

PROJECT EVALUATION REPORT

ACHIEVING DECENT WORK THROUGH ECONOMIC LITERACY PROJECT FOR AFRICA (2010NDWAF PROJECT)

Funded by LO-Norway

**An Evidence-based and Positive Assurance
Evaluation**

June 2014

Acknowledgements

We are grateful to the LO-Norway Consultant for Africa and her partners in SATUCC and other national federations for the support accorded to us during the course of undertaking this assignment.

Special mention must be made of Mr Austin Muneku, The Executive Secretary of SATUCC who gave us the entry information and links into the project area. Noah ChanyisaChune of COTU(K)equally gave us invaluable support and information on the EATCU region.

We must say the input from the stakeholders such as Employers, Government and Civil Society both at regional and country level was quite insightful and is duly acknowledged.

The educators/ trainers and the union leaders that participated in the short Focus Group Discussions are being applauded from taking their valuable time off and attend the meetings. To them we say thank you so much!

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June, 2014

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List of abbreviations and acronyms

COTU(K)	Central Organisation of Trade Unions-Kenya
DWCP	Decent Work Country Programme
EATUC	East Africa Trade Union Confederation
ECAM	Employers Consultative Association of Malawi(ECAM)
EMCOZ	Employers' Confederation of Zimbabwe
FKE	Federation of Kenya Employers
LEDRIZ	Labour and Economic Development Research Institute of Zimbabwe
MCTU	Malawi Congress of Trade Unions
NOTU-U	National Organisation of Trade Unions- Uganda
SADC-CNGO	SADC Council of Non-Governmental Organizations
SATUCC	Southern Africa Trade Union Coordination Council
SADC ELS	SADC Employment and Labour Sector
SPSF	SADC Private Sector Forum
TLAC	Tripartite Labour Advisory Council
ZiCTU	Zimbabwe Congress of Trade Unions
ZaCTU	Zambia Congress of Trade Unions

Abstract

The trade union training programme “Decent Work in Africa” also referred to as “Achieving Decent Work through Economic Literacy in Africa” has been in operation since 2010. The overall purpose of the project was to assist trade unions in developing their management and policy-building capacities in the four strategic areas of decent work.

After the initial project phase, BR & Associates were tasked to carry out a project evaluation based on the specified outcomes as provided for in the Terms of Reference attached.

To get to the proposed outcomes that were sought by the initial project document 2010NDWAF, a mixed methods approach was adopted, involving collection and analysis of quantitative and qualitative data with particular focus on assessment of the agreed project outcomes based on evidence. This largely included a desk review of LO-Norway project documents Economic Literacy Regional Workshop Reports(Gaborone, Nairobi and Johannesburg), SATUCC/LO-Norway programme Agreements, National Federations’ operational reports, financial reports and other relevant documents on Decent Work Country Programmes. In addition to the desk review, various key informants from the project countries were interviewed and these included union leadership, affiliate leaders, educators/trainers employers, government and selected civil society members.

It is our view that the project has achieved most of the agreed outcomes and deliverables with the exception of specific countries that were faced with external challenges as elaborated in the report. We are also satisfied with the financial, internal governance structures and control in the project areas as coordinated from the regional offices of SATUCC and EATUC

Section 1 –Introduction

1.1 Research Aim

The core aim of the Evaluative Research study was to provide an in-depth evidence-based and outcome assessment on the impact of the LO-Norway Project on building capacities amongst Trade Unions to ensure they effectively articulate and influence promotion and implementation of the core goals of the Decent Work Agenda in Africa.

1.2 Objectives of the evaluation

The specific objectives were two-fold:

- 1.2.1 To examine and assess project achievements through the following variables:relevance, efficiency, progress/results, sustainability, training, external impact, gender and governance.
- 1.2.2 Based on 1.2.1 examine and assess the current modality of support on the decent work agenda and provide recommendations for future cooperation and partnership in the region.

1.3 Conceptual Framework

Decent Work is paramount to achievement of employment decency in conditions of freedom, equity, human security and dignity.According to the International Labour Organization (ILO), the concept involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.

Its delivered through four pillars: (1) promotion of rights at work (2) employment creation (3), social protection and (4) social dialogue

This research explores the characteristics of the concept of Decent Work Agenda in general as articulated by the ILO, LO-Norway and their partner agencies and how the LO-Norway “Achieving Decent Work through economic Literacy in Africa project” has influenced its progress in Africa. Hence the outcomes, activities and impact of the project areas hascritically been examined against this backdrop.

The concept of economic literacy, being the focus of the project, gets its background from the 2008 LO-Norway's Partners conference held in Lilongwe where delegates endorsed the Decent Work Agenda as an integrated framework for promoting institutional change in Africa. Influenced by the successful launch of the Sourcebook on Economic Literacy for Trade Unions in Africa, jointly published by the Norwegian Confederation of Trade Unions (LO-Norway) and the Bureau for Workers Activities of the International Labour Organization (ACTRAV) at the Lilongwe conference, the programme was designed to utilize the sourcebook and any other existing materials to bolster training needs of trade union organizations as they relate to the realization of the Decent Work Agenda. This would hence assist trade unions in developing their management and policy-building capacities in the four strategic areas of decent work.

1.4 Organisation of the report

After the introduction and presentation of the background, the report presents the country and regional contexts of the ILO Decent Work Agenda, a detailed discussion on the findings disaggregated per region and per country and finally and more important recommendations for the future.

Section 2 – Country and Regional context on the Decent Work Agenda

The general assessment by stakeholders, especially civil society interviewed, more specifically in the SADC region, is that the regional efforts on achieving the Decent Work at regional level have not been very visible. They feel the efforts have been riveted by the region's focus on trade, industry and economic cooperation rather than labour policy. This obviously may have affected the delivery impact of this project goal on decent work at regional level. However, mention should be made on the relatively important and progressive outcomes such as the draft Protocol on Employment and Labour which should be seen as an appropriate tool for workers and all stakeholders for lobbying on decent work in the region.

