

May 24, 2017

**WIEGO 20<sup>th</sup>. ANNIVERSARY  
STRATEGIC REVIEW AND PLANNING RETREAT**

**THE FUTURE OF WORK AND OF CITIES:  
WHAT ROLE FOR INFORMAL WORKERS AND WIEGO?**

**Rockefeller Foundation Study and Conference Center**

**Bellagio, Italy**

**April 24-28, 2017**

**REPORT**

The WIEGO Network held our 20<sup>th</sup>. Anniversary strategic review and planning retreat at the Rockefeller Foundation Study and Conference Center in Bellagio, Italy from April 24-28, 2017. Participants at the retreat included 9 (out of 10) members of the WIEGO Board and 20 (out of 44) members of the WIEGO Team. We were joined on Day # 1 of the Retreat by three external resource persons: Martin Rama of the World Bank, Aromar Revi of the Indian Institute for Human Settlements, and Manuela Tomei of the International Labour Organization. The Bellagio Retreat marked the mid-point of an internal strategic review process led by a WIEGO Board Committee (composed of Barbro Budin, Lin Lim, and Ravi Kanbur) and a WIEGO Team Committee (composed of Jane Barrett, Mike Bird, Marty Chen, Rhonda Douglas, Sally Roever, and Marlese von Broembsen). The results to date of the strategic review process were presented and discussed at the Retreat, including: a survey of membership-based organizations of informal workers which are members and/or partners of WIEGO; interviews with the leaders of the Global Alliance of Waste Pickers, HomeNet South Asia, HomeNet South East Asia, the International Domestic Workers Federation, and StreetNet; and a survey of the WIEGO Team.

The WIEGO Network was born at the Bellagio Center in April 1997 when a group of 10 specialists on the informal economy – labour organizers, researchers, statisticians and development practitioners – met to plan a collaborative initiative in support of women workers in the informal economy. The impetus to convene such a meeting grew out of previous collaborations and a common concern that official statistics do not adequately count informal workers or measure their contributions, and that economic planners pay little attention to how policies affect informal workers or how the situation of informal workers might be improved, especially in the case of women informal workers. The aim of the 1997 meeting at Bellagio was to extend the existing collaborations to a wider group and to plan a multi-year collaborative initiative to address these gaps and challenges.

WIEGO at 20 far exceeds the expectations of our founders in 1997. Our founders did not anticipate that the WIEGO project would transform into a global action-research-policy network of networks that would continue to grow and evolve over the next 20 years.

WIEGO is indebted the Rockefeller Foundation as we have been fortunate to be able to return to the Bellagio Centre every five years to review our progress and plan our future.

## **DAY # 1: APRIL 25**

### **THE FUTURE OF WORK AND OF CITIES**

#### **OPENING AND WELCOME** (facilitator: Renana Jhabvala)

Renana Jhabvala, co-founder of WIEGO and chair of the WIEGO Board, welcomed the participants and explained that WIEGO was founded 20 years ago at the Bellagio Center by a group of 10 persons, each of whom had at least 20 years of experience working on the informal economy. Renana noted that Marty Chen, William (Biff) Steel and she were among the founders. She also mentioned other persons who had played a key role in WIEGO but who were not at the Retreat: Ela Bhatt, the founder of SEWA and founding-chair of WIEGO; Dan Gallin, former secretary general of the International Union of Food and Allied Workers (IUF) and former director of WIEGO's Organization and Representation Programme; Pat Horn, international coordinator of StreetNet and former member of the WIEGO Board; and Vicky Kanyoka, Africa regional coordinator for the International Domestic Workers Federation and member of the WIEGO Board.

Marty Chen, co-founder and international coordinator of WIEGO, also welcomed the participants, especially the three external resource persons; and mentioned the role of Marilyn Carr, another co-founder and founding director of WIEGO's Global Trade Programme, who nominated Biff Steel for the founding meeting. Marty introduced Sally Roever as her designated successor as WIEGO International Coordinator, who will assume the role in January 2018. Marty explained the purpose of the Retreat: which was to reflect on how best to position informal workers, their organizations and WIEGO to seize the opportunities and face the threats associated with the future of work and the future of cities. She added that the purpose was more to reflect and share new ideas, rather than to take decisions. She then went over the agenda of the Retreat: see Appendix I.

The participants in the Retreat introduced themselves: 3 external resource persons, 9 members of the WIEGO Board and 20 members of the WIEGO Team: see Appendix II for bios and photos of the participants.

#### **LOOKING BACK** (facilitator: Biff Steel)

*WIEGO as a Network* - Renana Jhabvala began her reflections by highlighting that women informal workers – together with men workers at the base of the economic pyramid – have been and must remain the central focus of WIEGO. She then traced the history of SEWA noting that Ela Bhatt, the founder, recognized that working at the grassroots alone is not enough; and that changing mainstream mindsets and policies is critical as social and economic structures pose tremendous constraints and pressures on the informal workforce. For instance, while police harass street vendors, it is municipal laws which keep street vendors illegal. Changing minds and policies requires working at the national and international levels, not just the local level: since capital is globalized, labour also needs to be globalized.

SEWA's first major action at the international level was to lead the campaign for the ILO Convention on Homework with support from International Union of Food and Allied Workers (through Dan Gallin) and the ILO. To support the campaign, as the employers and government

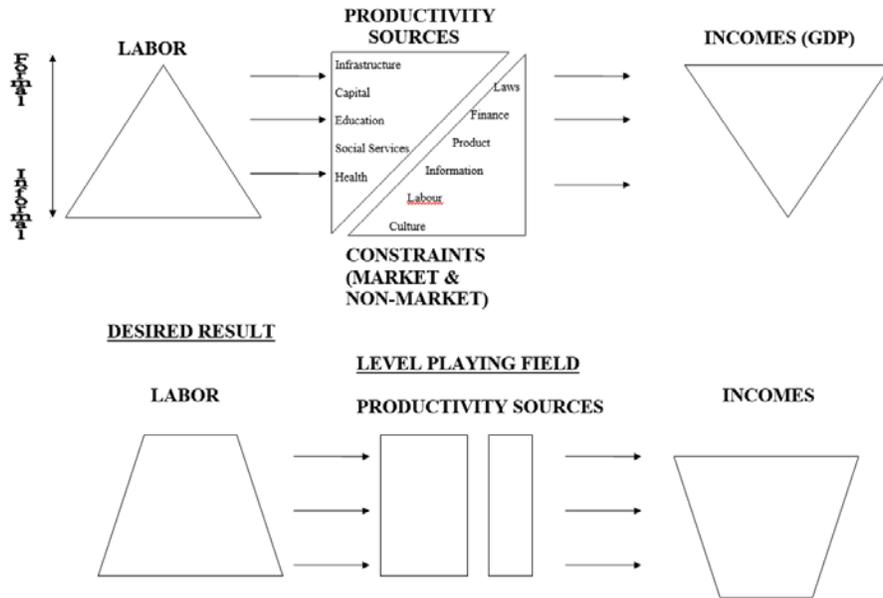
delegates were asking for data on homeworkers, Ela Bhatt requested Marty Chen to pull together available data into a report with a Harvard University seal. The passage of Convention 177 on Homework illustrated the power of statistics in the hands of workers. SEWA requested Jeemol Unni, an economist with (at that time) the Gujarat Institute of Development Research, to carry out surveys on informal employment in Ahmedabad City, India: where SEWA was born.

