context of the challenges of persons with disabilities was absent for the most part. The second phase managed to improve this through the presence of gender issues and sections on women with disabilities in the tools and guidelines developed with the support of the global product, and through tools produced at the country level, such as the guidance manual on promoting inclusive employment in China.

Common challenges which affected interventions included: absence of a gender-strategy; lack of reference and alignment to the ILO’s strategy on gender equality; the lack of gender-specific indicators or means to verify achievement of objectives from a gender perspective; the lack of gender-oriented monitoring systems; unavailability of gender expertise to assist the project; low gender equality competency of project staff; insufficient capacity or interest of implementing partners; unavailability of sex-disaggregated statistics of participation in project activities; lack of gender analysis; the need for the project document to provide better guidance for project implementation and evaluation.

### Good practices and lessons learned

#### *What good practices are reflected in the evaluation reports?*

There were many good practices associated with capacity-building in the reports reviewed. In particular, the use of peer educators, mentors and training of trainers (including training with the support of a media expert) had important multiplying effects in several projects which were seen as good practice. For instance, in **Costa Rica**, El Salvador and Honduras, an evaluation report noted that:

*“The strategy of promoting the incorporation and adoption of the issue of labour rights in the informal economy by the training and technical assistance programs existing in employers’ and workers’ organizations is underlined as a good practice, because it facilitated the multiplication of these processes with the resources of these organizations. The process of training trainers with an effective training methodology, with adequate didactic materials and with technical support allowed organizations to discover the potential of this strategy as a mechanism to expand its service offer to the informal working population and achieve greater affiliation” (E40).*

Moreover, the use of ILO participatory training courses and tools to reach the informal sector and sectors dominated by women (WISE, WIND, WISH) or to mainstream HIV work into OSH (HealthWise, SOLVE) were also highlighted in several reports. Similarly, disability training of Technical and Vocational Education and Training (TVET) teachers and the development of inclusive curricula was seen as a good practice to ensure that disability is included in teaching practices and lead to stronger sustainability. The importance of training strategies related to the formalisation of enterprises, and adapted to the target groups according to their particular needs, rather than generic training and advice, were also highlighted (E34).

Tripartite social dialogue and participation of constituents at different levels in the design and implementation of projects were identified as good practices in several projects and programmes. In a project on promoting Decent Work in **Colombia** (E4), the participation of the Ministry of Labour, representatives of employers, workers and

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other institutions in developing and validating project products was noted as a good practice as it allowed to enrich their technical quality, as well as to give them greater legitimacy and generate consensus on conceptual, strategic and operational aspects. Similarly, the importance given to the project in terms of quantity of products and budget led to a large number of proposals for strategies, mechanisms, programs and pilot experiences focusing on different target groups and economic sectors, which allowed for the sustainable development of numerous technical and legal instruments related to labour formalization, access to social protection, and improvement of the family subsidy system. Some of these were built on existing frameworks, such as the formalization pacts between the Ministry of Labor and the trade associations of construction and commerce, to promote policies, strategies and projects aimed at increasing labor formalization at the national and local levels in key development sectors; or the mechanism for workers in rural areas to join the social security system. The project also benefited from the support of other ILO bodies or projects to identify priority topics and share lessons learned from similar processes in other countries, as well as to design and implement non-traditional affiliation mechanisms.

In a larger regional project covering **Costa Rica**, El Salvador and Honduras (E40), the tripartite social dialogue approach at the local level, operationalized through the Tripartite Dialogue Municipal Roundtables, which had representation from the local government; of the central government; of the informal workers' organizations in the area; from local employers; and of workers' and employers' organizations at the national level, constituted a good practice that demonstrated the potential to solve specific local problems, as well as to discuss and adopt more national agreements. The operating strategy of the Honduras round table discussion was found to be a very good practice in the mid-term evaluation of the same project (E34). This roundtable was developed through shared coordination by all partner institutions, to ensure commitment and equality in participation and decision making.

Promoting knowledge and experience of other countries, through field trips for key government and other stakeholders, or by introducing expertise and skills that were not available internally, was also seen as a good practice to build capacity and serve as advocacy tools. For instance, in a project on women migrant domestic workers in Ethiopia, government and other stakeholders who attended field trips to other countries, notably the Philippines, reported that they had learned about useful strategies and approaches to address challenges associated with migration of domestic workers, and were able to give specific examples of steps they had implemented in this regard upon their return (E20). In an inter-regional project promoting the rights of persons of disabled workers (E14), disabled persons' organisations in China referred to workshops from experts from Japan, Germany and Malaysia as having an important impact on their methodological approach, as their experience of working on supported employment was very limited. Sharing of resources with projects from other organisations, and building partnerships with other NGOs and business groups that had similar goals was also seen as a positive development in China. The exchange of experiences between different countries and the articulation of policies was also seen as a good practice in the framework of the initiatives of the ILO Regional Office for Latin America through the FORLAC Program (E31). Finally, another good practice was the sponsoring of a film on the story of an actual migrant worker to create empathy regarding the challenges faced by irregular migrant workers.

An inter-regional project promoting the rights of domestic workers (E22) found a good practice to be the use of policy to influence social norms and practices, rather than as a compliance tool, e.g. how employers regard each other's employment practices as peers (i.e. changing the extent to which it is socially acceptable for employers not to pay their employees the minimum wage, or not to respect the right to rest), or acting as a basis for collective claims by domestic workers, including both individual and collective claims through unions. This was achieved through public information campaigns on policies for domestic workers and/ or minimum wages, including the translation of policy into user friendly notes, and accessible policy products, such as a Code of Conduct for employers of domestic workers, and Standard Contracts for the employment of domestic orders. In the context of high levels of informality this was found to be a sound strategy, which meant that policy development was still likely to make an important contribution to domestic workers' rights despite the very limited capacity of state

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labour bodies to implement policies.

