



ILO – EVALUATION

- **Evaluation Title:** Outcome Based Funding Norway & Sweden
Workers have strong, independent and representative organizations
 - Trade Unions for Social Justice – Phase II
 - Strengthening International Labour Standards at country and global levels in Global Supply Chains (GSC) and Exporting Processing Zones (EPZ) – Final Evaluation
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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has been quality controlled by the ILO Evaluation Office. It has not been professionally edited.

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List of abbreviations and acronyms

| | |
|-------------|--|
| ACT/EMP | Bureau for Employers' Activities, ILO |
| ACTRAV | Workers Activities Bureau, ILO |
| BWI | Building & Woodworkers International |
| C87 | ILO Convention 87 (Freedom of Association and Protection of the Right to Organise) |
| C98 | ILO Convention 98 (Right to Organise and to Bargain Collectively) |
| CBA | Collective Bargaining Agreement |
| CPO | Country Programme Outcome |
| CTA | Chief Technical Advisor |
| DWCP | Decent Work Country Programs |
| EPZ | Export Processing Zone |
| FIC | Fagligt Internationalt Center (international development NGO), Denmark |
| FOA | Freedom of Association |
| FPRW | Fundamental Principles and Rights at Work |
| GARTEKS | Federasi Serikat Buruh Garmen, Kerajinan, Tekstil, Kulit dan Sentra Industri (Union Federation of Apparel, Crafts, Textiles, Leather and industrial Center), Indonesia |
| GLI | Global Labour Institute |
| GLU | Global Labour University |
| GP | Global Product |
| GSC | Global Supply Chain |
| GUF | Global Union Federation |
| HAMK | Confederation of Trade Unions of Armenia |
| IFA | International Framework Agreement (also known as Global Framework Agreement.) |
| ILC | International Labour Conference |
| ILO | International Labour Organisation |
| ILS | International Labour Standards |
| IndustriALL | GUF for the mining, energy and manufacturing sectors |
| ITF | International Transportworkers Federation |
| ITUC | International Trade Union Confederation |
| IUF | International Union of Foodworkers |
| KFE | Kenyan Federation of Employers |
| LO/FTF | Danish trade union council for international development co-operation |
| LO Norway | Norwegian Confederation of Trade Unions |
| NUTCM | National Trade Union Confederation of the Republic of Moldova |
| OSH | Occupational Safety & Health |
| PARDEV | Partnerships and Field Support Department, ILO |
| Sida | Swedish International Development Cooperation Agency |
| SPN | Serikat Pekerja Nasional (National Workers Union), Indonesia |
| TMLC | Tom Mboya Labor College, Kisumu, Kenya |
| ToT | Training of Trainers |
| TUCA | Trade Union Confederation of Americas |
| TUCOSWA | Trade Union Congress of Swaziland |
| UNI | Union Network International (GUF for services sectors) |
| XBTC | Extra-Budgetary Technical Cooperation |

Executive summary

Project Background

This evaluation concerns two projects, respectively financed by the Royal Norwegian Ministry for Foreign Affairs, and the Swedish Development Cooperation Agency (Sida). Both projects were in support of the ILO Programme & Budget's Outcome 10 - **Workers have strong, independent and representative organisations** - for 2014-15.

Building on lessons learned and achievements of a previous phase (2012 – 2013), the Norwegian-funded **Trade Unions for Social Justice – Phase II** project was to pay particular attention to capacity building, campaigns for ratification and implementation of ILO's Core Conventions, increasing trade union influence over national policy issues pertaining to labour and, linked to these aims, strengthen trade union platforms in countries in which trade union fragmentation is a challenge. The project aimed at contributing to the extension of labour rights and enhancing social dialogue through a stronger labour movement.

The Sida-funded project was concerned with **Strengthening International Labour Standards (ILS) in Global Supply Chains (GSCs) and Export Processing Zones (EPZs)** by promoting workers' rights and stronger, independent, representative labour organizations representing workers in GSCs and in the EPZs. The project was to develop knowledge and research capacity of workers' organizations in the area of cross border social dialogue, GSCs and EPZs; strengthen the ability of workers' organizations to promote freedom of association / collective bargaining and organize GSC and EPZ workers, and to develop and deliver advanced labour education programmes and curricula for workers' reps in GSCs and EPZs.

