



Evaluation Summaries

Evaluation: *Capacity Building for Employers' Organizations on Productivity and Competitiveness*

Quick Facts

Countries: Armenia, Azerbaijan, Bangladesh, Georgia, India, Kyrgyzstan, Mali, Mauritania, Nepal, Senegal, Tajikistan, Uzbekistan

Final Evaluation: September 2007

Mode of Evaluation: Independent

Technical Area: Employers

Evaluation Management: ILO HQ

Evaluation Team: Robert Salomon, Anne Inga Hilsen, Erik Whist

Project Start: 2004

Project End: 2007

Project Code: INT/04/39/NOR,
INT/04/M06/NOR

Donor: Norway US\$ 2,150,134

Keywords: Employers' Organization,
Capacity Building, Productivity

Background & Context

Summary of the project purpose, logic and structure

The project, *Capacity Building for Employers' Organizations on Productivity and Competitiveness*, undertook studies and surveys on productivity and competitiveness with local consultants, organised workshops to validate the findings of the studies, conducted seminars and produced training material and tool-kits. The project provided a combination of direct support and institutional development. It was implemented by the Regional Employer Expert in West Africa and south Asia, by an external consultant in Caucasus–Central Asia and finally, by national experts in each country to work inside the employers' organizations.

The main purpose was to strengthen the capacity of employers' organizations to provide and deliver services to member and potential member enterprises on productivity and competitiveness at enterprise and national policy levels.

Present situation of project

The project is now completed in all regions.

Purpose, scope and clients of the evaluation

The purpose of the evaluation was to assess the relevance of the project objectives and approach and establish how far the project managed to achieve its planned outcomes and objectives. It was also meant to enable the ACT/EMP headquarters and field staff, as well as partners, to engage in critical reflection and information sharing as part of the capacity building efforts on technical cooperation.

Methodology of evaluation

The work consisted of a review of background material including a briefing at ACT/EMP in Geneva, plus visits to Dakar and Nouakchott, New Delhi, Kathmandu, Yerevan and Dushanbe. During the field visits the evaluators were accompanied by the ILO employers' specialists for the respective regions and met representatives of employers' organisations, involved enterprises and supporting staff linked to the project. Interviews were based on a common interview guide worked out during the first briefing in Geneva. Evaluators also visited enterprises involved in the project and met national specialists for countries included in the project.

Main Findings & Conclusions

The overall conclusion of the evaluation is that the capacities of national employers' organisations have been strengthened through the project and

that the project has given value for money. Both objectives and the approach of the project were relevant and it delivered important outputs in terms of training courses, workshops, seminars, routable, training materials for enterprises.

The project has been highly efficient in developing the tools and organising workshops and seminars. The output of the project is an impressive list of activities and products that can be utilized also after the project is completed. However, there will be a need for revision and further improvements of some of the tools.

Gender issues have been given attention and the project organised several workshops on gender sensitivity and women's entrepreneurship with many participants, both men and women.

There were several activities in the project on promoting productivity and they contributed to awareness raising of productivity and competitiveness in enterprises, both in companies and among policy makers.

In some countries, project activities were curtailed due to civil unrest, but project objectives and outputs were successfully achieved in most countries. Particular impact was acknowledged by the evaluation team in awareness raising and *mind set* shifts through which the project will achieve sustainability in enhancing capacity of employers' organizations to promote productivity and competitiveness.

Recommendations & Lessons Learned

Main recommendations and follow-up

- The evaluation team suggests that on national policy issues, the social partners could have been engaged to an even greater extent.
- The duration of a project should be longer than two years and there should be sustained support from donors during the implementation period.
- At the enterprise level more staff should be involved in trial projects and use of the competitiveness and productivity tool kits. Future focus should ensure training of employers' organization staff and stocks of the tool kits and training material should be reprinted and disseminated to meet ongoing training needs.
- Training tools and materials developed for the project should be updated and revised for replication in future projects.

Important lessons learned

The project gained important experience in focussing the interests of enterprises, employers and policy makers on the subjects of productivity and competitiveness. Feedback from the workshops and roundtables indicated that they were received as very focused and operational, and considered good tools for management training.