The Global action programme on migrant domestic workers and their families (E18) had a strong focus on contributing to the global care agenda and moving it forward, thus broadening the debate towards gender equality issues, the gender division of labour, demographics and links to migration, stressing how domestic work could be seen as a potential area of employment growth as well as a means to support equal opportunities for women. Another good practice identified was the use of a corridor approach as a useful pathway to tackle issues facing migrant domestic workers. This was a useful mechanism to approach the rights of domestic workers and to protect, support and empower them at all stages of the migration cycle.

The use of grassroots movements to influence national level stakeholders in West Africa and Asia (E11, E25) were found to be good practices, as well as collaborations with traditional leaders to progress towards limiting hazardous child work, the scaling up of social mobilization activities and broadening up of union activities in the complex, unregulated informal sectors of Benin and Ghana (E11).

The systematic development and implementation of performance evaluation tools for active labour market policies and public employment services that was to be developed through a project for the support of employment promotion and poverty reduction in African countries was presented as a good practice in its mid-term evaluation as it offered the possibility to compare national performance and to promote a culture of quality and results when implementing products and services (E6).

Other good practices included the formation of associations of informal workers in different sectors, including in **Kenya** and **Zambia**, which were cited as examples of countries which had approaches designed to strengthen informal economy actions on HIV in the world of work (E2); the extension of support to informal enterprises from chambers of commerce and industries; and the creation of apprenticeships for informal workers in private enterprises as they represented a specific step towards formalisation (E33).

In Latin America, a good practice identified in favour of the transition to formality was the FORLAC strategy to intervene at different levels: intervention around the generation of knowledge about informality and development of capacities of tripartite actors; and technical assistance to governments and constituents in the design of strategies.

*What lessons learned are reflected in the evaluation reports?*

Many lessons learned were presented in the reports reviewed. Those presented here are primarily concerned with the design and implementation of interventions directly related to formalizing the informal economy, or those which have a significant component related to the area under review. There were also more general lessons regarding management aspects of interventions; the majority of which are included in the section on recommendations.

Several lessons learned focused on the **representation and support of informal workers**:

- Although workers unions do not always represent domestic and other vulnerable workers as a category of workers, working with organisations that provide a voice to these groups is essential. Taking a tripartite approach helps to ensure ownership amongst all constituents.
- Vocational training and placement even in decent working and living conditions can be further maximized with post placement support. Such support can create an informal network of industrial workers in enterprises where formal unions do not yet exist.

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- Formalisation of the informal economy requires a strong partnership with the private sector along with a genuine representation of workers in the informal economy, and the incentives from formalization need to be disseminated widely to both employers and workers.
- Even in difficult situations, such as export processing zones (EPZs) where organising trade unions may seem impossible, through persistence and the use of innovative approaches, EPZ workers can be helped and unionized.

The importance of **ensuring social dialogue** to promote the transition to formality was also a recurrent lesson:

- Creation of social dialogue spaces at the local level requires understanding the dynamics and interrelations between complex, heterogeneous social actors, so that representation adequately reflects these different characteristics. In this sense, the traditional ILO model for establishing and operating tripartite social dialogue at the national level is limited in addressing the issue of informal economy within the framework of a specific territory. The identification of the groups of interest, as well as the definition of the mechanisms for the convocation and selection of the representatives of each sector is key to achieve legitimacy, as well as an adequate level of operation.
- Strengthening the capacities of the representatives of each sector participating in local social dialogue is essential to guarantee a common base of knowledge, which facilitates the construction of trust relationships, conditions for negotiation and consensus, as well as agreements recognized and respected by the parties. The appropriate selection of representatives of national institutions (ministries of labor and economy, social security and vocational training institutions), as well as local (mayors' and workers' and employers' organizations of the defined territory), is fundamental to guarantee the operation of these roundtables, so it is essential that they have legitimacy vis-à-vis the sectors they represent, and clear knowledge and links to the local context.

The impact of **culture and attitudes** regarding informal workers was also highlighted in several reports as an important aspect to consider when designing and implementing projects:

- Cultural dimensions around vulnerable workers are deeply biased and hard to change. Even with regulation, implementation will be difficult unless there are good practices from different states that demonstrate operational experience;
- Processes for the development of skills focused on changing work dynamics, in the specific case of informal workers who want to formalize, require more time for advice than other types of specific training.
- It has been noted that attitudinal changes have been effective in supporting transitions to the formal economy and are most sustainable when support is given to constituent and implementing partners, beneficiaries and institutions in developing and instituting next steps.
- The adoption of a preventive and educational approach for labor inspection in the informal economy is essential to boost the transition to formality. In this sense, the coercive and supervisory approaches of labor inspection do not contribute to dissuade informal workers, especially if they are very low productivity initiatives where the main cause of non-compliance is the level of subsistence in which they operate.

Some reports noted the value of taking a **holistic, in-depth approach when developing policies around informality and workers' rights**:

- In-depth and detailed knowledge of the policy process is essential for national-level work around workers' rights. This includes a knowledge of proper procedures, how to submit realistic and contextual advocacy

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and evidence based materials to government bodies, timing issues, knowledge of parliamentary committees and subgroups and an assessment of who would be sympathetic to the plight of vulnerable workers.

