



Evaluation of the TUC - DFID Programme Partnership Agreement

Final Report

Prepared for //TUC

Date //30th October 2010

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Acronyms

ACFTU	The All China Federation of Trade Unions
ALEN	African Labour Educators' Network
ANSA	Alternatives to Neoliberalism in Southern Africa
BOND	UK membership body for non-governmental organisations (NGOs) working in international development
CASWUZ	Communication and Allied Services Workers' Union of Zimbabwe
CBI	Confederation of British Industry
CHRA	Combined Harare Resident's Association
CSA	Civil Society Actors
CSCF	Civil Society Challenge Fund
CSN	Civil Society Networks
CSO	Civil Society Organisation
DAC	Development Assistance Committee
DFID	Department for International Development
DPF	Divisional Performance Framework
DSO	Departmental Strategic Objective
EF	Evaluation Framework
EI	Education International [GUF for the education sector]
EUIRD	European Union and International Relations Department, TUC
EMCOZ	Employers' Confederation of Zimbabwe
ETUC	European Trade Union Confederation
EvD	Evaluation Department
GAPWUZ	General Agriculture and Plantation Workers' Union of Zimbabwe
GUF	Global Union Federations
IACDI	Independent Advisory Committee for Development Impact
ICEM	International Federation of Chemical, Energy, Mine and General Workers' Unions [GUF]
ICFTU	International Confederation of Free Trade Unions (now the ITUC)
ILO	International Labour Organisation
IMF	International Monetary Fund
ITUC	International Trade Union Confederation (formerly the ICFTU)
LEDRIZ	Labour & Economic Development Research Institute of Zimbabwe

MDC–M	Movement for Democratic Change–Mutambara (Zimbabwe)
MDC–T	Movement for Democratic Change–Tsvangirai (Zimbabwe)
MDG	Millennium Development Goals
MfDR	Managing for Development Results
MLA	Multilateral Agency
NGO	Non-Governmental Organisations
NHW	Nigerian Health Workers Union
NLC	Nigeria Labour Congress
NUT	National Union of Teachers
ODA	Overseas Development Administration (predecessor of DFID)
OECD	Organisation for Economic Co-operation and Development
PPA	Programme Partnership Arrangement
PRD	Policy and Research Division
PTUZ	Progressive Teachers’ Union of Zimbabwe
SADC	Southern African Development Community
SASK	Trade Union Solidarity Centre of Finland
SATUCC	Southern African Trade Union Consultative Council
SCF	Social Challenge Fund
SFPA	Strategic Framework Partnership Arrangement
SGA	Strategic Grant Agreement
SLLC	Sierra Leone Labour Congress
ToR	Terms of Reference
TU	Trade Unions
TUC	Trades Union Congress
TUDCN	Trade Union Development Cooperation Network
UNAIDS	United Nations Programme on HIV/AIDS
WOZA	Women of <i>Zimbabwe</i> Arise
WTO	World Trade Organisation
ZANU–PF	Zimbabwe African National Union–Patriotic Front
ZCIEA	Zimbabwe Chamber of Informal Economy Associations
ZCTU	Zimbabwe Congress of Trade Unions

Section 1: Summary of Findings

Overview

This has been the TUC’s first PPA and this evaluation covers fourteen months of what will be a twenty-one month funding period. This has limited, to some degree, the scope and depth of this evaluation as a number of activity streams were triggered by PPA funding, so there is a time lag from programme design and set up to the achievement of outcomes.

The evaluation team did, however, see encouraging signs of progress and impact and in particular would endorse the clear niche the TUC has as a development actor and its potential to have a level of impact which is of a much higher magnitude than many CSOs. The labour movement is often a key voice of civil society in countries where other development actors have limited influence e.g. Zimbabwe, Iraq, Swaziland. As part of a structured global movement of upwards of 200 million people it can directly influence and reach both individual decision makers and if the activities it supports can be scaled up, reach huge numbers of beneficiaries. To do this the TUC needs a stronger framework within which to organise and prioritise what it does and to communicate more clearly the impact it has. The PPA has helped the TUC become aware of this and real progress is being made in strategic development.

Results

The evaluation team feels that the TUC has made real progress towards the PPA purpose and in achieving its agreed objectives. In the view of the evaluation team the TUC is clearly on track to completely achieve two of its four objectives and is likely largely to achieve the other two. Table 1 below summarizes this assessment. The Evaluation team does have some concerns over the PPA performance framework itself, in particular:

- Objectives and indicators in particular, don’t capture enough of the activities that relate to the agreed purpose. In particular the work done as a leading player in the ILO and in the ITUC is not fully represented.
- Not enough indicators capture the change or impact that the TUC is having or could have given its niche, its network and its potential scale.
- Some of the indicators do not stretch the TUC or define what success would look like firmly enough. In objective 1, one of the indicators relates to improved capacity. There is no real sense of what a reasonable improvement would look like and how widespread and sustainable it needs to be.

These points though should not undermine what the TUC has done through the PPA in a short period, in fact in the view of the evaluation team the framework rather undersells what has been achieved.

Table 1: Summary of TUC PPA results

Total PPA investment 2009/2011	Strategic Objective	TUC Self - assessment	External assessment	Indicators on track	Not on track/further evidence needed
£2,4 million	S.O. 1	2	2	2, 3 and 4	1
	S.O. 2	3	1	2, 3	1
	S.O. 3	3	2	3 and 4	1 and 2
	S.O.4	2	2	3, 4, 5, 6, 7 and 8	1 and 2

Organisational Development

- The PPA has provided real value for the TUC in helping it review, refine and expand its role as a development actor both as part of the international labour movement but also as part of the international development community. The only question concerns sustainability given possible dependence on PPA funding for growth.

- Development has occurred in monitoring and evaluation systems and processes but these are not quite at the level yet that is needed. This is not unexpected given where the TUC was when the PPA was awarded; however these need to be reviewed and improved and more importantly used consistently if potential impact is going to be assessed, and lessons learnt and programmes design enhanced.
- The TUC has a heightened appreciation of gender issues and both its processes and structures reflect this. The PPA has allowed the TUC to further demonstrate its high understanding of gender issues.

Value for Money

- The TUC, in the view of the evaluation team, provides good value for money though this is not easy to assess as not all the activities that contribute to development outcomes are situated in one department. This makes an assessment of actual spend against 'return' difficult. A major part of the TUC's added value comes from its ability to influence decision makers and its own and its partners' abilities to influence and mobilise its members. This influence is supported by long standing structures and processes which support change.
- It has a low cost base but one which involves a relatively high proportion of spend on UK staff. This is a reasonable ratio given the TUC's culture and model of working, though the evaluation team has some concern that staffing levels are too reliant on DFID funding.
- Its systems and processes and financial management are efficient and effective given its stage of development, though they may need 'step changes' and appropriate investment if they are to cope with increased activity levels.
- To both maximise and communicate the impact or 'return on investment' from its technical cooperation projects/programmes the TUC needs to ensure that scaling up is planned for where possible and that the required systems and processes to do this are factored into design processes.

Lessons Learned

- The TUC has had minimal time to fully reflect on having a PPA, however it is clear that some lessons have been learnt and where possible these have been acted upon in particular in developing new monitoring processes.
- The design of a new International Development Strategy and the development of a model of change illustrate how the TUC has taken on board the need to illustrate the value it adds and also to prioritise what it does and where it should work.
- There has been a realisation that current organisational structures within EUIRD might need reviewing to ensure there is greater clarity over who is responsible for what in development activities.

Issues to be Addressed

- Future PPA funding is not guaranteed and potentially some of the gains made could be undermined if future funding does not appear.
- The TUC still has further work to do in identifying where it has impact and for the purposes of working with DFID clearly defining what its results are. This though needs to be balanced with the approaches of other members of the international labour movement who have a greater process focus and are concerned that a results focus might undermine a partner-based demand driven approach
- From the TUC's perspective it would have valued greater engagement with DFID at both headquarters and country level. Having more structured meetings and clearer processes to allow increased engagement would add significant value to the partnership.

Section 2: Introduction and Methodology

The objective of this evaluation is to assess how far the Trades Union Congress has gone towards achieving the mutually agreed outcomes in the PPA performance framework. It aims to examine the common ethos and priority areas which exist between the TUC and DFID and led to the formulation of the PPA and also derive lessons which will inform the TUC's future strategies, programmes and organisation.

This is the first PPA that the TUC have had though they have a long relationship with DFID which has included a number of funding streams. This PPA was signed in April 2009 and began in July of the same year. This evaluation covers the first fourteen months of the twenty-one month funding period.

2.1 History of TUC'S PPA

As a preface to this evaluation it is important to be clear as to why DFID might provide funding to the TUC as to some it is not a natural development actor. A recent report by UNAIDS summarized the key strengths and characteristics that trade unions bring to international development.

“Individual trade unions are a member of a huge global family of larger trade unions. This global family is unique. It has unprecedented networks, multifaceted structures and unrivalled strength. No other section of society can claim a parallel structure... The impact of global unions can be felt because these mass organisations with international structures operate at every level of society. These structures have such breadth and depth that they can be deployed to mount vigorous responses to the most urgent problems facing men and women at work.”

The UK Government have long seen how trade unions can utilise their global, national and local networks to address issues related to poverty. Funding was provided prior to 1997 to address issues such as ending apartheid. A policy paper published by DFID in 2000 looked at how unions might reach out to the poorest and most marginalised workers and emphasised their role in reminding other players that economic development is not an end in itself but must generate social justice and an equitable quality of life. A further paper in 2004 linked the achievement of the MDGs with the right of poor people to collectively organise to promote their interests. It recognised the argument that core labour standards or 'Decent Work' would reduce poverty by contributing to social and economic development. The Decent Work agenda is now incorporated into MDG1. The TUC are one of a number of national federation union actors who coordinate, facilitate or undertake development work. This work, often with partner federations or unions in the south, involves advocacy, research and other information provision and monitoring activities; as well as technical cooperation such as capacity building or institutional development programmes.

The TUC's first formal programmatic agreement with DFID was signed in 2003 in the form of a Strategic Grant Agreement (SGA). Under this agreement the TUC was committed to building the knowledge and awareness of international development issues with its affiliates and to enhance the trade union contribution towards reducing poverty. Following this, the TUC and DFID signed a three year Strategic Framework Partnership Agreement (SFPA) in July 2006. The agreement provided £756,000 to the TUC and through the TUC to its affiliate unions, to increase their engagement with DFID and build individual union capacity to internationalise their agenda.

