

**Strengthening the Capacity of Employers'  
and Workers' Organizations to be Effective  
Partners in Social Dialogue**

**PROJECT INT/06/62/NET**

**FINAL EVALUATION REPORT**

**MAY, 2010**

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## 1. Executive Summary

The Project was conceived as an initiative towards enhancing social dialogue. Social dialogue reflects the key ILO constitutional principle of tripartism which is essential to the concept of **decent work**. The Project, entitled “Strengthening the Capacity of Employers’ and Workers’ Organizations to be Effective Partners in Social Dialogue” Project INT/06/62/NET, comprised a set of actions aimed at strengthening the capacity of employers’ and workers’ organizations to play their role as Social Partners (SP) and to be responsive to the needs of their members. Through the project it was foreseen that the SP will influence the development of equitable and integrated social and economic policies, and will contribute to Decent Work Country Programmes (DWCPs).

The **overarching objective** of the project was to contribute to strengthening the capacity of employers’ and workers’ organizations to act as representative, autonomous and knowledgeable organizations, to participate in national social dialogue institutions, policy-making processes and other institutional mechanisms, such as Poverty Reduction Strategies (PRS) and DWCPs. The project’s **immediate objectives** aimed at building the capacities of SP and to contribute to the development of training materials and methodologies and thus strengthening the ITC/ILO capacities to support the formulation and implementation of DWCP. It was expected that by the end the project, between 340 and 610 SP representatives would have been trained and that at least 40% would have been women.

The **aim of this independent/internal evaluation** is to provide an objective and impartial assessment of the relevance, impact, effectiveness, efficiency and sustainability of the Project. Specifically, the evaluation sought to determine the extent to which the Project contributed to strengthen the capacity of Employers’ and Workers’ to effectively participate in social dialogue and in national economic and social policy development; whether employers’ and workers’ organizations, women and men have acquired the capacity: i) to act as effective spokespersons and social dialogue partners; ii) to contribute to and influence national economic and social policy development; and iii) to deliver services to their members and to other organizations; and whether the ITC-ILO has been effective in supporting the formulation and implementation of DWCP with the contribution of the Project.

**Methodologically**, the evaluation was approached through the following stages and means: i) Data Collection (desk review, semi-structured interviews); ii) Data Analysis of primary and secondary information; iii) Reporting, including a draft report and a final report drawing on the feedback from key stakeholders.

**The overall Project was managed and implemented** as an integral part of the programmes for workers (ACTRAV) and employer’s organizations (ACTEMP) of the ITC-ILO. The rationale behind this approach was to ensure that the project’s objectives will be fully aligned with the overall goals and priorities of both organizations; and will significantly contribute to reinforce their capacities and effectiveness. The funds, which were equally assigned to both organizations, were used for a number of activities that were held at the Centre and at the country and regional levels.

The project activities were responsive to the needs of SP. Both in the case of ACTRAV and ACTEMP training programmes were designed in line with the needs of their main constituents and of NICP countries and of ILO’s priorities. Accordingly, activities focused on strengthening capacities of employers and workers (especially unions in the latter case) for social dialogue and for promoting DWP, poverty alleviation and sustainable development.

An achievement, among others, that deserves to be highlighted is the contribution the project made to increase the overall capacity of ACTRAV and ACTEMP to deliver more relevant and pertinent training services to their constituents beyond the NICP contribution.

The **partnership** between the project and the ITC- ILO entailed the involvement of a range of actors and activities. ITC-ILO is working with NICP-supported projects implemented by ACTRAV and ACT/EMP departments in Geneva. The ITC-ILO ACT/EMP Programme was closely involved in trainings developed under the Geneva NICP project, training on DWCP for employers, and development of training material. Interaction with Dutch employers' organizations was maintained throughout the implementation. Activities for workers, as well as elaboration of training materials were the result of a joint effort between ACTRAV Turin and ACTRAV Geneva. Furthermore, the activities on PRS and informal economy led to the involvement of national organizations in activities developed by other international institutions. Last but not least, the project worked in close coordination and with the support of ILO/Geneva.

## **Findings**

A summary of findings is listed and explained below:

### **Impact**

- Employers' and workers' organizations have increased their capacity to participate in social dialogue processes, and to influence economical and social policy development.
- Organizations have been able to engage in or to create new networks, as well as new relationships with other organizations and partners.
- The quality and the effectiveness of the participation of both employers' and workers' organizations in DWCP have significantly increased.

### **Effectiveness**

- The training material produced in the frame of the project is being utilized by ITC-ILO in programmes targeting employers and workers.
- The training reached remarkable standards of quality. Participants' satisfaction assessments reveal a very high level.
- Action plans developed by participants were applied within their organizations.
- The Project triggered the interaction among staff of all NICP funded projects and the individualization of specific training inputs affecting such projects.

### **Efficiency**

The Project was underpinned by a strategy aimed at optimizing resources. In this frame, resources allocated were used in combination with other sources of funding. This strategy increased the efficiency of the project as synergies between projects and resources were triggered and more participants and organizations were involved in the training provided.

### **Sustainability**

- The ITC-ILO has increased its capacity to provide relevant and appropriate training for both employers' and workers' organizations.
- Employers' and workers' organization are using the material produced or validated by the Project to provide training within their organizations as well as to partner organizations.

Given the greater degree of coordination developed during the project between both SP and the implementing agencies, i.e. ITC- ILO and Geneva HQ, a new project that will construct further on what was achieved is being envisioned.

## Recommendations

1. The experience of the project in terms of matching resources from various funding sources and of using them for activities pursuing similar objectives have yielded positive results. In order to reach a more in depth understanding on the extent to which this strategy could be replicated, it is recommended that cost benefit analyses are undertaken. If possible such analyses should compare projects with similar objectives but underlined by different strategies.
2. In order to ensure that a project will effectively address gender it is recommended that a gender perspective is incorporated at the design phase and implemented throughout the project cycle. A gender perspective should be explicitly reflected in the results expected to be achieved by the project at the various levels of the results chain. The project gender approach was aimed at ensuring that a percentage of trainees will be women. Although this target is undeniably relevant it is, however, not sufficient to analyze results, from a gender perspective at the outcome and impact levels.
3. The evaluation system was unevenly implemented by the organizations responsible of the management of the project. Approach to evaluation varied in terms of comprehensiveness, rigourosity and effectiveness. Based on this experience, it is recommended that for future programmes, the conceptualization and implementation of an evaluation strategy becomes an integral part and if possible a condition of the overall project strategy.
4. The documentation of good practices and success stories is highly recommended in the short term,. The project was implemented involving a wide range of actors playing a role in influencing policies to social dialogue, in various regions, countries and in different political and socio economic contexts. If concrete experiences and cases are documented the significance of the lesson learned through the project will be increased.