- For implementation of measures to improve the working conditions of informal and vulnerable workers, precise attention to detail in the provisions of new laws is important: while the policy formulation process attempts to address and cover most aspects of relevant Conventions, it is very difficult to get it right without the benefit of implementation experiences and hindsight, to ensure that new requirements do not become disincentives, leading to unintended negative consequences.
- Formalising the informal economy requires commitment at the highest level so that adequate regulatory frameworks, policies and business environments can be created. It is essential to have political support and the ILO can facilitate the tripartite process and create momentum to move the agenda forward.
- Cross-governmental collaboration is important when developing national plans of actions, and there should be a focus on ministerial departments beyond the ministry of labour. Tripartite legal reform discussions may leave a particular ministry out of policy dialogue process. Enacting reforms may be delayed because a particular rule or procedure may have been overlooked. Implementation requires planning processes across government ministries to ensure that all are on board from the start. For example an implementation strategy could contain set tasks for different ministries (such as Justice, education, finance, labour, agriculture etc.); for example training of judges and lawyers may also be important for the implementation of laws; Central Statistics Offices or the Ministry of Labour must be encouraged to include adequate questions on informal work in any forthcoming labour surveys.

Lessons were also learned in the context of reduction of decent work deficits in different sectors of the informal economy, targeting different groups of vulnerable workers, domestic workers, and persons affected by HIV/AIDS, for instance:

- One report outlined a lesson focusing on the conditions necessary to achieve greater effectiveness, impact and sustainability in the advancement of the universalization of social protection and social security with ILO technical support:
  - If the interventions supporting the inclusion of vulnerable groups, directly demonstrate immediate impacts in the extension of coverage, and are replicable and scalable;
  - If the interventions supporting the inclusion of vulnerable groups are carried out based on the demands of the institutions responsible for the management of social protection and social security, and with their resources;
  - If the interventions supporting the inclusion of vulnerable groups are accompanied by employment formalization programs;
  - If the incorporation of salaried workers who are still outside the social security system is considered, as well as the strengthening of the labour inspectorate, budgeting and (workers') membership to these systems;
  - If the complaints presented to the Committee of Experts and to the High Level Missions are followed up and evaluated, which is fundamental for the credibility of the ILO;
  - If the results of the technical support of the ILO are immediately incorporated into the processes of the institutions in charge of social protection and social security management, taking into account the degree of autonomy of their departments in decision-making (in some cases of tripartite composition) and their access to institutional resources to achieve desired results.

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- The ILO was found to be in a unique position to bring added value to the disability sector through linking employment initiatives to non-discrimination at work (including disability). Using these opportunities could strengthen the ILO's position to lead on disability.
- The strategy for projects to focus on OSH coverage in both the informal and formal sectors, as well as at national and grassroots levels was found to be positive. In addition, OSH is a good entry point for programming and organizing in the construction industry, which is prolific in rapidly developing economies, and inherently hazardous.
- Mainstreaming issues such as gender equality into sectoral areas of intervention is an ongoing challenge for organizations such as the ILO, and one which consistently faces institutional resistance, watering down of rights based agendas, and marginalization. The experience of mainstreaming the rights of domestic workers into the core work of the ILO seems to have been a highly successful example, and lessons can be learnt from some of the core approaches used, linking a focus on DW to other 'core areas' of work (e.g. wages, social dialogue, right to rest etc.).
- Where countries are undertaking actions to formalise informal enterprises, which often includes organising them into associations and cooperatives, ILOAIDS can more effectively and efficiently channel its resources than in situations where this is not yet being undertaken. It is, nevertheless, necessary to consider that the poorest countries are probably also the slowest in investing in organising the informal economy.

### *Do evaluations show certain recurring challenges that the projects should have addressed?*

Several recurring challenges specific to the topic under review, as well as ways to mitigate them, were addressed in some of the evaluation reports reviewed:

- No standard operational definition of formalization, leaving it subject to interpretation by different groups;
- Lack of, or limited participation, organization, representation and empowerment of informal workers.
- Inadequate social dialogue / consultations with the tripartite partners, and difficulties in putting the issue of informal workers (and domestic workers in particular), on the agenda of trade unions and employers' organisations. Also, in the case of domestic workers, national employers' associations did not include representatives who are employers of domestic workers (E22).
- The promotion and positioning of R204 as the frame of reference for the ILO's interventions on strategies and policies with regards to the informal economy was also noted as a challenge in terms of the considerable amount of human and financial resources required to prioritize and develop an integrated approach to address the issue (E31);
- One challenge noted in Colombia was that "growth is necessary, but insufficient condition for the formalization of employment. For the latter to occur, improvements in competitiveness and productivity are also required." (E4)
- Specific challenges related to taking an integrated approach to Outcome 6 at the regional level, following the guiding principles of R204, were identified in one report (E31) and included:

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- The formation and coordination of a multi-disciplinary team located in different countries responsible for achieving the objectives of Outcome 6, and the development of technical skills in the team to best implement these objectives.
- Positioning and engaging multiple sectors of government and private sector organizations (beyond the Ministries of Labor) to promote the transition towards informality;
- Finding ways to take a non-traditional approach to informality, by designing innovative intervention strategies that could be applied in the different countries of the region, with their different socio-political-economic contexts.

The regional FORLAC Program focused on 4 pillars: knowledge, harmonization of statistics, training and technical advice. Through this program, the ILO has supported countries in the region to address the challenges above through different strategies, for instance:

- In **Argentina**, the ILO provided technical advice to the tripartite constituents (government, employers' organizations and workers' organizations) and supported the promotion of the Decent Work Agenda, providing technical assistance to the government of the province of Santa Fe and social actors at the local level to promote labour formalization.
- In the context of the development of a National Employment Strategy in **Costa Rica**, the ILO advised the government to form the Alliance for Transit to Formality with ministries and institutions that go beyond the Ministry of Labor;
- In Colombia, the ILO provided support to implement an intervention strategy based on the development of projects that promote the transition to formality.