In the countries visited, it was clear, effective delivery of the decent work agenda at national level is thwarted by a number of factors. According to recent evaluations by the ILO, amongst other challenges, Governments' failure to fund, implement and meet part of

their bargain in the country programmes is one such factor. This has had a direct effect on the delivery of this project since the primary goal of this project is to contribute towards delivery of the decent work. For instance in Kenya, the National Labour Board, the institutionalized social dialogue structure, is failing to meet due to poor funding. In Zimbabwe the Tripartite National Forum (TNF) has not met since 2009. In Malawi, the Tripartite Labour Advisory Council (TLAC) exists only on paper. It has not met since it was established under the Labour Relations Act in 1996. This clearly stalls the delivery of the critical component of the Decent Work pillar on social dialogue. Again in Kenya, workers also believe Government intention to put all Civil Servants on fixed-term contracts jeopardize the job security and social protection guaranteed by the ILO Decent Work Agenda. In Zimbabwe, the proposed move by Government, supported by employers, to embrace the Labour Market Flexibility system will dilute, in the eyes of the ZiTCU, the gains made by the Decent Work Agenda on employment creation and social protection. On the other hand, employers believe this is the only route to take in the volatile economic situation the country finds itself in, otherwise, in the eyes of the employers, there will be no work for everyone once companies go into liquidation. The National Federations have, during this evaluation, agreed to use this challenge as an entry point into the next phase of the project as a lobbying strategy at country and regional level.

Section 3 –Project Background

The trade union training programme “Decent Work in Africa” also referred to as “Achieving Decent Work through Economic Literacy in Africa” has been in operation since 2010. The programme was a direct follow up of conclusions of the 5th LO-Norway Partners Conference held in Lilongwe, Malawi (24-26 September 2008) when delegates endorsed the notion of the “Decent Work Agenda” as an integrated framework for promoting institutional change in Africa. The conference recognized that the Decent Work Agenda offers a balanced strategy for social and economic progress composed of the four strategic objectives, of the ILO Decent Work Agenda. The ILO, through ACTRAV, played a key role in the project initiation and played an active role in most major regional activities during project implementation. ACTRAV has been acting as a bridge between the LO-Norway and its partners in Africa in bringing latest discourse on the Decent Work Agenda.

The overall purpose of the project is to assist trade unions, both national federations and affiliates, in developing their management and policy-building capacities in the four strategic areas of decent work.

This project hence, amongst other activities, focuses on capacity-building of workers' organisations in the area of economic policies, with great emphasis on the role that trade unions should play in the process of collective bargaining at the branch, local, and national level, as well as enhance negotiations with employers, national governments and international financial institutions.

As part of the project outputs, an end of project evaluation workshop took place in May 2014 in the Republic of South Africa to assess the project in terms of achievement of agreed objectives/targets and explore areas of future cooperation. This project evaluation has used the report from the May meeting as an entry point for outcome based and evidence based assessment. An analysis of the issues raised at the workshop are covered below (See section 5.2.2)

Section 4 – Methodology and caveat

To get to the proposed outcomes that were sought by the initial project document 2010NDWAF, a mixed methods approach was adopted, involving collection and analysis of quantitative and qualitative data with particular focus on assessment of the agreed project outcomes based on evidence. These largely included a desk review of LO-Norway DCW project document, Economic Literacy Regional Workshop Reports (Gaborone, Nairobi and Johannesburg), SATUCC/LO-Norway programme Agreements, National Federations' operational reports, financial reports and other relevant documents on Decent Work Country programmes including progress reports.

In addition to the desk review, various key informants from the project areas were interviewed and these included Union leadership, affiliate leaders, educators/trainers employers, Government and selected civil society members.

An outcome based positive assurance methodology has largely been used in this evaluation. The methodology requires an evaluator to confirm achievement of targets, by sifting through available evidence, against the agreed outcomes as documented.

As caveat, some of stakeholders such as the Government of Zimbabwe, through the Ministry of Labour, did not grant the author an opportunity for an interview hence some of the statements from ZiCTU about the progress on the DWCP in Zimbabwe and the ensuing challenges could not be verified with them.

Again we strongly believe the sentiments captured in this report represent the views of the various stakeholders targeted in this evaluation based on the methodologies used. In addition, the report contains a comprehensive inclusion on perspectives and recommendations by the consultants in order to bring into the evaluation an outside perspective .However this needs also to be interpreted with caution. First, while this project , as we have concluded, has been instrumental in contributing towards the capacity of the trade union leadership in articulation of the four strategic areas of decent work as per overall project purpose and in general on the delivery of the decent work at country and regional level, the results surely cannot solely be attributed to the project activities given the possibilities of other variables playing an important role on the delivery of the same outcome such as change of union leadership and interventions by other sister projects such as the Danish Trade Union Council `s LO-FTF projects , ILO country projects and other LO-Norway projects.

Section 5 – Discussion on results

5.1 Verification of outcome results at regional level

5.1.1 Relevance

For both SATUCC and EATUC, both internal and external stakeholders have confirmed that the program is very relevant to their organizational objectives. The stakeholders interviewed are those whose activities and objectives generally cross meet; examples, human rights NGOs, and the traditional social partners who are employers and government. In particular, organizations such as the SADC-CNGO explained that the project feeds directly into their project objectives aimed at addressing people’s needs in general. They demonstrated working together with SATUCC at regional level through a Memorandum of Understanding covering SADC-CNGO, SATUCC anda faith-

based regional body. The interface comes largely from their joint efforts to address people's needs : labour being part of the target grouping.

Almost all national federations confirmed that the project objective of Achieving Decent Work is actually at the core of their strategies in the areas of achieving the fundamental principles and rights at work. All the affiliate members interviewed again confirmed the relevance of the project in the areas of lobbying, advocacy, negotiations and bargaining. The project compliments very well with the other projects that they coordinate which aim at addressing the same pillars of decent work.

Employer Organizations in both East Africa and SADC confirmed the relevance of the project in the areas of joint lobbying. For instance in Kenya, they gave an example where they are jointly lobbying with COTU-K on the review of the administration of the National Social Security Fund(NSSF) where they collectively believe the fund is being abused by Government which, obviously, has a negative impact on the delivery of the Decent Work Agenda pillar on Social Protection.

5.1.2 Regional Progress on results

We confirm an assessment was conducted at regional levels (SATUCC and EATUC) to determine the progress towards achievement of the targets as agreed at the 2010 Economic Literacy Regional Meeting in Nairobi which were subsequently used for self-assessment at the Regional Evaluation Workshop in April in Johannesburg.

In terms of building capacity at regional level, there is adequate evidence to suggest the full involvement of SATUCC in the drafting processes of the SADC Employment and Labour Sector (ELS) policy instruments such as the Employment and Labour Protocol (ELP) and the regional level Decent Work Program. The SADC ELS Office confirmed effective participation of workers through SATUCC. However we noted that there is little intervention activities at regional level emanating from these protocols suggesting that workers, as social partners, have not had adequate opportunity to push their agenda. Nevertheless, the SATUCC and SPSF confirmed that they are on a

path to be working together on various activities of mutual interest such as delivery of the decent work programmes at regional level, gender, HIV/AIDS and other interventions. For example, a joint project on mapping of SADC Protocols, Treaties, Codes and Agreements was undertaken and out of this exercise a number of actions that require cooperation joint implementation. It is intended that a Memorandum of Understanding between the two organizations will strengthen their relationship for the good of socio-economic engagement.