## Lessons learned

1. Projects managed by more than one technical programme (ACTRAV and ACTEMP in this case) and that are supposed to act independently albeit seeking common results, should entail as well, the implementation of key joint initiatives. The assessment of the results obtained through such joint activities should allow a more rigorous and comprehensive analysis of the relevance and the effectiveness achieved by the overall project (and not solely by its independent components: ACTRAV on the one hand and ACTEMP on the other)
2. Comprehensive evaluation strategies are essential for evidence based analyses of the results obtained through interventions. Information generated through systematic evaluation should inform future programming and the design of new interventions. The project is an example of the relevance and usefulness of including explicit and sound evaluation strategies since the inception phase of an intervention. When a comprehensive strategy was included a deeper understanding of both the quality of training and the results obtained through it was possible.
3. Systematic documentation of good practices and success stories should be part of the overall project strategy. This is especially valid for projects entailing a strong learning component, involving various actors and covering a range of geographical and cultural settings. The documentation of good practices and success stories is will potentially contribute to reinforce the institutional learning systems of the organizations involved in the projects e.g. ILO, ITC/ILO, donors, and other partners.

## 2. Acronyms

ACTEMP	Employers' Activity Programme
ACTRAV	Workers' Activity Programme
DAC	Development Cooperation Directorate
DWCP	Decent Work Country Programme
EO	Employers Organization
EU	European Union
ILO	International Labour Organization
ITUC	International Trade Union Confederation
ITC/ILO	International Training Centre of the ILO
NICP	Netherlands International Cooperation Programme
OECD	Organization for Economical Cooperation and Development
PRS	Poverty Reduction Strategy
SP	Social Partners
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
WTO	World Trade Organization

### 3. Background and Project Description

The Project was conceived as an initiative towards enhancing social dialogue for improving the quality of employment and conditions of work and for achieving greater levels of compliance with international labour standards. Social dialogue reflects the key ILO constitutional principle of tripartism. Social dialogue is underpinned by the promotion of participatory processes aimed at giving more influence to workers and employers' organizations as essential constituents of the world of work while bringing their experiences to the global forefront. Social dialogue is then essential to the concept of **decent work**.

The 2002 resolution on social dialogue and tripartism adopted in the frame of the International Labour Conference (ILC) of that year, stresses the importance of enhancing the role of social dialogue both as strategic objective itself and as tool for meeting other strategic objectives; and of developing mechanisms with Social Partners (SP) and governments to strengthen their capacities, services and representation. The 2002 ILC resolution formed an integral part of the conclusions of the 2006 ILC discussion on technical cooperation, thus reinforcing the essential nature of tripartism and social dialogue.

The Project, "Strengthening the Capacity of Employers' and Workers' Organizations to be Effective Partners in Social Dialogue" Project INT/06/62/NET, was conceived in line with the above mentioned Resolution.

The project comprises a set of actions aimed at strengthening the capacity of employers' and workers' organizations to play their role as SP and to be responsive to the needs of their members. Project efforts were expected to concentrate on a selected number of central themes such as social dialogue, international trade, occupational safety and health, labour migration, sustainable development, poverty reduction strategies, informal economy and macro-economics. By focusing on the already mentioned themes it was foreseen that the SP involved would increasingly influence the development of equitable and integrated social and economic policies, and will contribute to Decent Work Country Programmes (DWCPs) through the simultaneous and interconnected use of all the elements of the DW Strategy of the ILO. The project has employed an appropriate mix of intervention strategies:

- training of individuals holding senior positions and decision making power within their organizations, while working with their organizations to create conducive conditions for ensuring the application of the newly acquired knowledge and skills;
- training of trainers and/or introduction of sessions on training methodology in training courses with the aim of generating a multiplying effect of knowledge and know-how throughout the organizations
- development of training material in areas and topics relevant to the objectives pursued by the project.

The combination of training, training material and technical assistance, in conjunction with the activities deployed by ACT/EMP and ACTRAV's Bureaux at ILO Geneva, within the framework set by the DWCP and the NICP projects, was expected to lead to a lasting effect on the SP organizations and to a positive impact on their performance.

The project has made use of existing training materials and has also produced and contributed to the validation process of new ones. All training activities had a strong "multiplying" effect – as they have provided participants with the tools (including action plans) to train others and to trigger positive changes in their organizations. It was foreseen that, in the end, the beneficiaries i.e. a well-identified group of participants representing strategically selected workers' and employers' organizations, will:

- have acquired knowledge, skills and tools that will allow them to improve the functioning of their organizations to act as effective spokespersons and social dialogue partners to

meaningfully contribute to and influence national economic and social policy development, and to deliver services of information and consulting to their members;

- have acquired knowledge and skills to effectively address and deal with a set of strategic issues, that may vary between employers' and workers' organizations, using a variety of good practices and tools, available in other countries or published by international organizations (ILO, EU, OECD, World Bank and others).

In line with the mandate and nature of the International Training Centre of the ILO, most of the scheduled activities were expected to be regional or interregional, hence, targeting participants from different countries within a given sub-region or from countries from different regions. The overall expectation was that the project will privilege an audience made of workers' and employers' organizations that are representatives from countries with a DWCP and countries supported by the Netherlands Government development cooperation funding.

It is important to note that the project was conceived and implemented in conjunction with the project "Mainstreaming Tripartism across the Netherlands/ILO Cooperation Programme and Product Development for Employers' and Workers' Organizations", specifically, its third line of intervention "Headquarters managed activities - Building the Capacity of Employers' and Workers' Organizations in the areas of priority of the Cooperation Programme". This line of intervention foresees a key role for the ITC-ILO, "which, in a complementary manner, will develop training activities as well as products, tools and training materials, which can further reinforce the first and second lines of intervention." The project is also linked to the NICP project "Technical support and knowledge sharing of gender mainstreaming in the ILO/Netherlands Cooperation Programme (NICP)", of which ITC-ILO is a collaborating partner.

### **Project Objective**

In the frame of the above, the following objectives were set with the project:

### **Development Objective**

The project will contribute to strengthening the capacity of employers' and workers' organizations (SP) to act as representative, autonomous and knowledgeable organizations, to participate in national social dialogue institutions, policy-making processes and other institutional mechanisms, such as Poverty Reduction Strategies (PRS), Decent Work Country Programmes, thus contributing to national economic and social policy development.

### **Immediate objectives**

- The project will build the capacity of representatives and staff of the SP in terms of policy themes and substance, and policy-making methods and tools. Thus, they will be in a better position to contribute to policy development and services delivery in areas like international trade and regional integration, labour migration, PRS, informal economy.
- The Project will contribute to the development of new training materials and training methodologies, thus strengthening the capability of the ITC-ILO to support the formulation and implementation of Decent Work Country Programmes in general, and the contribution thereto by employers' and workers' organizations.

It was foreseen that the Project activities will result in sets of well-designed and attractively packaged training materials to be used in SP training and learning activities for further use by employers' and workers' organizations.