Other challenges noted were more general in nature:

- Lack of a theory of change and weak monitoring, or complete absence of follow-up mechanisms;
- Slow ILO administrative and financial procedures, leading to delays in accessing funds and implementation of activities;
- Lack of dedicated project staff – the ILO struggled to gain traction in the countries where it did not have a full-time presence and/or where there was a high turnover of NPCs. While such gaps were addressed through remote management and backstopping support from staff in ILO country offices with links to projects, this was often not enough to ensure progress and sustainability;
- High turnover of public counterparts working with the ILO; this challenge was exacerbated by a lack of documenting experiences and knowledge acquired during interventions;
- Changes in government at national, regional, or municipal levels led to changes in priority orientations, as well as delays in implementation of planned interventions;
- Budgeting issues: limited budget resources, or reductions in budget resources due to currency fluctuations (i.e. E14) – while some budgets had contingencies for currency losses, others did not. This lack of resources was sometimes compensated by work by ILO teams and constituents, as well as through the obtention of other sources of financing through the creation of partnerships, and the use of RBSA funds. In **Zambia** the lead government actor involved in an ILO project related to domestic workers had its budget cut by 70% in 2016, so even if there was buy-in from the government, implementation was difficult. Furthermore, the country was undergoing a reform in national labour law, so even though this was a good entry point for the reform of laws on domestic work, it also meant that this was one of many aspects that had to be addressed by overstretched resources (E22).

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### Recommendations

*What kind of recommendations have been made by the evaluations under review? Are there areas where recommendations seem to recur?*

This review examined over 240 recommendations provided in the sample evaluation reports, and filtered out those that were (a) too generic; (b) too specific to the project context; (c) not specific to the ILO in case of joint evaluations.

This resulted in recommendations related to different themes, including specific recommendations related to the transition to formality, as well as project design, M&E, project management, funding, knowledge management and capacity building, sustainability, and gender, among others.

Specific recommendations related to the operationalisation of the **transition to formality** included the following:

- The ILO and donors should adopt an approach to technical cooperation that privileges innovative projects and pilot experiences in the field of transition from informality to formality, taking into account the complexity of the challenges identified in the project countries, as well as the weaknesses of institutions that exist at different governmental levels, as well as in workers' and employers' organizations;
- It is essential to create and strengthen public policy frameworks aimed at improving the conditions for the transition from the informal to the formal economy, including the adoption of tripartite or multisectoral agreements to implement ILO Recommendation No. 204; the establishment of formal and permanent mechanisms for social dialogue with broad social and institutional participation; as well as promoting coordination and inter-institutional coordination to improve access to information services, protection of rights, credit, markets and innovation aimed at informal workers;
- Similarly, interventions should aim to strengthen public strategies and programs to promote formalization through incentives and benefits, such as exemptions or tax credits, technical assistance, training, access to credit, access to the public procurement system for productive units that are formalized, access to the system of social protection, among others. In the same way, activities focused on protection of labor rights in the informal sector with a focus on prevention and training should be encouraged to promote a culture of compliance in the medium and long term;
- Local governments should create and strengthen tripartite or multisectoral social dialogue to address and adopt agreements in the area of informal economy with workers' and employers' organisations;
- The conceptual and technical capacities of government officials at all levels should be improved so that they can provide services and solutions more adapted to the needs of the informal working population, including processes of information, training, technical assistance, simplification of formalization procedures through platforms of integrated services, as well as alliances with other groups.
- Workers' and employers' organizations should incorporate the issue of respect of labor rights in the informal economy, as well as the procedures and benefits of the formalization of productive units and employment, in the action plans, programs and services offered by organizations to their members and their potential members. The adoption of the topic as part of the agenda should be accompanied by actions to promote the capacities of association, organization, negotiation and political incidence of informal workers, as fundamental components of a strategy to move towards formalization and improve competitiveness;

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- Workers' and employers' organizations should ensure strategic representation and participation in the spaces of social dialogue created by local or national governments for consultation and discussion of issues related to informality (for example, territorial ordering, employment, local economic development);
- Products should be expressed in the form of policy proposals, norms and laws that promote changes in the working conditions of the population in their transition to formality, with a gender perspective;
- Promote the articulation of national policies with those of a subnational nature, considering the gender perspective in the new interventions, and the lessons learned from articulated strategies applied, both at the level of the informal economy and informal employment;
- Establish a transit country strategy to formality (long term), with a roadmap (ad hoc or included in an existing National Plan) that transcends changes in government or national authorities and authorities, including milestones (short and medium term) measurable and evaluable, promoting tripartite consultation and social cohesion;
- The ILO should focus on finishing the work on building the capacities of national statistic offices relating to areas of informality.

Strategic recommendations from reports evaluating **social protection interventions** and **(migrant) domestic work** could be extended to other areas of work:

- Enhance internal coherence of the ILO's social protection work by fostering dialogue to develop a common understanding and vision of the implementation of the social protection agenda across headquarters, regional offices and field offices;
- Tripartite consultations and discussions are needed at different levels regarding national policies for domestic workers, to determine whether they should be integrated as "normal" workers in national labour law; this has ramifications in terms of minimum wage and access to social security;
- Explicit theories of change for ILO support for social protection at country level – beyond individual projects – are often missing. The adoption of a more programmatic approach, based on longer time frames and continuity of engagement supported by sound monitoring and evaluation systems, is recommended. This should also include explicit country-level operational plans, supported by multi-country resource mobilization efforts;
- Continue efforts to enhance the ILO's social protection interventions by developing innovative service delivery models and new partnerships, while paying more attention to internal support and risk management, which includes a strong learning component in the pilot phase;
- The advantage of formalising contacts with vulnerable low-wage workers from legal and human rights perspectives should be stressed to employer organisations, and research components should be included at the country-level to understand the motivations and points of resistance of employers; this could be done in collaboration with ACTEMP;
- The ILO should ensure that definitions of domestic workers and informal workers are very explicit in all documentation on employment policies and labour laws;
- There could be a more explicit focus on policy development to address the C189 focus on protection from

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violence and abuse, in collaboration with OSH.

