

1. How true or how false did initial Project design assumptions turn out to be?

Please see main report

2. Role of constituents during implementation

a. *In your opinion what feature is the most representative of the strengths of the roles constituents played in the implementation of the project?*

- ☐ Availability in panels & ILC side events to showcase achievements was well done. But some visibility for ILO was achieved.
- ☐ Means of expressing solidarity, as workers and employers, with informal economy actors and means to increasing meaningful representation.
- ☐ ownership and buy-in, encouraging social dialogue
- ☐ I am not familiar enough with the project to be able to answer this question. I have only participated in the workshops in Turin and have been in email communications with ILO HQ colleagues on knowledge fair, etc.
- ☐ Consultation through capacity-building of constituents (particularly MOL)
- ☐ Commitment to work with project
- ☐ Increased understanding and participation in the later stage of the project
- ☐ Requests for technical assistance received from constituents; readiness of constituents to contribute own resources.
- ☐ Customize to national context, develop ownership and chance of sustainability
- ☐ The project was not implemented in this country. However, a knowledge base on decent work and poverty reduction has been developed in the framework of other projects with high involvement of government and workers organizations
- ☐ They created a special unit to look after the informal economy
- ☐ Through this project, they informed and advised the field-based projects on how the constituents could be more constructively involved.
- ☐ Highlighting meaning and importance of organisation and representation and relevance of constituent organisations in addressing IE and poverty issues - not always obvious to colleagues.
- ☐ They did not object to focus on the informal economy
- ☐ Capacity to mobilise the community & Linking the informal economy with decision makers

b. *In your opinion what feature is the most representative of the weaknesses of roles constituents played in the implementation of the project?*

- ☐ I doubt whether the constituents even realised that there existed a "separate" knowledge-sharing project which umbrella-ed the 4 individual projects. Without speaking for specific departments, my feeling is that higher decision-making structures saw no added value in this, as the aim was too vague & the activities too "interlinked/hidden within" other, more marketable, issues such as PRSPs.
- ☐ Did the constituents ever grasp that there was a "bigger picture" aimed at using the accumulated knowledge base for better global ILO management & inputs into ILO research in the informal economy?
- ☐ Were there ever any general information sessions on this, or just an assumption that the project's aims would "filter down" mysteriously? Perhaps the CTAs had been generally informed, but I doubt if the real women & men workers who formed the target groups knew it.
- ☐ Seeing a trade off between ILO work targeting the formal, organized sector versus targeting workers and employers in the informal economy, rather than seeing a coherent continuum of work under ILO mandate. This diminished over the two years as a result of the project.

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- ☐ requires more time to achieve a common understanding and agreement, but in the long run should lead to better results
- ☐ Very low level of consistent investment in the HQ component
- ☐ I am not familiar enough with the project to be able to answer this question. I have only participated in the workshops in Turin and have been in email communications with ILO HQ colleagues on knowledge fair, etc.
- ☐ Capacity building of TU, political instability
- ☐ Political instability led to regular turnover in staff in Ministries (counterparts).
- ☐ Need of capacity building
- ☐ Not ready to take active intervention at the beginning as IE quite new term and complex
- ☐ Lack of real involvement
- ☐ Informal economy often a no-man's land for constituents; little grass-root contact
- ☐ They did not take any initiative to work on the issue
- ☐ The lack of participation of employers in one KS workshop and therefore loss of opportunity to have their inputs and recommendations heard.
- ☐ Lack of consistency in terms of staff members participating in various workshops and activities.
- ☐ They do not understand IE well, they do not care and understand it either as a threat or a burden
- ☐ Recognition of the problems and needs of the informal economy

3. Effects of the Project's management arrangements

a. In your opinion what feature is the most representative of project management successes

- ☐ Building relationships among ILO staff working on aspects of Informal Economy in different countries and under different conditions, so that they could learn from each other more easily.
- ☐ Clear objectives and goals, common understanding, commitment and support provided.
- ☐ Internal and external visibility through the knowledge fair.
- ☐ I have found the people heading the effort technically competent, committed, hard working, open to input and inclusive. I have learned from them and appreciated being a part of the discussions around the model of change.
- ☐ Building up strong project team
- ☐ Regular consultation with NPCs, technical specialists.
- ☐ Managed to make satisfactory delivery within a short timeframe.
- ☐ Establishment of an office-wide consultation process.
- ☐ Effective cross-office team working.
- ☐ Strong follow-up. Credibility.
- ☐ My understanding is that the database on ILO work on informal employment was part of this project. I was quite impressed with how this was done. The person responsible for the project came back to me every few months to keep up to date with my research work in these fields. In general, the database seems quite thorough and well structured and thought out.
- ☐ Inclusiveness, openness, creativity.
- ☐ The linkage with field experiences.