Evaluation Background

The purpose of the final independent evaluation is to examine the efficiency, effectiveness, relevance, impact and sustainability of the project. This report reflects the findings from the evaluation on whether the project has achieved its stated objectives, produced the desired outputs, and the extent to which the outcomes have been achieved. It identifies strengths and weaknesses in the project design, strategy and implementation as well as lessons learned, with recommendations for ILO's consideration in designing future activities. (See Appendix III: Terms of Reference).

The evaluation covered each component of the project, and its entire duration in 2014-15. The scope of the evaluation included the multiple geographical dimensions of the project, and included fieldwork in India, Indonesia, Kenya and Swaziland. The evaluators met workers' organisations, independent experts, and other stakeholders and partners.

The evaluation was undertaken in March-April 2016, and included a review of project documentation, interviews with relevant ILO staff, and field visits to meet project partners, beneficiaries and stakeholders in Indonesia, Swaziland and Kenya.

The evaluation has a number of important limitations, stemming from

- many diverse elements of the two projects
- lack of synthesised project reports and patchy availability of reports from individual project components
- consequent late decision-making in determining sites for field visits, and short notice given to ILO field staff and prospective interviewees and focus group participants
- limited ability of the evaluators to review non-English language documentation

- the financial contribution of Sida/Norway to some project elements constituted a small proportion of an overall budget, therefore difficult to attribute specific outcomes to either budgets.

Main Findings

Relevance and Design

The goals, Country Programme Outcomes (CPOs) and Global Products (GPs) funded by the projects were entirely relevant to the Outcome 10 Strategy. The activities have strengthened the capacity of trade unions to fulfil their roles and responsibilities as organisations that promote the interests of workers. The project provided direct support to workers' organisations at national, regional, global and sectoral levels, and assisted worker constituents in ILO governing organs and tripartite policy-making bodies.

Of the twenty-two countries with project activities, twelve currently have Decent Work Country Programmes (DWCPs). In general, all programme activity promoted the basic objective of all DWCPs: decent work as a key component of national development strategies. More specifically, the project was directly related to DWCP priorities and outcomes in the countries concerned.

The project interventions were entirely consistent with workers' needs and concerns. National, regional and international trade union representatives were extensively consulted when drawing up detailed proposals for intervention.

There were numerous factors involved in selecting goals, CPOs and GPs. One of the main advantages of Outcome-Based Funding is the ability to be flexible and responsive to the needs of workers' organisations in developing strength, independence and representativeness in a wide variety of economic, political and historic contexts.

Each intervention was internally logical and, at the time of being formulated, realistic. Inevitably, in some cases, there were external factors beyond the control of ACTRAV and its partners that hindered the delivery of some activities and outcomes, but this was not a problem of intervention design.

The Programme & Budget (P&B) indicators for Outcome 10 were found to be not particularly useful in assessing progress in this project, and the means of verification were not appropriate.

Effectiveness

Nearly all CPOs and GPs for the project were "Strengthened institutional capacity of workers' organisations", the remaining small number of CPOs and GPs being "Workers' organisations promote workers' rights through participation in social dialogue" or "Workers have strong, independent and representative organisations".

The large number of diverse project elements, and the difficulties in obtaining documentation, make it difficult to assess the extent to which the CPOs and GPs have been achieved in each and every component. Nevertheless, the available reports (as noted in Section 3), provide evidence that many project components made substantial progress in strengthening workers' organisations.

In most cases however, the reports available were not sufficiently detailed or did not attempt to describe outputs or indicators, and therefore did not provide sufficient evidence to make a meaningful assessment. The field visits enabled the evaluators to gain a more detailed assessment of effectiveness in Kenya, Swaziland and Indonesia.

The extent to which Norwegian and Swedish funding were major factors in achieving the Outcome 10 indicators is highly variable between the many project components. In Kenya and in India, for example, the Norwegian funding was central in the targets being achieved (and exceeded), as were the Sida funds in Indonesia. In Swaziland, by contrast, the Sida funds were a very small proportion of the overall external funding available, and it is virtually impossible to attribute specific outcomes to Sida budgets. In some cases, particularly in new activities supported in 2016 after budget adjustments, no indicators were available.