In 2005, DFID agreed for a two year £200,000 CTUC women's empowerment project work with the Nigeria Labour Congress to be transferred to the TUC as the CTUC closed. In 2006, DFID approved a CSCF funding of a 3 year £400,000 over three years for the Sierra Leone Labour Congress Project.

In 2009 DFID approved CSCF funding of £500,000 over three years for the 'building workplace capacity to combat HIV-AIDS in Nigeria' project. In the same year, DFID approved DAF funding of £300,000 over three years to raise awareness of conditions in the sportswear supply chain, with particular reference to the London 2012 Olympics. The funding and objectives for both projects were rolled into the PPA agreement with DFID but activities continue until March 2012.

¹ Global Reach: how trade unions are responding to AIDS (2006) UNAIDS Best Practice Collection

From July 2009 to March 2011, the Partnership Programme Arrangement provides a total of £2.4 million of funding directly to the TUC (including the funds specified for the projects listed above). It also feeds indirectly to TUC affiliate unions in the UK and sister unions in developing countries to work in partnership to reduce poverty and increase the rights of workers in developing countries.

2.2 Methodology

The terms of reference (attached in Annex 1) outline the suggested methodology for this assignment. The evaluation team have followed this but with some minor adjustments and increased focus in certain areas.

2.2.1 DAC Criteria

The evaluation team's approach has been to use the DAC evaluation criteria as an initial frame for the evaluation but then adapt them to allow us to meet the given reporting structure and to also focus on value for money.

- **Relevance** – The strategic objectives have been mutually agreed as the basis for the TUC PPA. The main inquiry into relevance focuses on whether there is alignment between the PPA objectives and the TUC's own international goals and aims. Given at the time of the PPA the TUC had no formal international development strategy this is potentially problematic, however the TUC does have a clear set of values and ways of working with partners which focus on strong (but often taken for granted and unarticulated) processes – such as non-imposition, representation and equality; and a set of clear development aims such as 'decent work' for example. The team have therefore looked to identify any disconnects between what the TUC is doing and what it says it would do or would want to achieve.
- **Impact** – Evaluation of impact focuses on what results have been achieved against the objectives and indicators agreed. In the PPAs in general there is a question as to whether some of the indicators assess outcomes or outputs. Where possible we will draw out impact but the focus is on assessing what progress has been made so far against what has been agreed and what is likely to be achieved given the timing of this evaluation. For the TUC PPA this is especially pertinent given this evaluation takes place only part way through a short funding period (14 out of a total of 21 months). In making our assessments we have tried to predict a 'results trajectory' based on the design and mix of interventions being used to achieve these results. In particular this takes into account the time required to set up and establish activities where results often occur disproportionately towards the end of any project/programme cycle.
- **Effectiveness** – Given the nature of the TUC's performance framework there is some overlap between effectiveness and impact. Where it is pertinent we will look at the effectiveness of activities or specific projects and their ability to feed 'results' into the higher level strategic objectives which are aggregates of a broader range of activities.
- **Efficiency** – As PPAs provide core funding IOD PARC have taken the approach that to evaluate efficiency we need to look at the whole organisation (as the 'machine' that delivers the outcomes), even though the strategic objectives are only an agreed 'slice' of what the PPA partner does and achieves.
- **Sustainability** – Issues of sustainability focus primarily on the TUC's ability to support processes and partners in a way in which partners do not become dependent on that support. The team though, has also considered the TUC's ability to deliver its development objectives if PPA funding or other support from DFID was not forthcoming in the future. This to a degree is problematic as we need to take into account, though not uncritically, the assumptions made by the TUC when entering into the PPA agreement and the expectations of what this signified in their relationship with DFID.

2.2.2 Value for Money

Achieving 'value for money' is an increasingly prominent issue in the UK development sector and there has been much recent discussion as to what the concept means in different contexts and what are appropriate methodologies to use in assessing it. A number of approaches focus on the relationship between inputs and outputs, or on controlling or lowering cost; our approach draws from Treasury guidelines on VfM and aims overall to assess whether the outcomes achieved are comparable to the investment made. We have to a degree retrospectively assumed that both DFID and the TUC (and other stakeholders) value the agreed outcomes – that is in discussions given a choice they wouldn't have valued other possible outcomes more highly – and that DFID believed the amount of funds being provided to achieve those was reasonable as this is the basis for the PPA 'contract'. We will though, highlight areas where evidence suggests that those assumptions do not hold true.

Given the scope of this evaluation we need to make pragmatic VfM judgements based around an assessment of whether the investment has been efficiently used given the TUC's stage of evolution, culture and history, in

relation to the progress made towards achieving the agreed objectives (impact/effectiveness). We also need to assess whether this level of VfM is sustainable.

Our approach to doing this is to make a light touch assessment of relevant organisational variables such as financial management and expenditure, process and programme management (including procurement), partnerships and inter-organisational linkages, organisational/institutional structures and leadership, and HR policy and practice to see whether they are appropriate for the organisation being funded, given its evolution and place in the environment, and for the results being achieved. The aim is not to focus on just lowering cost but to assess whether the costs incurred are the right costs for achieving the results agreed given the type of organisation that has been 'hired' to achieve them.

2.2.3 Methods

We have used a combination of primary and secondary data collection methods to undertake this 'light touch' evaluation. It focuses on progress towards the agreed PPA objectives with particular reference to the recent self assessment made in June 2010. Our approach in part has been to collect data by which we can independently test out the veracity of the judgements made in that self assessment and the validity and rigour of the data on which those were made. We have then tried to further predict, based on our assessments, likely progress through to the completion of the PPA cycle.

The following data collection approaches have been used:

- Review of relevant PPA documentation such as relevant monitoring and project completion reports from the TUC and partners.
- Meetings and interviews with TUC staff to a) review and assess the range of initiatives that contribute to PPA outcomes; and b) understand the key organisational efficiency variables for a Value for Money assessment.
- Country visits to Nigeria, Sierra Leone, Nepal, Zimbabwe and Sri Lanka to meet partners and beneficiaries of programmes.
- Phone Interviews of a range of stakeholders from TUC partners, affiliates, DFID, other national and international union or labour movement bodies.

A full list of people interviewed and key documents consulted can be found in Annexes 2 and 3.

2.2.4 Reporting Approach and Structure

We have in general followed the report structure outlined in the Terms of Reference, though we have pulled out the impact that the PPA has had on the TUC into a separate section. The 'Results' section is structured around an assessment of strategic objectives 1 to 3, plus the other headings suggested in the ToRs; an assessment of strategic objective 4 is in the section 'Building support for development'. We have used tables to provide an overview of progress towards objectives based on the indicators in the PPA Framework and also given our assessment of current progress based on the PPA 1-5 system used and how that compares with the TUC's self assessment. We have used a 'traffic light' scoring approach to suggest whether we think the TUC is on track to deliver against each indicator by March 2011.

The parameters and scope for the evaluation report are quite tight and providing clear, evidenced findings is in certain cases problematic. We have focused on being pragmatic by giving a clear overall message where we can and have tried to be explicit about when our data has been limited and where we are using professional judgment to make conclusions.

Section 3: Results

The evaluation Terms of Reference ask for an assessment of results including the impact of PPA activities on 'people's lives' and any specific impacts on gender relations and social exclusion. To a degree this is hard to do given the short time period of this particular stream of PPA funding. During these fourteen months there has been a surge of new initiatives many of which have been with new partners, therefore though some activities have been completed or are well underway, there is a time lag between the outputs from these activities and the outcomes or impact they are likely to contribute to.

In some of the key indicator areas (especially 1.1) where there is a focus on strengthening the capacity of partners, assessment requires an initial baseline data collection process followed by reassessment to judge the degree of change in capacity. For this to be meaningful and the contribution of TUC support to be appropriately assessed there needs to be a sufficient amount of time between these two processes. In a large number of cases sufficient time has not yet elapsed. Given this the evaluation team has focused on using the country visits and monitoring reports to look for evidence of changes in capacity and also for results against the purpose, objectives and indicators.

Some of the indicators could have been 'SMARTer' as a number outline desired changes but then don't meaningfully describe what level of change would constitute successful achievement. They also do not always stretch the TUC, in particular when an indicator focuses on one or two case examples or does not specify the level of change required to show success.

3.1 Progress against Purpose

The Purpose of the TUC's PPA is: 'Reduced poverty and increased rights of workers in developing countries through greater support for and strengthened capacity of developing country trade unions'. It is clear to the evaluation team that the TUC have a clear niche as a development actor and their focus on workers' rights and workers' organisations sets them apart from other development actors.

At present what is missing is an overall framework which outlines the changes required to meet that purpose and a systematic assessment of the interventions that could lead to those changes. The TUC has many examples of where it or its partners have made progress but there is still a missing link between the outputs of their activities and the impact these have. A recent review of TUC activities suggested a framework which identified a series of changes at different levels which could more holistically create a more unified sense of progress towards this purpose. This framework looked at changes at a number of levels² and was focused on the TUC's unique role and context within the international labour movement. Developing this or an alternative framework would assist greatly the TUC's ability to assess progress at a purpose level and to look at how activities that contribute to the identified strategic objectives add up to an overall sense of impact.

3.2 Progress made against Strategic Objectives

This section presents progress made against Strategic Objectives 1 – 3. The evaluation team have used the PPA self assessment as a starting point for evaluating results and have used existing documentation triangulated with interviews and field visits to make their judgements. In this section there is a narrative overview provided for each objective and a summary table assessing likely progress towards achievement of each indicator at the end of the PPA cycle. Objective 4 is assessed in section 7 of this report

3.2.1 Strategic Objective 1: Improved capacity of developing country trade unions to promote decent work and good governance to government, business and international institutions at the national level.

The overall assessment is that this Strategic Objective is likely to be partially achieved; however the team finds it hard to assess progress against indicator 1 due to the short time period since initial baselines have been collected and also inconsistencies in how the scorecard tool has been applied.