It was also envisioned that at the end of the project, between 340 and 610 SP representatives would have been trained and that at least 40% would have been women.

## **Outputs**

The Project outputs were expected to have a horizontal and a vertical effect. Horizontally, the development of appropriate training materials on various topics would have constituted a lasting input of tools and knowledge to the SP organizations. The training materials were expected to be used in SP's own training interventions as well as by ITC-ILO. Vertically, the provision of actual training sessions at the sub-regional or national levels would have led to strengthening of the SPs' contributions with respect to the Decent Work Country Programmes (DWCP).

## **4. Purpose of the Evaluation**

The aim of this independent/internal evaluation is to provide an objective and impartial assessment of the relevance, impact, effectiveness, efficiency and sustainability of the Project. The evaluation will also seek to distil lessons learned with the aim of reinforcing the institutional learning system of the Centre and of the ILO.

More specifically, the evaluation sought to determine the extent to which:

- The Project has contributed to strengthen the capacity of Employers' and Workers' to effectively participate in social dialogue institutions and in national economic and social policy development.
- Representatives of employers' and workers' organizations, women and men have acquired the capacity: i) to act as effective spokespersons and social dialogue partners; ii) to contribute to and influence national economic and social policy development; and iii) to implement and to deliver services to their members and to other organizations.
- The ITC- ILO has been effective in supporting the formulation and implementation of DWCP with comprehensive training services for employers' and workers' organizations through the design of training materials and training activities.

The recipients of the evaluation are:

- The donor (Government of Netherlands)
- The ITC-ILO
- The Project's partners (ACTRAV, ILO Geneva, ACT/EMP, ILO Geneva and Gender Bureau, ILO Geneva)
- The Project's beneficiaries and their organizations (employers and workers organizations involved)

## **5. Evaluation Scope and Methodology**

The evaluation covers the overall implementation period of the project. It is an internal albeit independent evaluation. It builds on previous self assessments and progress reports done by both ACTRAV and ACTEMP and in desk reviews and interviews conducted by the evaluator. The Evaluation comprehensively deals with the project components, activities and geographical coverage.

Based on the Organization for Economic Co-operation and Development - Development Assistance Committee (OECD/DAC) evaluation criteria, the evaluation scope entailed the assessment of the extent to which:

#### Impact

- The project beneficiaries and their organizations have enhanced their capacity to participate in social dialogue processes.
- Project beneficiaries and their organizations have contributed to or influenced economic and social policy development as a consequence of the Project.
- Tripartism has been mainstreamed in the main areas of policy development in employers' and workers' organizations.

#### Effectiveness

- Training materials elaborated for both employers' and workers' organizations have contributed to the overall objectives of the project.
- Training materials have been validated, published and actually used for social dialogue and for influencing social policy by both employers' and workers' organizations.
- Employers' organizations representatives have acquired understanding, skills, attitudes, and tools to improve (i) the representativeness, inclusiveness and functioning of their organizations, (ii) the capacity of their organizations to act as effective spokesperson and social dialogue partner, to deliver services of information and consultation to their members, and to develop action plans to do the same.
- Level of satisfaction of representatives of workers' and employers' organizations with regards to the training materials.
- Representatives of workers' and employers' organizations who participated in the Project have applied the learning acquired within their organizations.
- Participants have used the knowledge acquired through the project to train other colleagues or peers from other organizations.

#### Efficiency

- The resources allocated to the Project have been used in an efficient manner.

#### Sustainability

- The project reached the number of SP expected and the extent to which the SP reached are equipped to use, and have used, the new training materials to replicate the courses.
- It is possible to project that after three years of the completion of the project the number of trainees will be doubled and that at least 40% will be women.

From the methodological point of view the evaluation has been conducted through the following stages and means:

##### i) Data Collection

###### Desk Review

- Analysis of project annual reports.
- Analysis of the evaluation reports of the courses delivered within the project. A main source of information was the assessment of participants' satisfaction conducted at the end of each activity through the standard questionnaire of the ITC-ILO.
- Analysis of the relevance of the contents and the quality of training materials developed in the frame of the project.
- Other relevant documents.

##### ii) Interviews

- Semi structured interviews with activity managers

##### iii) Data Analysis: this stage included the analysis of secondary information i.e. project progress reports, evaluation of the courses by participants, analysis of the relevance and

quality of training materials produced in the frame of the project, among others. Analysis of primary information obtained through the interviews conducted in the frame of this evaluation was also performed. Data triangulation using different sources was key to the data analysis.

iv) Reporting

Draft report: The evaluator drafted a preliminary evaluation report which was shared with key stakeholders of the project for feedback.

Final report: A final report including the feedback received by key stakeholders is hereby submitted for approval.

## 6. Project Status

### General aspects

At the date of the present evaluation, the Project had completed its implementation. Additionally, follow up activities to key training programmes or events were under implementation or scheduled for 2010.

The overall Project has been managed and implemented as an integral part of the programmes for workers (ACTRAV) and employer's organizations (ACTEMP) of the ITC-ILO. Close and effective coordination with ILO Geneva was maintained during the overall project life. The rationale behind this approach was to ensure that the project's objectives will be fully aligned with the overall goals and priorities of both organizations; and will significantly contribute to reinforce their capacities and effectiveness. The project activities were responsive to the needs of SP.

Both in the case of ACTRAV and ACTEMP training programmes were designed in line with the needs of their main constituents and of NICP countries and of ILO's priorities. Accordingly, activities focused on strengthening capacities of employers and workers (especially unions in the latter case) for social dialogue and for promoting DWP, poverty alleviation and sustainable development.

ACTEMP maintained close linkages with Dutch Employers' organizations throughout the implementation. Several of the activities undertaken were negotiated with Dutch employers' organizations.

The funds of the Project were used to implement a number of activities that held at the Centre and at the country and regional levels. The range of activities included, as expected, training and preparation or validation of training material focusing on relevant subjects related to social dialogue and to capacity building.

In order to ensure greater levels of efficiency and to promote synergies, the funds of the project were used in combination with other financial sources. This approach led to:

1. a more efficient use of the resources aimed at achieving similar goals;
2. the generation of a multiplying effect which will continue beyond the project framework (e.g. use of the training materials already developed in other courses at the ITC-ILO, trainings that will be organized by or within the participant' organizations, etc.);
3. the integration of the Project activities with programmes already planned aimed at achieving similar goals;

4. an increased coverage as training activities are likely to continue as well as follow up mechanisms aimed at ensuring that the knowledge and skills acquired will lead to changes at the organizational level

The implementation of the project had a strong focus on capacity building of social partners' organizations in selected countries and offered them, thanks to the nature of the ITC-ILO, the unique opportunity to exchange their experiences with other countries in their region or on an interregional basis.