There is sufficient evidence to demonstrate that there has been noteworthy progress to assimilate decent work and economic literacy in routine trade union education programmes in the region such as programmes delivered by ZICTU, COTU and OTM. This represents an achievement of close to 40% as other programs, at the time of the evaluation, had not, in our view, completed this assimilation.

Three out of seven programs managed to finalize the simplified versions of workers training manuals on economic literacy based on the *Sourcebook on Economic Literacy for Trade Unions in Africa*. This represents 42 % of achievement rate in the region.

All programmes successfully conducted awareness raising/training workshops for union leadership representing a 100% achievement at regional level. This assessment is purely based on the agreed target of conducting awareness raising workshops. However, an actual evaluation on the impact has been dealt with elsewhere in this report.

The launch of the online forum, on May Day, as a platform for discussions on knowledge sharing complements other achieved indicators during this period. We checked the website www.satucc.org/forum and confirmed its existence . However being at its formative stage, there may not be a lot of activity at this point and we implore that more awareness be raised about the site.

5.2 Verification of outcome results at country level

5.2.1 Relevance

Close to 100 % of the beneficiary respondents (both national federations and affiliate unions) confirmed the programme is relevant to their organizational needs. Most of them confirmed that the programme objectives and activities meet the needs outlined in their strategic plans relevant to their thematic areas of Decent Work. Specifically in Zimbabwe, it was emphasized that the labour market dynamics are changing very quickly and hence giving a lot of pressure on workers to catch up on grasping socio-economic changes in the macro economy. This requires, amongst other things, continuous training of the union leadership and workers. In Kenya, the project is complimenting their active lobbying strategies at the time when the Union Leadership is being sidelined by the country political leadership in favour of PUSSETU (Public Sector Trade Union) and other "Yellow/Briefcase" unions (small unions with no visible offices). Government is registering these small unions that are not even meeting the minimum requirements for registration: a clear case of divide and rule strategy by the current government.

5.2.2 Progress on results at country level

We wish to confirm a positive assurance was conducted at country level to determine progress towards achievement of the agreed targets at the 2010 Nairobi meeting as well as the project document objectives. Just like at regional level, the indicators tested were in the areas of:

- (1) Existence of policy influence on decent work
- (2) Political leadership at national structures on economic and social policy
- (3) Establishment of a socio-economic structure at Trade Union level
- (4) Resource and institutional capacity
- (5) Major outcomes on economic and social policy
- (6) Knowledge sharing and linkages with other institutions within the country.

In our assessment based on documentation evaluated, ZiCTU is way ahead in all the aspects of the project indicators as per project document. The union has been running similar projects on Decent Work and Economic literacy before the LO-Norway project. This helped them to start off on a higher ground than the rest of the unions. We confirm at the time of the evaluation, the Union had completed almost 100% in terms of number of union leaders and Educators that have since been trained during the project period. The *Sourcebook on Economic Literacy for Trade Unions in Africa* has been customized into a training manual for Zimbabwe unions. Popular versions of the manual had been developed and printed for circulation though not yet published. Unlike other projects, there was adequate evidence in Zimbabwe to confirm that the Economic Literacy training had been rolled out to shop stewards level as confirmed with selected shop stewards.

In Malawi, delivery of the project was partly affected by the exit of the project coordinator. The replacement coordinator still needs time and exposure. However, they have been able to train 15 Union Leaders, who unfortunately have been replaced by a new leadership following outcome of the recent MCTU Congress. This will necessitate a replication of the programme to orient the new leaders. According to documents reviewed, no Training of Trainers programmes have been conducted but rather awareness raising workshops in 2012 and 2013. We would therefore say, Malawi has achieved just over 40% of the agreed targets. Still remaining is the actual TOT programme for Educators, development of training materials, popularization of the manual as well as shop stewards training.

In our assessment COTU/NOTU is another project that is doing very well in terms of delivery of project outcomes. Their joint action plan follows the priority areas of the Decent Work Programme in the areas of Youth Employment, Child Labour, HIV/AIDS, Social protection and Social Dialogue. We confirm at the time of the evaluation, the Union had completed over half of the agreed targets: 20 union leaders and 20

Educators/Trainers have been trained during the project period. Materials were developed from the *Sourcebook on Economic Literacy for Trade Unions in Africa*, but have not been published yet due to lack of funds. It has been agreed the next project phase to start with publication of the same. However, there was no evidence on the ground to demonstrate that the economic literacy programme had been rolled out to the shop stewards level.

Nevertheless, other agreed areas on intervention on Youth Employment , HIV/AIDS and Social Dialogue , COTU/NOTU had gone ahead to implement some of the intervention programmes using own resources which is quite commendable in view of the limited funding under this project.

It is our view that COTU/NOTU and ZiTCU are operating at a point where they can comfortably move into new priority areas whereas the rest need to revisit some of the Phase 1 activities such as Union leadership training and development of the training materials (customized) and Training of Trainers.

Country projects in Mozambique, Swaziland and Zambia were not physically visited as per Terms of Reference, however, an assessment thorough the SATUCC documentation gives us an idea on progress to date and an opportunity to evaluate against the generally agreed targets.

In Zambia, there have been three main activities from conception of the project. An awareness raising workshop in 2011, a Technical Committee workshop on material development in 2012 and another Technical Committee Workshop on finalization of training manual in 2013. In Mozambique, it has ideally been the same one activity: awareness raising workshops for top leadership, but rolled out once a year and targeting leaders from different geographical sectors. This is however over and above the popularization of the Economic Literacy manual in Portuguese.

According to our evaluation, Swaziland remains at the bottom on progress. They have not implemented any activity under the project from 2013. This is largely due to the fact that the implementing organization, the Trade Union Congress of Swaziland

(TUCOSWA) is fighting deregistration with government and obviously this is their main priority at the moment.