The power of statistics in the hands of workers – of activists and academics working together – led to the founding meeting of WIEGO. Intentionally, those invited to the founding meeting included labour organizers, researchers, statisticians and development practitioners. The founders discussed how to improve statistics and research and support organizing efforts to improve the status of the working poor, especially women, in the informal economy. During the first five years of WIEGO, there were intense debates regarding the membership and governance structure of WIEGO. The founders decided that WIEGO should not become a federation of organizations of informal workers but, rather, should support organizing of informal workers and help bridge the needs and demands of informal workers and mainstream academic and policy debates. The WIEGO constitution, ratified by the membership in 2006, mandates that each of our constituencies – organizations of informal workers, researchers and statisticians, and development practitioners – should have representatives on the WIEGO board; and that the chair of WIEGO should be a representative of an organization of informal workers.

Since its founding, WIEGO has supported the formation and/or strengthening of sector-specific networks of organizations of informal workers, notably: the International Domestic Workers Federation: HomeNet South Asia, HomeNet South East Asia, and HomeNet Eastern Europe; StreetNet; and the Global Alliance of Waste Pickers. One of the main reasons these networks and their affiliates remain so active is the support from WIEGO, notably through the Organization and Representation Programme but also through WIEGO's other programmes which provide data, policy analysis, technical and other support.

Over the next five years, the primary focus of WIEGO should continue to be the informal workers and their organizations: how to support them better, how to bring them into the mainstream. WIEGO should also consider whether to keep working with the same sectors or new sectors of informal workers.

*WIEGO at 20* – Marty Chen summarized the evolution and accomplishments of WIEGO over 20 years. She began with the original problem statement and vision of the founders of WIEGO: as illustrated in the graphic below drawn by William (Biff) Steel at the founding meeting. The problem statement was that the sources of productivity are tipped to the top of the pyramid – the formal workforce; while constraints are tipped to the bottom of the workforce pyramid – the informal workforce. The vision of the founders was to correct this imbalance by distributing the sources of productivity and the constraints more equally between the formal and informal workforces: by making the pyramids into trapezoids, as illustrated in the graphic.



Over time, WIEGO developed a theory of change based on the premise that three enabling conditions – increased Voice (through organization and representation), increased Visibility (through statistics and research) and increased Validity (through policy dialogue) – would lead to changes in mindsets and structures or systems and ultimately to improvements in the livelihoods and wellbeing of informal workers.

Marty Chen then summarized what WIEGO has been able to do over 20 years to advance change along the different dimensions of the model:

- increased Voice:
  - national, regional and/or international networks in four sectors with 207 affiliates in 84 countries
  - knowledge and data bases on organizing in the informal economy
  - collective voice of informal workers: through delegations of leaders to over 15 global forums + on-going platforms for dialogues in 6 Focal Cities
- increased Visibility:
  - improving statistics: definitions, methods, methodological guides, expert group membership
  - disseminating statistics: analysis; key indicators; estimates; data base; reports
  - field research: 10 multi-country studies
  - publication series
  - website knowledge base
- increased Validity and changed mindsets:
  - increased recognition of size, composition and contribution of informal economy
  - reconceptualization of informal economy: permanency, segmentation, causes, impact of different types of policies
- changed norms, policies and laws
  - 2 ILO conventions (homeworkers & domestic workers) + 1 ILO recommendation (formalization process)

- national laws, regulations & schemes
- city-level regulations & schemes
- precedent-setting legal cases

Marty Chen also summarized the evolution of WIEGO, as an organization and a network: including the adoption of a constitution and governance structure at our General Assembly in Durban, South Africa in 2006; and registration as a not-for profit company in the UK (in 2007) and being granted charity status in the UK (in 2011). Currently, WIEGO has 34 Institutional Members (all organizations of informal workers) and 159 Individual Members (researchers and development professionals) from 45 countries.

Marty Chen concluded her remarks with a set of challenges and gaps on each dimension of the theory of change: see Appendix III for details.

### **THE FUTURE OF WORK** (facilitator: Ravi Kanbur)

*Martin Rama*, lead author of the *World Development Report (WDR) 2013 on Jobs* and Chief Economist for the South Asia Region at the World Bank, opened the session by noting that the World Bank had not paid much attention to jobs or employment for three decades and that the world economic crisis and the Arab Spring revolution prompted them to do so. He noted that, at the insistence of Ela Bhatt, an advisor to the *WDR 2013*, the WDR team adopted a broad definition of jobs/employment, to include any type of work that brings home money, and highlighted the centrality of jobs/employment to individual identity and the public good. For example, jobs for young men are important in reducing the potential for conflict. The other key points of the *WDR 2013* are that not all jobs have equal potential; that policies need to take into account different types of countries or economies (e.g. in agrarian economies policies should center on smallholder farming); and that regulations of labour markets are not necessarily distortions.

Since the *WDR on Jobs* was published in 2013, the World Bank has retained a focus on employment through a dedicated unit on jobs and a focus on jobs in country diagnostics. However, Martin Rama noted that economists do not have a theory of jobs (their characteristics, whether formal/informal), only of labour markets; and do not believe in intervening in markets, including labour markets, unless there is an imperfection. And he pointed out that economists on the two sides of the Atlantic Ocean have different perspectives on whether and how to protect labour.

Martin Rama then considered opportunities for inserting informal employment onto the policy agenda. While this depends in part on the nature of the society and economy, Rama suggested that informal employment would gain traction in policy debates on urbanization and urban transformation and with urban authorities. He noted, as promising examples, WIEGO's work with street vendors and public space and waste pickers and solid waste management. But he concluded that enhancing opportunities and voice for informal workers is important for moving people out of poverty but that formal wage employment (assumed to have higher productivity) offers the best opportunity for economic mobility, not low-end self-employment: noting that street vendors and waste pickers do not want their kids to follow in the same occupation.

*Manuela Tomei*, Director of the Conditions of Work and Equality Department at the ILO, began by describing preparations for the ILO centennial in 2019 under a Future of Work framework, including national, regional and global dialogues around several issues: work and society, decent work for all, organization of work and production, governance of decent work (including who is represented, who has the legitimacy to represent whom) and what kind of work is wanted. The ILO is also going to convene a Global Commission which will publish a report on the Future of Work (which will operate from July 2017 to December 2018).

Manuela Tomei then discussed ILO concerns about non-standard employment (temporary, part-time, on-call and multi-party employment relationships) and “gig” “crowd work” (invisible transactions through on-line platforms which connect suppliers and customers of services). She posed the question of whether Convention 177 on Homework, which was put in place to govern industrial outsourcing, might also be applied to crowd-work: noting the need to be innovative about C177 which has been resisted by the Employer Group in the ILO due to the scale of industrial homework and in anticipation of the ILO discussion on global supply chains.

In regard to WIEGO’s collaborations with the ILO, Manuel Tomei noted that WIEGO had taken part in several key deliberations related to the informal economy: Convention 177 on Homework, Convention 189 on Domestic Workers, Conclusions and the Resolution in 2002 on Decent Work and the Informal Economy, and Recommendation 204. Going forward, she suggested that WIEGO and the ILO might collaborate on issues relating to the impact of automation on informal workers, especially home-based workers in gig and platform economy; and on the links between informal work in the Global South and precarious work in the Global North, including how to extend labour protections to both groups.