² The identified results areas focused on a chain moving from increased awareness, through to institutional changes/capability strengthening, leveraging of resources to allow scale up towards measurable change for poor people at a societal level

Table 2: Assessment of Strategic Objective 1

Indicators		Evidence of achievement of Indicator	Is TUC on track to meet these targets? ³		
1.1	28 national trade union organisations improve their capacity in some or all areas by year two compared to baseline score	<p>Increased numbers of GEFONT and NIDWU members in Nepal – advocacy leads to commitment to bring ILO convention on DW</p> <p>National Teachers Union in Nigeria, following support from other Union facilitator increasing its ability to scale up the HIV awareness programme</p> <p>Iraq TU campaign for fair and just labour laws is making progress</p> <p>SLLC has built capacity of 412 members through a range of training courses.</p> <p>Guinea-Bissau TU has developed a 4 year strategic plan prioritising: union capacity, youth, informal economy, and women.</p>	Partially On Track	Not Able to Assess	Strong/good evidence of some improved capacity in Sierra Leone, Iraq, Nepal, Guinea-Bissau, Nigeria, Zimbabwe and Sri Lanka, Swaziland (though hard to evidence on required scale through scorecard assessment at this stage)
1.2	Two African national trade union organisations provide clear case examples of improving their effectiveness at promoting the good governance agenda at national level	<p>Zimbabwe TU promoting good governance agenda at a national level through role in National Constitution Assembly and as main source of effective government opposition</p> <p>During 2010 the Swazi trade union movement, working with others in civil society have publically challenged the Swazi Government's poor record on governance, through a range of medium including at the ILO and through rallies and demonstrations which both times, the government forcibly tried to put down</p>	On Track		Zimbabwe has already achieved a number of examples of promoting good governance, and there is some evidence of potential in Swaziland and Sierra Leone
1.3	One African national centre adopts a strategic and comprehensive approach to social dialogue	Sierra Leone has through strategy workshops, increased its capacity to engage strategically with ministers and senior civil servants to effect changes in labour legislation	On Track		Clear evidence that Sierra Leone is achieving this indicator
1.4	The TUC shares results of best practice nationally and internationally	<p>Good use of website to promote all international development activities and increased use of twitter.</p> <p>Quarterly meetings of the TUC International Development Group reporting on activities</p> <p>Contribution to development effectiveness agenda</p>	Partially On Track		TUC are sharing results of best practice but there is still more that could be done here if workforce capacity allowed it

The TUC has developed a trade union scorecard as a capacity measuring tool in order to be able to monitor and evaluate progress in increasing the capacity of national trade union organisations. A baseline score is developed for national trade union organisations that the TUC works with, assessing their capacity in one or more of four key areas: campaigning and advocacy; work towards achieving decent work and improved labour standards; democracy, governance and leadership; and cooperation with other unions and NGOs. The evaluation team have seen 16 completed scorecards including 11 from countries which were visited during the evaluation. There were a number of examples where there was clear evidence of improved capacity in particular in Nepal, Sierra Leone and Nigeria, though the evaluation team suggest that the scorecard and the process by which it is completed be reviewed. There are inconsistencies in terms of the scoring of particular dimensions and in the completeness of any assessment (i.e. only sections deemed relevant to each union's 'project' have been completed making the numerical scoring for comparable data redundant) makes judgments on performance and increased capacity difficult. Some initial reviews have been undertaken by the TUC themselves which do show higher scores and therefore evidence of change and this reinforces the team's sense that there is good progress; however whether this improvement will be across 28 partners and whether these improvements are significant is difficult to assess.

There are good examples in indicator 2 of progress. A workshop which was part of the Zimbabwe Congress of Trade Unions programme on political advocacy was attended by the evaluation team and provided a clear illustration of increasing capacity. It was facilitated by a union official to a very high standard and attended by senior union officials including 8 General Secretaries, senior ZCTU officials including 2 MPs, the General Secretary and a Vice President of the ZCTU. In interviews with a range of civil society players and with DFID they confirmed the central role the ZCTU is playing as the major force for good governance in Zimbabwe and in particular in trying to protect the integrity of the development of a new constitution.

The Sierra Leone Labour Congress has clearly made progress against indicators 1 and 2 as well as 3 as outlined in the self assessment. One of the challenges of working on social dialogue is that policies advocated by the trade union movement may be in conflict with policies advocated by employers' organisations or labour ministries. Trade unions need to be able to argue their case adequately and the TUC's work has helped with this. Another challenge is the implementation of labour legislation that despite being on the statute books may not be enforced. This can be tackled by joint advocacy with other partners, sometimes by advocating better resources for labour inspectorates.

The TUC has a good website to promote all international development activities and also publicises them in the monthly newsletter 'International Development Matters'. This has over 5,000 subscribers and the international pages of the TUC website are viewed on average 66,755 times a month. The TUC twitter account is also active and up to the beginning of October 2010 had 531 followers and 794 tweets. In external stakeholder interviews affiliates and partners consistently felt that the last two or three years had seen the TUC improve its ability to transfer lessons learnt by affiliates into new bid or project design. As part of the 'experts group' within a global Trade Union Development Cooperation Network, run by the ITUC, the TUC has used its experience to contribute towards the development effectiveness agenda. A key outcome of this group, linked to the Open Forum for CSO Development Effectiveness process, is the production of a set of draft trade union principles on development cooperation.

3.2.2 Strategic Objective 2: Poor Workers and their families have improved rights and/or improved capacity to enforce their rights leading to higher income and better employment conditions

The overall assessment is that this strategic objective is likely to be completely achieved. The TUC have made strong progress over the last year, and it is expected that the rise in expenditure over the coming year is likely to increase results towards the end of the PPA period.

Table 3: Assessment of Strategic Objective 2

Indicators		Evidence of achievement of Indicator	Is TUC on track to meet these targets?	
2.1	118,000 poor workers, in areas that the TUC works have improved capacity to enforce their rights.	<p>So far 10,700 poor workers have increased capacity to enforce their rights⁴</p> <p>Nigeria, Ghana, Uganda: HIV/AIDS awareness in the workplace</p> <p>Nepal: setting up programme to promote and protect the rights of domestic workers</p> <p>Palestine: Project to educate & empower workers in the West Bank has been completed</p> <p>Sierra Leone: 5 SLLC affiliates have adopted effective recruitment strategies & 7 new collective agreements have been signed with employers.</p> <p>Zimbabwe: Women's empowerment, rights awareness and civil education programme</p>	Partially On Track	<p>Making good progress; expenditure towards this indicator much higher in year 2 of the PPA and also some projects have been slow to start up, so will see increased results towards the end of the PPA period.</p>
2.2	74,000 poor workers have higher income and/or better employment conditions	<p>About 60,400 poor workers have higher income and/or better employment conditions</p> <p>Progress towards securing improved terms and conditions for thousands of workers</p> <p>Sierra Leone: Civil service union has won a 20% pay increase for its members (15,400 workers)</p> <p>Playfair 2012: suppliers now requested to comply with Ethical Trading Initiative base code in contracts.</p> <p>Sri Lanka: Strategic plan written to organise workers in 16 factories in order to bargain collectively to win better pay & conditions</p>	On Track	<p>Already achieved over 80% of target for the end of PPA.</p> <p>Sri Lanka programme has taken time to get up and running due to a number of external factors and is likely in practice to have a pilot phase. Results are likely to occur within PPA period but may take more time.</p>
2.3	In Nigeria, increasing numbers of education and health workers volunteer for testing for HIV/AIDS, receive better protection of employment and human rights and access to treatment, contributing to the elimination of discrimination in those sectors.	<p>314 TU officials have received training on prevention of the pandemic and on national workplace policy on HIV/AIDS.</p> <p>HIV/AIDS Workplace policies being implemented</p> <p>Introduction of anti-discrimination legislation</p> <p>VCT clinic has already undertaken twice its expected quota of HIV tests</p> <p>Increased roll out of workplace based programme well underway</p>	On Track	<p>The first year was predominantly setting up across a number of unions. Now that the programme is underway it is moving much faster than expected. Indicator doesn't give a target that captures the potential scale and range of beneficiaries for this programme</p>

The TUC are making good progress towards increasing capacity and enforcing the rights of poor workers, though the latest figures in this evaluation (June 2010) only account for reaching less than 10% of their target in indicator 2.1. This is early on in their PPA and so it is expected to increase very significantly once the lag from activity to impact 'catches up', plus a rise in expenditure planned over the next year means the likelihood of this indicator being met, in the view of the evaluation team, is quite high.

⁴ This figure is likely to have changed dramatically in the 5 weeks of the writing of the evaluation report and is in the review team's view likely to be much higher. If it was possible to do an update from 1st of November this may give more accurate representation.

There is strong evidence to show that TUC are likely to completely achieve indicator 2.2 and 2.3. Progress over the last year has put them ahead of schedule in both. The period between the start of the PPA with DFID - July 2009 to 31 March 2010 - has been very focused on project design and start up in the global south. The TUC is collaborating with partners on several projects specifically designed to lead to higher income and/or better employment conditions for workers. This has meant considerable amounts of time working with partners to: design projects, build relationships, support partners in project start up, and increase union capacity to implement activities. Much of the progress made has been in training and empowerment, important stages in enabling people to secure real change in their lives. Sierra Leone in particular has made considerable progress.

The TUC-Nigeria Labour Congress (NLC) project is designed to contribute to a drop in the prevalence of HIV/AIDS, better protection of the employment and human rights of workers infected with or affected by HIV/AIDS, and the elimination of stigma and discrimination against them in the education and health sectors in Nigeria. The first year focused on setting up and strategising with unions, and now the programme is underway it is moving much faster than expected. In the view of the evaluation team this programme is a good example of where the TUC's potential reach is far greater than initially anticipated. The team met all participating unions in the Health and Education Sector, visited the VCT clinic and observed an awareness raising workshop in an Abuja hospital. The unions involved include some of (if not the) biggest organised structures in Nigeria. The Teachers Union has 500,000 members and has a national structure unmatched even by government. If the level of professionalism and openness the evaluation team observed is in any way matched this intervention could be one of the most cost effective (given it is all workplace based and run by internal staff members) and extensive the evaluation team have ever seen. It is quite possible that it could influence millions of people, both to understand more fully HIV/AIDS and also to change their behaviour. What struck the evaluation team was not just the skill of facilitators and their ability to train others but also the level of openness and trust unions have, given the nature of the issues.

3.2.3 Strategic Objective 3: Strengthened UK and developing country trade union international development policy engagement and influence at national, regional and international level

The overall assessment is that this strategic objective is likely to be largely achieved. The evaluation team though, do feel that the indicators used for this objective don't really capture the impact that the TUC has in particular through their international engagement with the ILO and with the ITUC, but also in the work done which brings together UK government departments on issues which go across different mandates but are related to development aims.