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- ☐ Openness to new ideas.
 - ☐ The constituents can participate in the program and policy campaign
 - ☐ Ability and willingness to support field-based projects in technical and administrative aspects.
 - ☐ The realisation of the knowledge fair; organisation-wide gathering of information and its reproduction in a highly palatable format.
 - ☐ Ability to pull together different units, even if it was not perfect.
 - ☐ Participation and contribution to forums for improved project implementation.
- b. *In your opinion what feature is the most representative of project management weaknesses?*
- ☐ As back-stopper of one of the 4 projects targeted, I have not been kept informed of any management successes. By chance I am aware that some poverty reduction work was done & a Working Paper produced which may well in the future bear fruit. In my work unit, another colleague was officially covering IE and will report separately on involvement of INTEGR staff in knowledge-sharing interventions; but overall inter-regional information sharing was ZERO! And there was no coordination regarding requests for input on planned activities (e.g. comments on ToRs, possible CVs, priorities for work plan activities, names of appropriate resource persons & national training/research institutions etc.). I cannot speak for specific departments, but have seen the names of field specialists involved in certain activities, so perhaps the thrust has been more for TUs & EOs.
 - ☐ Lack of information sharing/transparency: no monthly HQ meetings (even short ones just to see the faces of key staff); rarely circulated mission reports; financial inputs based on "who one knows" rather than real national constituents' needs; indeed, this questionnaire is one of the first feedbacks I have seen!
 - ☐ lack of ownership, lack of a common understanding
 - ☐ Failure to develop trust and real involvement of units across the ILO
 - ☐ They are probably really overloaded and overextended and it is hard to concentrate in continuing on the communications in a more sustained way.
 - ☐ Took time for capacity building of field staff (coordinators, admin assistants)
 - ☐ Integrated approach has been ignored or more sectoral approach
 - ☐ Lack of a formal project management structure; inadequacy of resources.
 - ☐ high overhead costs and heavy demand on staff time
 - ☐ I am not sure how well the above database was promoted and I am not sure what plans are to continue updating it.
 - ☐ Failure to clearly identify knowledge sharing objective (what knowledge?) and to distil a coherent, operational ILO strategy which countries could apply
 - ☐ In my case this linkage with field experiences took place only once
 - ☐ Communication of the project activities
 - ☐ The work gets delayed and not possible to implement in due time.
 - ☐ Heavy workload which may prevent them to provide technical inputs, when requested, as much as they wanted to.
 - ☐ Perceived failure to contribute to the realisation of a coordinated and highly visible ILO programme of work
 - ☐ do not know
 - ☐ Enabling environment for awareness raising
 - ☐ The preparation of the knowledge fair was a confusing process - many colleagues were not at all clear what was expected of them or how to submit projects / practices for consideration

4. Contribution of the Project towards the achievement of ILO's operational objectives

In your opinion, how well did the project address ILO's operational objectives during implementation?

Please see main report

5. Contribution of the Project towards the achievement of Regional and/or Sub-regional priorities

In your opinion, how well did the project address Regional and/or Sub-regional priorities during implementation?

Please see main report

6. Contribution to ILO's shared policy objectives in the context of Poverty reduction and informal economy

Please specify, each time according to your own perception and in a maximum of 15 words, the Project's greatest achievements and most important failures)

a. Decent work:

i. Greatest achievement:

- ☐ Visibility for ILO in PRSPs thru GB/ILC/other event panels etc.
- ☐ Persisted in ILO message that DW is relevant to the unorganized and that there are practical ways to improve decent work in the IE consistent with ILO tripartism.
- ☐ Through the 4 regional projects RAS, RAF, RER, RLA
- ☐ Giving form to an integrated view with wide scope
- ☐ Identifying decent work deficits in informal economy (and I would repeat these for the following although, again, my encounter with the project is limited).
- ☐ Facilitating of integrated approach address to poverty reductions
- ☐ Imparting knowledge in what DW entails
- ☐ Contribution to national DW Action Plan
- ☐ Response to needs of IE workers in terms of income or employment generalisation
- ☐ Employment in the informal economy as a proxy indicator of decent work
- ☐ building an integrated approach
- ☐ Start dialogue with Governments
- ☐ Constructive dialogue within ILO; consensus on a model of change
- ☐ Notion that the largest DW deficits are found in the informal economy
- ☐ Decent country program agreed with social partners
- ☐ Progress towards an integrated approach in addressing the informal economy (the model of change approach)
- ☐ Provide OSH to all sectors of the IE
- ☐ Elaborating the model of change by way of emphasizing and operationalizing the decent work objectives
- ☐ Integrated approach
- ☐ Enabling environment for awareness raising
- ☐ The DW concept and the strategies to achieve it have been incorporated in the Latina American agenda and in the Millennium targets.

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ii. Most important failure:

- ☐ Internal Office information-basically only a "privileged few" knew what was going on, mainly in INTEGR – surely a real failure for the name of the unit: INTEGRATION.
- ☐ Lack of substantial theoretical development
- ☐ Translating them into concrete actions (and I would repeat these for the following although, again, my encounter with the project is limited).
- ☐ To make beneficiary level understand what exactly DW is
- ☐ Not all elements of DW in IE have been implemented.
- ☐ Seriousness of the plan of action
- ☐ Not sharing the success of the project widely in the ILO
- ☐ None
- ☐ Working without proper protection
- ☐ A greater number of successful experiences is required in which countries and social partners interact and complement each other.

b. Poverty reduction and social inclusion:

i. Greatest achievement:

- ☐ Providing jobs to vulnerable people - especially RAS, RAF projects
- ☐ Information on the two aspects for relevant programme implementation
- ☐ Model of change
- ☐ Strategies are aligned with PR & SI to local & national PR
- ☐ Policy proposals development
- ☐ Assistance to retrenched workers and home workers
- ☐ Creation of jobs and generation of income to all including the poor and former jobless youths through waste collection and recycling
- ☐ Awareness increase about the interaction between the IE, poverty and social exclusion.

ii. Most important failure:

- ☐ No policy advice and instruments that could be applied on substantial scale
- ☐ Employment generation local development model not replicated
- ☐ Not being able to document impact on this
- ☐ Many jobs are for casual labourers without written labour contracts
- ☐ Lack of effective interaction and coordination of development policies for employment and poverty reduction, they continue to be weak and marginal
- ☐ Lack of systematization and of case studies demonstrating sustainable change in employment disciplines and citizen participation from target populations

c. Gender Equality:

i. Greatest achievement:

- ☐ Some African activities aimed at - & achieved- real breakthroughs for women's involvement in poverty reduction national level interventions; often working against extremely gender-insensitive circumstances, the project attempted to bring both women & men to the table & train both sexes to have a voice in poverty reduction strategies. On this-well done DFID!
- ☐ Correctly brought to light "hidden" work by women in IE
- ☐ Through the RLA project
- ☐ Strong gender emphasis throughout

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- ☐ Gender mainstreaming achieve to all ILO staff
- ☐ Advice on how to capture and its significance in poverty reduction
- ☐ Integration of gender ration information in public database
- ☐ Participation of women is high
- ☐ Employment in the informal economy as a supplementary MDG indicator under Goal 3
- ☐ Demonstrated commitment to integrating gender equality at management level of project.
- ☐ Notion that largest gender deficits are found in the informal economy
- ☐ Gender issues incorporated in the poverty reduction and decent work promotion agenda
- ☐ Provide the GET AHEAD training to IE entrepreneurs
- ☐ Many women groups are involved, some women own SMEs, Women are involved in decision making, in male dominated activities also men participate in jobs like street sweeping.
- ☐ Gender equality has been incorporated as a principle in the political discussion and in the regional agenda.