In the discussion that followed, the following issues were highlighted:

- short and long-term implications of different forms of work and labor protections
- overlap between non-standard work and informal work
- implications of changing nature of work for different areas of WIEGO’s work: including, research and statistics; organizing of workers; support to workers
- whether WIEGO should work with new sectors of informal workers
- future of informal workers given technological threats, including: expansion of mini-jobs and zero hour contracts – including which technologies represent opportunities and threats to informal workers
- prospects for expansion of wage employment versus self-employment and new forms versus old forms of informal employment - including dependent contractors who are an intermediary category
- on-going policy debate between universal social protection and employment-based social protection – need to consider both financing and service provision and implications of both for informal workers and WIEGO
- tripartite social dialogue: how to make Worker and Employer Working Groups more representative
- proposed addition of dependent contractors as new category in International Classification of Status in Employment
- agents and jurisdiction in today’s world of work, including no jurisdiction for some forms of work

Renana Jhabvala raised a major concern and question: namely, that both Martin Rama and Manuela Tomei seemed to suggest that there is no future for informal workers: either the next generation, with education, will move into formal work (Martin) or technological change will undermine informal livelihoods (Manuela). The question for WIEGO is: what do we see happening to informal work in general and to the four sectors of informal workers in particular? In India, according to Renana, there is high unemployment among young men but after some time, when they cannot find work in the formal economy, they eventually join the informal economy. Carmen Roca, WIEGO Focal City Coordinator in Lima, noted that during ten years of growth in Peru, informal employment decreased by only one percent and the percentage of own account workers remained the same: adding that there was little improvement in human capital during the growth years. Martin Rama clarified that whether and how fast the informal economy will decline depends on the nature and speed of structural transformation, most notably whether sufficient job opportunities are created and whether workers have sufficient human capital to qualify for the jobs that become available. He concluded that modern formal wage employment will not be possible in all places or for all workers. Going forward, Martin Rama encouraged WIEGO to continue to work in sectors where there are large concentrations of informal workers but challenged WIEGO to analyze and address which agents, jurisdictions, and sources/types of financing will ensure protection of informal workers.

### **THE FUTURE OF CITIES** (facilitator: Sally Roeber)

*Aromar Revi*, Director of the Indian Institute of Human Settlements, began his remarks by laying out the big-picture challenge for the 2030 Agenda, including: urbanization, the Fourth Industrial Revolution, the seven Caesars (Trump et al) who are undermining evidence-based policy making and destabilizing the world.

Aromar Revi then shared a set of figures and facts about cities and urbanization, including trends in population and GDP growth: from 2.9 billion people and US\$ 30 trillion in 2010 to 5 billion people and US\$90 trillion in 2030 – and the associated challenges to produce social infrastructure, create jobs and reduce inequality. As an example of growing inequality he cited India: where there are over 640,000 settlements, villages, towns and cities but only 100 of these places generate 40 per cent of India's GDP. He then explained that in the campaign for the urban SDG - # 11 – they lost the fight to include a focus on “productive” cities – on urban economy and employment – as decent work and productive employment ended up exclusively in SDG # 8. But he highlighted that SDG # 11 enshrines a commitment to No Person, Place or Ecosystem Left behind.

Aromar Revi encouraged WIEGO to consider new strategic partnerships with, for instance, new development finance institutions, regional and urban governments, and global urban networks (such as Cities Alliance and United Cities and Local Government). He also encouraged WIEGO to partner with planners to map the urban economy (space, work, informality) and with others to promote appropriate laws and institutional design; train public officials and professionals; monitor SDGs; develop a MOOC and film series on the informal economy and the New Urban Agenda. He concluded with a call to WIEGO to mobilize our networks, ensure they are listened to, and to *seize the narrative* (as evidence matters less now).

*Caroline Skinner*, WIEGO Urban Policies team and research fellow at the African Centre for Cities at the University of Cape Town, presented a set of slides entitled “The Urban Future: What are We Up Against?” The future is clearly urban and the rate of change in cities is extremely fast; but the rate of urbanization is quite different by region – with Africa and Asia lagging behind. The urban formal economy is driven by urban property markets, which in turn are often driven by remittances and investments by the diaspora and associated with land grabs often involving collusion between big business and local government: what has been termed “speculative urbanism”.

Caroline Skinner went on to note that the practice of urban planning and design is, arguably, in crisis. Planners are implicated in exclusive policies and practices; planning legislation and master planning have been used as justification for evictions. But an alternative approach to planning is emerging led by interactions between planners, civil society and communities. However, this alternative approach may be under threat with the political shift to the right. WIEGO needs to develop strategic plans to work in this urban complexity.

In the discussion that followed on the opportunities and threats facing informal workers, their organizations and WIEGO, the following issues were highlighted:

- need to understand the political economy of cities and keep a watchful eye on real estate developers
- need to contribute to better understanding of city systems and how they impact informal livelihoods
- need to understand where and why local governments becoming more powerful and how to engage with them
- need to understand how local organizations can get involved in planning – and support them to get involved
- need to understand how urbanization concentrates power and property ownership – and how that impacts informal settlements and informal livelihoods
- need to identify what issues informal workers should mobilize around and who they have to deal with and engage with
- need to strategically identify when/where/how to work at local, national and international levels – which “hot spots” and which “bright spots”
- need to document the livelihood activities and work opportunities in slums
- need to document and communicate the “reimagined city” with graphics and photos

Martin Rama encouraged WIEGO to focus on the analytics of urbanization and jobs/employment opportunities, the links between space and jobs - the geography of jobs/employment - noting that household surveys often exclude slums and the economic activities that take place in slums and that planners who design transportation and other urban systems need to know where people work and live. Aromar Revi encouraged WIEGO to focus on people, jobs and urban labor and land markets. He emphasized that the contestation between national and local governments is about land, taxation and infrastructure (where big money is spent and made). WIEGO needs to engage with these issues after figuring out what are the key battles which would impact informal workers.

**WIEGO'S NICHE GOING FORWARD** – in response to the future of work and of cities  
(facilitator: Jane Barrett)

To help identify WIEGO's niche going forward, all participants were asked to specify on post-its the specific opportunities and threats for informal workers and for WIEGO associated with the future of work and the future of cities, informed by the previous sessions; and to post their post-its on designated sections of the black board in the conference room. Later that evening, Sally Roever, Caroline Skinner, Rachel Moussie, and Jane Barrett prepared a summary analysis of the post-its for presentation on Day # 2 morning.

Day # 1 deliberations closed with a brief discussion with Manuela Tomei on how informal workers can be better represented in trade unions and the ILO tripartite social dialogue; and whether Convention C177 can/should be retro-fitted to include new types of home-based workers. Manuela Tomei reported that some trade unions are reaching out to non-standard and informal workers; that there are efforts to adapt collective bargaining agreements to include non-standard and informal workers – including a shift away from enterprise-level and sector-level collective bargaining; and that there are efforts to strengthen representation of subcontracted workers. She noted that one weakness of the ILO tripartite social dialogue is that the Employer Group does not include multinational firms, only large domestic firms. She again raised the issue of whether and how Convention 177 could be retro-fitted to include a) new forms of home-based worker and b) all dependent contractors who do not work in a place provided by their employer, including those who work in a place in their local community that is not their own home.