Recommendations associated with **design issues** were found in over half of the evaluation reports reviewed. These pertained to:

- Improving project formulation and design processes through the incorporation of more effective mechanisms to identify, characterize and consult potential key actors (especially groups of non-unionized informal workers and employers' organizations at the local level, which are not traditional ILO interlocutors) and target groups / involving tripartite constituents at the design stage;
- Developing theories of change using a participatory approach, and checking the validity of design before implementation; and formulating coherent, clearly worded logical frameworks by clearly identifying the linkages between strategic priorities (P&B, DWCP), project-level objectives and country achievements, and outputs/milestones, and better defining indicators, making them objective and measurable / SMART;
- Being aware of the project context, taking into account the complexities of certain projects and institutional frameworks, and inclusion of risk analysis and contingency measures in the face of political changes that may arise during the execution of the project;
- Being realistic when defining the scope and results of the intervention, taking into consideration the resources requested, and establishing strategies, methodologies and mechanisms that are clearer and more politically and technically feasible to articulate the local / territorial level with the national and regional levels, as well as the micro, macro and meso-economic dimensions, in order to increase the effectiveness, sustainability and impact of the interventions.
- Taking into account the articulation between ILO projects or other strategies, plans and projects of other agencies or agencies, indicating joint intervention activities with partners, when developing implementation strategies.

Over half of reports also mentioned the need for improved **monitoring and reporting mechanisms**. Evaluators noted that regardless of the funding mechanism modality, there should be indicators at project level to capture and measure and report specific results and draw conclusions at midterm and end of project. Furthermore, M&E should not be constrained by the results based management approach, and should adapt to provide an assessment of effectiveness and possible impacts. The development and use of baselines was also highlighted as an important element to assess impact.

Recurrent recommendations related to **project management** included:

- Establishing more realistic project management structures that are consistent with the intervention's execution needs: separating and clarifying administrative and technical roles and responsibilities, assigning specialized personnel for each function, thus contributing to optimise the use of resources and increasing the effectiveness and impact of the intervention;
- Starting at the project inception phase, building a well organised mechanism for consultation with relevant headquarters-based project specialists on key strategic issues, and clarifying when and how to solicit inputs, so that sufficient time is available for their development;
- Improving lines of communication and responsibility between ILO field and regional offices and streamlining internal communication at HQ to improve delivery of technical assistance and central response to country level advice;

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- Streamlining funding and recruitment processes at start up to avoid lengthy delays which impact on timely and quality achievement of project activities;
- Having a dedicated coordinator in the countries where projects are executed and adequately funding project coordinators at the country level for multi country projects.

Frequent recommendations regarding **funding** included the need to streamline approval systems for financial disbursements at country level; creating or further developing partnerships to increase the possibilities of leveraging funds; and the importance of seed money to support actions at local and national levels.

Other recommendations focused on **knowledge management and capacity building**:

- Continuing efforts to strengthen knowledge management by knowledge sharing and provision of technical advice through guidance materials and manuals, as well as through easily accessible regional/thematic repositories for knowledge management and interlocutor learning, which integrates what has been developed by various interventions. The responsible units should carefully monitor the use of these products and combine them appropriately with other types of support to respond to the needs of users;
- Work on attitudinal changes around informal workers should focus on strengthening the capacity of national partners and facilitators to deliver training;
- Social media and social networking were recommended as tools to encourage tripartite constituents to share knowledge and experiences, as were field visits; it was also important to have a clear communication strategy in place to keep partners abreast of developments and results.

Key recommendations related to **sustainability** were:

- Prioritizing projects in countries where the ILO could continue to provide technical support after the project finished and to follow-up actions on priority topics to ensure that results would be sustainable, while also maintaining flexibility to be opportunistic should circumstances change;
- Defining exit strategies for technical assistance projects on undeclared work and the transition to formality components to ensure that some of the outcomes would be pursued by project stakeholders;
- Disseminating project results/outputs among relevant stakeholders and creating or further developing partnerships to position certain topics, strengthen the knowledge base and increase the possibility of obtaining leveraging funds;
- When some of the in-country organizations created or supported by the project are not yet in the position to function as independent and sustainable bodies, ILO country offices should seek further areas of funding to continue supporting these organizations in the short to medium term, as well as mechanisms to ensure continued human resources to support ongoing activities initiated through ILO projects;
- Ensuring further and continuous support to social partners and governments, for an enhanced policy dialogue, to improve their capacities to carry out effectively the required tasks in tackling the phenomenon.

**Involving tripartite constituents** in the different stages of project management was recommended by a third of evaluations to foster a sense of **ownership and sustainability**.

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There were also several recommendations related to **gender**:

- Including a gender allocation in the budget, and an explicit gender mainstreaming strategy in the project document that forms the basis for implementation. Mainstream gender in the contextual analysis, project goals, outputs, indicators and targets. Include sex-disaggregated data in the situation analysis, baseline data, and indicators to facilitate gender sensitive monitoring & evaluation. Ensure strong involvement of tripartite constituents and inclusion of gender equality consideration in designing and conducting studies and surveys
- Strengthening the perspective of gender and diversity in the design of projects aimed at the informal economy, since the great heterogeneity of the conditions in which informality develops affects access to work and the livelihoods of men and women in a different way. For example, maternity issues; care of minors, elderly or sick; double and triple working day; access to credit, training and technical assistance; are especially relevant for women workers in the informal sector.
- It is recommended to identify the obstacles that both women and men have to their development due to the assigned social roles and their implications, among them the sexual division of domestic and extra-domestic work, care as social co-responsibility, intra-family violence, poverty, access to material resources and others. In the adaptation of physical work spaces identify the needs of men and women; A clear target for participation of women and persons with disabilities should be added, as should an assessment of their needs.
- Ensuring that the project maximizes the opportunity to work through making resources available to support active participation of women (childcare, toilets, etc.), and consider addressing gender issues in OSH in hazardous industries e.g. mass faintings of women in factories, agriculture, home based workers, SMEs, informal sector.