ii. *Most important failure:*

- ☐ As far as I know, the African initiative was a stand alone activity-what was done in Latin America or Asia is still unknown at HQ.
- ☐ Still obstacles for GE due to social/cultural barriers remaining
- ☐ Social partners actively mobilised
- ☐ Perhaps not sufficient monitoring capacity to ensure gender mainstreaming throughout project cycle.
- ☐ Inferiority complex - some women cannot air their voice even when given chance due to cultural barriers
- ☐ The understanding of the concept gender is still weak and elemental and intervention strategies are mainly associated with poor women discrimination measures

d. *Partnerships:*

i. *Greatest achievement:*

- ☐ Gained interest and support of workers and employers organizations
- ☐ Bringing different colleagues, CTAs together to share experiences, and tool, etc.
- ☐ Attempts to link national - local level operationalisation/concretisation
- ☐ Arranging networks amongst projects/programmes with information exchange
- ☐ Partnerships with social partners & government
- ☐ Pooling IE players to address poverty issues
- ☐ Good cross-office partnerships
- ☐ Some effective cooperation across sector lines and HQ-field
- ☐ Gender equality tripartite Commission prioritized poverty reduction and decent work issues
- ☐ Working with TUs and Employers
- ☐ Holding of knowledge fair which helped strengthen partnerships between constituents and field-based projects
- ☐ Drawing on at least three sectors
- ☐ Formalised contracts under PPP arrangements between SMEs, CBOs and local Authorities

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- ☐ Intensified promotion of the need for SD and organisation of social partners to combat poverty and improve equity

ii. *Most important failure:*

- ☐ It could have expanded more to bring in perspectives from other agencies, NGOs, etc.
- ☐ Partnerships within ILO are selective; external partnerships are very limited
- ☐ Social partners' involvement on IE issues
- ☐ Many studies and reports prepared
- ☐ In Asia, social partners are not ready to actively play a stronger role in IE
- ☐ Informal agreements between labourers and SME and unclear agreements within CBO members
- ☐ The institutionalisation of SD is fragile in the region and the coordination of resources and activities require methods and strategies of public policies to set as requirements to manage interventions.

e. Knowledge generation:

i. *Greatest achievement:*

- ☐ Perhaps the Working Papers will have fruit to bear in the long run-they are well-written.
- ☐ The KS project has produced useful material, especially the model of change and the IE Knowledge Fair
- ☐ Methodologies on employment creation enhanced
- ☐ Database, virtual forums
- ☐ production of tools, manual... database, virtual forum
- ☐ Policy research and advocacy to raise awareness on IE & find appropriate responses to the issue
- ☐ Adoption of guidelines concerning a statistical definition of informal employment by 17th International Conference of Labour Statisticians (2003)
- ☐ Model of change and data base
- ☐ sharing of field experiences
- ☐ Books on Gender, poverty and employment published and disseminated
- ☐ Labour protection and administration and social security scheme for IE
- ☐ Producing the informal economy database
- ☐ Data collection on IE
- ☐ Gaining of knowledge by many people and some using it to develop more example community mobilization/marketing skills were used and some 2 waste collectors are now members of parliament
- ☐ The Project has developed valuable and transferable materials as well as success experiences.

ii. *Most important failure:*

- ☐ Well-written papers but not translated & not at all well disseminated.
- ☐ During ILC, all Office units have information stands at the Palais des Nations Building, but the communications staff there report these WPs were not at all in demand--- problem of "jazzy" titles? Problem of being too targeted at one region? Only available in English?
- ☐ Not enough progress on developing economical baseline and monitoring and impact methods
- ☐ Inclusion of social protection/standards

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- ☐ In two years it is very difficult to have substantial inputs on the ground, I presume.
- ☐ Research papers are not used or not made use of
- ☐ Lack of clear goal; too micro
- ☐ Too little and too limited
- ☐ Not being able to analyse and package information
- ☐ Meeting the high demand for the knowledge
- ☐ Learnt lessons from pilot programmes should be synthesized and networks promoted to multiply them in the region.

f. Knowledge-sharing:

i. Greatest achievement:

- ☐ ILC knowledge-sharing event was very professional and effective and made best use of time that ILC delegates could make available on this subject.
- ☐ The workshops have brought 4 very different projects together to share experiences as one team - best practices and lessons learned. Also allowed staff to think of impact produced and knowledge generated.
- ☐ Creation and maintenance of ILO tools
- ☐ KS sensitization
- ☐ Meetings organised and well structured
- ☐ Workshops, sharing of tools
- ☐ Exchange between the field and HQ
- ☐ Establishment of ILO database on the informal economy
- ☐ Embedding knowledge sharing in project design and putting in place mechanisms to achieve it
- ☐ Constructive dialogue overcoming discussions among the deaf
- ☐ Sharing of field experiences
- ☐ Network established
- ☐ Working on PCU guidelines on OSH with the MOPH
- ☐ Bringing the ILO projects together to share lessons and inspiring similar efforts among other projects
- ☐ Data collection, knowledge fair, working group, meetings
- ☐ Knowledge shared to most municipalities in Tanzania and few in E. Africa but information is shared electronically all over.
- ☐ The Knowledge Fair on DW and the IE organised by INTEGRATION and the virtual forum are strong tools for collective learning.