Table 4: assessment of strategic indicator 3

Indicators		Evidence of achievement of Indicator	Is TUC on track to meet these targets?
3.1	Two DFID policy documents are demonstrably influenced by UK union submissions	TUC & affiliates make regular submissions to DFID consultations on building support for development. TUC influenced the outcome of the building support for development review by lobbying for an increase in the level of money available under the mini grants scheme (from £25,000 to £50,000)	On track One policy document has already been influenced and TUC continue to make regular submissions. The election and change of government has affected this indicator
3.2	Two DFID policy documents are demonstrably influenced by submissions made by national centres from developing countries	NUT supported the SLTU to make a submission to the DFID education strategy consultation. TUC funded a workshop in Freetown to support them.	Partially On Track There is no direct evidence that the views of SLTU were reflected in the resulting strategy, although their submission was welcomed by DFID
3.3	Developing country unions influence two regional institutions	TUC work with the Federation of African Journalists has enabled them to gain the backing of the AU Commission on a draft resolution on the Safety and Protection of African Journalists which is due to be tabled at the January 2011 AU Summit. The resolution has already received the support, either publically or privately, by a number of African Governments, including some with poor media freedom records, such as Rwanda and Ethiopia. There also appears to be considerable impetus from ZCEA in Zimbabwe on a regional movement for informal workers	Partially On track Some evidence at present though hard to assess
3.4	Two international institutions' published statements reflect input and interests of developing country trade unions	TUAC along with its business and NGO counterparts, BIAC and OECD Watch, is actively engaged in the updating of the OECD Guidelines for Multinational Enterprises The TUC with support of representatives from least developed countries, has persuaded governments to include the notions of 'decent work' and a 'just transition framework' in the draft text for UN's ' <i>Shared vision for long-term cooperative action</i> '.	Partially On Track Movement in OECD GNE Guidelines and some changes in other draft statements. Definitely moving in right direction

Good examples of recent ILO normative standards that have been influenced or shaped by TUC work include: standards on the rights of Domestic Workers; HIV/AIDS in the workplace; and agreements such as 'the global jobs pact' which brings in the rights of informal and migrant workers. The TUC supported work in Swaziland and Costa Rica, based on taking up judgements made by the ILO Committee of Experts, also illustrates how ILO engagement feeds practically into the TUC's development work. The TUC has played an active role on standing committees and is also as a member ILO's technical committees in its cooperation work. This for example has led to Decent Work initiatives and improved social protection systems in India.

The British trade union movement has been influential throughout the ITUC – Diana Holland, a member of the TUC's women's committee, is also chair of the ITUC women's committee and Philip Pearson from the TUC's Economic and Social Affairs Department has headed up the climate change working group which is supporting partners to take part in the Cancun discussions. The TUC has been heavily involved in the working group

drafting new international development guidelines and in work on developing alternative growth models where UNISON, a UK affiliate were also brought in. The TUC has been able to fund union representatives from developing countries to attend ITUC conferences further ensuring the ITUC is truly representative and supported the establishment and work of committees (e.g. Women and Youth) who ensure marginalised groups are represented and heard.

The review team has seen 8 submissions to DFID during this period though, as yet, only one policy document has been influenced so far. The National Union of Teachers supported the Sierra Leone Teachers' Union (SLTU) to make a submission to the DFID education strategy consultation. The TUC funded a workshop in Freetown to support this work. One of the challenges is the lack of organisational and financial capacity of developing country unions to provide the input required and sometimes the lack of time allowed for consultation.

The TUC has been working with partners to increase opportunities for developing country trade unionists to influence international institutions: G8, G20, OECD and UNFCCC. This work has been done by the TUC and through an agreement with the Trade Union Advisory Committee to the OECD (TUAC). Through a TUC-funded project, two Latin American trade unionists from Brazil and Argentina helped shape trade union submissions to G20 and OECD meetings, calling for, amongst other things, a minimum floor for social protection. The TUC have succeeded in funding a number of developing country trade unionists to attend international conferences including the UN climate change summits. This has helped to ensure a more balanced perspective on negotiations, but so far there is no clear evidence of published statements resulting from these inputs.

One element of the impact of TUC work on indicator 3.4 is that the developing country trade unionists they support are able to influence other developed country trade unionists to make pro-poor climate change interventions.

Section 4: Assessment of the Impact of the PPA on the TUC

4.1 Organisational Development

Given the short period the TUC has had a PPA it has had enormous impact on the evolution and professionalisation of the TUC's international development activities. Core funding has allowed the TUC to stretch the scope of the work it does and helped strengthen the systems and staffing that lie at the foundation of its work.

The PPA has assisted the TUC to undertake a number of activities which both further define and outline its role and communicate this to others. A review of the last 5 years of TUC development activity has been undertaken to capture and reflect the various initiatives the TUC has contributed to; and form the basis for understanding what the TUC is perceived as doing well, where it needs to improve and also what overall framework it might use to deliver development outcomes. This has also been supplemented by a consultative strategic development exercise which aimed to further clarify and communicate the main areas or themes that are central to the TUC's international development activity and highlight the countries where the TUC is likely to have extensive engagement. At the time of this evaluation this strategy was going to print and was due to be launched in late 2010.

This strategic evolution has highlighted the need to clarify roles and responsibilities within the EUIRD and also map/track the international activity of staff in other parts of the TUC and amongst affiliates. This is underway and has also highlighted how the PPA has given the TUC greater capacity to engage with other international actors and to join up the various strands of international work and thinking.

Monitoring and Evaluation Systems

The increased level of project activity has led to the refinement of existing M and E systems and the development of new ones, in particular the 'capacity' score card used to assess partners. At present the evaluation team finds that the systems are good but basic. They are rather focused on collecting data on activities and not on the 'results' that these activities contribute to. Training courses are useful but it is important that they are seen as a means to an end and not an end in themselves. Having a clear distinction between outputs and outcomes would also be useful.

The recent review of international activities proposed a series of impact or results 'areas' which highlight the different types of change that TUC supported work aims to contribute to. This framework would be a useful starting point for the TUC to further refine its M and E systems and tie together its strategic themes with the development results it is trying to achieve. A paper on evaluation⁵ within the context of the labour movement highlights the need for evaluations to be participatory and inclusive and some external commentators did feel that the TUC was moving further down a 'results' path than most other international union federation development actors. The evaluation team do not think that 'results' and participation should be seen as mutually exclusive and evaluation mechanisms and systems can both involve partners and beneficiaries and generate evidence of change and aggregated data.

Monitoring was highlighted as an issue by a number of partners and the quality of monitoring is rather haphazard and not uniform. If the TUC wants to continue to evolve and scale up those activities that work then it is going to have to devote more resources to training and supporting partners in monitoring their activities and do so within an overall strategic framework which captures the impact and contribution to impact they are having.

4.3 Gender

There is a strong gender focus in nearly all of the TUC's programmes and the labour movement is extremely aware of equality issues and the need for organisational structures and processes to reinforce equality and ensure women and other disadvantaged groups are properly represented. The evaluation team met beneficiaries of recent women's empowerment programmes in Nigeria and Sierra Leone. The long term effect of these can be

⁵ Written by TUC staff member Bandula Kothalawala

seen in both countries where beneficiaries have now taken on leadership roles within trade unions leading to increases in membership amongst women. The TUC and most partners have women's committees and some senior roles (e.g. in ZCTU where at least one Vice President must be a women) are reserved for women.

Most project monitoring data is disaggregated by gender though more work could perhaps be done in looking globally at key factors for why women join unions and perhaps focusing on the different experiences of men and women in the workplace. In Nepal for example it might be useful to dig further into how men and women experience domestic work and then looking at whether different strategies are required to address key challenges.

Section 5: Value for Money

Our approach to assessing value for money focuses initially on understanding how and why the TUC works in the way it does in order to understand how it would operationally use the PPA 'investment' it is receiving. This then allows us to assess whether the results or return from that investment are good value for money. The assumption here is that all PPA holders are 'trusted partners' and considered 'organisations worth supporting' and that the aim of the PPA is to enhance and develop what they are trying to achieve in international development and not to fundamentally change the organisations themselves.

Assessing the value for money of the TUC PPA objectively is difficult. Firstly the PPA has only been operational for a short period of time, and secondly the TUC is quite different from most PPA holders. Overall the evaluation team feels that the TUC PPA provides good value for money and over the full period of the PPA this could indeed be spectacularly good. To 'calculate' this there will need to be an improvement in the M and E processes and systems so that the full 'return' can be highlighted. The TUC manages funds well and on a par with other CSOs given its history and the evolution of its international development work, however the main variable in a value for money calculation is the high possible level of impact or return rather than purely the cost effectiveness or efficiency of expenditure.

5.1 Organisational history and motivation

The TUC is 'the voice of Britain at work'; it has 57 affiliated unions and 6.1 million members. It formally came into being in 1868 and has a long history of influence on British society. Its core work involves:

- bringing UK unions together to draw up common policies, develop new services and avoid clashes with each other;
- campaigning on economic and social issues and lobbying government on work related policies;
- undertaking research and running extensive training and education programmes for union representatives; and
- representing working people on UK and international bodies and developing links with other union bodies worldwide.

It is a highly democratic organisation and 'fair representation' is at the heart of how it operates. The annual Congress sets policy and elects a General Council. Affiliate unions send delegates to congress and the larger the union the more delegates it can send. The General Council has 56 members and is mandated to oversee the work programme agreed by Congress. There are a number of seats reserved for women and seats for other marginalised groups. There are permanent committees including a women's committee, race relations committee and a disability committee. Temporary task groups are also set up to deal with current relevant issues. The General Secretary is a permanent full-time position who reports to both Congress and the General Council and is mandated to provide strategic direction, implement the work plan and to act as the TUC's main representative. The General Secretary is the only employee of the General Council and the 300 or so TUC staff are formally employed by the General Secretary. There are seven departments within the TUC and these are historical rather than being designed to achieve a clear set of objectives or cover a defined area. The structure is fluid and things get done based on collaborative working and shared interest. This is particularly important when considering the PPA as though funds go through the European Union and International Relations Department, EUIRD is not responsible for all of the TUC's international work and will not on its own do all the work that contributes to agreed outcomes. It also illustrates why it is difficult for the TUC to know exactly how much of their overall budget is spent on international development activities. There are several other aspects of the TUC's history and culture that affect a value for money assessment:

- The Governance structure means that all 'strategies' and work plans are reviewed by Congress annually. This means that though the TUC has a mandate to set objectives and implement them, they are 'servants' of Congress and have not traditionally set out long term strategic plans.
- The TUC's structure itself has evolved to provide an efficient and stable way of bringing in huge numbers of people in disparate groups to focus and act on specific issues. Compared to other 'networks or movements' (such as Make Poverty History) the clear, structural, representative link between individual members through local, regional and national structures based around the principle of individual dues provides a much stronger foundation for sustainable collective action. This structure has been replicated in the structures of national unions throughout the developing world particularly those that are former British colonies. It can be cumbersome but it provides the possibility for enormous reach and also appears more resilient than other organisations. The ability of the union movement to continue to represent large numbers and mobilise in countries where other elements of

civil society can't (such as Zimbabwe and Sri Lanka) is a testament to this and a key strength of the union movement as a development organisation.