Table 1: Summary of progress- to-date against the agreed performance indicators related to the capacitation of the unions in respect of delivery of the decent work agenda:

Indicator/Year	Kenya		Malawi		Moz		Zim			Swaz		Zamb		Uganda	
	11	'14	11	'14	11	'14	11	'14	11	'14	11	'14	11	'14	
	Trade union policy on macroeconomics	X	X	X	X	X	√	√	√	√	X	NA	X	NA	X
Political leadership in economic and social policy	X	X	X	X	X	√	√	√	√	X	NA	X	NA	X	NA
Department of economic and social policy	√	√	X	X	√	X	√	√	√	X	NA	√	NA	√	NA
Full-time researchers	4	4	1	1	2	10	4	4	4	X	NA	1	NA	2	NA
Part-time researchers	3	0	0	16	0	2	2	5	5	X	NA	3	NA	7	NA
Associate researchers	10	0	2	1	10	2	15	10	10	X	NA	3	NA	3	NA
Major outcomes on economic and social policy	√	√	X	X	√	√	√	√	√	X	NA	√	NA	√	NA
Institutional capacities	√	√	√	√	√	√	√	√	√	X	NA	√	NA	√	NA
Linkages with other institutions	√	√	√	√	X	X	√	√	√	X	NA	√	NA	√	NA
Internal financial support	50%	2%	10%	0%	0%	2%	2%	2%	2%	X	NA	5%	NA	√	NA
NB															
NA means not physically assessed															

The above table is a demonstration on progress on indicators on capacity by the national federations from a baseline survey conducted in 2011. It is clear that on policy development on macroeconomics and political leadership on economic and social policy, progress has stagnated for all project countries with the exception of Zimbabwe and Kenya. Almost all projects with the exception of Swaziland and Malawi have now institutionalized socio-economic activities by setting up a relevant department. Finally, on internal financial contributions to the project the trend over the last 3 years of the project has been to decrease rather than increase their levels of contribution, a clear indication that project countries are not ready to take over funding of this project.

5.2.3 Evaluation of the training programmes

We confirm having validated the training programmes delivered i.e. union leadership training and educators/trainers in terms of content, duration, a review of comments from participants and delivery methodology.

It is clear from participants and educators comments that the content was rather heavy-loaded for the average one week that was allocated by the programmes. Having gone through the manuals and content we are of the same view.

A review of the documentation seem to point to the fact that most of the training were only at first level evaluations, that is, participants' evaluation of the programme in terms of delivery, environment and relevance. There was no evidence from the review of the training reports to suggest second level evaluations where trainers do a follow up on the implementation of the programmes at shop floor level

5.2.4 External impact

With the exception of the Ministry of Labour in Kenya, the rest of the stakeholders indicated they have limited understanding of the objectives of the DWEL project. Employers in Zimbabwe actually heard about the project during the evaluation exercise. However, having explained to them the objectives, 100% of stakeholders who indicated awareness of the project indicated that the project activities could be relevant to their organizational activities and over 60% were of the view that the project will still remain relevant the next five years.

With the exception of Malawi, the rest of the stakeholders in the region agree the union leadership has significantly improved in articulation on socio-economic agendas in the national tripartite negotiations. However, they believe it is a combination of so many factors in addition to the project capacity building such as change of leadership. In Malawi, it was clearly asserted by stakeholders that the change of union leadership

has brought in challenges in articulation as they need more exposure on economic literacy.

Despite the challenges above, of interest 5.4.1, the 2013 National Budget statement in Zimbabwe was launched under the theme: 'Beyond the Enclave: Unleashing Zimbabwe's Economic Growth Potential' borrowed literary from the thematic title of the ZiCTU/LEDRIZ economic resource book. An indication of the significant external impact of the union leadership improved capacity to influence the macroeconomic environment.

5.2.4 Internal Governance

We are convinced with the functioning of the internal governance of the project in all the project areas under review. The main General Councils/Boards were involved in the commencement of the project both in terms of assessment of the need and relevance as well as providing the needed political support to the project.

Project plans and activities are signed off by the Secretary Generals in all the unions under review including signing off payments. Specifically in Kenya, project activities and expenses are signed off by a Trustee in addition to the Secretary General.

5.3 Financials and Efficiencies

A total of USD 105, 500 was disbursed to the project from LO-Norway during the project period through the regional coordinating unit, SATUCC.

Having conducted a Positive Assurance exercise on the financial transactions and having inspected relevant documents as sampled at the coordinating secretariat and implementing National Trade Union Centers, we are convinced the funds were duly used for the intended purposes.

We are satisfied with the internal controls and authorization processes aimed at reducing the risk of mismanagement. All the implementing Trade Unions involve the leadership in authorizing expenditures from all transactions including one-off activities such as the DWEL project.

We are satisfied with the efficiencies and cost effectiveness mechanisms in all the affiliates in the way services are procured from suppliers such as accommodation and venue providers and promotional materials. The leadership is involved in authorizing the suppliers based on cost effectiveness, quality and history.

We are satisfied with the systems of accounts used at secretariat and affiliates. Most use the PASTEL which is ideal for organisation for such nature. The SATUCC office uses QuickBooks which is equally ideal.

We are satisfied with the financial governance of the project on audits. The SATUCC is audited by BDO and the latest report of the period ended December 2013 had no management issues relating to funds from this project with the normal qualification relating to the Auditors lack of opportunity to extend their examination beyond the receipt actually recorded as regards voluntary donations and sponsorships. This is normal.

We are satisfied with the monitoring mechanisms at most affiliates once funds are disbursed for a particular activity. ZiCTU gives a maximum of 3 days for the implementers to submit returns.

Finally we are satisfied with the way affiliates treat underspends on their project activities. We sampled documentation relating to an underspent of close to USD 1,500 from MCTU which came about due to exchange gains. Again we sampled documentation relating to other two underspends from ZiCTU in December 2013 for USD 1,628 and another one for USD 3,526 in November 2013. Both organizations sought a formal clearance from SATUCC on how to dispose of the balances.

However, we noticed that there is no clear harmonization of rates on allowances and rates paid to Facilitators and consultants considering that this is but one project.

5.5 Regional coordination

There is an indication of dissatisfaction by some implementing unions that believe the two tier transfer of funds from LO-Norway to SATUCC and thereafter to the federations contributes to the delay of funds for project activities and generally increases bureaucracy on reporting. On the other hand others believe, the regional coordination is important to ensure there is a uniform delivery of the project objectives in the region. Our sincere view is that the regional body is adding a significant value in ensuring uniformity in the delivery of the project objectives especially at regional level. SATUCC'S key role, for example, in the development and potential implementation of the SADC Protocol on Labour and Employment will have an obvious effect on the country delivery of this project objectives on decent work and labour rights. However, there is need to formally demarcate the two regions into South and East duly coordinated by SATUCC and EATUC respectively. The major basis for our opinion is the fact that the two regions, as we have seen in the evaluation, are operating at different levels of progress and environment.

5.6 Project Sustainability

The individual country projects do contribute towards the project ranging from 0% to 5% of the project funds. However, two things need mentioning here. Most of this contribution is in kind rather than cash. Though, this is a good gesture towards long term sustainability it is an indication that the implementing federations do not have the capacity to inject cash into this project, at least for now. Again, a quick analysis of the contribution in table 1 above, clearly demonstrates dwindling rather than increasing rate of contribution. In some cases this has come down to zero. This, again, is a clear indication that the federations are far from fully taking over the funding of this project.