ii. Most important failure:

- ☐ Say that again: what knowledge-sharing?!
- ☐ The 4 projects are so different, that had they been on the same topic, the sharing would have been much easier.
- ☐ Superficial and poorly attended knowledge fair
- ☐ Lack of common indicators for four projects
- ☐ Sceptical attitude at the beginning
- ☐ Perhaps the lack of interlinkages with other projects & technical Departments key to the projects' support, in two of the projects.
- ☐ Not all relevant technical units within ILO participated to enrich KS events

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- ☐ Informal group lacks dynamism, not sustainable
- ☐ Too little and too limited
- ☐ Inability of many ILO staff to actively participate in Virtual forum
- ☐ Too short to pull together and share results from four IE projects
- ☐ Failure to share with illiterates and not meeting the demand from grassroots and remote areas
- ☐ There is a need to improve the presentation of the Knowledge Fair in the region and include the region's experts' activity plans and to disseminate them and use them as well as visibility of the virtual forum as a strategy so socialise knowledge.

g. Visibility of ILO work on Poverty Reduction and Informal Economy:

i. Greatest achievement:

- ☐ The work of the project maintained interest at HQ level, beyond what would have been achieved by the various country-level activities alone. This has spurred more attention and resources to work at IE level by HQ technical units.
- ☐ Through the Knowledge Fair and contributions to other groups has increased visibility. It was indeed the most externally visible project output (outside the staff directly involved with the IE)
- ☐ Being No. 1 on Google search for "informal economy"
- ☐ Some attempts to visualise ILO's involvement on IE
- ☐ Assistance towards development of M&E tools and baseline studies
- ☐ Database, "Google search"
- ☐ Direct action is one of the ILO visibility
- ☐ Visibility enhanced.
- ☐ The Knowledge Fair
- ☐ Governmental agenda incorporated ILO language
- ☐ Training on clustering and developing the market unit for SADA
- ☐ Holding of Knowledge Fair
- ☐ Visible in most municipalities
- ☐ Greater awareness of the close relationship between the two dimensions was achieved

ii. Most important failure:

- ☐ The ILO absolutely must inhabit the terrain that workplace interventions offer for poverty reduction. Perhaps the WPs will offer this visibility-certainly not enough core staff were involved, nor felt that this was "core" ILO work.
- ☐ This project was the (tiny) seed for a greater involvement; but ALL officials must be involved & informed about the strategy itself, the national plans & be invited to advise on better knowledge-sharing techniques.
- ☐ Although not directly a responsibility of this project, the project has not been able to secure management's commitment or clarification on the future of the ILO In Focus Initiative on IE.
- ☐ Still "off the map" on poverty reduction
- ☐ No ILO original tools/methodologies for enhancing visibilities established
- ☐ Weak cooperation & team synergy among ILO projects at the national level to increase its visibility
- ☐ Active follow-up to knowledge fair
- ☐ Not visible in rural villages

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- ☐ The model of change for the IE is not known at regional level, not discussed while it would be an organising instrument for dispersed actions and not integrated which is the most common approach to tackle these themes.

7. Project results

Please specify, each time in a maximum of 15 words, the most important feature that in your opinion replies to each question best)

a. Efficiency (most efficient performance against Project plans)

- ☐ ILO's direct technical intervention for national policy formulation
- ☐ Information delivery
- ☐ Many projects were able to attain their intended results
- ☐ OSH Improvement for farmers in 7 provinces
- ☐ Knowledge fair
- ☐ More jobs and SMEs created than originally planned

b. Effectiveness (most effective method used to achieve objectives)