- These structures and the principle of effective representative structures and partnerships also extend to global labour movements the TUC is a part of. For example the ILO has an enshrined process of tripartite dialogue which means it has workers, employers and government officials working jointly as part of its governance structure. The TUC also has to respect partner 'sovereignty' and cannot impose its development 'programmes', ideas or solutions on national labour movements. This is both a structural and cultural norm, so trying to 'influence' other national unions to follow TUC ideas is problematic; the TUC have to be asked to help and their fundamental starting point is to provide assistance which builds the capability of the host union federation. Relationships are based on trust and a shared understanding of what unions are globally trying to do. This trust itself probably provides a greater assumed and accepted level of financial probity and management. From the interviews we have undertaken, in countries where corruption and mis-use of funds is an issue, unions tend to be trusted more by their members than governments or international organisations as they are 'from the people'. If this trust was broken it would have a huge impact on the TUC or their partners 'USP' or ability to deliver development outcomes.
- The Labour movement often has enormous political networks and influence. A large number of parties in government or opposition in both the developed and developing world have their foundations in the labour movement, this, for example in Zimbabwe, Brazil and Indonesia, includes current presidents and Prime Ministers. In the ILO the TUC has a permanent role in the governing body so providing a key structural mechanism for influence in the UN. This perhaps allows the TUC to possibly claim a greater 'return' on some of their more intangible advocacy and influencing activities if they are effective in this area. The evaluation teams experience supports this - with little notice the team were able to interview a senior Government Minister in Zimbabwe and two MP's who had worked closely with the TUC during the PPA period.

5.2 Organisational Environment

There are a number of key environmental factors to take into account when focusing on the TUC's ability to deliver VfM during the period of the PPA:

- Union membership is falling worldwide and particularly in the developing world where large scale retrenchments have taken place in a number of countries. There are an increasing number of workers in the informal sector and the union movement needs to think through and address the impact of this. To a degree union activity and structures are based on a principle of all members paying dues and these are falling. This is limiting some unions and national federations' ability to act and therefore the impact of TUC supported activity.
- It also provides the challenge of engaging with workers who are 'unorganised' and maybe also cannot pay dues. Bringing them into the union movement without their large numbers swamping the existing membership could be a problem. The implications for this is that programme and activity planning may need to focus more on building and supporting partners so they are able to act and able to do so sustainably; and less on activity which involves rolling out programmes or activities which make the most of the institutional structures that provide the foundation for the TUC's in-country development programmes.
- There has been an election in the UK in the last year and that has created uncertainty as to the willingness of the UK government in the future to support the TUC as a development actor. It may also impact on the level and expectations of future PPA funding or other forms of UK government support.

5.3 Organisational Capability and Value for Money Performance

The aim of this section is to assess how the TUC uses the PPA investment and the systems and processes that create outcomes and impact. It focuses on those variables that have greatest impact on value for money.

5.3.1 Financial Management

The TUC has an annual budget of £50 million of which £5.8 million is spent on overheads. Of the remaining funds £3.4 million or 7.6% have been spent on direct international expenditure, though this does not account for all work undertaken under different themes or by different departments which has an international impact. The evaluation team agrees that working this out exactly in itself is not cost-effective. In 2009 PPA money accounted for 13% of TUC international expenditure but in 2010 this is likely to be closer to the region of 35%. PPA money comprises general funding plus two rolled over projects and is illustrated in table 2 below:

Table 5: PPA funding 2009-2011

	Budget 2009/10	Budget 2010/11	Total
General PPA funding (£)	£531,000	£1,269,00	£1,800,000
Playfair (£)			£100,000
Nigeria HIV (£)			£500,000
			£2,400,000

Although PPA funding is 'core' the TUC have a detailed budget against all activities and against each of their strategic objectives. This is shown in table 6 below. This is partly done due to greater pressure (or expectations of pressure) from DFID to show where money is going. This split, though useful in the evaluation teams view, slightly masks some of the cross over where activities being supported address multiple outcomes. A good example of this is the Nigeria HIV programme which is having an impact on trade union capacity (SO1) as well as improving the rights of workers (SO2). In assessing the spread of expenditure the proportion of funding going to those activities which directly target benefit the poor (objectives 1 and 2) is approximately 50% and the expenditure on the slightly removed activities (3 and 4) at approximately 24%.

Table 6: PPA expenditure by objective 2009-2011

	Budget 2009/10	Budget 2010/11	Total
Internal TUC Development	£172,260	£393,072	£565,332
Strategic Objective 1	£162,936	£399,171	£562,107
Strategic Objective 2 Nigeria HIV awareness programme	£47,434	£178,486	£225,920 £500,000
Strategic Objective 3	£35,015	£93,430	£128,445
Strategic Objective 4 Playfair	£115,900	£202,225	£318,125 £100,000
			£2,399,929

The remaining funds focus on building the TUC's own capability to deliver international development outcomes strategically. These funds cover additional staff costs and also internal OD activities. For some PPA holders this proportion of expenditure would be considered high but it is important to recognise that the TUC acts to a degree as a network hub for all UK affiliates and is also in the process of scaling up its international activities. The TUC does not rely on fundraising for the remainder of its funds like most INGOs as it draws on membership dues. Ratios such as percentage of funds spent on fundraising, governance or on 'charitable activities' are therefore not really relevant. The TUC is also a low fiduciary risk, as its 'international funds' are only a small part of its overall income, plus it has strict controls on financial expenditure and its accounts are both transparent and widely subjected to scrutiny due to the nature of what the TUC does and its relationship to its affiliates.

TUC Aid does make appeals for emergencies but this is done at very low cost, and expenditure on non-staff activities such as the strategic review have been undertaken at low cost compared to current UK norms.

5.3.2 HR Policies and Practice

The TUC has 'Investors in People' accreditation. Pay scales for TUC workers are set by the General Council and should not be seen as directly comparable with INGOs for example. For those working primarily in the development field an average salary for a project officer given the experience and qualifications required, of £38 – £45,000 in central London is appropriate. The TUC, unlike some other northern labour based development actors, does not employ staff at a country level. Where partners employ 'project management staff' these, in the experience of the evaluation team, appear to be of high quality. The only slight issue is that they may be slightly underpaid, which could be a concern if they are 'headhunted' by international organisations with larger budgets; at present though the nature of the work and commitment to the labour movement seems to be the main incentive for some project staff so financial reward may be less important than in other sectors.

The evaluation team does have some unease over the number of EUIRD staff that may be directly reliant on continued PPA funding. The PPA approach was set up to provide core not project funding; if high staff turnover emerged or there was a reduction in the number of posts then this could affect the current evolution of the TUC as a development actor and affect the long term 'return on investment' the TUC is providing.

5.3.3 Programme and Process Management

The PPA has clearly changed the balance and volume of international work that the TUC is doing and there is an increase in the number of technical cooperation projects being supported. The model for managing projects draws strongly from the history and culture of the TUC and the focus on partnership and building local union capacity is central. It is important that if investment into projects is going to get a return then the project management model is robust and develops in line with an increased level of activity. Real strides have been made in project design approaches, monitoring and evaluation systems and reporting structures. At present these are not too burdensome but getting a balance between efficiency and ease of use is paramount. The TUC has not had a PPA for long but so far has managed to build its internal systems and deliver projects at the same time. The costs at present for project management are low mainly because they draw on and utilise existing structures, however as activity increases there may be a point where a step change in information systems in particular is required. Managing this cost effectively, in particular both minimising cost where possible but investing sufficiently to get what is needed will be key.

5.3.4 Inter-organisational connections and linkages

The most significant variable for the TUC in their ability to generate a return on investment and therefore value for money, comes through their organisational connections. The TUC is part of a worldwide labour movement and is at the heart of the ILO. These connections cost very little, given their long history and institutional basis, but provide the basis for the huge potential impact the TUC has as a development actor. During the evaluation partners and affiliates also commented on the positive influence the TUC's relationship with DFID and other UK government departments had on their ability to influence others. Recognising and valuing this 'hidden cost' is important in assessing the added value this PPA investment provides but difficult to directly attribute.

5.3.5 Leadership and Influence

The TUC is a high profile organisation which represents 6.1 million people in the UK. Its General Secretary Brendan Barber is constantly asked his opinion in the national media on a wide range of 'national' interest issues. The Playfair campaign and Robin Hood tax campaign are good examples of how the TUC can play a leadership role in development issues. Regular meetings with various UK government departments reinforce the notion that the TUC is seen to have influence and can also mobilise its members to pursue a relevant course. The 'flipside' to this is that the TUC has ideological opponents and is often under close scrutiny particularly as it plays a role in holding government to account. There is a danger that 'value for money' may well become a political decision and not one based on the 'return on investment' provided through development results. At present in the evaluation team's view this has not been the case but it might in the future impact on how the TUC is able to plan and the level of support it may receive from the government.

Section 6: Lessons Learned

The PPA has been going for a limited period of time so the number of direct lessons that have been learnt is perhaps less for the TUC than for other PPA holders. The table below highlights some of the lessons reported in the self assessment and looks at what action has been taken to address them. We have used ‘traffic light’ indicators to assess the level of progress.

Table 7: Progress on Lessons Learned

Lessons Identified	Assessment of actions undertaken or in progress
The TUC has pooled its learning in order to develop adequate, in house, effective and standardised monitoring tools	TUC have developed their capacity assessment scorecard tool which is a good first step. Other project monitoring proformas need additional work to capture impact and in particular move beyond recording activities and outputs
Balance DFID’s reporting expectations with the ability of partners to report against appropriate indicators in given timeframe	It is important to recognise that this would have been difficult to address in current timeframe, however during the evaluation partners themselves highlighted the need for this and felt it was perhaps the major area for improvement in their working with the TUC
Need to develop a coherent governance plan for the PPA given expanded staff team	Clear intention shown but nothing concrete as yet but again not surprising
Need for a holistic organisation-wide international development strategy	New strategy has been developed and is about to be launched. The level of participation and engagement with partners in developing it was, in the view of the evaluation team, exceptional and included a high survey response rate
Need to review and adapt processes for managing projects through a third party	No Assessment - Need to wait for action on this when further through project management cycles

There is clear intention to learn lessons and the evaluation team is confident that further actions will take place and further reviews will bring up more issues to be addressed. The only concerns the team have are the ability of the International Development team to influence other development actors within the TUC and affiliate organisations to change their ways of working. It is also important that the level of capacity within EUIRD is not too overstretched to both manage existing and develop new work as well as focusing on the internal changes required to develop the organisation. From the limited evidence we have so far the team is confident that the TUC will be able to address and manage these concerns.