An achievement that deserves to be highlighted is the contribution the project has made to increase the overall capacity of ACTRAV and ACTEMP to deliver more relevant and pertinent training services to their constituents beyond the NICP contribution.

The following strategies underpinned the overall implementation of the project:

- Optimization of the use of funds through the combination of the project's funds with financial support from other sources. The criteria for matching resources entailed the identification of sources of funds aimed at achieving or contributing to the achievement of similar objectives. The assumption was that the synergy of funds will increase the effectiveness of the project as well as of the organizations in charge of its implementation.
- Selection of countries, organizations and participants to be covered by the training activities in the frame of the project, in strong consultation with all stakeholders: organizations of workers and employers, members of their governing bodies, former participants, ILO specialists at local level, etc.
- Utilization-focused implementation. This implied the development of training materials based on the needs of workers' and employers' organizations. The aim was to ensure that materials will be used beyond the project e.g. within activities run at the Centre and within those carried out by the participants' organizations.

Following the above mentioned common strategies, ACTRAV and ACTEMP have acted separately, responding to the specific needs of their respective audiences.

The Project, however, offered both organizations the opportunity of joining efforts for delivering a bi-partite course on macroeconomics for social negotiators. The course was held in Western Africa (for EOs only) and in Central Africa for a bipartite audience. The objective of this joint venture was to increase knowledge and understanding of the basics of macroeconomics. Macroeconomics was considered essential for ensuring that SP will participate in equal terms both amongst themselves and with governments, in the frame of socio economic policy making processes. The course combined conceptual with practical approaches on social partners' issues. Topical issues considered essential to the present socio economic debate in the sub-region, were used as cases. The course was highly appreciated by both audiences.

The funds allocated to the project were equally distributed between ACTRAV and ACTEMP.

## **The Project Management and Implementation**

Both organizations, ACTRAV and ACTEMP, followed similar approaches for the implementation of the project. The main activities conducted by each organization are described and analyzed below.

## ACTEMP Management

ACTEMP implemented the project focusing on the conceptualization and implementation of training courses and training materials, and based on the common strategies described above. During its implementation, the project made use of several means and tools already available in ACTEMP and that this organization has put in place for its overall activities and programmes.

For instance, the project took advantage of tools aimed at the analysis of training needs and for determining priorities of employers' organizations. Based on the analysis of needs and priorities, tailor-made training activities were conceptualized and implemented and; appropriate training materials and methodologies devised.

Among others, the following tools or means were used prior to the conceptualization of training activities or training materials:

- ACTEMP's annual survey. This survey is aimed at assessing training needs of ACTEMP's constituents.
- Technical advice from ILO's specialists
- Periodical meetings with former participants in order to assess the long terms effects of the training provided: the extent to which knowledge and skills have been used at the workplace; and the changes at the outcome and impact levels produced at the organizational level.
- Consultation with members of governing bodies of various employers' organizations.

On the basis of the above, ACTEMP developed and delivered the following training materials and courses:

### Training materials

Training material on lobbying and advocacy	<p>A full training kit for strengthening the capacity of employers' organizations and their representatives in their lobbying and advocacy role is available under the title: "Lobbying and advocacy for employers' organizations: maximising policy influence". Part 1 introduces key definitions and features of lobbying and advocacy and makes the necessary links with social dialogue. It also explains the objective of employers' action via lobbying i.e. the improvement of the business environment to help private sector development, create economic growth and achieve poverty reduction. Part II concentrates on the how to do and the how to conduct lobbying and advocacy by employers' organisations.</p> <p>The material allows teaching on both "Introduction to lobbying" in a one day event or, a longer course of 5 to 6 days on "Lobbying and Advocacy in depth".</p> <p>In the frame of the implementation of the project, the material was used for the first pilot course on Lobbying for East African countries. The shorter version was used in 2008 for 10 national or sub-regional courses on Effective EO (Uganda, Central Africa, Indonesia, Ghana, Mongolia, Afghanistan, Philippines, Timor Leste, Eastern European metal working sector, Arab States). Important spin-offs are its translation into Spanish for Latin America and the fact that it is used by the Dutch Employers Cooperation Programme for a number of their interventions, for instance in Zambia.</p> <p>In all cases, the training material has been strongly appreciated by participants. The training material is considered a systematic tool of learning that allows participants to go through processes of lobbying.</p>
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<p>Training material on services to be delivered by EO's</p>	<p>This material focuses on the service role of the EO and on its relevance in the area of social dialogue. Material is aimed at:</p> <ul style="list-style-type: none"> <li>- Increasing awareness and knowledge on what type of services can be developed or strengthened.</li> <li>- Reinforcing capacities to effectively set up or develop sustainable quality services for membership, in the frame of proper business plans.</li> <li>- The professionalization of services, to enable EO to compete in the professional market</li> </ul> <p>The training material allows both the teaching of "Introduction to service delivery by EOs, (a one day module in the basic course on the Effective EO), as " Services in depth ", which is a five day training course aimed specifically at those responsible for setting up , developing or managing services in an EO environment.</p> <p>Material was developed through a process that included, among other activities a "writers workshop". The "writers workshop" took place in January 2008 under the guidance of staff from ACTEMP.</p> <p>The material was tested in the frame of the module on 'revenue building and services by the EO's" of the standard course. It was also validated through a pilot course for West African employers organizations held in Dakar in October 2008.</p>
<p>Training material on basic macro-economic concepts for social negotiators</p>	<p>This training material provides an overview of key macroeconomic concepts, which are considered essential for SP involved in socio economic policy. Material include, among other topics:</p> <ul style="list-style-type: none"> <li>- the linkages between economic growth and poverty</li> <li>- macroeconomic stability in the frame of growth strategies.</li> <li>- structural growth factors;</li> <li>- global financial crisis illustrated and supported by cases studies.</li> </ul> <p>The material has been used in the following sub regional workshops</p> <ul style="list-style-type: none"> <li>- Western Africa (Mali, Mauritania, Senegal, Benin, Togo, Burkina Faso, Niger, Chad, Ivory Coast and Guinea ) in 2008.</li> <li>- Central Africa in a bipartite workshop (Cameroon, Gabon, Democratic Republic of Congo, Congo and Burundi) in 2008.</li> <li>- Eastern Europe in a bipartite workshop (Ukraine and Moldova) in 2009.</li> <li>- Southern, Eastern and Western English speaking Africa (Uganda, Kenya, Ghana, Botswana, Nigeria, South Africa, Malawi, Zambia, Tanzania, Swaziland, Namibia, Mozambique and Lesotho), in 2010.</li> </ul> <p>Around 70 employers and 30 workers' representatives have been trained.</p> <p>This course material initially developed in French is presently available in English, Spanish and Ukrainian.</p> <p>The training material has been highly appreciated by participants</p>
<p>Training material on effective participation in social dialogue</p>	<p>The training material in its revised and final version is now completed and will be tested in 2010. A first version was prepared for testing in 2009 during a pilot workshop for Asia on social dialogue. The material focuses on:</p> <ol style="list-style-type: none"> <li>i) "the political economy" of social dialogue from an employer's perspective: what are the challenges from an employer's perspective on social dialogue; the advantages and risks; the levels and the preconditions for it to be effective, etc.</li> <li>ii) the process of negotiation and how to reach agreements, which</li> </ol>