- ☐ At national level, perhaps involvement of TUs & EOs was a success.
- ☐ Nurturing knowledge sharing
- ☐ Technical specialists' expertise & existing ILO tools
- ☐ Support to programme/projects on time
- ☐ Practical, action-oriented tools (learning by doing)
- ☐ Integrated methods were quite significant to achieve the objective
- ☐ Turin workshops (HQ-field)
- ☐ WIND Training
- ☐ Meetings if they had been longer and more frequent
- ☐ Provision of relevant training, skills and enabling environment

c. Greatest project impact so far

- ☐ Some visibility for ILO as an organisation.
- ☐ Model of Change on IE
- ☐ Increasing ILO's recognition in the region, establishing trust with constituents
- ☐ Establishment of network and knowledge sharing amongst projects
- ☐ On OSH
- ☐ Contribution to PR & preparedness for strong intervention in IE
- ☐ OSH Improvement among farmers , and the legal training with TU on the rights of retrenched workers
- ☐ Learning process among projects and within ILO strengthened and catalyzed
- ☐ Bringing together
- ☐ Creation of jobs and income to women, men and youths who were initially jobless

d. Relevance to poverty reduction

- ☐ The KS project itself is relevant to Poverty reduction in that they were able to influence the

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four field projects.

- ☐ Poverty reduction achieved through macro-micro linkages
- ☐ Establishment of baseline for poverty monitoring indicators
- ☐ Very relevant
- ☐ Yes in terms of employment and income generation
- ☐ high
- ☐ Business improvement for the retrenched workers
- ☐ Different units and sectors to meetings; facilitating contact
- ☐ Jobs for vulnerable women and men - they now earn some income and livelihood with their dependants

e. Relevance to strengthening the ILO's internal knowledge-sharing

- ☐ Again, sadly, a great opportunity lost-only a privileged few ever knew what was happening!
- ☐ Through the database, workshops, publications have certainly increased knowledge between colleagues. This work should not be lost and should be used in the future In Focus Initiative.
- ☐ Yes. This is something I can comment on. The project has provided me in the region with inspiration, ideas and know how as to how to go about doing work on informal economy in the context of ILO decent work agenda.
- ☐ Attempts of INTEGRATION's (&CODEV's) involvement for thematic coordination
- ☐ Fast response to queries on a given problem
- ☐ Organisation of KS opportunities (workshops, database)
- ☐ There should be a general knowledge sharing on TC projects, not just focusing on IE projects per se.
- ☐ Potentially very high, much unrealized potential
- ☐ On Labour Administration, Social Security Scheme, and TU roles
- ☐ Informal economy database is a very valuable resource that brought together all of ILO's documented efforts over the past years - previously scattered and many unknown - to one place.
- ☐ Mapping exercise will remain
- ☐ Very relevant; staff are always busy and need time to read several documents/emails, can time be created for such purpose?
- ☐ The Project has strongly introduced the socialisation of knowledge as a working method for the ILO

f. Method or achievement for sustainability and future linkages

- ☐ Model of Change, Database
- ☐ Further fund raising efforts, while trying to establish more sustainable mechanism
- ☐ Its continued support to collect information and dissemination
- ☐ Partnership with social partners
- ☐ Embedding the actions started into government activities
- ☐ Not clear no sustainability - timeframe is too short but the developed initiatives have created linkages which should lead to strengthen the future linkages
- ☐ Develop the organization of IE

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- ☐ Effectiveness of certain outputs encourages their continuation whether in the same ILO unit or adopted by another.
- ☐ To achieve the objective of collective construction and socialisation of knowledge a methodology containing specific indicators in each Project and participatory institutional management models must be included.

g. Achievement in gender-sensitivity

- ☐ I am aware of some interesting interventions in Africa that could not have happened without the Project support-so well done there for the working women & men!
- ☐ This was mainly achieved through the RER project on through the model of change, in highlighting the protection of the vulnerable
- ☐ I thought the team was gender sensitive and the work did take into account the gender differences in the informal economy.
- ☐ Achieved but more efforts at beneficiary level for gender-sensitisation needed.
- ☐ Gender mainstreamed in projects & especially in Latin America project in which gender & race issues were the most addressed.
- ☐ 60-70% of participants are women
- ☐ Don't know much, but records and monitoring in place to ensure gender has been taken into account.
- ☐ Greater effort could possibly have been made to share lessons from individual projects on gender mainstreaming successes and failures.
- ☐ GET Ahead Training
- ☐ Don't know much, but records and monitoring in place to ensure gender has been taken into account.
- ☐ There is a stock with valuable materials and training-trainers methodologies that require greater use by ILO consultants and specialists in the various areas of intervention (employment, social security, standards, etc.)