Section 7: Building Support for Development

Prior to getting a PPA most of the TUC's work as a development actor had focused on using their own education and advocacy processes to work with affiliates to raise international development up the agenda of the labour movement. The TUC has sophisticated systems to both build awareness and mobilise UK workers in action. It has advanced websites which provide links to videos, case studies and particular issues. The Playfair site is a good example of how it communicates the work being done to bring together unions around certain issues.

The TUC does address some quite contentious development issues and often because of the nature of its membership these can have political overtones. The evaluation team does not think this is negative or something that should change, however the TUC need to ensure they recognise when this might create unease amongst some stakeholders.

Strategic Objective 4: Greater British trade union membership understanding of and commitment to: sustainable development; and to the challenges of the Decent Work Agenda for developing country workers

Table 8: Assessment of strategic indicator 4

Indicators		Evidence of achievement of Indicator	Is TUC on track to meet these targets?	
4.1	Increase by 25% the participation in TUC international development courses and learning events.	<p>Small increase in attendance of courses, particularly 'Gender, globalisation & poverty reduction'</p> <p>New continuous professional development course for TUC tutors on international issues and trade union curriculum has been developed</p> <p>Decent work and Labour Standards Forum held 2 seminars each attended by around 45 union, business, NGO, and official participants</p>	Partially Off Track	Definite increase in participation, but still a long way off 25%
4.2	The use of TUC development education material increases by 25%		No Judgement	Material being updated so no work undertaken during review period so far, but likely to take place
4.3	The agendas of TUC affiliates reflect a greater level of awareness and commitment to the global poverty agenda and their role in helping to achieve the MDGs	<p>NUT Conference 2010 agreed every branch would contribute at least 1% of funding to ID work</p> <p>24 UK TU signed up to support Robin Hood Tax</p> <p>Increase in affiliates applying to DFID's CSCF Prospect produced MDGs booklet for World Day for Decent Work & witnessed increase in motions on international issues at their annual conference</p> <p>Increasing number of articles on international development in affiliate union journals</p> <p>Representatives from 13 affiliates are on the steering committee for the Playfair 2012 project</p>	On Track	Evidence that many affiliates are increasing their awareness and commitment to the global poverty agenda

Indicators		Evidence of achievement of Indicator	Is TUC on track to meet these targets?	
4.4	UK worker and student awareness of the interdependence of global sportswear supply chains and their confidence in their power to affect change as consumers significantly increases from baselines and this leads to increased and committed action.	<p>Playfair project & steering group set up consisting of unions and NGOs, they meet 4 times a year</p> <p>Teaching resources for key stage 5 A-level pupils have been produced and disseminated to Development Education Centres</p> <p>The new Playfair 2012 website was launched to coincide with the Winter Olympics in Vancouver – over 10,000 people have visited</p> <p>Playfair 2012 has the Active support of 22 unions & NGOs</p> <p>620 students attended Playfair 2012 supported Honduran speaker tour 280 UK students subsequently participated in USAS action, resulting in Russell Athletic to rehire 1,200 Honduran workers.</p>	On Track	On track to increase student and worker awareness by end of programme
4.5	Two new unions submit credible proposals to DFID's civil society funding streams by 2011	<p>The Association of Teachers & Lecturers and the Public & Commercial Services Union applied to DFID's DAF with TUC support. Both were successful at concept note stage but rejected at final stage</p> <p>NUJ & NUT have recently submitted (July 2010) proposals to CSCF</p>	On Track	TUC offer strong support to affiliate unions wishing to apply to DFID for funding
4.6	The policies of at least two major NGOs are changed to reflect the Decent Work Agenda		Difficult to Assess	Difficult to assess given amount of work and influence prior to PPA funding period
4.7	30 trade union officers are trained in project design, writing, implementation, monitoring and evaluation and impact and deploy their skills	Training held by TUC on project design, writing & budgeting for trade unionists to 15 people. Positive feedback & TUC will consider running future training on implementation and M&E	On Track	Already trained 50% of target amount
4.8	Three new unions attend the TUC's International Development Group and DFID/TUC Forum	The GMB union and the Musicians Union are now attending the TUC's International Development Group, as is the International Transport Federation	On Track	Evidence of 3 new unions already attending

Section 8: Issues to be addressed

The TUC has made major changes through gaining a PPA. There are a number of clear issues which need to be addressed and there will undoubtedly be more as this funding cycle moves towards its conclusion.

One of the evaluation team's key concerns has been on the pressures and constraints having 'core funding' for such a limited time has created. The TUC has been quite ambitious in expanding its portfolio of work and this has led to both intended and unexpected requirements to adapt its own organisational processes and ways of working. Future PPA funding is uncertain and yet the TUC has made a number of developments which may be at risk if this funding stream ends. Given the political engagement and profile of the TUC it is possible that their activities in other arenas may also affect the perception of them as a development actor. Progress made could be halted through an inability of the TUC to convince (within a highly competitive market) DFID of the value they would gain from having a PPA as they have less sophisticated impact measures and systems and processes to illustrate impact than other CSOs. They are in the process of developing these but if DFID makes a decision that it does not want PPAs to be used to build the internal capability of CSOs at this time but just wants to focus on supporting those who are already in a position to deliver this could seriously affect the TUC's chances. Given there may also be some who question the legitimacy of the TUC's role as an 'objective' development actor, the risks of discontinuing funding may be higher for the TUC than for other current and potential PPA recipients. This in the evaluation team's view would be unfortunate and would limit the return on the investment made in the TUC so far and jeopardize the possible potentially huge returns that could be made in the future.

Other major issues to be addressed include

- The TUC still has further work to do in identifying where it has impact and for the purposes of working with DFID clearly defining what its results are; this though needs to be balanced with the approaches of other members of the international labour movement who have a greater process focus and are concerned that a results focus might undermine a partner based demand driven approach.
- Operationalising its new International Development Strategy and scaling up its activities and impact. There is huge potential in the evaluation team's view and though progress has been made there is still a lot to do to make it happen. The team do have some concerns as to the capacity of the TUC to be able to realise this potential.
- From the TUC's perspective it would have valued greater engagement with DFID at both headquarters and country level. A recent mapping exercise to illustrate engagement was not signed off or further pursued by DFID. Having more structured meetings and clearer processes to allow increased engagement would add significant value to the partnership.
- The TUC has played a role in a number of contexts in the international arena in bringing UK government departments together, in particular at the ILO. This is a function of its particular niche as a development actor, however strengthening that function through formal systems and processes might well help the UK government in its quest for more joined up working.
- Project Management processes when working through third parties and in particular when working with new partners in new contexts. It would be very useful for the TUC to review systematically its engagement with partners and to understand further the key variables in successful project design and start up. It is clear that some programmes have taken much longer to operationalise than others and that this was often due to reasons outside of the TUC's control. Having a greater awareness of what needs to be in place and perhaps to develop contingency approaches or alternatives if work is not going to plan or political issues emerge, might help the TUC manage its own and others' expectations of progress.
- A point raised by a number of external interviewees during the evaluation was a concern that the TUC might be "becoming too results focussed". It was felt that other international TUs have more of an emphasis on process. Respondents realised that this results focus is a strength, however they do feel it might lead to a level or requirement for documentation that becomes more onerous than is helpful; though conversely they also realise though that this rigour might have a positive effect. The review team's view is that a balance does need to be achieved but that a clear sense of what any initiative is trying to achieve, jointly agreed with partners, backed up with a stronger ability to track and then support and refine progress is an area which the TUC needs to develop.
- Increasing the level of understanding as to who is doing what, where and how would be much valued, so an increasing focus on knowledge management as to good practice, or an exhaustive mapping of unions worldwide and their challenges and characteristics would be helpful. The TUC is aware that as they increase the scale of activities then they need to develop further their systems and processes, though

from partners it was important these improvements did not take away from the core philosophy of partnership and were clearly explained and communicated to others.

Annex 1: Interviews conducted

Person Interviewed	Role
UK TUC Office Staff	
Annie Watson	TUC's International Development Advisor
Gemma Freedman	Programme officer (specifically Africa), TUC's European Union and International Relations Department
Gemma Tumelty	Promotions officer, TUC's European Union and International Relations Department
Sharon Sukhram	Policy officer, TUC's European Union and International Relations Department
Bandula Kothalawala	Policy officer, TUC's European Union and International Relations Department
Vicky Cann	Project officer (specifically Asia and middle east), TUC's European Union and International Relations Department
Ben Moxham	Policy Officer, TUC's European Union and International Relations Department
Abdullah Muhsin	International representative of General Federation of Iraqi Workers (GFIW/IFTU) Arabic Translator (part time), TUC's European Union and International Relations Department
Owen Tudor	Head of TUC's European Union and International Relations Department
Nigeria	
Comrade A. Omar	President Nigeria Labour Congress
Com. John E. Odah	NLC General Secretary
Esther F. Ogunfowora	Project Coordinator
ChinweEwurum	Project Administrator
Josephine Okafor	Nurse/HIV Counsellor in-charge of VCCT
Com. Valentine Udeh	Ag. HOD. Education and Training. He is a member of the Project Steering Committee and was beneficiary of previous NLC-TUC-UK trainings.
Comrade LadiIliya	Chairperson- NLC-National Women Commission/President- Non-Academic Staff Union of Educational and Associated Institutions. She is a member of the project steering committee and the chairperson of the former project steering committee of the women project.
Comrade Lucy Offiong	Deputy Chairperson of NLC-National Women Commission
Comrade UcheEkwe	He is the Parliamentary Liaison Office of NLC and a member of the project Steering Committee.
Comrade AbiodunBadru	Focal Person HIV/AIDS- National Association of Nigeria Nurses and Midwives
Comrade Helen Nnadozie	Peer Educator: National Association of Nigeria Nurses and Midwives
Comrade OluwaFemiOlabisi	Focal Person HIV/AIDS: Medical and Health Workers Union of Nigeria
Comrade Bernadette Alachewe	Focal Person on HIV/AIDS: Non-Academic Staff Union of

