



Evaluation Summaries

Promotion of a social dialogue programme in Africa (PRODIAF III)

Quick Facts

Countries: Benin, Burkina Faso, Burundi, Cameroon, Congo, Ivory Coast, Gabon, Guinea, Mali, Niger, RCA, RDC, Rwanda, Senegal, Chad, Togo,

Final Evaluation: December 2010

Mode of Evaluation: Independent

Technical Area: Social Dialogue

Evaluation Management: ILO Dakar

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Project Start: July 2008

Project End: December 2010

Project Code: RAF/08/12M/BEL

Donor: Belgium (4.2 million US\$)

Keywords: Social Dialogue, Tripartite, Conflict Prevention, Negotiation, Mediation.

Background & Context

Summary of the project purpose, logic and structure

The PRODIAF III (Programme de Promotion du Dialogue Social en Afrique) is a project to support the development of social dialogue in Francophone countries of Africa.

Financed by Belgium, it was first undertaken as a pilot project from 1996 to 1998 and followed by a first phase from 1998 to 2003 and a second phase from 2004 to 2007. Phase III, the object of this evaluation, has run from July 2008 and will end December 2010.

Its objectives were to institutionalise social dialogue at national and regional levels, to promote the participation of social partners in the formulation and implementation of socio-economic policy nationally and regionally, to sustain the experience of PRODIAF through the capitalisation and dissemination of its “acquis”.

Its activities consist of advice and support, training, accompaniment, research and knowledge dissemination on how to implement and institutionalise effective and sustainable social dialogue in countries and regionally.

Intended results are changes in mentalities and behaviours among tripartite partners to the labour relationship, the use of acquired knowledge and skills to prevent and/or manage labour conflict, the participatory development and implementation of social dialogue institutions. Intended effects are reduction in labour strife and collective take up of social dialogue to participate in socio-economic policy debate and policy setting.

The project team of nine persons (a project director, six professional and two support staff) is based in Dakar and intervenes on a demand basis in countries that range from post-conflict and reconstruction through to developing yet precarious and others that are considered stable.

Present situation of project

The project was originally intended to run four full years from 2008 through to 2011 or early 2012.

Due to an ILO decision beyond the control of the PRODIAF III to terminate the project at the end of 2010 it was unable to carry out a significant portion of the activities it had programmed. This fact was taken into account in conducting the evaluation.

Purpose, scope and clients of the evaluation

The purpose of the evaluation was to assess the project's performance in terms of its relevance, efficiency, effectiveness, impact and sustainability, as well as to provide lessons learned and recommendations.

It covered the period from July 2008 to December 2010 and considered countries and regions that received assistance from PRODIAF III during that period.

Because of the termination of the project ahead of schedule and the manner in which the decision was made, the primary client of the evaluation is the ILO regional office for Africa and headquarters.

The evaluation was also intended to inform the "Réunion Régionale sur la validation du patrimoine méthodologique et la capitalisation des expériences de PRODIAF en matière dialogue social en Afrique à Saly, les 17 et 18 décembre" attended by a cross-section of project beneficiaries and stakeholders.

Methodology of evaluation

The evaluation used a mixed-methods approach and a case study methodology based on 6 country cases (Bénin, Togo, Burkina Faso, Sénégal, Burundi, République Centrafricaine) and 3 regional cases (UEMOA, CEMAC, CEPGL). The choice of methodology was based on the purpose and intended use of the evaluation, as well as the resource and time constraints.

Data and information were collected through document review, semi-structured interviews with respondents and stakeholders, and direct observation.

The major limitation came from the use at the programming and monitoring levels of the logical framework due to ILO requirements that resulted in activity reporting and monitoring data that did not capture the real value of the project. The evaluation had to develop a theory of change in conjunction with the project and stakeholders to generate meaningful data and information about the project's worth.

Main Findings & Conclusions

The evaluation found that, overall, the PRODIAF III has been relevant to meeting the expressed needs of its beneficiaries.

The project was found to be effective in meeting its intended results of changing mentalities and behaviours, of promoting use of social dialogue knowledge and skills to prevent and manage conflicts, as well as to assist in the participatory development and implementation of social dialogue institutions.

The quantity and quality of its outputs have been such that it can be considered an efficiently run project.

Positive impacts are apparent where context allowed and the evaluation identified instances of significant positive impact.

The sustainability of the project's legacy was found to be wanting as it was unable to complete its activities due to its premature demise.

Project weaknesses were identified in terms of the conceptual framework, continuity of its interventions and lack of an explicit communication strategy.

Recommendations & Lessons Learned

Main recommendations

Because the project was terminating, recommendations were oriented to future ILO support to social dialogue.

Conceptual frame of reference:

1. Develop more and make explicit the theoretical and conceptual frame of reference for social dialogue.
2. Elaborate organisational and operational scenarios for ILO support to social dialogue in francophone Africa with the participation of national and regional partners.

Transition of PRODI AF

3. Develop and implement a transition strategy and operational plans together with partners
4. Sustain efforts to capitalize the numerous social dialogue experiences and the sharing of social dialogue tools and methods.
5. Create, sustain et moderate a social dialogue network.
6. Implement, sustain and manage a web-based resource and knowledge centre on social dialogue.
7. Reinforce the sustainability of the benefits of PRODI AF and their use by institutions of social dialogue and the reinforcement of their capacities rather than just those of individuals.
8. In addition to strategic plans, develop funding plans for social dialogue organisations to increase the likelihood of sustainability.

Perspectives for the promotion of social dialogue

9. Conduct large-scale public information campaigns and assess the opportunity of involving civil society taking into account the specific realities of each country.
10. Diversify entry points for social dialogue

Important lessons learned

1. The real challenge of social dialogue and its development is much more human than technical one.
2. Support to social dialogue requires political leadership capable of engaging political leaders on fundamental questions.
3. The development of social dialogue, and consequently its programming, management and evaluation, should be supported by a clear, explicit and shared theoretical and conceptual frame of reference.
4. Necessary conditions for the sustainability of well-performing social dialogue institutions are training and continuous learning.
5. There is no one-size-fits-all model of social dialogue.
6. Social dialogue is not an end in itself but a means to develop tripartism, to improve governance as well as social and economic development.