	represents a more classical approach to techniques of negotiation and bargaining.
Training material on international trade	<p>The material was produced in partnership with the International Trade Centre, linked to UNCTAD and WTO. It covers two areas that are relevant for employers' organisations: delivery of services (fair trade, match making, information, and training of companies) and the area of lobbying: employers' voice on trade policy.</p> <p>This material has been tested in a pilot course on "Employers organisations and Trade", held in Turin in November 2008.</p> <p>It was translated into Spanish and French and used as inputs in the following workshops:</p> <ul style="list-style-type: none"> <li>- Latin America (Chile, Uruguay, Argentina, Brazil, Bolivia, Ecuador, Peru, Colombia and Venezuela) in 2009</li> <li>- French speaking African countries (Algeria, Benin, Burkina Faso, Burundi, Cameroon, Morocco, Democratic Republic of Congo, Senegal, Togo and Tunisia) in 2010.</li> </ul> <p>70 employers' representatives have been trained.</p>
Training material on "Occupational Safety and Health" (OSH)	<p>This training course is aimed at providing basic training on Health and Safety to supervisors and line managers.</p> <p>It covers, among others, the following topics:</p> <ul style="list-style-type: none"> <li>- management of prevention</li> <li>- risk management</li> <li>- accidents</li> <li>- internal emergency plan</li> <li>- hazardous substances</li> <li>- fire and explosion</li> <li>- work in confined spaces</li> <li>- tools, machines and appliances</li> <li>- hoist, lift, bear</li> <li>- work at height</li> </ul> <p>It has been used in a training for Bulgaria, Rumania, Hungary and the Baltic States in April 2009 and for India and Bangladesh in October 2009. The material can be used by EOs for their training services (and as a revenue generator). Additionally, it is meant to serve to raise the quality of OSH management in user companies.</p>

The above mentioned training materials are in line with the main priorities of the Employers' Organizations. All materials include a training workbook, literature and testimonials, exercises, cases and slide-series.

Materials can be used with different audiences and can also be adapted to the reality of countries.

The use of the above mentioned training materials together with others have significantly contributed to strengthen ACTEMP's capacity to provide appropriate and relevant training services to employers' organization worldwide. Usage of materials has contributed to enlarge the number of people trained as well as the quality of training. Materials were constantly reviewed and adapted to the new challenges faced by employers. In this vein, new examples, experiences, case studies were systematically included.

The training materials developed have benefited, in general, all ITC-ILO programmes for SP. Indeed, the materials are supporting the **actual delivery of a series of training courses around**

*the world*, implemented together with ILO specialists and field offices. Not only countries involved in NICP-funded ILO projects are targeted, thus, an effort to cover representatives of the SP in these countries is a matter of priority, especially in activities at the sub-regional and regional level.

### Training courses

In-depth course on lobby and advocacy	<p>The course targeted management and staff members from 8 East/South African countries who are directly involved in lobby and advocacy, including four CEOs of the EOs. The course analysed the overall lobbying and advocacy process, starting from benchmarking to the development of a lobbying strategy; prioritisation of issues, research to organise fact based lobbying, access to decision makers, communication for advocacy and lobbying, and monitoring and evaluation.</p> <p>One course was organised in 2008 for the East Africa region (Kenya, Tanzania, Rwanda, Uganda, Ghana, Ethiopia) ; the others in 2009 for the West Africa region (Benin, Burkina Faso, Burundi, Ivory Coast, Guinea Conakry, Mali, Mauritania, Niger, Senegal, Thad and Togo) and in 2010 for Nepal – Pakistan.</p> <p>An impact evaluation was conducted following the course on in-depth lobbying for East Africa held in 2008. According to findings, the training had a positive impact in terms of networking opportunities, acquisition of technical skills, and work efficiency. 60% of participants considered that their ability to be good lobbyist has improved significantly. In terms of organisational performance, the first 3 areas where the most important changes have been observed are: communication with members, EO general visibility in the press and media, and lobbying strategy development.</p>
Course on international trade and export promotion	<p>The course was delivered for an interregional audience, focusing on two main areas of interest for employers: services in the area of trade and trade promotion; lobbying and advocacy on trade policy.</p> <p>Other courses on this topic were organized in Santiago de Chile for Latin American employers' representatives in October 2009 and in Casablanca for French speaking African employers' representatives in February 2010.</p> <p>Evaluations were very positive. They highlighted the practical orientation of the training and the fact that it was responsive to the needs of employers' organisations which are broadening their mandate to issues of a more economic nature, which are pivotal for enterprises.</p>
Course on international trade and export promotion	<p>This course was organised in November 2009 for African countries. The main objectives were to familiarise the audience with concepts, and to learn about the role employers organizations can play in boosting youth employment (skills aspects, increase employment intensity, increase young entrepreneurs, work on favourable entry conditions in the labour market, mentoring schemes etc).</p> <p>A further training programme entitled "Employers addressing youth employment challenges in the Pacific – A workshop for Employers' Organisations" was delivered in January 2010 in Wellington, New Zealand, in cooperation with the ACTEMP Geneva NICP project.</p>
Course on Communication Policies	<p>It was delivered in January 2010 for EOs from Central Asian and Balkan Countries. The training programme responded to the need of EOs to manage and orchestrate internal and external communications in order to create favorable starting points with stakeholders.</p>
Course on	<p>The workshop took place on 12-16 April 2010 in Zambia.</p>



“Social Dialogue and HIV/AIDS”	The training helped employers’ representatives to draft a project proposal for EU funding in order to finance specific activities aiming at the development and implementation of policies to combat HIV/AIDS at the workplace and at formulating effective responses through advocacy, lobbying or social dialogue at company levels.
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In the frame of the above mentioned courses, **179 participants** (23,46% of which were women) were trained in 675 participants training days

The number of **participants that have used the actual training materials is far higher totalling approximately 1006** according to the records of the project.

The participants’ satisfaction assessments conducted in such courses show very high scores about the overall quality of the course. In a 5 point scale were 1 is the minimum and 5 the maximum, the average scores received is around 4,5.

Through the assessment and follow-up activities conducted by ACTEMP after the training there are evidences of:

- A multiplying effect within participants’ organizations.
- The concrete application of several action plans developed during the courses. These plans are mainly related to the establishment of networks on strategic topics relevant to employers’ organizations.
- The improvement of lobbying strategies and techniques as well the application of skills to conduct research and surveys; to review and plan staff development activities, and to master communication techniques in the framework of a lobbying process.
- The application of key economical concepts in the framework of social dialogue processes.