### **20<sup>th</sup>. ANNIVERSARY CELEBRATION**

On Day # 1 evening, the Bellagio Retreat participants celebrated WIEGO's 20<sup>th</sup>. Anniversary. During dinner, Marty Chen began the celebrations by paying tribute to each participant following a timeline of when each person became affiliated with WIEGO. The Board members then paid tribute to Marty, beginning with a Bollywood song by Ravi Kanbur. And Francie read a poem in honor of Biff Steel, our poet laureate. After dinner, the Retreat participants adjourned to the conference room where the Bellagio Center staff had arranged an anniversary cake, with a flare candle, and champagne. A slide show of photos from past WIEGO Bellagio Retreats was projected. Marty Chen presented gifts to the three external resource persons and to Renana Jhabvala and Biff Steel, the two co-founders of WIEGO who have served on the WIEGO Board from the beginning. The gifts to Biff included a WIEGO Poem and Song Book dedicated to him. Biff read a couple of his poems from earlier Bellagio Retreats and the group sang some of the WIEGO songs. Chris Bonner, Marty Chen, Francie Lund, and Joann Vanek did another rendition of "Old Soldiers Never Die, Never Fade Away". Mike Bird sang "Money Can't Buy Me Love" for Francie Lund. Federico Parra played a couple of classical tunes on his recorder. [Many photos were taken](#) (use password 'global' to view the photos) – attesting to the fact that good fun was had by all!!!

## **DAY # 2: APRIL 26 WIEGO GOING FORWARD**

**REVIEW OF DAY # 1** (facilitator: Rhonda Douglas)

Sally Roever presented a summary analysis of the “opportunities and threats” exercise carried out at the end of Day # 1. In regard to the Future of Work, the common threats listed included:

- for informal workers: technological changes eroding existing informal livelihoods and driving new forms of informal work; expansion of dependent contracting and fragmented work; political shift to the right and associated decline in social spending and evidence-based policy making; erosion of state power and expansion of power of capital
- for WIEGO: increased competition in informal economy “space”; greater interest in new forms of non-standard/informal work in the Global North than in old forms in the Global South; fewer funds for development and increased competition for available funds; unwillingness or inability to work in new sectors and adapt to new ways of working

And the common opportunities listed included:

- for informal workers: increased recognition of informal work/workers: increased opportunities in decentralized and fragmented work; universal health movement represents opportunity to expand social protection to informal workers, including self-employed; opportunities to link advocacy strategies across sectors for implementation of global commitments; growing openness of traditional/formal labour movement to informal workers and their issues
- for WIEGO: increased interest in informal employment means increased demand for WIEGO’s expertise; increased interest in informalization of work in the Global North means increased interest in informal employment in Global South; opportunity to frame the future of work from the perspective of informal workers in the Global South; opportunity to join hands with ILO and formal labour movement given increased overlap between informalization of labour in the Global North and persistence of informal employment in the Global South

In regard to the Future of Cities, the common threats identified included:

- for informal workers: aspirations of cities to be “modern”, “clean”, “beautiful” displace informal settlements and livelihoods; urban discourse on “informality” often limited to informal settlements; powerful external actors – notably, real estate developers – and large infrastructure development projects displace informal livelihoods; urban land speculation favours commercial and residential use by elite, not by informal workers; privatization of public space, public services and public procurement undermines informal livelihoods
- for WIEGO: lack of capacity to fully understand the pace and nature of urban change and to engage with powerful players; lack of capacity and resources to produce counter-narratives – to seize the narrative – of what is happening in cities, why and with what consequences for informal workers; need to develop strategies, techniques and alliances to deal with collusion between cities and corporate business interests, including real estate developers and infrastructure providers

And the common opportunities listed included:

- for informal workers: decentralization, 2030 Agenda and New Urban Agenda may create opportunities for collective bargaining with local government; opportunity to build on recent urban victories and on global commitments when engaging with cities;
- for WIEGO: WIEGO’s link with urban informal workers, finely-grained local knowledge, and unique understanding of the urban-employment nexus can be used to

steer urbanization in favor of informal workers; WIEGO can build on its experience with participatory platforms for informal workers to engage with cities; WIEGO has the expertise and alliances to shape the discourse with regard to cities; WIEGO needs to understand and communicate the interplay of land and labour markets and the links between space and employment opportunities

See Appendix IV for full summary.

To help define WIEGO's niche going forward, Marty Chen presented how WIEGO has defined our niche in the past: namely, to put employment in general and informal employment in particular at the center of development discourse; to bridge the ground realities of informal employment with mainstream discourses and debates; to work closely with organizations of informal workers in all that we do; and to build the capacity of these organizations for democratic functioning, strategic planning and collective bargaining and advocacy. She also emphasized that retaining a clear focus on the working poor, especially women, in the informal economy – and their work-related needs and demands – has been a key factor in WIEGO's strength and success over the years: has helped us to prioritize what to do and what not to get distracted by: see Appendix V for more details.

In the discussion that followed, several issues were highlighted:

- need to review whether/how to modify WIEGO's defined niche and focus to fit the changing context and changing nature of work – e.g. should WIEGO continue to work with the same groups?: should WIEGO continue to work in the same way with the same groups?
- need to develop grounded theory – e.g. to link land and labour markets, politics and economics – and to seize the narrative: this requires building on the grounded bottom-up work and linking this to the macro narratives
- need to balance support to organizations of workers and engagement with policy debates and narratives
- need to look to the future – to future trends, possibilities and opportunities

### **WIEGO VISION** (facilitator: Mike Bird)

Each programme team has formulated a five-year vision for their respective programmes. What follows is a brief summary of the Visions and the discussion that followed: see Appendix VI for the detailed version of each programme's vision.

Jane Barrett presented the long-term goal of the *Organization & Representation* programme: namely, that the working poor in the informal economy, especially women, should have in place strong, mass-based, democratic membership-based organizations (MBO), in all sectors of the informal economy, from local to international. Through these representative organizations, which include strong women leaders, they will have acquired visibility, voice, recognition and the power to effectively negotiate and influence policies and laws, improve their incomes, economic viability, working conditions and social status. The ultimate goal is have an integrated movement of all workers. To pursue this vision, the ORP team laid out a 16-point roadmap beginning with on-going consultation with the sector-specific Nets to assess what support they want and need from WIEGO; and efforts to promote coherence and communication between

WIEGO's Focal Cities work with local organizations of informal workers and ORP's work with the national, regional and international Nets.

In the discussion that followed, several concerns were flagged regarding the emphasis on mass-based organizations. Barbro Budin, representative of IUF on the WIEGO Board, noted that building solidarity and trust takes a long time and recommended that the focus should be on solidarity and unity, not on numbers and that strict criteria need to be developed regarding which members an organization should take in and which organizations a network should take in. Renana Jhabvala noted that cooperatives, which are an important way of organizing in some sectors, are not mass-based.

