



European Union
European Social Fund
Operational Programme Employment



„EVALUATION OF CAPACITY SUPPORT OF SOCIAL PARTNERS“

EXECUTIVE SUMMARY



Executive summary

This document was created by the HaskoningDHV Czech Republic, spol. s r. o. company as the final output of the **Evaluation of Capacity Support of Social Partners**. The implementation of the contract was carried out between October 24, 2017 and January 31, 2018. The objective of the Evaluation of Capacity Support of Social Partners was to obtain information on the functioning and results / impacts of the intervention in support of the capacity of social partners, call for proposals no. 03_15_002 OPZ and call for proposals no. 95 and B9 (OP LZZ). The purpose of this evaluation is to set up support for the capacities of the social partners in other (follow-on) OPE calls for proposals. The evaluation was focused on 22 projects implemented within the above-mentioned calls for proposals. The summary of the findings, results and conclusions according to each evaluation task are given in the following section.

Evaluation task 1: Evaluate interventions into capacity support of social partners, create (update) theory of change of Call of proposals no. 03_15_002 Building Social Partner Capacities (OPE) and calls of proposals no. 95 and B9 (OP HRE). Within this task the interventions into capacity support of social partners were analysed in detail, particularly the intervention supported within the call of proposals no. 03_15_002 OPE and calls of proposals no. 95 and B9 OP HRE, using the TBIE approach. The theories of change for the evaluated calls for proposal do not differ fundamentally; the differences are based only on a larger specification of the focus of some supported activities. Interventions supported by these calls of proposals lead to an improvement in the social dialogue situation. Linking the social partners at different levels leads to more intense social dialogue at all levels (national, sectoral, corporate), increased transfer of information or improved techniques of collective negotiating. The outputs and outcomes of the activities supported under the call for proposals 03_15_002 of the OPE directly lead to achievement of objectives of the OP, namely development and strengthening of cooperation between employees and employers at all levels of social dialogue, extension of social dialogue, increase in transfer of information at sectoral, regional and corporate level, increase at the level of knowledge of employers and employees in areas with direct impact on social dialogue or development of professional capacities of the social partners determined in the programme document. The projects deal primarily with the issue of social dialogue, which is given by the goal of the OPE in this area (ie increasing the cooperation of employers and employees through the development of social dialogue) as illustrated by the intervention logic. However, it shows that the call of proposals and the projects implemented within it are not very result-oriented and the intervention logic at the level of the programme document is not very strong in this area.

Evaluation task 2: Complete the evaluation of the sample of supported projects, and prepare the theory of change of these projects. The subject of the evaluation was the complete evaluation of a sample of 6 supported projects from all the evaluated calls for proposals outlined in the annex of the tender documentation. On the basis of the analyses and research carried out, it was found that the objectives of the evaluated projects are relevant and respond to the real needs and problems in the area of social dialogue and social partners' cooperation, but they are usually formulated very generally and their achievement



is difficult to measure. The implemented activities of the projects directly lead to the objectives and try to contribute to the elimination of problems or causes of problems in the field of social dialogue. The projects are not very result-oriented and the intervention logic at the programme document level is not very strong in this area. Some projects are not directly aimed at eliminating the causes of specific identified problems (i.e. addressing non-functioning HRD that directly affect employers and employees, addressing the issue of the mining industry, or improving the quality of on-going testing under Act No. 179/2006), particularly with regard to the fact that the elimination of the causes of problems in these cases does not fall within the competence of project beneficiaries and thus cannot be eliminated through project activities.

The project activities and their outputs have been implemented efficiently and economically. Beneficiaries have demonstrated a sufficient degree of self-assessment of the adequacy of the funds spent in the activities carried out, thus ensuring sufficient efficiency of project outputs. The form of ensuring the outputs of the evaluated projects mainly through the members of the implementation teams is considered appropriate with regard to the nature of the activities carried out (meetings, workshops, seminars, seeking common views on a particular topic, strengthening of regional, sectoral dialogue, preparation of background documents, opinions etc.). In compliance with the set rules and following the structure of approved budgets of evaluated projects, where there are mainly personnel costs, the projects are implemented efficiently.

The key and fundamental outcome of all the investigated projects is the development, strengthening and deepening of the social dialogue at all levels: national, regional, sectoral and corporate. This outcome can be considered as an added value of ESF support. The key demonstrable impact of the implemented projects is the on-going intensified social dialogue at all levels.