Finally, there were recommendations as to the use of results from **pilot projects** (E24), including:

- Pilots which reveal policy flaws should be viewed as a success, not a failure;
- Appropriate mechanisms should be in place to adapt or abandon a policy or its delivery mechanisms in light of a pilot's findings;
- Pilot reports should be made easily accessible to facilitate easy reference of past successes and failures.

*Specific country examples that the High Level Evaluation should consider for further validation:*

The countries listed below have been selected as possible countries of interest for the HLE due to progress made towards formalising the informal economy; the presence of a critical mass of projects focusing on this topic; and/or innovative approaches.

**Kenya and Zambia** both had different projects promoting the extension of social protection for informal workers

**Colombia** had different programmes focusing on extending social protection for informal workers, including one funded by the Colombian government.

**Argentina** has a national migration policy, including a new law on domestic workers which demonstrates a commitment by the Government of Argentina to regularise and formalise the domestic work sector for nationals and migrants alike

**Vietnam** adopted a law that extends OSH coverage to the informal sector, which is forward-thinking for the region.

In **Nepal**, ILO interventions have promoted the transition to the formal economy in various ways (improved regulatory capacity, draft legislation, formalisation assistance, position papers from trade unions)

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In **Greece, Moldova** and **Montenegro**, the ILO's work has been focused on improving the capacity of tripartite constituents to address the informal economy, and the tripartite constituents of Greece and Moldova seem to be committed to the objective of formalising the informal economy.

Annex 1 – List of Evaluation reports reviewed

E#	TC Symbol	Title	Type	Quality Assessment Score
E2	GLO/12/63/NOR	Responding effectively to the HIV/AIDS epidemic in the world of work: Country programmes	Final Independent Evaluation	-
E3	KEN/13/50/OPE (GLO/13/06/OPE)	Strengthening HIV Prevention, Care, Treatment and Social Protection in the World of Work	Final Independent Evaluation	267
E4	COL/13/03/COL	Programa de fortalecimiento institucional para la promoción del empleo decente en Colombia	Final Independent Evaluation	-
E6	RAF/15/53/FRA	Programme d'Appui à la Promotion de l'Emploi et à la Réduction de la Pauvreté (APERP III)	Mid-term Internal Evaluation	-
E10	GLO/14/53/IRL	Women's entrepreneurship development and economic empowerment (Irish Aid/PROPEL) Global Component	Final Independent Evaluation	224
E11	GLO/13/57/IRL	Irish Aid Phase II: Testing methodologies to support informal economy workers and small producers to combat hazardous child labour in their own sectors	Final Independent Evaluation	257
E12	JOR/16/10/NOR	Job creation for Syrian refugees and Jordanian host communities through green works in agriculture and forestry	Final Independent Evaluation	-
E13	LEB/16/03/DEU	Employment Intensive Infrastructure Program (EIIP)	Joint Mid-term Independent Evaluation	-
E14	GLO/14/52/IRL	Promoting Rights and Opportunities for People with Disabilities in Employment through Legislation. (PROPEL: Phase 2)	Final Independent Evaluation	236
E16	GLO/11/57/SID	Outcome 10 independent evaluation: Workers have strong, independent and representative organizations - Trade unions for social justice	Final Independent Evaluation	
E18	GLO/12/28/EEC	Global action programme on migrant domestic workers and their families	Final Independent Evaluation	295
E20	RAF/12/09/EEC	Development of a tripartite framework for Ethiopian and Somali women domestic migrant workers to the GCC states, Lebanon and Sudan	Joint Final Independent Evaluation	-
E21	GLO/11/54/SID	Making Decent Work a Reality for Domestic Workers	Final Independent Evaluation	-
E22	GLO/14/67/SID	Outcome 5: Thematic Funding for 2014-2015	Final Independent Evaluation	292
E23	GLO/13/53/UKM	Fair recruitment and decent work for women migrant workers in South Asia and the Middle East - Global Component	Mid-term Independent Evaluation	250