Such evidences were elicited through follow up surveys conducted by ACTEMP. Through the surveys, former participants were asked to answer questions related to the whether or not their skills had improved; the extent to which they have used the skills acquired within their organizations. Additionally, former participants were asked to describe the specific results obtained by their organization as a consequence of the application of the skills acquired.

In average the response rate of such questionnaires ranges from 20% to 30%.

Through the surveys, the following aspects were highlighted by a large majority of respondents:

- The training material developed by the NICP and provided during the courses has been very or completely useful.
- The action plans developed during the courses were relevant and effective; and the networking opportunities offered by the training, very useful.
- The positive impact of the training with regards to networking opportunities, knowledge and technical skills, creativity and work efficiency.
- Skills acquired were shared with colleagues, members, SP, etc.
- At the organizational level, most of the action plans developed during the courses were applied or seriously considered by EOs. The most important positive changes are related to increased communication within members, and enhanced capacity of the EOs for the development of lobbying strategies and for increased visibility.

## ACTRAV Management

As mentioned before, both organizations conducted the project rather independently but underpinned by common strategies.

In this frame, ACTRAV conceived the project as part of its overall organizational strategies and aims. ACTRAV sought to optimize, to the best possible, the availability and use of funds. To attain this, funds coming from various sources were utilized for the development and validation of training material as well as for the design and implementation of training activities.

Notwithstanding the above, some differences on approaches between the two organizations deserve to be highlighted. First, ACTRAV opted for fewer courses but of longer duration. Second, ACTRAV more intensively used NICP Funds to undertake specific activities. Third, the selection of countries involved in the Project was made in line with the priorities of the government of the Netherlands. Additional countries were selected based on their similarities with the previous ones. Fourth, and in line with a regular organizational practice followed by ACTRAV, selection process of participants was done based on participants' profiles which were devised for each activity.

As part of the selection process, each worker organization was asked to present two candidates for ACTRAV to make the final decision. ACTRAV decided based on the position of candidates within their organizations and on their previous knowledge on the matter of the courses.

### Training material

ACTRAV developed or validated the following training materials in the frame of the project:

Training material on migration (validation)	The manual "In search for Decent Work" on labour migration was tested and validated in two courses held in 2007 in Moscow and Jakarta with participants from countries covered by NICP and is now available and being used for decentralized activities. It is also part of a resource kit on Decent Work and Trade Unions.
Training material on sustainable development and green jobs	After a process of validation, a training material on sustainable development including a guide on how to use Country profiles developed by the Trade Union Advisory Committee of the OECD (TUAC) was developed and is available. A booklet is accompanied by an interactive CD-ROM and a training module. The module linked with this material is meant to be used and integrated in training programmes, particularly in training on sustainable development and green jobs as in training on Global Jobs Pact and Response to the Crisis.
Toolkit on informal economy	In cooperation with the NICP component managed by the Bureau for Workers' Activities (ACTRAV, ILO Geneva) and the ITUC, a toolkit on informal economy and PRS was produced, starting from a manual on "Trade Unions and Informal Economy". This manual will be complemented with a training module on informal economy and with multimedia tools. The manual has been drafted and validated through an interregional workshop and tested in an interregional course in 2010 and in 2 standard courses on Informal economy for Europe and on New employment relations for Asia/Pacific.
WEB tools	To ensure a wider coverage of the material produced through the project, a website will host the training material and the description of training modules linked. Material will be frequently updated with new local experiences and good practices with the aim of feeding a trade union network on informal economy and Poverty reduction strategies.

The above mentioned training materials are focused on the main priorities of Workers' Organizations. Such priorities were detected in consultation with:

- Workers' organizations selected by the Secretariat of the workers' group at the ILO
- ACTRAV ILO specialists
- International and regional trade union organization (ITUC, etc.)
- Members of the Workers' group of the Governing Body of the ILO.

As in the case of ACT/EMP, the training material developed has increased and improved the capacity of ACTRAV to deliver relevant training activities focused on social dialogue and related issues. The material has also allowed ACTRAV to increase the relevance and the effectiveness of its training strategies and to better contribute to Decent Work Country Programmes. In particular, this training material will be integrated into a new comprehensive training programme on "Capacity Building for Trade Unions Skills on Decent Work" that is under preparation for ACTRAV Turin in 2010.

### Training delivery

Decent Work for Migrant Workers Validation of a Trade Union Manual on Migrant Workers' Rights	These training of trainers workshop was aimed at contributing towards strengthening the capacities of the national trade unions in selected countries to participate in the national/regional/international social dialogue institutions and policy-making processes in the area of migration and migrant workers policies. The workshop held in Moscow in June 2007 also provided the opportunity to validate ACTRAV training material on migrant workers rights – titled – <i>In Search of Decent Work</i> .
Trade Union Training on Migrant Workers Rights and Promotion of Social Protection	These training of trainers, took place in Jakarta in August 2007. It was aimed at contributing towards strengthening the capacities of the national trade unions in selected countries to participate in the national/ regional/ international social dialogue institutions and policy-making processes in the area of migration and migrant workers policies with a special focus on social protection. The workshop also provided the opportunity to validate ACTRAV training material on migrant workers rights – titled – <i>In Search of Decent Work</i> .
Course on Trade union training on research and youth employment policies.	<p>This 2 week course took place in parallel with a course for French-speaking African Trade unions on the same subject, in Turin in May 2008, and in partnership with the ITUC African regional organization. Both courses were followed by study visit to ILO Headquarters in Geneva. The course focused on capacity-building of workers' organizations in the area of employment policies. It was aimed at assisting trade unions to empower their organizations in the field of employment policies / research and, to promote or support:</p> <ul style="list-style-type: none"> <li>• an structure, for research and employment policies, within their national organizations.</li> <li>• an effective communication network of researchers among the national trade unions in the region aimed at facilitating information and experience sharing among leaders and officers involved in policy-making processes in the field of employment policies and negotiations of employment.</li> </ul> <p>Participants were Trade union researchers who attended a workshop on <b>"The Role of Trade Unions on Poverty Alleviation and Employment Creation in Southern Africa: with special emphasis on rural youth employment "</b>, held in Botswana in July 2007.</p> <p>Participants were satisfied with the overall activity and realized there was the need for creating an African Trade Union Researchers Group to formalize and</p>