On the other hand, a confirmation that most of the decent work agenda and economic literacy are being customized into the educational training materials is a positive indication that once the donors stop funding the project, there is hope that activities shall remain a key component of the national federation strategies and activities.

Overall it is our view that at this point, the project will still need financial support especially in those countries that have completed less than 50% of the agreed activities.

Section 6- Key findings

- 6.1 The project cooperation is very relevant to the implementing national federations and their affiliates as confirmed from the key focus group discussions and key informant interviews. The major contribution of the project to the federations is the sync between the programme objectives and activities and the thematic areas of their strategic plans bordering on Decent Work. Our own assessment of the sampled strategic plans for ZICTU and COTU-K confirms this sync. The only problem is that there is a disjoint of delivery of progress in terms of timing due to sometimes delays in funding by LO-Norway. This pushes some activities to take place way deep into the year.
- 6.2 Having conducted an assessment on the financial transactions and having inspected relevant documents as sampled at the coordinating secretariat and implementing national federations, we are convinced all funds remitted were duly used for the intended purpose, we are again, satisfied with the internal controls and authorization processes, we are equally satisfied with the cost effectiveness, efficiencies and initiatives taken by the implementing federations to manage risk . Finally we are satisfied with the systems of accounts used at secretariat and affiliates. Most use the PASTEL which is ideal for organisation for such nature. The SATUCC office uses QuickBooks which is equally ideal. We are, in general, satisfied with the financial governance of the project.
- 6.3 On project progress, it is our view that the just ended project phase should be treated as a Pilot Stage of the NDWAF project. Most activities in the region are work-in-progress though at different levels. For example, as demonstrated in table 1 above, at country level, Zimbabwe is way ahead in terms of delivery of agreed targets due to its background, having been coordinating similar projects prior to this project. Others like Malawi and Swaziland have lagged behind due to reasons external to their organisations. But in as far as overall project objective of capacitating the union leadership on management and

economic policy in the four strategic areas of decent work, we are satisfied with the progress on the following:

- 6.3.1 Awareness raising programmes for the union leadership where an achievement of 100% delivery has been achieved.
- 6.3.2 An assessment by social partners and civil society interviewed clearly indicate that the trade union leadership, at regional, national and affiliate level, have increased their capacity, over the 4 year period, to articulate effectively on macroeconomic matters within the context of decent work.
- 6.3.3 However, we could not establish whether this was solely due to the intervention of this project or indeed a combination of other interventions such as other complementary LO-Norway projects. The most critical thing is that the perception by social partners towards the union leadership has positively changed over the period.
- 6.3.4 Table 1 above, outlines the per-country-progress on the agreed targets on capacity. From the analysis, with the exception of Malawi, Swaziland and Zambia all of the projects are on course to meet their agreed indicators.
- 6.3.5 Delivery on the training programmes to educators have been above average in our view. The only challenge we have picked is that of the second-level monitoring and evaluation which has virtually not happened in almost all projects with the exception of Zimbabwe. Training a number of educators is one thing but not following up on those trained and check whether they have in turn delivered/ cascaded their programmes fully is a different matter altogether. Again, there are no internal mechanisms, in all the project areas, to evaluate the change impact of the programmes in terms of their capacity to influence policy, negotiate, collective bargaining influence and other related outputs.

6.4 On external impact, all the stakeholders interviewed demonstrated their

willingness to work with the project once the next phase comes into operation. However, it was also clear from the stakeholders that their involvement at formulation of the

country DWCP programmes, for instance, has been limited and even worse, they have not fully been involved on the delivery of the actual pillars. Hence, it is recommended that this project continue enhancing the capacity of the union leadership in the formulation and implementation stages of the country programmes where they could advocate for more worker-friendly priorities than at delivery when it is too late.

6.5 On sustainability, we are skeptical that the project countries are ready to take

over the funding of the project activities soon. From the inception of the project their own contributions towards the funding activities have been diminishing from 5% to 0% in others. However, it is hoped that their continued mainstreaming of economic literacy and decent work in their routine training programmes for union leadership and shop stewards, as demonstrated by ZICTU and COTU-K, will go a long way in sustaining some of the project activities for along time to come.

6.6 We validated the training materials and also conducted focus group discussions with educators. We would want to agree with the participants' assertions that the training content of the Economic Literacy programme is heavy for the average 5 days that they go through. A move towards incorporating a modular approach towards the delivery of the training programme would be very effective and ideal. Again, there is generally lack of second level monitoring and evaluation of the training programmes. The project has not demonstrated to us that there is clear follow up mechanism on the follow up activities by the trained union leadership and educators. Finally, we confirm, there is an extensive use of the LO-Norway's manual "*Sourcebook on Economic Literacy for Trade Unions in Africa*". We confirm the popularized manuals we perused in the countries visited have effectively been customized to suit the local economic environment as proposed in the manual.

6.7 The ILO workers arm, ACTRAV, has been very instrumental in the delivery of the project. They have shared their experiences on achieving decent work based on their involvement worldwide. The project has been receiving significant technical expertise during national and regional training activities. It is expected that similar

arrangements could be maintained in the next phase of programme implementation.

- 6.8 As discussed above, there is mixed assessment by the national federations as to the effectiveness of the regional body SATUCC in the delivery of the project programmes. Our sincere view is that the regional body is adding a significant value in ensuring uniformity in the delivery of the project objectives especially at regional level as already elaborated above.
- 6.9 Gender and women participation has been adequately mainstreamed in the project implementation. A check on the participants' lists for all the programmes confirms a balanced ratio between men and women. More important, a review of the training manuals being used, again demonstrate the inclusion of gender issues within the context of the decent work.

Section 7 – Recommendations, conclusions and way forward

Despite the above, it seems social partners, especially Employer Organizations, have a limited understanding of the objectives and activities of the project. It is our recommendation that there should be a deliberate effort by the national federations to create awareness amongst their key stakeholders so that they have a buy in especially that in the next project the focus will have to move away from internal training programmes to areas such as joint advocacy and others.

At both regional and country levels, there has been a noteworthy move to integrate decent work and economic literacy in routine trade union education programmes. It is our recommendation that this element be one of the priority areas to be maintained in the next project phase.

As per project objectives, the implementing trade union federations should effectively demonstrate their capacity to influence core areas of decent work such as social dialogue, rights, employment creation and social protection. Since the delivery of the decent work agenda, and priority areas is being hindered by other factors such as governments' lack of commitment and political interference as is the case with Zimbabwe and Kenya, for instance, the next project should therefore put more resources on joint lobbying strategies on the decent work pillars: social protection, social dialogue, socio-economic rights and other related areas of negotiations, bargaining and policy development.