Joann Vanek presented a seven-point vision for the *Statistics* programme over the next five years:

- National statistics offices around the world have access to methods to facilitate the production of statistics on informal employment and on the informal sector, on specific categories of informal workers, on informal workers in agriculture, on earnings of informal workers (both wage and self-employed) and on the contribution of informal employment and the informal sector to the GDP.
- Advances are made in the application of the definition of informal employment to developed countries with the use of cross-overs from statistics on non-standard arrangements to informal employment.
- Progress is made in the number of countries both developed and developing with and in their reporting of informal employment statistics
- Informal workers are better reflected in the revised International Classification of Status in Employment (forthcoming 2018), notably homeworkers/industrial outworkers, other dependent contractors, and domestic workers, as well as informal wage workers and other informal workers in formal sector firms.
- WIEGO, key partners and grassroots activists are aware of and have access to updated statistics that can be used in research, advocacy and policy-making.
- Greater collaboration and visibility among researchers and data analysts working internationally on the informal economy
- Key and updated indicators at the region, country and city level are available for a critical mass of countries on the WIEGO Dashboard.

Joann noted that the constraints and opportunities for pursuing this vision include:

- constraints: not all national statistical bureaus conduct labour force surveys and not all those which do use international definitions and report data to the ILO
- opportunities: next edition of *Women and Men in Informal Employment; A Statistical Picture*; income of self-employed; GDP contribution of informal economy; accessible user-friendly formats for disseminating data to policy makers and organizations of informal workers

Francoise Carre, WIEGO Research Coordinator, explained why and how she and Joann Vanek are working as members of an ILO expert group to promote a new category – of dependent contractors – in the International Classification of Status in Employment (ICSE). Statuses in

employment are defined by degree of autonomy (in decision-making) and risk (of assets) and are divided into two main categories: wage employment (employees) and self-employment (employers, own account workers, contributing family workers, members of cooperatives). Under this binary classification, industrial outworkers and other dependent contractors are mistakenly classified as self-employed: although they take on considerable risk to their assets, they have little autonomy in decision making. She also explained why and how she and Joann Vanek are working as members of the Quality of Employment Expert Group of UN Economic Commission for Europe-ILO-EUROSTAT to develop indicators of informal employment in developed countries.

Marlese von Broembsen presented a five-year roadmap of the *Law* programme, including planned activities with the four sectors of informal workers:

- domestic workers: with affiliates of the International Domestic Workers Federation, production of “legal toolkit” and presentation of toolkit in regional workshops; advocacy support to national campaigns for supportive legislation; pilot legal clinic to implement domestic worker law in South Africa
- home-based workers: research on contractual terms under which homeworkers are inserted in global value chains and their relationships with contractors; analysis, documentation and dissemination of the Australian Model; support to HomeNet Thailand campaign to implement Thai Homeworker Protection Act and other support to other HomeNets as per request; regional symposium in Asia on garment sector to inform advocacy campaigns with governments and brands; building relationship with Asia Floor Wage Campaign (with ORP) to build alliances with unions across regions interested in organising and supporting homeworkers.
- street vendors: with Urban Policies, reframing of policy stance of street vendor organizations in legal terms; piloting use of administrative law by street vendors and waste pickers in South Africa and other African countries and building alliances with legal resources centres in South Africa and Ghana to litigate; analyzing the legal implications and strategy of the Right to the City campaign (working on Property Law and Rights to Participation);
- waste pickers: framing working conditions of waste pickers in 6 Latin American countries as human rights violations and holding a hearing at the Inter-American Commission for Human Rights to use as part of advocacy campaigns in Latin American countries.

Marlese also outlined the strategy of the *Law* programme to influence mainstream discourse on law and informality, including: presentations at conferences; engagement with lawyers working on human rights, labour, and urban space; and teaching at law schools.

Renana Jhabvala commended the the *Law* programme on its strategy for home-based workers and suggested that homeworkers could become shareholders in supply chains and that the ORP and *Law* programmes might join hands to form HomeNet International. Aromar Revi reported that the Indian Institute for Human Settlements (IIHS) works on land law issues but not on laws relating to work and suggested that, as part of our niche, WIEGO should work on land and property law as they relate to informal livelihoods.

Laura Alfors reported that the *Social Protection* programme will refresh its conceptual framework and policy framing; and deepen its work in three areas considered the pillars of the programme. In terms of conceptual renewal, the programme aims to refresh and expand the social protection framework as laid out in Lund and Srinivas (2005); and also, through research, advocacy and support to MBOs, engage with a number of key debates which are likely to continue to dominate the social protection field over the next five years. The Programme will also deepen and expand work in three key areas considered the Social Protection Pillars: Workers Health (including occupational health, urban health and public health services), Child Care, and Income Security for Older Workers. The programme will explore social protection in the urban context - locating risks and protections in urban space; and explore financing options in an era of social austerity. It will highlight the importance of social services as well as social protection broadly defined (rather than narrowly defined as cash transfers). The Social Protection programme will also hone WIEGO's perspective on social protection from two unique vantage points: envisioning social protection from the perspective of informal workers and the state (not only citizens and the state) and highlighting informal workers within value chains (keeping an eye on the responsibility of corporates/capital).

Sonia Dias reported that the *Urban Policies* programme aims to strengthen its model of combined research, advocacy and capacity building so as to better integrate its global and local work; better equip our MBO partners with the capacity to navigate and ultimately transform urban systems that affect their livelihoods; and better equip city officials and built environment professionals with the tools and knowledge they need to be more inclusive of informal workers. The roadmap to this vision includes: increasing the visibility of informal workers' contributions to urban economic, ecological and social systems in local, national, and global urban policy and practice; strengthening the engagements of organizations of informal workers in urban policy-making and rule-setting institutions; enhancing the legal and political recognition of urban informal workers and their MBOs through viable models and mechanisms of inclusion; and linking WIEGO's work to key cross-cutting urban issues and players.

Issues raised in the discussion included: the turnover of city officials and the fact that both national and local governments have an obligation to enforce rights of informal workers. Renana Jhabvala stressed the importance of focusing on the linkages between housing, infrastructure, land markets, and informal livelihoods and suggested developing and offering an on-going course (a MOOC) for city officials. Aromar Revi offered that IIHS could assist or advise on a MOOC; and suggested that WIEGO become a member of the Global Task Force on Cities and partner with United Cities and Local Government.

Rhonda Douglas presented a 10-year vision of the *Focal Cities* initiative: by 2027, all WIEGO Focal Cities aim to have supported local membership-based organizations (MBOs) of informal workers across locally relevant sectors to strengthen their internal democratic structures and organizational capacity, as well as to articulate their specific needs/demands and successfully negotiate for these with all levels of government. Policy gains envisioned vary slightly by city but generally include: recognition of the rights of informal workers to work and to work in public spaces; reduction and ultimately elimination of all forms of harassment and discrimination against informal workers; access to social protection, particularly healthcare and childcare; and ratification of Convention 189 on Domestic Workers.

Issues raised in the discussion included: Focal Cities offer scope for cross-programme collaboration and for testing new strategies and methods; need to build solidarity and trust among local organizations of informal workers; need to bring in global experience and consensus around issues while also letting Focal City agenda be driven by local demands and needs;

Aromar Revi stated that WIEGO's strength is our local work with organizations of informal workers. He suggested that, in our Focal Cities, we establish strong ties with the local government (e.g. mayor's office), universities, funders and investors, and other social movements.