	<p>coordinate proposals and to continued exchange of experiences and good practices for promoting the Decent Work Agenda at country level. This process continued in 2008-2009 with a specific training on <b>Information Technologies and Research</b> held in Nairobi. A research and training project on social security with a special focus on migration is under preparation.</p> <p>The final evaluation of the participants was very positive as well as the consolidation of the African Research Network for Trade Unions.</p>
Interregional course on Poverty Reduction Strategies and the Informal Economy	<p>The course held in Bangkok on November 2009 aimed to:</p> <ul style="list-style-type: none"> <li>a) Strengthen trade unions' capacities for promoting a Decent Work development paradigm that reduces poverty and improves conditions of work particularly in relation with the informal economy and in the context of the global crisis;</li> <li>b) Evaluate PRSs and formulate trade union policies to reduce poverty, incorporating a gender perspective;</li> <li>c) Develop trade union policies and strategies for organizing unorganised workers;</li> <li>d) Provide the opportunity for trade unionists from Asia and from Africa to share experiences and strategies on how they were dealing with poverty reduction and expanding informal economy in their respective regions.</li> </ul> <p>The course coverage went beyond NICP countries in Africa and Asia. It was expected to contribute to institutional capacity of Trade Unions to be partners not only in DWCPs, but also with other multilateral institutions from the UN family promoting an integrated approach to policies against poverty. Dissemination was to be guaranteed by the production of a booklet of country based reports on this subject.</p>
Validation workshop on a manual on Informal economy	<p>This workshop held in Brussels with the participation of all partners organizations involved in the preparation of the manual was aimed to fine-tune the structure of the manual and of the training module linked to the manual.</p>
Standard course on Employment relations and Workers' Rights	<p>The course (Turin, 15-26 March 2010) trained trade union representatives on the changing world of work in the age of globalization, on the basis of the ILO Recommendation (R198) on Employment relationships and on the role that core ILO standards in general can play in promoting fundamental rights of the workers. Participants also learned about ILO's Global Jobs Pact as a response to crisis and for promoting democratic labour relations and Decent Work for all. The course will also discuss trade union strategies for organizing and promoting social protection of contract workers and other workers in informal employment and influencing labour law reforms. A specific component of the course addressed the training needs linked with the achievement of these objectives and the manual was used and tested as a reference and a tool to design and implement a comprehensive training strategy on this issue. Participants came from Asia/Pacific countries including Nepal, Pakistan and Indonesia.</p>
Standard course on Employment and Informal Economy	<p>The course on Employment and Informal Economy (Turin, 15-26 March 2010) trained trade union officials responsible for policies and activities targeted at organizing and protecting the rights of workers in the informal economy - on aspects related to social dialogue, labour rights, social protection, equal opportunities, working conditions etc. with the objective of supporting trade union organizations and strengthening their capacity to develop and implement policies on informal economy. A specific component of the course addressed the training needs linked with the achievement of these objectives</p>

	and the manual was used and tested as a reference and a tool to design and implement a comprehensive training strategy on this issue. Participants came from Newly Independent States including Azerbaijan and Kyrgyzstan.
Interregional workshop on Informal economy	After the production of the manual on informal economy and its validation, a training course on this subject took place in Turin in the 1 <sup>st</sup> week of April 2010. The objective was to test the training module linked with the manual and to elicit inputs for its final version. Participants including all Regional organizations of the ITUC are meant to form the core structure of a permanent network on Decent Work for Workers in Informal Economy.

In the frame of the above mentioned courses, **137 participants** (35,03% of which were women) were trained in 1139 participants training days. Nevertheless the use of training material developed under NICP programme in different training courses, involved **a significantly higher number of participants** in subjects related to NICP Projects objectives.

The participants' satisfaction assessments conducted in the frame of the courses delivered by ACTRAV, show very high scores on the overall quality of the courses. In a 5 point scale where 1 is the minimum and 5 the maximum, the average score is around 4.35.

Based on the reports and on a limited number of assessments that were conducted at the outcome and impact levels, the following results are underlined:

- A research network was established involving more than 30 workers' organizations in African countries (African Labour Research Network). The network is mainly conducting research in the fields of economy and migration.
- Better cooperation among trade unions in labour sending and labour receiving countries and exchanges of experiences on questions related to labour migration (such as between Indonesian and Malaysian unions).
- Adoption of strategies at sub regional and national levels to promote migrant workers' rights, including the basic human rights of migrants in irregular situation (such as campaign for influencing the outcome of ASEAN Declaration on Migrant Workers).
- Action plans elaborated at the end of any training activity were in many cases adopted and implemented by the organizations concerned.
- Decisions by the unions to campaign for ratification of ILO Convention 97 and 143 in several countries and lobbying for integration of migrant workers concerns in DWCP.
- Utilization of ACTRAV manual on migrant workers in educational activities at national and sub regional levels, since 2008.
- Support for calls by trade unions to the ILO for the adoption of standards on domestic workers.
- Utilization of ACTRAV manuals on sustainable development and informal economy in educational activities at national and sub regional levels.

## Additional aspects regarding the Project management

### Implications on DWCP and multiplying effect

Although the project's intent was not to directly deal with DWCPs, it contributed to them through its efforts towards strengthening Employers' and Workers' Organizations. As it is well known, strengthening Employers' and Workers' organization is an integral part of DWCPs.

As mentioned in previous parts of this report, the project entailed the development of training and of training material focusing **in key priority areas**. These priority areas are, in most of the cases, central to DWCPs whether directly (youth employment, migration, poverty eradication, informal

economy), or indirectly (policy influence, lobbying). Based on the above it can be concluded that the project, horizontally, has dealt with DWCP priorities.

***Both the training and the training material developed or delivered in the frame of the project could be seen as a long term investment.*** The training material will certainly benefit all programmes of the ITC-ILO targeting SP in the coming years. The training materials that were developed in various languages are being used and will likely continue to be used by a range of partners in different regions. It is worth mentioning the Dutch Employers DECP as an example of a partner already using the materials developed by the project.

The project is supporting the ***actual delivery of a series of training courses around the world***, implemented together with ILO specialists and field offices. Although not only countries involved in NICP-funded, a range of ILO projects are targeted, strong efforts are made to give priority to representatives of SP, especially in activities at the sub-regional and regional level.

### **Gender mainstreaming**

The project has given strong attention to gender mainstreaming, wherever possible and relevant. A special focus on gender has been given especially in those activities related to PRS and informal economy.

In the frame of training activities, gender and gender mainstreaming have been incorporated as topics through examples, cases and exercises, in order to increase awareness. Training material incorporated a gender perspective, especially those related to lobbying and youth employment. The incorporation of gender proved more difficult in topics such as trade promotion and macro economics.

The participation of women in training activities under the project, although considerable, did not reach the target of 40% expected by the project.

### **Tripartism and social dialogue**

The project's focus on Workers' and Employers' Organizations envisioned a direct contribution to these ILO constituents for their substantive involvement in social dialogue processes. Evidence shows that the organizations involved in the project have gained internal capacity to engage in bipartite and tripartite dialogue in a range of issues related to the promotion of Decent Work at national, regional or at the enterprise level.

The project has further promoted bipartite initiatives, for example, a training programme on macro economics for social negotiators in Central Africa. The training purpose was to increase the knowledge and understanding of SP about the basics of macroeconomics (see above). This initiative has proved to be effective for preparing SP to participate in national socio-economic policy-making processes.