The extent to which gender equality was mainstreamed in programme interventions was highly variable between the many project components. Most reports of activities, where available, did not include a disaggregation of participant details by gender. The extent of women's participation, as described in those reports that did provide a breakdown by gender, was highly variable.

Efficiency and management arrangements

It is impossible to assess the extent to which outputs were produced and delivered as per work plans and/or milestones, as there were very few work plans or milestones made available, if there were any work plans produced at all. For ACTRAV, the small size of the Sida-funded operations and budget made it almost impossible to recruit extra staff for producing the plans, milestones and outputs and use the appropriate indicators to measure impact. Instead, ACTRAV prioritised project delivery of Sida resources in the identified strategic areas of work.

The overall planning framework of both projects was reflected in IRIS and it was connected to Outcome 10, CPOs and the DWCPs. Staff meetings in ACTRAV Geneva coordinated the different inputs. All project budgets and expenditures were done through IRIS and through EPA request forms.

Due to the size of the Norwegian-funded operations, a CTA and an administrative assistant were engaged in planning, delivery, monitoring and evaluations of the project. In addition national workers' resource persons were engaged for the delivery at national level in countries that were not sufficiently covered by ILO's offices. The delivery rate of this project was excellent until July 2015 and, in interviews, staff and external partners noted the exemplary good coordination and management. It subsequently declined, due to the structural changes that affected the project (its closure and the need to re-allocate staff). There were external factors that also contributed to the problems in project delivery in its final stages, notably the earthquake in Nepal, the reallocation of staff in India and the deterioration of the security context in Somalia.

There were long delays in commencing any Sida-funded activities, due to an extensive process of internal appraisal, notably discussions with PARDEV on the global-national dimension of activities and outputs, and with external stake-holders and partner organisations.

The complexity and diversity of project components, the large number of fund-holders involved and the delays encountered in receiving financial information, all contributed to major difficulties in determining whether the use of resources were logical and optimal. ACTRAV staff suggested that there were different desk officers, both in Geneva and in the regions, responsible for delivering different elements of the project(s), which were difficult to coordinate and identify, and to integrate into coherent overall budgets and financial reports.

Nevertheless, where detailed information was available, it was evident that many of the activities proved to have been good value for money, and were logically planned. Moreover, project activities were carefully aligned and coordinated with the regular activities of ACTRAV.

It was not possible to measure the percentage of delivery of the budgets for contribution to each CPO or project component, as most of the budget figures made available had been adjusted from

their original estimates to match actual expenditure, as part of a reallocation of project resources in early 2016.

Impact and Sustainability

As clearly demonstrated in interviews and reports, the achievement of the project regional, CPO and GP outcomes are fundamental and essential for long-term sustainable development changes.

The core mission of the ILO depends on strong, independent and representative workers' (and employers') organisations, able to play a full role in achieving a strong tripartite system. As several project beneficiaries argued, this requires constant support through capacity-building, training and other forms of assistance. Industrial peace and civil society cannot be achieved through tripartism alone, but has to be supported through activities specifically for workers' organisations.

The extent to which the goals, CPOs and GPs produced durable interventions that can be maintained, scaled-up or replicated is highly variable between the many project components. In those countries or regions where the national trade union centres have sufficient resources, some of the activities will be able to be maintained. Similarly, where the projects have been undertaken with GUFs or external agencies, there are possibilities of sustainability.

The Sida-funded project's Global Products had an important impact on the preparation of the GSCs debate that took place in the 2016 ILC. The project helped raise awareness and provide focus around GSCs, particularly on the role of EPZs and GFAs, and raised the potential of an ILO role in mediation and arbitration.

The broader sustainability of Global Products as a global approach or policy depends to a large extent on the ability and capacity of ACTRAV to disseminate and communicate the results of the work throughout the international trade union movement. It is too early to tell whether this has been achieved.

For some of the national initiatives, financial sustainability will be assisted by agencies delivering support to other projects with closely related objectives. Nevertheless, without the continued long-term support from Norway and Sweden, or the identification of other sources of funding, some of the ACTRAV initiatives supported under the project are not sustainable. ACTRAV hopes that it will be in a position to provide further support in two key broad areas of work: EPZs and GSCs, and increasing the role of labour in cross-border negotiations.