Evaluation Task 3: Evaluate the activities and involvement of social partners in all projects supported under the Call for proposals no. 03_15_002 (OPE) and calls for proposals no. 95 and B9 (OP HRE). The survey of all implemented projects with beneficiaries and project partners shows that project activities are part of the normal activities of individual organizations from both sides of the social dialogue. Projects create an environment to fulfil the mission of organizations. The activities of the projects are merely an extension or addition to commonly used activities of social partners. The funds provided enable them to address some areas and problems more deeply, with greater scope and wider impact on target groups of employers and employees. It is possible to involve more experts, specialists and representatives of target groups in project activities at all levels of social dialogue. This deepening, or the extension of the activities covered can be considered as an added value of the OPE and so of the ESF. Partners from opposite sides of the social dialogue participate together on implementation of project activities; their participation is equal in most projects. Their cooperation takes place across activities and covers all project objectives. Intensity and forms of cooperation during project activities correspond to the general principles of social dialogue (discussion, consultation, negotiation and joint action with exchanges of views). Project co-operation has been beneficial, mandatory partnership has prompted a professional approach to social dialogue and greatly enhanced its development. There were



no major problems and difficulties during co-operation. Representatives of all projects evaluate the partnership with the partner on the opposite side of the social dialogue positively. The motivation of the representatives of the lower branches of social dialogue to engage in the implementation of projects is especially the possibility to develop specific and particular topics in the field of social dialogue according to their needs. It is also important for them to obtain up-to-date vital information and practical experience for collective negotiating on the part of both employees and employers, which can then strengthen their negotiating position. They consider important the improvement and deepening of social dialogue at the level of regions, sectoral unions and even at the level of specific corporations.

Evaluation task 4: Evaluate the possible application of flat rate to the new on-going call for proposals. The objective of the evaluation task was to assess whether it is appropriate to introduce an application of flat rate for this type of intervention and, if so, under what conditions. On the basis of the analysis carried out, the flat rate cannot be recommended for calls for proposals aimed at strengthening the social dialogue as one of the ways to reduce the administrative burden associated with project administration both at the level of the beneficiaries and the responsible components of the implementation structure. This is mainly due to the fact that this approach to the reporting of project expenditures is only appropriate if certain clearly defined conditions are met, which are not feasible for such calls for proposals. On the basis of the analyses carried out and on the basis of the assured evaluation, the evaluation team considers that, in the case of this type of calls for proposals, it is not possible to list the supported activities for calls for proposals supporting social partner capacities. It is not reasonable to set the maximum number of FTEs for this type of project because the emphasis should be placed not on ensuring the operation of the social partners (to which the assignment of the supported FTEs would be directed) but on using the potential of social dialogue to solve problematic areas that can be solved by the support of social dialogue.

During the realization of this evaluation, the limits of the used evaluation methods were in some cases identified, especially in the case of a comprehensive evaluation of the sample of 6 projects, when assessing the views of the representatives of the lower components of the social dialogue and in assessing the suitability of the flat rate. When finding out the opinions of project stakeholders, such as representatives of target groups, lower parts of social dialogue, other interested stakeholders, the success of the evaluation team depends on whether the recipient or partner provides the contacts to these persons or entities and also it depends on the willingness of these stakeholders to engage in the research and to provide the requested information.

On the basis of the main conclusions and findings, the evaluator formulated a set of recommendations, each of which is accompanied by contextual information, its significance is quantified and the recipient of the recommendation is defined. Most of the recommendations relate to the upcoming call for proposals in the area of the social dialogue; they are focused both on the parameters of this call for proposals and on the assessment process of the submitted project applications. The most crucial ones are briefly presented below.



In the upcoming call for proposals, we recommend to specify problematic areas to be primarily addressed through the support of social dialogue in relation to the finding, that the development of social dialogue is seen as an objective in the evaluated projects, not as a tool for achieving deeper changes and more clearly defined results. In project applications or in the accompanying analyses, it is considered appropriate to specify the obligation to describe the added value of the project to the normal activity of the project beneficiary and his / her partner (s) and specifically to describe how the representatives of the lower components of the social dialogue are involved in the projects. In connection with the announced call for proposals, to implement training for potential applicants focused among other things on a clear explanation of terms - problematic areas / problems solved by projects, the specificity of objectives, activities, outcomes, outputs of social dialogue projects to ensure higher quality of submitted project applications.

Before the next call for proposals, instruct the evaluators to emphasize the relevance, sufficiency and measurability of the description of the project objectives, the quality of the output description and the feasibility of the expected results when assessing the project applications during the assessment stage. During the assessment of project applications, to take into account the added value of the proposed projects to the regular activities of the beneficiary and his / her partner(s) and a description of how the representatives of the lower components of the social dialogue participate in the given project.