ZiCTU amongst all other implementers in this project has demonstrated capacity to deliver. Hence it is our recommendation that the organisation be treated as a "mentor" for the other projects who are struggling such as Malawi, Swaziland and Mozambique. This should include use of the research arm of the federation, LEDRIZ for information sharing.

From the focus group discussion, it became clear that a number of trained educators and leaders have been retrenched in countries such as Zimbabwe where turbulence is still a feature of the economy. It is therefore our recommendation that there is need to replicate the basic Economic Literacy programmes in the next phase of the project for the new
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leadership. For instance, the entire leadership in Malawi is equally new and have not undergone the basic training. This could run parallel to other Phase II programmes as suggested in this report. This is an important element since there is a clear gap in conceptualization by the new leadership. A case in point is that of Malawi.

Much as the training programmes have been completed in most project areas, it is our recommendation that there should be a formalized second level Monitoring and Evaluation mechanism at both regional and country levels to follow up on the training programmes. This could take the form of data base of how many have been trained, sector and a follow up on their activities including changes within the workplace or sector they represent in the areas of negotiations, advocacy and other interventions.

There is a risk that the Economic Literacy trainings could be overtaken by events due to the increasing complications in the country economies. Like in Zimbabwe where the socio-economic environment is moving with speed, there is a likelihood that the focus of the programme may need to be changed to enhance other pillars of decent work and principles of labour rights. It is our recommendation that the focus of the project should move away from Economic Literacy to an advanced capacity building on advocacy on socio-economic rights such as right to water, right to sanitation, right to life and other rights directly related to socio-economics . Indeed it is clear that there was a skills gap on economics articulation by the majority of the union leadership more especially at affiliate level and even worse at shop stewards level. Capacity building on advocacy in the areas of socio-economic literacy will definitely be enhanced. However, at this level, it is also clear that the complicated socio-economic concepts have not been adequately grasped hence it is recommended that for the next project, a tactful combination of both the exiting programme and advocacy training in other key areas of decent work , including social rights, be the of the key focus areas.

There is generally a disjoint of activity plans for national federations and those of the project. It is our recommendation that there should be a proper synchronization of the annual planned activities of the national federations and those of this project to allow for

smooth implementation and integration of the joint delivery of the common objectives. This has also been proliferated by late remittances of funds from LO-Norway.

For the future project and based on some challenges unpacked in this report, it is our sincere recommendation, a regional coordination approach continue for both East and Southern project areas. The coordination should not only stop at remitting funds but effective monitoring and evaluation of the project as well as effective lobbying of the regional and common areas of interest within the region such as regional delivery of the decent work agenda.

It is our sincere recommendation that the ILO ACTRAV , having been very instrumental in the design of this project, be drafted to provide a key input in the design of the next project phase. This will, even more importantly, assist to link the project delivery on decent work in general with the ILO Decent Work Country programmes especially as regards the national priority areas.

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Annex I - Key Informants interviewed

Name of Organisation	Location of Interview	Name	Designation
LO-Norway(Africa office)-Zambia	Ndola, Zambia	Alice Gondwe-Siame	Regional Consultant-Africa
SATUCC	Gaborone, Botswana	Austin Muneku	Executive Secretary General
SADC-CNGO	Gaborone, Botswana	RangariraiMachemedzi	Manager- Regional Economic Integration Programme
SADC-PSF	Gaborone, Botswana	Norman Moleele	Coordinator- SADC -Private Sector Forum
COTU-K	Nairobi, Kenya	Noah Chune	Research Economist/Director of Education
Ministry of Labour	Nairobi, Kenya	Jacob M Gatimu	Senior Labour Officer(IR)
FKE	Nairobi, Kenya	Mr Ambenge	
COTU-K	Nairobi, Kenya	Union General Council led by Deputy Chairman, COTU-K	Various
COTU-K	Nairobi, Kenya	Educators/Trainers led by Albert Obed	Various
ZICTU	Harare, Zimbabwe	Mirriam Chikamba	Head of Education & Training
LEDRIZ	Harare, Zimbabwe	Dr G Kanyenze	Director
		Naome Chakanya	Senior Economist
Ministry of Labour-Malawi	Lilongwe, Malawi	Mr H Nyangulu	Labour Commissioner
		Mrs Linda Kawamba	Principal labour Officer
Malawi Congress of Trade Unions (MCTU)		Grace Nyirenda	Deputy Secretary General

Annex II -Questionnaires

1- Stakeholder Questionnaire

Welcome to Outcome Assessment Survey for the LO-Norway Decent Work Project for Africa

About this Survey

The trade union training programme on “Achieving Decent Work through Economic Literacy in Africa” has been in operation since 2010.

The National Trade Union, the Project Partner, has identified your organisation as one of the key stakeholders to be given the opportunity to evaluate the project.

We thus request for 5 minutes of your valued time to complete this questionnaire, on behalf of your organisation, in order to assist us effectively assess the impact of the project.

The answers you will provide in this questionnaire will be treated with utmost confidentiality and will be analyzed anonymously.

EVALUATION SURVEY STAKEHOLDERS PERCEPTION QUESTIONNAIRE

A response to each question is required. If you believe you cannot answer the question, please choose Not Applicable (NA).

We ask you to be as honest as possible in your assessment as this will help in the future programming of the project.

Part A - Respondent's Identification

(1) **Organization** _____ (2) **Name** of respondent(optional) _____

(3) **Position** of respondent in the organisation: _____

(4) **Sex** : M/F
Society/Other

(4) **Nature** : Employer Organisation/Government/Civil

Part B – ASSESSMENT

Note: Put an "X" in the relevant box

	Issue	1	2	3	4	5	
		Strongly disagree	Disagree	Neutral/NA	Agree	Strongly agree	Put your comments to justify your position including proving concrete examples
1	I am personally fully aware of the existence of the Project						
2	The Project Objectives are clear to our organisation						
3	The Project has progressed significantly in respect of achievement of its objectives						
4	The Project has been relevant to us the past 5 years						
5	The Project will remain more relevant to us						

	the next 5 years						
6	Our working relationship with the National Trade Union Federation on the project has been cordial						
7	We have, frequently, been sharing key information with the National Trade Union Federation on matters of Decent Work						
8	We have mostly participated in the project's "joint" activities on decent work in the country						
9	We have mostly been "invited" as stakeholders in their activities						
10	The Decent Work Country Programme has progressed significantly in our country in respect of the agreed national						

	targets						
11	This project has had a significant impact , in terms of contribution, on the progress of the Decent Work Country Programme						
12	The union leadership has improved in the articulation of socio-economic issues over the last 5 years						
13	We see the union leadership taking more responsibilities in the Decent Work Country Programme in future						
14	We need to see some improvement in their working relationship with key stakeholders on the project						
15	We need to see some more activities in their project						
16	The project has met initial						

	expectations on our understanding of the objectives						
17	Union leadership has become more credible, in respect of lobbying, the past five years						
18	Union leadership in the country has become more involved in actual national key policy development the past 5 years						
19	Union leadership has become more involved in the DWCP activities the past 5 years						
20	Union leadership has improved in their understanding of the socio-economic matters the past 5 years						
21	Its our conviction the improvement in 13,14,15 and 16						

	has come about because of the project						
Additional comments							

2- Union Leadership Questionnaire

Welcome to Outcome Assessment Survey for the LO-Norway Decent Work Project for Africa