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<b>E24</b>	LAO/11/01/LUX	Supporting the establishment of the National Health Insurance Scheme in Lao PDR and the extension of coverage	Final Independent Evaluation	-
<b>E25</b>	RAS/13/50/JPN	ASEAN-focussed labour market governance programme (OSH and industrial relations)	Final Independent Evaluation	-
<b>E27</b>	RAF/13/04/IRL	Building national floors of social protection in Southern Africa	Final Independent Evaluation	-
<b>E29</b>	-not available-	ILO's strategies and activities for creating and extending social protection floors for all 2012–2017	High Level Evaluation	
<b>E30</b>	-not available-	Evaluación Temática Regional sobre Pisos de Protección Social	Final Independent Evaluation (thematic, cluster)	
<b>E31</b>	ARG/14/01/RBS	Evaluación cluster sobre iniciativas OIT en favor de la transición hacia la formalidad	Final Independent Evaluation (thematic, cluster)	-
<b>E33</b>	RAS/13/51/JPN	Way out of informality: Facilitating formalization of informal economy in South Asia	Final Independent Evaluation	-
<b>E34</b>	RLA/12/01/USA	Promoviendo el respeto a los derechos laborales de los trabajadores de la economía informal en Costa Rica, El Salvador y Honduras. 2012-2016	Mid-term Independent Evaluation	-
<b>E35</b>	RAF/16/53/FRA	Améliorer la gouvernance du travail dans les TPE/PME et aider à la sortie de l'économie informelle en Afrique	Mid-term Independent Evaluation	-
<b>E36</b>	-not available-	Independent evaluation of the ILO's Decent Work Country Programmes, strategies and actions in the Western Balkans (2012-15)	High Level Evaluation (DWCP)	-
<b>E37</b>	GRC/15/01/EUR	Supporting the transition from informal to formal economy and addressing undeclared work in Greece: identifying drivers and ensuring effective compliance	Final Internal Evaluation	-
<b>E38</b>	SBU/14/03/EUR	RBSA-funded informal economy projects in Bosnia and Herzegovina, Moldova and sub-regional component	Final Independent Evaluation (thematic, regional)	-
<b>E39</b>	ZAM/13/01/FIN	UN Green Jobs Programme: Enhancing competitiveness and sustainable business among MMEs in the building construction industry (phase II) ILO Component	Joint Final Independent Evaluation	262
<b>E40</b>	RLA/12/01/USA	Promoviendo el respeto a los derechos laborales de los trabajadores de la economía informal en Costa Rica, El Salvador y Honduras (2012-2016)	Final Internal Evaluation	-

## Annex 2: Key results of ILO interventions

### Drafting, publication and dissemination of legal and technical studies and diagnostic studies

- A multi-country study on “What works in HIV and AIDS workplace interventions?” covering 10 African countries; and research on “the access and effects of Social Protection policies and programmes on women and men workers in informal employment affected by HIV or AIDS.” covering Indonesia, Guatemala, Rwanda and Ukraine. (E2)
- A study on the identification of barriers to access to the labor market for vulnerable populations and preparation of intervention proposals for their insertion in the labor market. (E4)
- A diagnostic study on the employment situation and the transition to the formal economy (E6)
- The Global Flagship Report on Migrant Domestic Workers was launched based on baseline and thematic studies in different countries (E18)
- Qualitative studies of domestic work were undertaken in **Zambia** and Tanzania, and a study on the expansion of social security coverage of domestic workers was conducted in **Zambia** and **Paraguay** (E21, E22)
- The results of a study “No Easy Exit: Migration Bans Affecting Women from Nepal” were used to inform policy-makers about the issue, and another study “Migrant Domestic and Garment Workers in Jordan: A Baseline Analysis of Trafficking in Persons and Relates Laws and Policies” was used to enhance stakeholder knowledge of the legal framework governing these workers, as well as to drafting action plans and developing specific capacity-building interventions. (E23)
- Studies on the extension of social security and social health protection to domestic workers, small scale farmers and saw millers, and a summary report on challenges and lessons learned with regards to the extension of social protection coverage to the informal economy were published in **Zambia**, as well as a Review of Social Protection Legislation and Regulations for Coverage of the informal sector, drafted in 2015 (E27)
- Diagnostic report on undeclared work in **Greece** - the report included 25 policy recommendations combining measures to enforce compliance as well as to promote voluntary cooperation among workers, businesses and government institutions to reduce undeclared work. (E37)
- An initial assessment of the informal economy was carried out in **Moldova** - it provided the basis for the development of strategies, policy measures and advocacy to address undeclared work, to reach out to entrepreneurs and workers in the informal economy and to facilitate transitions to formality (E38)

### Collection of data and identification of relevant indicators, which allowed constituents to make evidence-based decisions during policy discussions

- In **Colombia**, labor statistics indicators were identified; qualitative information was generated via studies of prospective labor and occupational profiles, as was socio-labor information of households in rural areas (E4)
- A regional workshop in Côte d’Ivoire on employment statistics was organized for West African tripartite constituents; it included indicators related to the informal economy (E6)
- In **Ethiopia**, a web-based Ethiopian Migrants Data Management System was developed to better keep track of registered workers (E20)
- Two guides were prepared and reviewed by the ILO Bureau of Statistics, to perform rapid assessments of domestic work (E21)
- A household survey was conducted in **Lao PDR** to gather baseline data and prepare a report on a pilot project to support the establishment of the National Health Insurance Agency (E24)
- An integrated management and information system was developed in **Mozambique** (E27)
- Technical inputs were provided to the Central Bureau of Statistics in **Nepal** with definitions and indicators of informal economy for integration into the National Labour Force Survey (E33)
- National capacities in **Bosnia and Herzegovina** and **Moldova** were strengthened to produce and monitor reliable data for informal economies. The collaboration with national statistical offices was considered one of the most significant milestones (E38)
- The National Institute of Statistics and Censuses in **Costa Rica** adapted its methodology to incorporate indicators related to the informal economy (E40)

**Formulation and implementation of national level action plans strategies and roadmaps through tripartite social dialogue:**

- Proposed program of temporary employment and emergency that can be activated in periods and / or areas declared in emergency in **Colombia** (E4)
- Drafting of a National Employment Policy and a plan of action with a focus on active labour policies and informal employment in the **Ivory Coast** (E6)
- ‘Women Entrepreneurship Development National Action Plans’ (WED NAP) developed in **Uganda** and **Tanzania**, and the ‘Women Economic Empowerment Framework’ drafted in **Kenya**. (E10)
- In **Tanzania**, an action plan to promote decent work for Domestic Workers was announced in 2014, with recommendations produced for the plan of action to improve working conditions of Domestic Workers and improve the legal framework; a plan of action to improve working conditions of domestic workers was also produced in **Zambia** (E21).
- A National Plan of Action towards C189 was developed in **El Salvador**, and a National Plan of Action for DW was developed and adopted in **Zambia** (E22)
- **Viet Nam** drafted a roadmap towards the ban of asbestos by 2020, and is open to the consideration of ratification of C162 (E25)
- Based on the diagnostic report produced through the project, tripartite constituents developed a roadmap for addressing undeclared work in **Greece**; it was adopted in 2016 and a tripartite committee was created to steer and monitor the implementation of this roadmap. (E37)
- Sectoral action plans on HIV were developed with tripartite constituents in **Cameroon** (E2)