h. Most important lesson learnt

- ☐ Much better internal Office knowledge-sharing needed-get away from just a few individuals knowing what is happening-monthly general information meetings that need only be one hour long! More publications that cut across regions & across topics some general PRSP papers were drafted for ILO GB meetings, but not then widely disseminated. Why not?
- ☐ Electronic means of knowledge sharing (i.e. virtual forum) unfortunately is not always the most efficient method since ILO staff do not use them frequently and bringing together CTAs from different projects has actually proved to be more efficient. The knowledge brought out from each workshop should be used to promote future integrated methods for TC work.
- ☐ How to implement project under political instability
- ☐ It is important to have M&E plan, baseline study for impact assessment
- ☐ KS was an efficient tool to improve effectiveness of project (share of experience, tools...)
- ☐ Be practical, action-oriented, people centred
- ☐ It is difficult to fully implement concepts of DW in IE on such a short-term in time ...???
- ☐ That sharing of field experiences is crucial for policy development
- ☐ Trade Union training on IE has made TU awareness increase
- ☐ Knowledge sharing should be institutionalized and should not be powered merely by external funds.

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- ☐ Too short and not enough resources (human & financial) to do an in-depth work
- ☐ Employment is a first step out of poverty
- ☐ In addition to its direct effects in terms of KS, the Knowledge Fair added valuable systematisation methodologies for pilot programs on which the ILO should do further work.

8. Since the project is expected to be completed by the end of February 2006, please share with us any recommendation that could still be implemented in the mean time:

Inputs were grouped by topic during transcription

Immediate priorities

- ☐ The possible impact of projects within their funding should be looked at to see if there are possibilities for sharing allocations with other projects that have used up most of their funding as planned and could have a larger impact at this stage over others.
- ☐ Whatever could be implemented be implemented;
- ☐ To complete actions planned,
- ☐ Decentralize the dissemination of Project results amongst tripartite constituents
- ☐ To consolidate what has been already achieved

Internal processes

- ☐ A major internal Office information-sharing meeting, headed by INTEGRA & DFID staff, with simple PPT, highlighting countries/themes of successful interventions & GB responses so far and posing questions about (i) why not more overall integrated Office inputs? (ii) Why not better public visibility?
- ☐ The strong roles of TUs and Employers need to be emphasised to enhance the issue

Documentation & dissemination

- ☐ Obtain tools, manual, documents from other projects and share
- ☐ the drawing lessons learnt, disseminate for future advice
- ☐ The Knowledge Fair experience about DW and the IE put in place by Integration and Cinterfor within the context of the 37th Technical meeting in Santo Domingo demonstrated an effective strategy that should be repeated taking advantage of national situations at the closing of each Project.
- ☐ Concretisation of and operational framework for national level intervention/policy achievement under the existing project.
- ☐ To put together some lessons learnt
- ☐ A synthesis of the experience gathered

Development

- ☐ An identification of knowledge gaps when held against needs in countries (not theoretical concerns within ILO units)
- ☐ Further development of the model of change: help sectors each to develop it according to their perspectives, and then bring those together for further discussion and integration of the results.
- ☐ Concrete action areas for on the ground impact are needed.
- ☐ Whatever outcomes/achievements should be fed into the follow-up activities, but based on the lessons learned in the current phase.
- ☐ The project should be continued and expanded
- ☐ Provide ideas on how field-based projects can design their own knowledge sharing activities as per their mandate, especially now that they are all ending and have gained lessons from project activities.
- ☐ There is a need for project extension or for the next phase because some concepts are still new, we are learning, also; to improve the sustainability of the system that has been developed as well as to have a good and tested model that can be recommended with confidence to others

Survey text transcription

- ☐ Should look at other countries in which these activities could be replicated and look at potential donor funding, outside of DFID.

9. Please also share with us your comments and recommendations for future projects of this type:

Inputs were grouped by topic during transcription

Project design

- ☐ Better identification of knowledge needs, of those needing it and how these would prefer to access it
- ☐ More model development on various themes, labour law, social protection, trade unions, etc.
- ☐ To promote and demonstrate that the gender perspective is an analysis and policy management methodology without which the pertinence and the quality of interventions is endangered.
- ☐ Some pilot activities would be good.
- ☐ Such a project needs to be integrated in a Unit whose mandate & expertise is IE
- ☐ KS in the early stages of design of projects.
- ☐ More resources needed for future projects
- ☐ Two-year project duration is not sufficient to establish mechanism with sustainability at local level.
- ☐ There needs to be more time and resources to be able to do more in-depth work
- ☐ Future projects should have a duration of at least 5 years
- ☐ Priority-setting needed to avoid that available resources are spread too thinly
- ☐ Regionally based projects. The role of the constituents I have therefore taken to mean ACTRAV and ACTEMP. The fact that we were not involved in 'central planning'. Knowledge and minimising feelings of isolation in the regions

Documentation

- ☐ The project has proved its value-added to country-level activities, has improved the relationship with the donor and their understanding of the ILO approach as well as of country-specific activities, and has been effective in enabling cross-region learning. It is a good model for future HQ/Field collaboration.
- ☐ The impact of the KS projects should be analyzed and a TOR for future KS projects should be developed for future consideration.