Person Interviewed	Role
	Educational and Associated Institutions
Comrade Lara Adefila	Peer Educator: Non-Academic Staff Union of Educational and Associated Institutions
Comrade S. Johnson	Peer Educator: Non-Academic Staff Union of Educational and Associated Institutions
Comrade ChinaduEjiofor	Focal Person: Nigeria Union of Teachers
Comrade P. W Umoh	HOD: Education and Research- He supervised the project in NUT
Comrade Samson Ugwoke	Focal Person: Senior Staff Association of Nigerian Universities
Comrade Larry Joshua	Person Living with HIV and Volunteer counsellor on the project works with National Hospital Abuja.
Comrade Z. Dandok	General Secretary: Senior Staff Association of Nigeria Polytechnics. Representing the Focal Person. He is also a trained peer educator
Comrade A. Ayelabola	On Sabbatical from the Medical and Health Workers Union of Nigeria. Benefitted from the trainings of the project especially the Advocacy, Lobbying and Campaign training. He was involved in development of the manual and campaign materials on the project
Comrade Francisca Nweke	Peer Educator trained through the NLC-FCT Women Committee but from Amalgamated Union of Public Corporation, Civil Service Technical and Recreational Services Employees (AUPCTRE) an affiliate of NLC.
Volunteers on the VCCT Sites.	
Comrade Ralph Gabin	Jikwoi site
Comrade A. Akeem	Gwarinpa site
Comrade B. Apollo	Jikwoi site
Comrade K. Lucas	Jikwoi site
Comrade Philomena	Jikwoi site
Sierra Leone	
MulukuTarawally	Project Coordinator, Sierra Leone Labour Congress
Max Conteh	Head of Education and Training, Sierra Leone Labour Congress
KandehYillah	Secretary General, Sierra Leone Labour Congress
M.A. Deen	President, Sierra Leone Labour Congress
Selection of Informal Sector union leaders and members	Bikers Union, Photographers Union, Musicians Union
Selection of representatives of women and youth of SLLC	
Selection of workshop participants	In Makeni (Northern Region)
Gladys Blanche	Women's Coordinator of the Sierra Leone Labour Congress
Mr Johnson	Executive Secretary of the Employers Federation Sierra Leone
Davidson Kuyateh	Secretary General SLTU
Sri Lanka	
Manori Witharana	Program Officer American Center for International Labor Solidarity

Person Interviewed	Role
K.Velayudam	General Secretary – Lanka JathikaEstete Workers Union (LJEWU) and President,National Trade Union Federation (NTUF)
Gerald Lodwick	Deputy General Secretary - the All Ceylon Federation of Free Trade Unions -(ACFFTU), the National Workers Congress (NWC)/ Friendship Houses/Migrant Services Center (MWC)
Anton Marcus	General Secretary, Free Trade Zones and General Services Employees Union (FTZGSEU)
Partners who were involved in the TUC Tsunami program in Sri Lanka	Through the SC
Textile workers/task force members	Play Fair- organising project
Zimbabwe	
Wellington Chibebe	Secretary General ZCTU
Pauline Mpariwa	Minister for Labour
Fiona Magaya	ZCTU, Gender desk
Vimbai Zinyama	Parliamentary and Advocacy
Last Tarabuku	Project Coordinator, ZCTU
Gertrude Hambira	Secretary General of the General Agricultural and Plantation Workers Union of Zimbabwe (GAPWUZ)
Neil Satchwell-Smith	Governance Advisor at DFID
	Vice Presidents of ZCTU
	Group discussion with Labour and Economic Development Research Institute of Zimbabwe (LEDRIZ)
	Group discussion with Senior Management of ZCIEA
Nepal	
Gopal Ghimire,	Project Manager, GEFONT
Jitendra Jonchhe	Secretary – Finance Department, GEFONG
Bishnu Rimal,	President, GEFONT
Pemba Lama	DY Secretary General, GEFONT
Umesh Upadhyaya,	Secretary General, GEFONT
Dr J N Prasain	Advanced Academy, Republica International College
Bidur Karki	National Co-ordinator, ITUC-NAC
Sonu Danuwar and Representatives)	Nepal Independent Domestic Workers' Union (NIDWU
	Representative from the Women's Committee, GEFONT
Telephone Interviews: Europe and Americas	
Jan Dereymaeker	Leads on the TUDCN (Development Cooperation Network) ITUC Responsible, Senior advisor
JanneRonkainen	Executive Director of SASK. Worked closely with TUDCN
TarjaValtonen-Simão	Programme Officer for Africa of SASK Worked closely with ITUC Africa and Swaziland
Anna Nitoslawska	Canadian Labour Congress & TUDCN
Samidha Garg	Official responsible for International relations at NUT&IDLF affiliate

Person Interviewed	Role
Joseph O'Reilly	International advisor at Association of Teachers and Lecturers (ATL), one of TUC affiliates. IDLF affiliate - old and new
Michelle Stanistreet	Deputy General Secretary of National Union for journalists, IDLF affiliate
Sue Ferns	TUC Aid Trustee and council member, Head of research for Prospect
Martin Cooke	Acting Director of Ethical Trading Initiative
Omar Faruk	General Secretary of African Federation of Journalists
Joel Odigie	Human and Trade Union Rights Officer (project lead), ITUC Africa

Annex 2: List of Documents Reviewed

Addison, John & Schnabel, Claus (2003) International handbook of trade unions,

- **Visser, Jelle** (2003) 'Unions and unionism around the world'
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Sogge, D & Jakobsen, K (2010). "Despite the Onslaught" FNV Mondiaal Zimbabwe Programme 2005-2009, Country Evaluation Report

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Report/stories on the progress of the Sierra Leone project <http://www.tuc.org.uk/international/tuc-16717-f0.cfm> and <http://www.tuc.org.uk/international/tuc-16695-f0.cfm> and <http://www.tuc.org.uk/international/tuc-17178-f00.cfm>

Guinea-Bissau case study <http://www.tuc.org.uk/international/tuc-18041-f0.cfm>

Interview with Hashmeya Muhsin (Iraq), National Labour Campaign Committee member: <http://www.ituc-csi.org/spotlight-interview-with-hashmeya.html>

TUC reporting on the Iraq labour code campaign: <http://www.tuc.org.uk/international/tuc-17758-f0.cfm>
Campaign website: <http://www.iraqitradeunions.org/wordpress/>

ILO Commission of Enquiry establishes systematic, and even systemic, violation of Conventions Nos. 87 and 98 in the country <http://www.tuc.org.uk/international/tuc-17755-f0.cfm>

GNU fails to stop worker abuse <http://www.zimonline.co.za/Article.aspx?ArticleId=5677>

Flawed draft constitution faces rejection <http://allafrica.com/stories/200907310993.html>

ZCTU on Government's budget <http://newzimsituation.com/23721pf/zctu-critique-of-2010-budget-sunday-top-stories.htm> and

<http://www.facebook.com/topic.php?uid=234509882843&topic=13148#!/topic.php?uid=234509882843&topic=11958>

ZCTU on civil service ghost workers <http://nehandaradio.com/2010/06/23/ghost-workers-not-high-wages-behind-zimbabwe-inflation/>

Interview with ZCTU parliamentary officer <http://www.tuc.org.uk/international/tuc-17261-f0.cfm>

Call to action to protect Zimbabwean trade unionists <http://www.tuc.org.uk/international/tuc-17641-f0.cfm>

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Annex 3: Terms of Reference

TERMS OF REFERENCE FOR TUC PPA EVALUATION

Background

Partnership Programme Arrangements (PPAs) were introduced by DFID in 2000 as direct replacements for the Block Grant and Volunteer Grants. These new models of CSO support allowed DFID to enter high level strategic partnerships with some of the most trusted and respected civil society organisations (CSOs) with whom DFID shared common goals and objectives.

PPAs provided the holders with longer term, unrestricted strategic funding in support of mutually agreed outcomes, enabling them to undertake those potentially higher yielding areas of their work which were innovative and higher risk but were, as a result, often under-funded.

However, the unrestricted nature of the PPA funding meant that, although high level outcomes were agreed between the two parties, the PPA holder was not required to track DFID funds through to output and outcome level.

However, over the past couple of years DFID has, following National Audit Office recommendations, undertaken a comprehensive reform of the PPA process. One of the main outcomes of this process has been the introduction of more rigorous performance frameworks for all PPAs.

This is the TUC's first Programme Partnership Arrangement (PPA) with DFID and is due to end on 31 March 2011.

The agreed purpose of this the TUC PPA is:

Reduced poverty and increased rights of workers in developing countries through greater support for and strengthened capacity of developing country trade unions.

The purpose being achieved through five objectives of mutual strategic interest:

1. Improved capacity of developing country trade unions to promote decent work and good governance to government, business and international institutions at the national level
2. Poor workers and their families have improved rights and the capacity to enforce those rights leading to higher income and better employment conditions
3. Strengthened UK and developing country trade union international development policy engagement and influence at national, regional and international levels
4. Greater British trade union membership understanding of and commitment to: sustainable development; and to the challenges of the Decent Work Agenda for developing country workers

Purpose, Objective and Scope

As part of the PPA funding arrangement with DFID, it was agreed that all PPA holders would, in the last year of funding, arrange for an independent external evaluation of the PPA for the period 2008-11. This evaluation will use the most recent version of the PPA performance framework.

The purpose of this evaluation is to re-confirm the common ethos and vision in recognised priority areas which exist between the TUC and DFID and which led to the formulation of the current PPA.

The objective of the evaluation is to evaluate how far the TUC has gone towards achieving the mutually agreed outcomes as stated in the PPA performance framework. The evaluation will also derive lessons which will inform the TUC's future strategies, programmes, approaches and set-up.

The target audience and main users of the findings of the evaluation will be the TUC and the Civil Society Team at DFID. However, TUC partners and other stakeholders may also benefit from the findings (this could include but is not limited to southern partners, other donors, other parts of DFID, fellow PPA holders).

Methodology

Using the most recent agreed version of the TUC PPA performance framework and the agreed PPA baseline (both attached), the successful bidder will:

- Arrange and chair a series of meetings/interviews with TUC staff to review and assess the range of initiatives that were selected for support from the PPA and an evaluation of their contribution to the achievement of the agreed outcomes of the PPA.
- undertake a review of monitoring reports received by TUC from the partners and/or field offices
- review relevant assessment and evaluation documentation which is of relevance to PPA related activities
- undertake interviews/survey of a range of stakeholders from TUC partners, DFID policy teams and country offices, other donors, etc
- interviews/survey with a selection of key partners by a range of means including tele/videoconference interviews and meetings
- Three country visits to meet partners and beneficiaries of programmes that contribute to PPA outcomes: it is envisaged that these will be by Nepal, Zimbabwe and Sri Lanka
- Review the annual PPA Self-Assessment reports which the TUC has submitted to DFID since 2008.

