



Evaluation Summary



International
Labour
Office

Evaluation
Office

Enhancing collective bargaining and amicable settlement of labour dispute mechanisms – Final RBSA Evaluation

Quick Facts

Countries: *Bosnia and Herzegovina, the Former Yugoslav Republic of Macedonia and Moldova*

Final Evaluation: *June 2015*

Mode of Evaluation: *Independent*

Administrative Office: *DWT/CO-Budapest*

Technical Office: *Dialogue*

Evaluation Manager: *Anna Farkas*

Evaluation Consultant: *MARIJA NASHOKOVSKA (team leader), GALJINA OGNJANOV, MIHAELA VIDAICU*

Project End: *December 2014*

Project Code *SBU/12/02/RBS*

Donor & Project Budget: *RBSA (US\$ 190,000)*

Keywords: *social dialogue, labour dispute settlement*

Background & Context

Summary of the project purpose, logic and structure

Improved Labour Dispute Settlement, a regional project targeting Bosnia and Herzegovina, the FYR of Macedonia and Moldova commenced implementation in 2012. Some of the sub-regional activities were completed at the beginning of 2015. The project aimed to strengthen the capacities of the

social partners to establish and maintain suitable mechanisms for amicable settlement of labour disputes, including support to the examination of different models of mechanisms that can be adapted to local context.

The project interventions targeted two common problems identified in the three project countries: low effectiveness and coordination of collective bargaining processes in the public and private sector, and the absence of or underdeveloped mechanisms for amicable settlement of labour disputes. The results from the interventions contribute to the achievement of Outcome 12 of the ILO Strategic Policy Framework 2010-2015, and at the country level, the results contribute to the achievement of different country priorities, as defined in the Decent Work Country Programs.

The suite of interventions undertaken during the project can be categorized in three types: capacity-building activities, exchange of knowledge and experiences, and technical assistance to social partners in the countries evaluated.

Present Situation of the Project

The project was completed in 2014 with some final (sub-regional) activities taking place in the first six months of 2015. The regional evaluation of the interventions undertaken by ILO in the three targeted countries (BiH, the FYR of Macedonia and Moldova) and on sub-regional level in the field of amicable settlement of labour disputes demonstrated that

activities were planned and executed in accordance with the identified needs in the process of developing the DWCP for each of the countries.

Purpose, scope and clients of the evaluation

The purpose of this evaluation is to assess the results of the work done in the target countries in order to inform the next steps and future programming of ILO in the area of amicable settlement of labour disputes in the targeted countries. The findings from the evaluation will assist ILO to determine what should be done in the target countries and the broader sub-region prior to engaging into the design of the new DWCPs.

The scope of the evaluation was the Projects/Country Programme Outcomes (CPOs) in Bosnia and Herzegovina, FYR of Macedonia, Moldova, and the related sub-regional outcome. The evaluation covers activities carried out as part of the Improved Labour Dispute Settlement Project for the period of 2012-2014, and the final events held in the first half of 2015.

Methodology of evaluation

The evaluation was conducted by an evaluation team that consisted of an External Evaluator (Team Leader) and National Consultants in Bosnia and Herzegovina and Moldova. The National Consultants worked under the guidance of the Team Leader. The methodology included a broad desk review of relevant documents. The process also included meetings/interviews between the evaluation team and stakeholders, and meetings with ILO National Coordinators in the three countries.

There are limitations to this evaluation that need to be taken into account. The lack of progress reports on activities, or about the implementation of the program on an annual basis resulted in fragmented information in different formats (research reports, analyses, promotional materials).

Relevance

The interventions related to amicable settlement of labour disputes were highly relevant for all project countries. Alternative Labour Dispute Settlement (ALDS) is part of the DWCP in each of the countries. There is a difference regarding the level of priority of ALDS in the project countries. While in BiH and the FYR of Macedonia ALDS is a priority, in Moldova, according to the interviewed representatives of social partners, this issue currently is not among the country's priorities.

Effectiveness

It should be noted that all activities were planned to contribute and contributed to the achievement of a specific outcome on national level as defined in the DWCP. Also, the interventions were effective because implementation of one intervention led to start with another intervention on a different level. The highest effectiveness of interventions was achieved in the FYR of Macedonia and Republika Srpska (BiH), and experiences gained can serve as examples of good practice for the other countries in the region. A set of factors contributed to the effectiveness of the interventions, particularly: involvement of the social partners in the planning and implementation of the interventions, thus increasing ownership and commitment, regular information sharing with the decision-makers, tripartite consultations and political will.

Efficiency

Taking into consideration the volume of activities implemented and available resources (both human and financial), the project can be categorized as being efficient. According to the social partners' representatives, the sub-regional events are highly efficient in presenting a platform for networking and sharing experiences and knowledge.

Sustainability

The evaluation of the project sustainability demonstrated that with each individual intervention, one element of sustainability has been built. ILO has been working closely with tripartite constituents in planning and executing all activities and finding solutions for ALDS that will become an integral part of the system that is usually supported by the state budget. This will secure financial sustainability. At the same time the capacity building activities for the social partners ensure that skills and knowledge obtained during the training events and workshops remain within the institutions and are transferred inside the sectors and departments.

Impact potential

The impact of the project will be seen in the upcoming years if the usefulness of the established mechanisms for ALDS for the citizens of the respective project countries as the final beneficiaries of this project is assessed.

Recommendations & Lessons Learned

Main recommendations and follow-up

1. ILO should continue with the practice of mixed interventions (activities for capacity building, sharing experiences and knowledge and technical support in drafting legislation/regulations) to address the issue of ALDS;
2. More emphasis should be put on documenting outputs such as number of participants disaggregated by gender at capacity building activities by country, or by social partner for national events;
3. ILO could stimulate the organization of regional events, such as conferences and/or study tours more frequently to support the sharing of knowledge and experience and transfer of know-how among countries that share similar context;
4. The social partners need to receive technical support by ILO for developing and implementing a strategy to educate their constituents about utilizing the mechanism for ALDS in each of the targeted countries. For instance, in RS and the FYR of Macedonia educational campaigns directed at primary target groups (employers and workers) could be organized and include statistical data that will support the benefits of the mechanism for ALDS;
5. Social partners should be encouraged to identify individuals to be trained as local trainers in order to strengthen the local capacities by creating a pool of local trainers who will serve as education base for training potential future mediators and arbitrators;
6. ILO should support the organization of discussions, round tables and other similar events about international conventions and their effects on companies and country competitiveness, advantages and disadvantages of the laws that regulate collective bargaining, and practical aspects of collective bargaining such as collective agreements, which will target specific stakeholder group such as associations of employers from the region;
7. ILO could support the institutions/bodies that will implement ALDS mechanisms in the targeted countries to schedule regular monitoring/ measurement of the effects of the mechanisms on the final beneficiaries through data collection via questionnaires and/or interviews of the users of the ALDS mechanisms;
8. From a management point of view, ILO should develop standard evaluation forms to be delivered to participants at different events and capacity building activities to obtain opinions and views from participants regarding the content of the event, usefulness of the topic and insight about the quality of organized events.

Lessons learned

1. Larger presence of interventions that include sharing knowledge and experience on regional level is highly helpful and desirable in discussing and defining models and mechanisms for amicable settlement of labour disputes.
2. Utilization of regional expertise, i.e. involvement of experts from the region to support the identification of workable institutional solutions and mechanisms, is likely to contribute to build more trust in the process by the social partners.
3. Introduction of standard evaluation forms to obtain feedback and insight from participants attending various ILO events would be valuable.