**Adoption of policy and regulatory frameworks at national, sectoral and/or company level as well as the ratification of ILO conventions:**

- One program helped to organize a number of domestic workers’ unions, and helped them to contribute to the debate around R204 before it had been adopted as an international labour standard, and to undertake practical work towards this goal (E16).
- **Ethiopia** developed a MOU and standard employment contract for MDW in line with international instruments, and access to basic health care scheme for MDWs was addressed in the revised overseas employment proclamation (E20)
- Policies were formulated and implemented for access to social security in **Latin America** (E40)
- There were campaigns for the ratification and implementation of ILO Convention 87 and C98 through (E16) and C189 in **El Salvador, Tanzania and Zambia** (E22).
- C189 was ratified in the **Philippines** and **Paraguay**, and a set of measures to promote compliance were identified (E21). C187 was ratified in **Vietnam** in 2014, and its application was promoted through a tripartite regional workshop in Asia (E25).
- Several ILO conventions related to social protection floors were ratified in Latin American countries: **Honduras**: C102, **Peru**: C183 and C189, and **Argentina**: C102 (E30)<sup>9</sup>
- A revised Social Security Law was formulated in Lao PDR (E24)
- A National Strategy on Basic Social Protection was approved in **Mozambique** and an Integrated Framework for Basic Social Protection programmes was developed in **Zambia** (E27)
- The Program for the Promotion of Formalization in Latin America (FORLAC) supported tripartite constituents in consolidating policies and strategies to progress towards the adoption of R204. (E31)<sup>10</sup>
- Informality was introduced in draft National Labour Law, National Employment Policy and the 14<sup>th</sup> National Development Plan, as well as in a draft Bill on Labour Code in **Nepal** (E33)
- In **Cameroon**, a national tripartite policy on HIV was developed and adopted (E2)
- Moldova obtained support to formulate and implement a national employment policy in line with the Employment Policy Convention C122 (E38)

<sup>9</sup> The evaluation report has a detailed annexure in annex section which can be used if required by the HLE.

<sup>10</sup> The evaluation report has a detailed annexure in annex section which can be used if required by the HLE.

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- The ILO provided technical inputs to the Social Protection Bill in **Zambia**, extending social security to the informal economy (E39)
- A Special Law for Self-employed workers and a Reform of the Social Security Law were drafted in El Salvador (E40)
- In **Costa Rica**, the Association of Domestic workers participated in actions to support the dissemination of C189, and technical assistance was provided in El Salvador to promote the ratification of C189 (E40)

**Development/adaptation of capacity-building tools, including training curricula and guidelines and the organisation of workshops and trainings**

- In Senegal, policies guaranteeing equal rights for workers living with HIV were implemented through Ministerial decrees, and Labour Inspectors were trained to implement the decrees in the work place (E2)
- In **Kenya and Zambia**, actions were put in place to strengthen capacities to address HIV in the world of work, including in the informal sector, and workplace programmes were developed in informal sector associations (E2)
- In **Paraguay**, peer-to-peer trainings were organised, with truck drivers living with HIV/AIDS delivering the training themselves, thus changing attitudes and leading drivers to express an interest to visit health clinics (E3)
- An International Forum on the informal economy was held in Turin in 2017 (E6)
- WED-EE focussed on women entrepreneurship development in rural areas and had formalisation as a training module in some of its training activities (E10)
- Inclusive curricula were developed, TVET teachers received disability training, and media training was given to journalists and Disabled Persons' Organisations (DPO) to improve their capacity to report on the rights of persons with disabilities in **Zambia and Vietnam** (E14)
- Triangular cooperation involved tripartite visits from **Kenya** to Norway and South Africa (E16)
- Bi-national and tri-national workers workshops organised in 5 migration corridors, including in **Nepal** and tripartite workshops were organised in **Paraguay** and Indonesia (E18)
- A mobile phone application was developed to provide information for MDW, as were videos related to MDW (E18)
- Vocational training manuals were developed for migrant domestic workers, as well as pre-departure orientation and skills training for individual workers and MDW associations and groups in destination countries, through training of trainers (E18)
- A policy resources package addressing different policy areas related to domestic workers was produced (E21)
- Different ILO participatory training courses for work improvement were conducted in Cambodia and **Vietnam** (E25)
- Training curricula were developed on the implementation of national social protection floors, with results disseminated in workshops and during "Social Protection Weeks" in Mozambique and **Zambia** (E27)
- Three major trade unions in **Nepal** benefited from capacity-building to develop position papers on informal sector and rights of workers (E33)
- A training program on labor formalization was implemented and an awareness kit was developed for the promotion of labor formalization, which addressed the different policy instruments developed by the Ministry of Labor in Colombia (E3)
- Workshop organized on social security standards and legislation with participants from Lao PDR, Cambodia, Myanmar, and **Vietnam** (E24)
- A regional conference entitled "Formalizing the Informal Economy in Europe and Central Asia" took place in **Montenegro** (E38)

**Other important results underlined in the reports included:**

- The promotion of social dialogue and the organisation of workers in informal work (E11, E40)
- Changing of behaviours and practices due to increased awareness and understanding of key issues (E18).