Skills and Qualifications

The successful bidder will be expected to have:

- A strong understanding and experience of evaluation methodology
- A comprehensive background in working with civil society organisations in the field of international development
- An understanding of the TUC's unique role in the International Development landscape

Outputs

The successful bidder will be expected to produce a report of no more than 20 pages of A4, in Plain English. This report will be written in a format which is easily accessible to all stakeholders.

This report will follow the following format:

1. Summary section (approx 2 pages). This summary will focus on the main findings and will specifically state how far the evaluator feels the TUC has gone towards achieving the mutually agreed outcomes as stated in the PPA performance framework.
2. An Introductory section (approx 2 pages) which should include the methodology used in undertaking the evaluation.
3. A section on Results (approx 6 pages) – this section should include (i) results, including impact, of PPA activities 'on peoples' lives' including any specific impacts on gender relations and social exclusion issues (ii) results, including impact, of the TUC on relevant policy issues (iii) the impact of the PPA on the overall organisational development of the TUC. It should also comment on the overall health of the TUC's monitoring and evaluation systems.
4. A section covering Value for Money (approx 3 pages). In this section the evaluator will provide specific evidence to show whether or not the TUC is able to show value for money for DFID's PPA inputs. This should include specific details about the organisation's procurement processes and procedures, and measures in place to manage overall fiduciary risk.
5. A section covering Lesson Learning (approx 3 pages). This section will highlight lessons learned throughout the 3 year PPA period and how/whether these have been taken up across the TUC.

6. A section covering Building Support for Development (approx 2 pages) showing what progress the TUC has been made against the objectives of (i) building public knowledge and awareness of global poverty; (ii) generating public support and momentum for action to reduce global poverty, (iii) stimulating the public and/or organisations to act to reduce global poverty..
7. A section on Issues to be addressed (approx 2 pages). This section will highlight any specific issues which arose during the evaluation which the evaluator feels need to be addressed by the TUC or DFID.

In submitting the final report we would ask that you include annexes which contain:

- details of the final agreed TORs
- a list of people and organisations interviewed
- a list of documentation reviewed
- a timeline of the evaluation process

Timetable

The successful bidder will be expected to produce an initial draft report for discussion with the TUC by no later than 31 October 2010.

The successful bidder will be expected to produce a final report, agreed with the TUC, for submission to DFID. The TUC will submit this finalised evaluation report to DFID, together with a 4 page management response, by no later than 30 November 2010.

Annex 4: Evaluation Timeline

No	Activity	Outputs & Outcomes	Dates
1	Inception meeting with TUC	ToRs and the evaluation approach proposed discussed and agreed.	July
2	Review background documentation	Key information from a range of sources reviewed (i.e. self-assessment reports, M&E information)	July/August
3	Meetings and interviews with TUC staff	Areas from the focus of PPA work are reviewed and assessed, as well as the organisation's ways of working that underpin them.	July / August
4	Interviews with a range of stakeholders involved in areas of work under the objectives within TUC's PPA performance framework, including Country Visits and phone interviews	PPA focus areas are reviewed and assessed from the perspective of TUC stakeholders.	August/ Sept
6	Analysis of data	Data analysed	September/October
7	Follow-up interviews	Initial thoughts and assessments tested and challenged	October
8	Writing-up draft report	Initial draft report for discussion with TUC followed by feedback	October 2010
9	Incorporate comments and feedback from TUC to draft report.	Final report of no more than 20 pages of A4 (excluding annexes), in Plain English (agreed with TUC)	19th November 2010
10		TUC submit the finalised evaluation report to DFID, together with a 4 page management response	by no later than 30 November 2010

Annex 5: PPA between DFID and TUC

Partnership Programme Agreement between DFID and TUC

Niche

The TUC is the voice of Britain at work. With 60 affiliated unions representing nearly seven million working people from all walks of life, we campaign for a fair deal at work and for social justice at home and abroad. We do this by building links with political parties, business, local communities and wider society. Through its affiliations to the ITUC, ETUC and TUAC the TUC is an active member of the international trade union movement and engages both at multi and bilateral levels with International Institutions. Key to its international activities is the solidarity work with Southern unions and interaction with DFID in joint forums. As key influencers in British society, we have a key role to play in building awareness and commitment to the international development agenda amongst working people and also in assisting our affiliated unions to play a key role.

Purpose

Reduced poverty and increased rights of workers in developing countries through greater support for and strengthened capacity of developing country trade unions.

Strategic Objective	Indicator	Means of verification	Assumptions about risks
1. Improved capacity of developing country trade unions to promote decent work and good governance to government, business and international institutions at the national level ⁶	<p>1.1 28 national trade union organisations centres improve their capacity some or all areas by year two compared to baseline score</p> <p>1.2 Two African national trade union organisations provide clear case examples of improving their effectiveness at promoting the good governance agenda at national level</p> <p>1.3 One African national centre adopts a strategic and comprehensive approach to social dialogue⁷</p> <p>1.4 The TUC shares results of best practice nationally and internationally</p>	<ul style="list-style-type: none"> • Scorecard • TUC agreements with implementing partners, including ITUC Africa • National centre baseline study and time bound strategic plan • Revised union constitutions • Published policy statements • New tripartite agreements • Case studies commissioned by the TUC • Best practice reports/events • Minutes of meetings with local other stakeholders • Media reporting of activities • Photographic evidence 	<ul style="list-style-type: none"> • Developing country unions continue to see the TUC as a trusted partner • The economic climate pressure does not influence governments to reduce significantly the enforcement of legislation • Political hostility does not significantly hamper trade union activities • Foreign investment does not substantially undermine decent work

2. Poor workers and their families have improved rights and/or improved capacity to enforce their rights leading to higher income and better employment conditions	<p>2.1 118,000 poor workers, in areas that the TUC works have improved capacity to enforce their rights⁸.</p> <p>2.2 74,000 poor workers have higher income and/or better employment conditions</p> <p>2.3 In Nigeria, increasing numbers of education and health workers volunteer for testing for HIV/AIDS, receive better protection of employment and human rights and access to treatment, contributing to the elimination of discrimination in those sectors.</p>	<ul style="list-style-type: none"> • TUC and affiliates' agreements with implementing partners • External evaluation • Baseline of potential beneficiaries and subsequent statistics on actual beneficiaries • Case studies commissioned by the TUC • Locally prepared advocacy materials • Minutes of meetings with local other stakeholders • Media reporting of activities • Photographic evidence • Local databases 	<ul style="list-style-type: none"> • Recession does not lead to excessive job losses or casualisation • Inflationary pressures do not erode income improvements • Gender discrimination does not worsen
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⁷**Strategic and comprehensive approach to social dialogue** is measured in the Trade Union scorecard tool and means that the union has undertaken research into the key issues and situation, trained representatives, engages in advocacy on formed policy position papers, adequate financial and human resources are allocated, appropriate alliances are formed, internal and leadership buy in and commitment is secured, and a timeframe is produced with appropriate monitoring and evaluation.

⁸ Based on the TUC's ladder for assessing and measuring workers capacity access their labour rights

		<ul style="list-style-type: none"> • Increase in developing country and UK trade union engagement with the Ethical Trading Initiative and other multi stakeholder initiatives • Baseline and subsequent surveys on HIV status, attitudes, diagnosis and nos. of volunteers for testing 	
3. Strengthened UK and developing country trade union international development policy engagement and influence at national, regional and international levels	<p>3.1 Two DFID policy documents are demonstrably influenced by UK union submissions</p> <p>3.2 Two DFID policy documents are demonstrably influenced by submissions made by national centres from developing countries</p> <p>3.3 Developing country unions influence two regional institutions</p> <p>3.4 Two international institutions' published statements reflect input and interests of developing country trade unions</p>	<ul style="list-style-type: none"> • TUC agreements with implementing partners • Submissions to consultations • Policy position statements • Publications of reports • Case studies commissioned by the TUC • Trade unions secure positions on policy steering groups • Collective Bargaining Agreements • Local progress reports submitted to the TUC • Southern trade unionists attend regional and international meetings • Database and website content • Reports of meetings 	<ul style="list-style-type: none"> • International organisations do not stop consulting with trade unions • DFID's commitment to decent work is maintained • EU continues to see an important role for non-state actors • DFID consultations continue to be published at current rate
4 Greater British trade union membership understanding of and commitment to: sustainable development; and to the challenges of the Decent Work Agenda for developing country workers	<p>4.1 Increase by 25% the participation in TUC international development courses and learning events.</p> <p>4.2 The use of TUC development education material increases by 25%</p> <p>4.3 The agendas of TUC affiliates reflect a greater level of awareness and commitment to the global poverty agenda and their role in helping to achieve the MDGs</p>	<ul style="list-style-type: none"> • Baseline and subsequent survey results • Affiliate awareness and commitment analysis • TUC agreements with implementing partners • High level of UK worker and student awareness and action on ethical trade issues, particularly in the sporting industry • Materials downloaded/ distributed at events/e-alert sign-ups 	<ul style="list-style-type: none"> • UK workers remain open to development and Decent Work Agenda despite economic pressures • NGOs cooperate rather than compete with TUC and affiliates in promotion of decent work • Opportunities for Decent Work funding continue to exist

	<p>4.4 UK worker and student awareness of the interdependence of global sportswear supply chains and their confidence⁹ in their power to affect change as consumers significantly increases from baselines and this leads to increased and committed action.</p> <p>4.5 Two new unions submit credible proposals to DFID's civil society funding streams by 2011</p> <p>4.6 The policies of at least two major NGOs are changed to reflect the Decent Work Agenda</p> <p>4.7 30 trade union officers are trained in project design, writing, implementation, monitoring and evaluation and impact and deploy their skills</p> <p>4.8 Three new unions attend the TUC's International Development Group and DFID/TUC Forum</p>	<ul style="list-style-type: none"> • Teaching materials used • Media coverage of Playfair • Workers' Rights Consortiums set up on campus • Union motions passed & follow up actions taken • Branches twinned • Positive responses from target groups on improving workers' rights in supply chains. • Union journal reports • Attendance lists • Project proposals submitted to DFID • TUC recognition of international development achievement by affiliates • Feedback from training and reports 	
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⁹ Confidence defined as (i) Having access to relevant information; (ii) understanding their actions can make a difference; (iii) being informed about what actions they can take.