After reflecting on the original vision of WIEGO's founders in light of contextual changes over the past two decades, Sally Roeber presented a long-term vision for the three main functions of *WIEGO*: organizing, policy and research. In all three areas, Sally reaffirmed the original vision of the founders but highlighted new challenges. In terms of *Organizing*, strengthening grassroots organizations should remain the primary focus. The associated challenges include an increasingly competitive fundraising environment, especially for organizing per se (in context of conflict, right-wing populism); and an uncertain future for organizing models and representation for workers in context of global instability, national and local policy whiplash. In terms of *Policies*, the focus should continue to be on recognition of informal workers and their organizations; removal of restrictive regulations; and inclusion in urban plans. Additionally, the long-term vision for WIEGO should now include nationalizing recent international gains: Convention 177, Convention 189, the SDGs, ILO Recommendation 204, and the New Urban Agenda. The challenge, at the global level, is the prominence of certain discourses and narratives that take people, especially poor people, out of the equation; and, at the local level, WIEGO needs to develop policy tools that speak to the tradeoffs of difference technical policy options (e.g. the tradeoffs involved in license quotes, duration and transferability of street vendor licenses). The external challenge is the need to encourage more and better use of the statistics we have produced; and the internal challenges are to increase our methodological rigour and position our theoretical contributions; and refine our conceptualization of outcomes. Sally concluded that the basic model or problem statement of WIEGO's founders is still valid and has been reconfirmed by WIEGO research over the past two decades; namely, that labour force segmentation is reinforced by a) unequal distribution of productivity-raising investments and b) unequal impact of constraints.

#### **SUPPORT TO NETs & MBOs** (facilitator: Barbro Budin)

Chris Bonner, ex-Director and current Advisor of ORP, presented a history of WIEGO work with membership-based organizations of informal workers and the sector-specific Nets (or networks) of organizations. Jane Barrett presented the findings from a survey of MBOs and interviews with the top leaders of the Nets. They concluded that the future of the Nets depends on sustainable funding, a strong membership base, and union-type struggle strategies; and that WIEGO has provided and should continue to provide support in all three areas.

Renana Jhabvala commended Jane and Chris on the survey and interviews. She noted that members of the WIEGO Board, the WIEGO Team and the ORP Advisory Committee provide political support to the MBOs and Nets; while the technical, organizing, capacity building and

financial support comes largely through WIEGO. She recommended that the ORP Advisory Committee be revived. Several others said the MBO feedback was very useful and suggested that we continue to regularly solicit quality input including from smaller MBOs.

### **STRATEGIC DILEMMAS AND CHOICES** (facilitators: Sally Roever & Rhonda Douglas)

Sally Roever and Rhonda Douglas outlined the next steps in the Internal Strategic Review and planning process. In regard to the ISR, most strategic issues raised before and during the Bellagio Retreat will be further discussed by the WIEGO Team in small working groups and then at the annual Team Retreat in November; some will be referred to the Board for decisions. In regard to WIEGO's planning cycle, the Team will draft 5-year plans for each programme to be finalized during the Team Retreat and then develop annual work plans for the fiscal year 2018/19 in January 2018.

Rhonda Douglas then introduced a "dot democracy" exercise (one dot per person) for identifying priority issues from among a set of strategic issues raised through the Team survey. They explained that, in choosing one priority issue, participants should assume that WIEGO's funding will remain the same and consider trade-offs and choose one priority issue. The seven strategic issues or dilemmas identified through the Team survey and listed in the order of their ranking through the dot democracy exercise were: supply chains (10 dots), sectors (5), location of WIEGO work (6), migration (4), enterprises (2), youth (0) and food security (0).

The reasons cited for prioritizing specific strategic issues included:

- supply chains: already on WIEGO agenda; affect homeworkers especially but also other sectors (e.g. waste pickers); most sectors affected by how supply chains work; used to come under the Global Trade programme, now under Law programme; important for HomeNets; value chains of services, not just goods; chains are where costs, risks and benefits are allocated
- sectors: grounded sector work is at the core of WIEGO's work; WIEGO works in sectors where women informal workers are concentrated; additional sectors may be needed; existing sectors should not be dropped
- location of work: Statistics programme needs data from MENA region; trade-off between work in more places vs. more work in fewer places
- migration: rural-urban, not just cross-border, migration relates to informal employment; migration keeps coming up as an issue within sectors and programmes; big issue for street vendors and waste pickers in South Africa; WIEGO niche is the intersection of migration and informal employment;
- enterprises: links to WIEGO work in three areas: promotion of statistics on informal enterprises, support to enterprises of informal workers (e.g. waste picker cooperatives); and exposure of hiring practices of corporate enterprises in GVCs

Gender was flagged as an important cross-cutting strategic issue.

### **REFLECTIONS: BOARD & TEAM** (facilitator: Lin Lim)

In their reflections, members of the WIEGO Board and Team raised the following strategic dilemmas:

- whether to go wider and shallower vs. narrower and deeper
- whether and how to engage with corporate sector:

- corporate social responsibility initiatives are “hollow”, need collective bargaining and bargaining power
- not just in relation to global supply chains but also in relation to urban infrastructure
- cooperatives which produce goods and services have to engage with private sector

There was a call for common strategic framing and coherence across WIEGO programmes and long-term thinking. Assuming more and more workers are informal and urban: what do informal workers want in terms of digital technology and urban infrastructure? what kind of tripartite structures and social dialogue platforms do they want?

## **DAY # 3: APRIL 27 WIEGO GOING FORWARD**

### **STRATEGIC ISSUES: TEAM REFLECTIONS**

The WIEGO Board met in executive session on Day # 3 morning. The Team used this time to reflect together on some of the strategic issues raised on Day # 2 and in the Team survey: a rare and much appreciated opportunity to engage intellectually and theoretically on cross-programme strategic issues. The key issues discussed in some depth included:

- global supply chains (strategic questions raised by Marlese von Broembsen after field work in South India and Thailand):
  - factory work, not homework, is often work of last resort – as factory work involves a 12-hour day making it hard to care for children
  - many workers engage in both factory work and homework
  - some workers work in local production centers, neither factories or homes
  - should WIEGO work with factory workers as well as homeworkers or join hands with unions working with factory workers: all factory workers or only those who are informally employed? all unions or only those willing to organize informal workers? what about informal workers in local production centers?
  - issues of factory workers (wages, working conditions) and homeworkers (piece rates, non-wage costs and risks, infrastructure for home=workplace) not the same
  - supply chains of services, not only goods or commodities
  - supply chains in waste sector: critical to work with waste pickers – both local, national and global supply chains
  - supply chains as unit of analysis: important to unpack how corporates download costs and risks through their supply chains
  - supply chains as unit of regulation: important that the Law Programme is part of global discussions on how to regulate or govern GVCs
- place of work:
  - as unit of analysis
  - as policy issue: e.g. infrastructure services for home-based workers and natural markets of street vendors
  - as organizing principle: e.g. whether to organize home-based workers around their place of work and/or the sector they are engaged in?
  - as unit of regulation
  - local production centers: important to distinguish whether these are owned/run by an employer or contractor or by workers in a locality