### **Partnership and interagency cooperation**

The project has boosted the ITC/ILO's capacity to deliver the most up-to-date training to unions and employers' organizations. This is an important contribution towards strengthening ILO constituents in the frame of the 2008 Declaration on Social Justice for a Fair Globalization. The training offered in the frame of the project, has indeed developed the capacity of the social partners' organizations to effectively represent their members and to play a role in the promotion

of Decent Work. The training courses conceived and delivered as part of the project are being mainstreamed into the overall ITC-ILO programme.

The partnership between the project and the ITC/ILO has entailed the involvement of a wide range of actors, and activities. Firstly, ITC-ILO is working with NICP-supported projects implemented by ACTRAV and ACTEMP departments in Geneva, which focus more broadly on strengthening the SP. The ITC ILO ACTEMP Programme was closely involved in a number of trainings developed under the Geneva NICP project: training on DWCP for employers; development of material and training on strengthening the communications capacity of employers; national activities in Ethiopia and Tanzania. ACTEMP established close coordination with Dutch Employers' organizations, throughout the implementation.

All the activities for workers, as well as the elaboration of training materials, were the result of a joint effort between ACTRAV Turin, ACTRAV Geneva and ITUC and where relevant, its regional organizations. Furthermore, the activities on Migrant workers rights, Poverty reduction strategies and informal economy, have led to the involvement of national organizations in activities developed by other international institutions like the ASEAN Secretariat, Global Migrants Forum, and in local meetings called by World Bank.

Linkages with ILO/Geneva established by both ACTEMP and ACTRAV are worth to be highlighted.

Whether it is on youth employment, local development, vocational training or any other technical field covered by the NICP projects, ITC/ILO has training products and services available in multiple languages that will now be actively promoted to ILO colleagues involved in NICP work.

## 7. Findings

### Impact

The synergy of the activities conceived and implemented in the frame of the Project have generated important results at the organizational level in both employers' and workers organizations in main Dutch countries as well as in additional ones. Such results which have been highlighted in the previous chapter are summarized as follows:

- Both, employers' and workers' organizations have increased their capacity to participate in social dialogue processes, and to influence economical and social policy development.
- Organizations have been able to engage in or to create new networks, as well as new relationships with other organizations and partners. By engaging in networks and by broadening partnerships, organizations have been able to more widely exchange knowledge and, ultimately, to increase their capacity to play a role in social dialogue processes.
- The quality and the effectiveness of the participation of both employers' and workers' organizations in DWCP have significantly increased.

### Effectiveness

In terms of effectiveness, the following main results deserve to be highlighted:

- Employers' and workers' organizations are using the material conceived by the Project to train colleagues or peers from other organizations. The expected multiplying effect has been materialized and is likely to continue beyond the life of the project.
- The training delivered reached remarkable standards of quality. Participants' satisfaction assessments reveal a very high level of satisfaction with the training received; participants have also applied the learning and skills acquired within their organizations.
- A great proportion of the action plans developed by participants during the courses were concretely applied and/or integrated into broader strategies within their organizations.
- The Project has triggered the interaction among staff of all NICP funded projects and the individualization of specific training inputs affecting such projects.

### Efficiency

As mentioned before, the project was underpinned by a strategy aimed at optimizing resources. In this frame, resources allocated to the Project have been used in combination with other sources of funding. As also previously stated, this strategy has increased the efficiency of the project as synergies between projects and resources were triggered and by doing so, more participants and organizations were involved in the training provided.

### Sustainability

The main elements regarding the sustainability of the project are related to:

- ITC-ILO has increased its capacity to deliver relevant training for both employers and workers organizations with a specific stimulus given by the Project to a holistic approach to training on the Decent Work Agenda based on the SP needs.
- Training materials are being used by employers' and workers' organization in order to provide training within their organizations as well as to partner organizations.

Based on the above, the NICP funds gave an important boost to building capacity of SP in their development, both generically and in the framework of their specific role in DWCPs.



The capacity to invest in the development of training material in essential themes as well as in actual training delivery; and in contributing to establishing networks, devises a path towards sustainability. As mentioned in various parts of this report, training is being replicated and expanded both geographically and in terms of number of organizations and participants involved.

Given the greater degree of coordination developed during the project between both SP and the implementing agencies, i.e. ITC- ILO and Geneva HQ, a new project that will construct further on what was achieved is being envisioned.

## **Recommendations**

1. The experience of the project in terms of matching resources from various funding sources and of using them for activities pursuing similar objectives have yielded positive results. In order to reach a more in depth understanding on the extent to which this strategy could be replicated, it is recommended that cost benefit analyses are undertaken. If possible such analyses should compare projects with similar objectives but underlined by different strategies.
2. In order to ensure that a project will effectively address gender it is recommended that a gender perspective is incorporated at the design phase and implemented throughout the project cycle. A gender perspective should be explicitly reflected in the results expected to be achieved by the project at the various levels of the results chain. The project gender approach was aimed at ensuring that a percentage of trainees will be women. Although this target is undeniably relevant it is, however, not sufficient to analyze results, from a gender perspective at the outcome and impact levels.
3. The evaluation system was unevenly implemented by the organizations responsible of the management of the project. Approach to evaluation varied in terms of comprehensiveness, rigourosity and effectiveness Based on this experience, it is recommended that for future programmes, the conceptualization and implementation of an evaluation strategy becomes an integral part and if possible a condition of the overall project strategy.
4. The documentation of good practices and success stories is highly recommended in the short term. The project was implemented involving a wide range of actors playing a role in influencing policies to social dialogue, in various regions, countries and in different political and socio economic contexts. If concrete experiences and cases are documented the significance of the lesson learned through the project will be increased.

## **Lessons learned**

1. Projects managed by more than one technical programme (ACTRAV and ACTEMP in this case) and that are supposed to act independently albeit seeking common results, should entail as well, the implementation of key joint initiatives. The assessment of the results obtained through such joint activities should allow a more rigorous and comprehensive analysis of the relevance and the effectiveness achieved by the overall project (and not solely by its independent components: ACTRAV on the one hand and ACTEMP on the other).
2. Comprehensive evaluation strategies are essential for evidence based analyses of the results obtained through interventions. Information generated through systematic evaluation should inform future programming and the design of new interventions. The project is an example of the relevance and usefulness of including explicit and sound evaluation strategies since the inception phase of an intervention. When a comprehensive strategy was included a deeper understanding of both the quality of training and the results obtained through it was possible.
3. Systematic documentation of good practices and success stories should be part of the overall project strategy. This is especially valid for projects entailing a strong learning component, involving various actors and covering a range of geographical and cultural settings. The documentation of good practices and success stories is will potentially contribute to reinforce the institutional learning systems of the organizations involved in the projects e.g. ILO, ITC/ILO, donors, and other partners.