

Empowerment and Capacity Building Network for Global Labour and Trade Union Activists Officials on Global Economic Policies (ENGAGE)

Evaluation Report - Executive Summary

Mission and objectives of ENGAGE

The programme ENGAGE - Empowerment and Capacity Building Network for Global Labour and Trade Union Activists Officials on Global Economic Policies – has been developed jointly by the network partners of the Global Labour University (GLU) and GIZ.

The programme intends to engage key organizations for employee involvement in the design of social partnership dialogue. Based on training, network building and exchange trade unions and related institutions shall become qualified to be more efficient in the future negotiations of workers' rights in national and international forums and perceive the interests of employees.

Since 2010 a total of 35 union and labour activists from GLU network participated in a six-months-course in Germany (3 batches until today).

Mandate, objectives and users of the evaluation

The evaluation compiled for reporting purposes was conducted in the context that programme funding by GIZ will expire at the end of 2013.

The study focused on evaluating the quality of the planning, preparation and execution of the course components and implementation of the capacity development approach of the GIZ and the results achieved so far. Furthermore the aim was to assess the effects achieved and the sustainability of the training previously anticipated. In addition, recommendations for future development and design of a follow-up programme in South Africa with different partners and donors were compiled on the basis of the evaluation results.

To answer the evaluation questions, a mix of quantitative and qualitative data collection methods was used including document analysis, online survey of participants, interviews with partners and other resource persons. In a joint evaluation workshop ENGAGE Alumni from Southern Africa, GLU-partners and GIZ representatives analysed and discussed concept, performance and impact of the previous ENGAGE-Courses.

The evaluation results will be used by GIZ as initiators of the study as well as by the GLU network partners to take further steps in developing and improving ENGAGE with the changed frame conditions.

Important findings of the evaluation (regarding especially achievement of objectives and implementation of the capacity building concept)

The primary findings of the evaluation were that the objectives and intended effects of the programme have been achieved to highly significant levels. The GIZ concept of capacity building was well implemented. During the course of the programme it was customised to the needs of the target group and optimized by using evaluation and monitoring.

The quality and design of the learning process was overall rated as very high.

The key target group of ENGAGE are professional experienced practitioners such as trade unionist and labour activists who are active in their organisations and networks.

An early in the programme identified challenge was to reach the target group and therefore the acquisition of a sufficient number of qualified participants. The six-months- absence from work is not easy to accomplish for many unionists.

The selected participants showed a strong commitment and willingness to learn.

Regarding to the OECD / DAC criteria it could be established that the relevance of the programme is very high. The content and the structure of the course were rated as politically relevant and important to their practice by the participants.

The defined objectives of the activities have been achieved to a large extent.

In terms of being cost effective as a development programme, key factors are the format of ENGAGE as an international programme held in English and the cooperation with the GLU network.

The sustainability of its effects is ensured by the implementation of *Transfer Projects* and GLU alumni networking. Thereby the intended effects of ENGAGE were persistently anchored at the individual and organizational levels as shown by the evaluation. Certain projects of ENGAGE graduates are already making an impact at the system level.

There were slight reductions in the desired effects for gender justice – where the indicators were not fully met.

Key conclusions and recommendations

In addition to the already improved organizational procedures and course contents offered during the programme, the following recommendations were derived from the evaluation:

Firstly to improve the application process and to increase the number of qualified candidates it is recommended to involve ENGAGE alumni more systemically in promoting the programme. In this regard application forms and information documents should also be provided offline (paper) via participating unions and the GLU network.

Secondly - beside academic content of the course programme, two further workshops should be offered: a workshop on project management and a train-the-trainer workshop. Both can contribute to a better execution of the *Transfer Project* as well as to the more effective dissemination of the acquired knowledge into the home organisation.

Thirdly to improve the organisation of internships, long-term collaborations with approved host organisations should be established. These alliances should be contracted from the GLU network or ILO as programme partners.

Fourthly- candidates should submit their *Transfer Projects* when they apply for internships, in order to link internship experience to their current working interests. From the programme perspective the ideal condition would be if the *Transfer Project* could be advanced during the participants' internship with support from the host organisation. This connection has a strong potential to lead to additional synergies for both: the implementation of the *Transfer Project* as well as for sustainable networking.

Related to the fourth point the *Transfer Project* should be coordinated before the course starts in Germany within the home organisation, should target identified needs, and have realistically implementable strategies.

Regular contact and feedback between participant and home organisations during the study period is recommended to assure the relevance of the current *Transfer Project's* objectives.

In the context of the expiring funding of the programme by GIZ, evaluation results suggest three different scenarios for the continuation of ENGAGE according to various factors and potential environments. The scenarios differ on the question of the continued participation of the GIZ after 2013.

Within the framework of the assumed transfer and continuation of ENGAGE by the GLU under the lead of its network partner WITS it is recommended that ENGAGE will be developed in such a way that the programme is easily exportable to other GLU partner universities wherever possible.

In the same regard further opportunities for scholarship funding should be considered in order to extend opportunities for financing the programme. Potential partners are political foundations, international organisations, organisations from participants' countries of origin or the participants' home trade union itself.