- poorest of the poor:
  - WIEGO does not claim all informal workers are poor – see segmentation model; informal employers who hire workers are not poor on average
  - WIEGO does not necessarily work with poorest of the poor – who tend to be disabled or otherwise out-of-work OR from households in which there is only one worker, especially if the worker is a woman
- formalization:
  - WIEGO has led the reframing of formalization to reflect the perspective of informal workers (e.g. for R204) BUT
  - formalization is taking different forms: some of them very bad for informal workers
  - WIEGO needs to track the different formalization schemes, especially in the countries and cities where we work, and build a typology of approaches to formalization
- private corporations and corporate power:
  - important to all programmes and sectors but in different ways:
    - Urban Policies – collusion between government, real estate developers, infrastructure developers + privatization of public space, public services, and public procurement
    - ORP – how to organize against corporate power depends on whether worker is self-employed, wage employed or dependent contractor
    - Social Protection – how to retain focus on corporate responsibility to workers when social protection is being delinked from the employment relationship

Several issues relating to our Focal Cities work were flagged, including:

- whether WIEGO or the local organizations take the lead and how to bring in the consensus-building work around key issues that has been done in preparation for global forums (e.g. the Platform of Demands by informal workers)
- whether to articulate the approach in terms of WIEGO's core programmes or develop the Focal City work organically
- how to convince local academic institutions and think tanks to take informal employment seriously

In the case of Lima, initially activities evolved out of the WIEGO core programmes but later activities evolved on the ground in Lima: there is a perceived need to re-engage with the core programmes. Also, there is a need for Focal Cities to serve as a bridge between what the Nets are doing and what the local organizations in cities are doing.

### **CULTURE & VALUES + PARTNERSHIPS**

There was no time left to discuss these items on the agenda. The Team ISR Committee will review the documents prepared for this and other sessions which were not reviewed at the Retreat – to determine whether the Board and/or the Team needs to review and take a decision on them; and when and how to do this.

When the Board rejoined the Team, Renana Jhabvala reported that the Board had confirmed Laura Alfors as the Director of the Social Protection programme, reviewed the transition timeline, Marty Chen's role in 2018, the selection process for the position of Director, and the

General Assembly 2018, including the nomination process. And Biff Steel read his poem for this Retreat entitled “Seize the Narrative”: see Appendix VII.

### **TEAM SIZE & STRUCTURE** (facilitator: Debra Davis)

The size and structure of the WIEGO team is a strategic issue that relates to the allocation of resources. The WIEGO team has grown organically over the past two decades in response to programme strategies and opportunities and as financial resources have allowed. Time to time, often at the request of the Board, WIEGO steps back to assess whether the size and structure of our team matches our mission and purpose.

To begin this year’s discussion, Mike Bird, WIEGO Operations Director, presented different scenarios of team size: both actual and recommended in terms of number of persons and of full-time equivalents (FTEs). The current team size (# and FTEs) exceeds the maximum team size recommended by the Board in 2012: the recent increase is due mainly to the addition of four new Focal Cities, each with at least one designated team member and its own project funding: see Appendix VIII for the scenarios.

In the discussion that followed, the following strategic issues or dilemmas were raised:

- currently, the programme team accounts for 60 per cent of team costs and the programme support, communications, and operations teams for the other 40 per cent: is this the right ratio? should some of the programme support and communications team costs be considered as programmatic?
- currently, WIEGO receives more core funding (unrestricted) than project funding (restricted) but, from 2008-2015 we received more in project funding than core funding: due to three large multi-country and multi-partner projects, should the ratio of unrestricted-to-restricted funds determine the ratio of team-to-project costs?; which team members and what percentage of team costs should be included in the budgets for core funds?

The need to reduce costs was also discussed. Currently, WIEGO spends around USD 1 million per year in travel and events. The Team has developed a proposal for solidarity budgeting to keep WIEGO’s expenditures on travel and hotels more modest and appropriate to our mission. Other suggestions regarding how to reduce costs included holding more virtual meetings and holding regional or sub-regional (rather than international) meetings with organizations of informal workers.

### **FUNDRAISING STRATEGY** (facilitator: Jeemol Unni)

Rhonda Douglas, WIEGO Programme Strategy Advisor, presented two assessments by the fundraising team: one of WIEGO’s track record in raising core and project funds; the other of donor trends: see Appendix IX.

The following issues were raised in the discussion that followed:

- corporate fundraising: WIEGO has discussed this possibility in the past but not taken a decision on whether to do so and is planning to develop some guidelines on this
- implications of BREXIT: it will reduce our options with the European Commission and probably with DFID as well. Debra Davis, WIEGO Treasurer, pointed out that, since all

of our expenditures are in US dollars, we should not rely too heavily on the Euro and Pound Sterling (to avoid likely drops in exchange rates).

- cost of fundraising: the WIEGO team is trying to track time spend on fundraising, especially as the Programme Directors and other programme team members are becoming more involved in fundraising
- donor trends: more funding going towards middle-income and towards “catalytic aid” (combining aid with private investment)
- country or regional offices of donors: Programme Team members were encouraged to engage with staff from the country or regional offices of key donors, to keep them informed and interested in our work, so that they can provide positive feedback to the donor headquarters staff; recognizing WIEGO should not compete with organizations of informal workers for country funds

Aromar Revi, who had stayed on at the Center for an extra day, was asked to make suggestions re WIEGO’s fundraising strategy going forward. He pointed to two main risks: one is that the world could be entering a period of global instability and recession; the other that organizations in transition need to be sure to effectively transfer the fundraising role. He made the following suggestions:

- possible donors: Cities Alliance (through Clare Short) , Bloomberg, G 40, Germany (through BIZ to GIZ), Finland, UCLG; and wealthy philanthropists (especially in Gulf, South East Asia, Hong Kong) for endowment (find out what they care about)
- fundraising strategies: “seize the narrative” (e.g. WIEGO stance on Stern report on climate change; poor people as key innovators; cost of infrastructure construction by informal workers/organizations vs. formal firms; “go upstream” (i.e. meet with ministers and heads of philanthropies); try “new geographies” (Global South); use close working relations with ILO, UN Women, and UN Habitat to leverage funds
- fundraiser options: consultant and/or development officer on WIEGO team

**CLOSING REFLECTIONS** (Marty Chen, Sally Roever and Renana Jhabvala) (facilitator: Carmela Vildoso)

*Marty Chen* began by noting that the Future of Work discourse is heavily biased towards the Global North and that WIEGO needs to articulate how those trends relate to informal workers in the Global South and what the future of work looks like from the perspective of the working poor in the informal economy in the Global South. In regard to the Future of Cities, she noted that the politics and economics are complicated as there are so many competing actors and, often, the collusion of government and big business. WIEGO needs to map the actors and the issues for use in mobilizing informal workers and also seizing the narrative. Marty also noted that on Day # 3 morning, while the Board met in Executive Session, the Team had a very rich discussion on several strategic issues (see notes above) which they plan to continue to engage around.

In terms of WIEGO’s Internal Strategic Review going forward, Marty reported that the Team would be meeting on the next day to plan how to continue to interrogate some of the strategic issues discussed during the Bellagio Retreat; that the Team ISR Committee will determine how to resolve some of the other strategic issues, including deciding which should go to the Board for further consultation and/or a decision; that WIEGO was hosting a 20<sup>th</sup>. Anniversary research

conference at Harvard University from November 10-12 at which some of the theoretical issues would be discussed; and that the WIEGO Team will be holding its annual retreat on November 13-16 at which one day will be dedicated to seeking conceptual clarity and consensus around several key strategic issues and most of the other three days will be dedicated to developing five-year strategic plans. She thanked the participants in the Bellagio Retreat for a rich engaged discussion.