About this Survey

The trade union training programme on “Achieving Decent Work through Economic Literacy in Africa” has been in operation since 2010.

We thus request for 5 minutes of your valued time to complete this questionnaire, on behalf of your Union, in order to assist us effectively assess the impact of the project.

The answers you will provide in this questionnaire will be treated with utmost confidentiality and will be analyzed anonymously.

EVALUATION SURVEY UNION LEADERSHIP PERCEPTION QUESTIONNAIRE

A response to each question is required. If you believe you cannot answer the question, please choose Not Applicable (NA).

We ask you to be as honest as possible in your assessment as this will help in the future programming of the project.

Part A - Respondent's Identification

- (1) **Union** _____ (2) **Name** of respondent(optional) _____
- (3) **Position** of respondent in the organisation: _____
- (4) **Sex** : M/F (4) **Sector/Industry** : _____

Part B – ASSESSMENT

Note: Put an "X" in the relevant box

	Issue	1	2	3	4	5	
		Strongly disagree	Disagree	Neutral/NA	Agree	Strongly agree	Put your comments to justify your position including proving concrete examples
1	I am personally fully aware and clear of the key objectives of this Project						
2	The Project Objectives are very relevant to our union needs and objectives						
3	The Project has progressed significantly in respect of achievement of its agreed objectives						
4	Quite significant changes were made to our agreed implementation strategy						
5	The changes in 4 above have significantly assisted to meet the changing needs during the project period						
6	The Project						

	coordinating secretariat has been very supportive						
7	We have, frequently, been sharing key information with our stakeholders such as Employers, Government and Civil Society on matters of Decent Work						
8	The Training programmes have been very relevant to our needs						
	Trained educators have increasingly shared the knowledge gained with shop floor						
9	We have trained adequate number of educators to continue with in-house economic literacy programmes						
10	The "Sourcebook on Economic Literacy for Trade Unions in Africa" has been very helpful in our training and material development activities						

11	The Decent Work Country Programme has progressed significantly in our country in respect of the agreed national targets						
12	This project has had a significant impact , in terms of contribution, on the progress of the Decent Work Country Programme						
13	We have improved in the articulation of socio-economic issues over the last 5 years						
14	We see ourselves taking more responsibilities in the Decent Work Country Programme in future						
15	We need to see some more activities in the project beside training programmes						
16	We have become more credible, in respect of lobbying, the past five years						
17	We have become more involved in national key policy development						

	the past 5 years						
18	We have become more involved in the DWCP activities the past 5 years						
19	We have improved in our understanding of the socio-economic matters the past 5 years						
20	Its our conviction the improvement in 13,14,15 and 16 have come about because of the project						
21	We have significantly increased our institutional capacity over the project period						
22	We now have adequate institutional capacity for project activities						
23	We now have adequate staff on the project						
24	The funding we receive from the project partner is adequate						
25	The financial contribution from the Trade Union Federation on the project is adequate						
26	We have done adequate						

	mainstreaming of economic literacy activities in our routine education programmes						
27	We have adequately carried out related activities under the project apart from economic literacy programmes						
28	The programme has covered all categories of workers within the membership						
29	We have adequately addressed issues of gender in the project						
30	We have adequately addressed the issues of environment in the project						
31	The union can adequately continue with the programme with limited or no funding from development partners/donors						
	Additional comments						

3- Educators/Trained Membership questionnaire

Welcome to Outcome Assessment Survey for the LO-Norway Decent Work Project for Africa

About this Survey

The trade union training programme on “Achieving Decent Work through Economic Literacy in Africa” has been in operation since 2010.

We thus request for 5 minutes of your valued time to complete this questionnaire, on behalf of your Union, in order to assist us effectively assess the impact of the project.

The answers you will provide in this questionnaire will be treated with utmost confidentiality and will be analyzed anonymously.

EVALUATION SURVEY TRAINED WORKERS/EDUCATORS PERCEPTION QUESTIONNAIRE

A response to each question is required. If you believe you cannot answer the question, please choose Not Applicable (NA).

We ask you to be as honest as possible in your assessment as this will help in the future programming of the project.

Part A - Respondent’s Identification

(1) Union _____ (2) Name of respondent(optional) _____

(3) Position of respondent in the organisation: _____

(4) Sex : M/F (4) Sector/Industry : _____

Part B – ASSESSMENT

Issue	Kindly provide a short response and an explanation in this column
1 How many training programmes on Decent Work have you attended the last 5 years? When was the last programme?	
2 How many training programmes on Economic Literacy have you attended the last 5 years? When was the last programme?	
3 What was your average Test/Assessment Score in the last economic literacy program?	
4 Did you develop an action plan “approved” by your leadership?	
5 To what extent have you achieved the targets in your last Action plan? Kindly attach a copy of the Action Plan and status report	
6 How many members have you trained?	The past 12 months? = The Past 48 months?= Beyond 48 months? =
7 What mechanism have you put in place to monitor their progress ?	
8 How many dissemination programmes have you put in place for:	The next 6 months?= The next 12 months?= Beyond? =
9 What challenges have you encountered	

in your dissemination plans?

- 10 What challenges do you anticipate to meet with your planned programs in future?
- 11 What type of support do you wish to see from the project secretariat?
- 12 Do you think you have significantly improved in the articulation of socio-economic issues after your training programmes
- 13 What areas of Decent Work do you wish to be considered for training in future?