Process

- ☐ More regular and "open" communication is needed with all the different parts of ILO, to build a real sense of partnership. It is a necessary support to projects sharing the same mission and objectives
- ☐ Decentralize efforts and inputs
- ☐ All ILO Offices should be incorporated in a more explicit way.
- ☐ Create a more inclusive PAC, with clear monthly meetings agenda to explain roll-out of interventions & look for opportunities to better highlight poverty reduction opportunities - Did we miss Davos for example?
- ☐ More participation of stakeholders
- ☐ The ownership of any project by various technical sectors where relevant would be very important, as if the projects are totally decentralised & independent from the relevant technical departments & units, it is very difficult to feed back the lessons learned on a certain technical field for further improvement of any new approaches tried.
- ☐ There should be more knowledge exchange and sharing
- ☐ Pursuing integrated approaches requires one to draw upon ILO expertise in different technical areas and at different locations within the ILO system - there is an role for Integration in continuing what it does now: making productive linkages and in creating venues for knowledge and expertise sharing

Survey text transcription

- ☐ It would be useful to find knowledge sharing mechanisms that would involve the field more. I think it's difficult, as even I cannot imagine what it could be. The IE database and virtual forum are laudable initiatives.
- ☐ Field needs assistance on preparing products in IE, ToRs for evaluation, baseline information for impact assessment, identifying tools, work already done, etc. This KS is lacking as we do not have enough continuity in this domain due to lack of a proper unit. Also, IE is considered the poor relative in the ILO.

Policy

- ☐ While achieving DW may take a multifaceted approach in order to have maximum impact both on beneficiaries' & institutional/policy levels takes time, it would be worth experimentally combined method of "formalising the informal", of various types.
- ☐ Knowledge sharing needs to be part of work plans (time). Most ILO staff is drawing in knowledge; knowledge sharing instruments need to be economical with people's time and allow to identify readily whether information is relevant and useful or not
- ☐ In my opinion we still lack a clear ILO message and identity on the IE and there is still no effective coordination of ILO work on the issue and we would be stretched to identify the highly visible programme of work called for in the 2002 ILC conclusions. Whilst this was not the primary objective of the KS project it is certainly something the project should have contributed to."
- ☐ Maybe to institutionalize knowledge sharing is one starting point. with that, people will bring their heads together to find ways to strengthen KS activities at all levels
- ☐ More attention to continuous knowledge management: documentation; a repository; regular updates instead of one-off data bases; transfer to new officials(courses)
- ☐ More participation from NGOs

Outcomes

- ☐ One solution fits-all approach does not work ...?, as the scale & nature & causes of informality vary from country to another.
- ☐ This lack of consistency was unfortunate and I think negatively impacted our contribution to the overall project.
- ☐ Use outputs from the end-of-project workshop We did the exercise on the next steps - comments & recommendations are there.
- ☐ The true success and relevance of the knowledge fair will only become evident when it is taken to other fora / event outside the typical ILO audience thus allowing us to see how ILO experience is perceived and received by others.
- ☐ In so far as the internal (ILO) impact of the KS project is concerned I remain sceptical. I think it has been very helpful for the CTAs of the 4 projects
- ☐ And perhaps for others in the regional offices - evaluation exercises at the workshops have been very positive in terms of the benefits of exchanging
- ☐ The project has also been successful in terms of creating virtual fora for the exchange of information on the IE within the ILO - this is a useful tool but as yet it remains relatively discreet and does not seem to be very widely publicised.
- ☐ Pay attention to statistics

Marketing

- ☐ I knew nothing of the project. If such projects wish to have an impact, they need to publicize themselves much better within the ILO and share their information and findings openly. The organizers would be surprised at the relevance of activities so discovered that would otherwise remain unknown to them.
- ☐ All ILO Offices should be incorporated in a more explicit way.