*Sally Roever* highlighted two cross-cutting themes which had emerged during the Bellagio Retreat: money and who controls it; and the role of evidence in what Aromar Revi referred to as a post-truth world. She endorsed one of the narratives that Aromar Revi suggested WIEGO should seize: namely, the cost of infrastructure projects if carried out by formal firms as opposed to informal firms or workers. And she endorsed the need for more spaces and times to engage intellectually on cross-cutting strategic issues, as the Team had been able to do on Day # 3 morning.

*Renana Jhabvala* stated that she had enjoyed the opportunity for the WIEGO Board and Team to meet: that being together at the Bellagio Retreat reminded all of us that we are engaged in the same work for informal workers; and offered an opportunity to think together on future strategies. She observed that WIEGO is a dynamic growing organization: with people of different ages and different lengths of tenure with WIEGO who share a common commitment and seriousness about their mutual work; that there are no prima donnas in WIEGO; and that the WIEGO Team finds happiness and gratification in their work. She commended the WIEGO Team on the quality and external recognition of WIEGO's work.

In regard to the Future of Work, Renana also felt that the discourse is focused on the Global North. In regard to the Future of Cities, she felt that WIEGO needs to combine its current emphasis on informal livelihoods with an increased emphasis on housing and infrastructure. In terms of the breadth versus depth of work going forward, she remarked that she tends to prefer depth but was reminded that breadth is needed in building organizations and networks of informal workers. She appreciated how much attention WIEGO pays to the organizations and nets of informal workers, including the survey of organizations and interviews with Net leaders as part of the Internal Strategic Review. She concluded by stating that she feels very privileged to be part of the WIEGO family, that we have a strong foundation and that we will continue to move ahead.

In closing, Marty Chen thanked the WIEGO Board for keeping WIEGO on the straight and narrow in terms of finance and operations and, more importantly, for pointing WIEGO in the right direction strategically. And she reaffirmed that the WIEGO Board and Team are part of a larger cause that provides us purpose and direction.

**DAY # 4: APRIL 28**  
**HALF-DAY PLANNING: TEAM ONLY**  
**Hotel el Pergola**

Most of the WIEGO Team who participated in the Bellagio Retreat, except Sally Roever and Shalini Sinha, were able to stay on for a half-day meeting at the Hotel el Pergola in Bellagio Town. The agenda included: follow-up on key strategic issues raised during the Internal

Strategic Review, including the Bellagio Retreat; plans for implementation of global victories; activation of Sector and Regional Working Groups (as decided at the November 2016 Team Retreat).

### 1. *Strategic Issues*

After the Team discussion of strategic issues on Day #3 morning of the Retreat, the Team participants decided it was important to create an institutional space – through webinars or some such means – to continue to discuss some of the strategic issues raised; and to ask members of the Team to write 2-page notes on other issues. The Team participants reviewed a list of 11 strategic issues from the Day #3 morning discussion and decided to follow-up on these issues as follows:

- Webinars on 5 issues: leading to memos on the issues
  - Global movement building, including campaigns: Chris Bonner, Rachel Moussie and Kendra Hughes to lead
  - Implementing the notion of location (Focal Cities, strategic cities, bright spots, hot spots): Rhonda Douglas, Sally Roever and Shalini Sinha to lead
  - Value chain/network dynamics: Marlese von Broembsen and Marty Chen to lead
  - Distributed employer responsibility: Laura Alfes and Francoise to lead
  - Formalization: Carmen Roca, Federico Para and Marty Chen to lead
- Two-pagers on 6 issues:
  - Corporate sector engagement: Lucia, Fernandez, Vanessa Pillay, Sonia Dias and Mike Bird
  - Work and space linkages: Lucia Fernandez, Caroline Skinner
  - Migration: Jane Barrett, Pamhidzai Banu
  - Strategic communications: Demetria Tsoutouras, Pablo Rey
  - Solidarity budgeting: Rhonda Douglas, Vanessa Pilay
  - Gender: Marty Chen, Sonia Dias, Rachel Moussie

As a near-final step in the Internal Strategic Review, the outcomes of the webinars and the two-pagers will be included in the binders for the Team Retreat in November and discussed on Day # 1 of the Retreat. Also, on Day # 1 of the Retreat, there will be a mini-WIEGO academy on key concepts, statistics and policy messages – with a view to generating more clarity and coherence on key concepts and messages. The outcomes of these discussions will feed into the formulation of 5-year plans for each programme and initiative at the Team Retreat. As a final step in the Internal Strategic Review, some issues will be referred by the Team to the Board for decisions or recommendations at its December teleconference, after which the Internal Strategic Review will be considered closed.

### 2. *Plans for Implementation of Global Victories*

After a go-around on the strength and weakness of the various global victories – Convention 177, Convention 189, Recommendation 204, SDGs # 1, 5, 8 and 11, and the New Urban Agenda (NUA) – it was decided that WIEGO should take the following steps to ensure that the organizations and Networks of informal workers can use these global norms or commitments in both their every-day negotiations and through dedicated campaigns.

# 1 – prepare summaries of the key provisions: by sector, by issue and by level of government. This will be done by a two-step process:

- Social Protection, Law and Urban Policies will cull our key provisions (by first week of June)
- ORP will translate the menu of key provisions into a worker-friendly format

# 2 – explore how to link R204 and NUA; SDGs# 8 and 11 and NUA

# 3 – pool existing materials linked to implementing or campaigning around these global victories

- Lima (Carmen Roca)
- Dakar Training (Jane Barrett)
- South Africa Waste Pickers (Vanessa Pillay and Sonia Dias)
- C189 (Pamhi Bamu)

# 4 – prepare toolkits

- for city officials
- for MBOs/Nets

In addition, Team members need to monitor and share what other key players are doing in regard to implementation of the global victories. Karin Pape is coordinating with Philippe Marcadent of ILO on ratification of C189 and implementation of R204 – Philippe would welcome feed-back on what is being done in different countries on these two fronts.

### *3. Sector and Regional Working Groups*

At the Team Retreat in Durban in November 2016, the Team decided to replace the Capacity Building Working Group with Sector Working Groups and to convene Regional Working Groups as well. The purpose of these Working Groups can be decided by the Groups themselves but is likely to include some mix of information-sharing, coordination and building coherence across programmes. Another key purpose is to compile information on what WIEGO is doing that relates to the affiliates of the Nets and/or issues of relevance to the Nets – and to convey this information back to the Nets. The Working Groups can meet 2-4 times a year, again depending on the Group.

The Sector Working Groups are to be convened by members of the ORP team, as follows:

- Home-based workers (Karin with Sofia)
- Domestic workers (Karin with Sofia)
- Street vendors (Jane with Jenna)
- Waste pickers (Lucia)

The Regional Working Groups are to be convened by the following:

- Africa (Vanessa)
- Asia (Shalini)
- Latin America (Carmen)

Vanessa Pillay has already convened one meeting of the Africa Working Group and can share the agenda of that meeting and what she did to prepare. Also, the Programme Support Unit has just completed documents that summarize WIEGO's presence in the different regions – which can be used as background documents to solicit corrections and updates.

In conclusion, Marty Chen wrapped up the half-day meeting by thanking everyone again and encouraging all those who had the privilege of participating in the Bellagio Retreat to brief those who were not able to attend. She promised to send an email to the whole Team and to write the report of the Bellagio Retreat.