Annex III: Terms of Reference

TERMS OF REFERENCE FOR EVALUATION OF LO-NORWAY REGIONAL PROGRAMME ON DECENT WORK IN AFRICA – (NDWAF 99377)

Background

The trade union training programme “Decent Work in Africa” also referred to as “*Achieving Decent Work through Economic Literacy in Africa*” has been in operation since 2010. The programme was a direct follow up of conclusions of the 5th LO-Norway Partners Conference held in Lilongwe, Malawi (24-26 September 2008) when delegates endorsed the notion of the “Decent Work Agenda” as an integrated framework for promoting institutional change in Africa. The conference recognized that the Decent Work Agenda offers a balanced strategy for social and economic progress composed of the four strategic objectives, namely (i) promote and realize standards and fundamental principles and rights at work, (ii) create greater opportunities for women and men to secure decent employment and income, (iii) enhance the coverage and effectiveness of social protection for all, and (iv) strengthen tripartism and social dialogue.

The overall aim of the training activities was to assist trade unions in developing their management and policy-building capacities in the four strategic areas of decent work.

This programme was to focus on capacity-building of workers' organisations in the area of economic policies, with great emphasis on the role that trade unions should play in the process of collective bargaining at the branch, local, and national level, as well as enhance negotiations with employers, national governments and international financial institutions.

The long term objectives of the programme were stated as follows:

- Promote and support an established structure responsible for economics and decent work within the national trade union centres;
- Build and strengthen the capacity of national trade union centres to develop policies on employment promotion and effective participation in national, regional, international tripartite discussions and decision-making processes on issues concerning decent work;
- Enhance workers' education programmes in the field of economic policies; and
- Promote an effective communication network among the national trade union centres in the region in the field of economic policies and decent work.

The expected outcomes of the training activities at the national level include:

- Establishing or strengthening of internal structures for economics and decent work;
- Strengthening of national trade union capacity for the development of policies in the area of decent work and for their effective participation in national, regional, international tripartite discussions and decision-making processes on issues concerning decent work;
- Integrating/mainstreaming decent work and economic policies within workers' education programmes; and
- Establishing a network among the national trade unions in the region to facilitate information and experience sharing on social and economic policy issues.

The training programme was to be undertaken in the core LO-Norway partner countries in Africa (Malawi, Mozambique, Swaziland, Tanzania—Mainland and Zanzibar, Uganda, Zambia and Zimbabwe). In addition, with the aim of extending the knowledge on decent work and economic policy to a larger appeal on the African continent, the programme was eventually expected to reach out to other partner-organizations such as the Central Organisation Of Trade Unions (COTU-Kenya), ITUC Africa, Organisation for African Trade Union Unity (OATUU), East African Trade Union Council (EATUC), and the Southern African Trade Union Coordination Council (SATUCC). However, due to lack of demonstrated capacities, Tanzania (both Mainland and the island of Zanzibar) were excluded and COTU-Kenya, took the slot.

There is a signed Agreement between SATUCC and LO-Norway for the coordination of the programme. EATUC has assisted in coordinating with the partner organizations in East Africa.

Scope and Objectives of the Evaluation

The evaluation is meant to bring to light achievements under the programme, lessons learnt and challenges in its implementation as well as discussing suitable modalities for structuring the work on decent work, be it mainstreaming it into already existing projects or institutionalising it more with one of the regional networks.

The main objective of the evaluation is thus twofold, and should include, but not be limited to an assessment of the listed issues below;

• Assessment of achievements

- To assess the **relevance** of the project cooperation, determining whether the project has targeted the needs of the organisations and whether potential modification made during the implementation has successfully targeted changed needs
- To assess the **efficiency** in the implementation of the project. How efficient has this organisation been in the implementation of the project i.e. has the work been carried out, and the financial and human resources been used in an appropriate and cost-efficient manner?
- To assess the **progress/results** of LO Norway support to decent work in Africa, and the participating national labour centres, based on agreed targets and indicators. Is it likely that the objectives will be met, and that all the expected results of the project will be realised by the end of 2014? If not, why? i.e. have the objectives been unclear and/or unrealistic or is it due to other internal and/or external factors? Have recommendations of the member organisations, LO-Norway and internal reviews been followed up in an appropriate manner?

- To assess the **sustainability** of LO Norway support to decent work in Africa. Is SATUCC and participating organisations able to continue the current level of activities when LO-Norway support ends? Are there other modalities for such support? Has the capacity of the organisations been permanently improved? If so, what are the indicators?
- To validate any **training materials or policies** developed to promote and enhance activities on Decent Work. There is also need to assess extent of usage of the manual “*Sourcebook on Economic Literacy for Trade Unions in Africa*” during programme implementation.
- To assess **external impact** of the regional decent work trainings of participating partners vis-à-vis the government, employers and the general public, and whether this is a result of the project cooperation or other factors. Have participating partners been able to improve their performance as a result of the project? Has there been any impact of political influence on society, improved trade union rights, better labour legislation, etc, that may be directly or indirectly linked to the project?
- To assess **internal governance structures** of the programme implementation. Internal democracy, ownership and accountability between the SATUCC secretariat and participating labour centres, including financial management.
- Particular emphasis should be paid to assess **gender issues**, to what extent they have been mainstreamed and resulted in women's effective participation as well as whether these issues have been adequately addressed in the project.
- Based on the assessment of progress/achievements, **to assess the current modality of support on the decent work agenda** and provide a discussion and recommendations for future cooperation and partnership in the region.

Implementation

One external Consultant, Mr. Buxton Kayuni, has been engaged to carry out the evaluation of the Decent Work in Africa Programme. The evaluation will start in May 2014. Field visits are expected to Zimbabwe Congress of Trade Unions (ZCTU) in Harare, Zimbabwe, as well as Central Organization of Trade Unions (COTU-K) in Nairobi, Kenya, including a visit to the coordinating office for these activities – the SATUCC Secretariat in Gaborone, Botswana. Since the Evaluator is domiciled in Malawi, he should take advantage of visiting MCTU for the purpose of carrying out a similar exercise as in Kenya and Zimbabwe. The Evaluator should also feel free to interview Dr. Mohammed Mwamadzingo, of ILO-ACTRAV, Geneva who has been highly involved in the design of this programme.

The cost of the evaluation will be covered by the LO-Norway's Global Evaluation Project, 2014NDWEVA.

A programme review workshop was held from 9-10 April 2014 in Johannesburg, South Africa. The workshop brought together union leaders, educators, researchers and facilitators, involved in the programme design and implementation at different levels, including political leadership, coordination, implementation, and benefiting levels. The evaluator will be availed with the workshop report.

In total, twenty (20) working days are calculated for this consultancy. The Consultant should submit a draft report in English to LO by June 1st 2014. Following comments to the draft report the Consultant will submit a final report by 15th June 2014.

The evaluation report should be limited to but not exceed 20 pages in addition to an executive summary.

Oslo, 25.03.2014

LO Norway – International Department

Nina Mjøberg

Head of International Solidarity Section