Taken as a whole, the overall goal – strong, independent and representative workers' organisations - is an essential element of sustainability for the ILO itself, and its constituent organisations. The loss of long-term Norwegian and Swedish support poses a serious threat to for ACTRAV's ability to deliver effective support to trade union capacity-building. There are few alternative sources, and these are either shrinking due to major geopolitical change or they place demands that are difficult to reconcile with core principles.

Conclusions

- Overall, the Norwegian and Swedish-funded projects have delivered an extraordinary diverse programme of activities and outputs across many countries, in many different contexts, and addressing a wide range of issues. In totality, they represent a substantial contribution to the development of strong, independent and representative organisations.
- While the flexibility and light-earmarking of funding enabled ACTRAV to be responsive to changing circumstances and local/regional needs and demands, the diversity of activities posed a significant challenge for overall programme management. In particular, there was little or no documentation of original work plans and their subsequent amendment, and no

sufficiently comprehensive or detailed consolidated reporting able to demonstrate the overall impact of Sida/Norway funded activity.

- In general, if not urgently addressed, the absence of overall robust systematic planning, monitoring and reporting may jeopardise the ability of ACTRAV to attract flexible and strategic additional funding in the future. This may have serious consequences for ACTRAV's ability to support the development of strong, independent and representative workers' organisations.
- The quality of detailed reports was very inconsistent. Some individual reporting was of excellent quality, but most were of little value when attempting to make an assessment of outcomes against indicators. There is little or no evidence of monitoring and evaluation plans, or evaluation by the activity participants themselves, which would normally be the starting point for a broader assessment of outcome.
- It was impossible to assess variance between original budgets and actual expenditures. The budget figures had been adjusted during the final stages of the project to reflect actual expenditure, and to avoid a major underspend in some project components. If a realistic assessment of budget delivery is to be made, it requires careful monitoring and record-keeping of budget adjustments throughout the project's delivery, especially in the context of projects with light earmarking.
- The evaluation was undertaken several months after ACTRAV had already been informed that neither the Norwegian government nor Sida were intending to continue funding the programme. In addition, the ILO had taken the decision to establish a new Outcome 10, which combined capacity-building and support for both employers' and workers' organisations.
- The most obvious underlying causes of the loss of funding were the overall political changes in Norway and Sweden, and the consequent changes in policy by the Norwegian Ministry for Foreign Affairs and Sida. It was entirely possible that whatever steps were taken, ACTRAV could not have influenced these decisions. Nevertheless, there were a number of factors that may have contributed to the loss of funding which, in the highly competitive international funding climate, generally require very careful attention.

Lessons Learned

- The variable quality of reports from activities reveals the lack of common guidelines and principles of monitoring and evaluation for partner organisations, external collaborators and ILO staff to ensure a minimum quality, or failure to adhere to guidelines if they do exit.
- In circumstances where trade unions face major challenges in gaining respect for fundamental labour rights, project activity supported by the ILO plays a very important symbolic role, in addition to its inherent practical value – even when the level of funding is relatively modest. Interviewees in Kenya, Swaziland and Indonesia all claimed that the presence of the ILO in project activity helps to demonstrate the legitimacy of independent trade unions, inclusion in tripartite processes, and the right to collective bargaining.
- Further steps are needed to improve women's participation in project activities. Few project activity reports contained data on project participation disaggregated by gender. The small amount of data available showed that on average that there were twice as many men as women participants. Comments from focus group discussions in Swaziland suggest that low levels of women's participation should be addressed by stronger insistence by the ILO on positive action for gender parity as a condition of funding.

Emerging Good Practice

- The potential for partnerships with Global Union Federations. Although very small by financial criteria, the Sida-supported activities undertaken in partnership with the GUFs

were very successful and, most importantly, were likely to be sustainable beyond the ILO project's support.

- According to interviews with participant organisations, training activity in Indonesia and Kenya both benefited enormously from short (e.g. two weeks, one month) breaks in the programme, when participants were able to return to their workplaces or organisations to undertake practical assignments, followed by review and discussion back in the training venue.

Summary of Recommendations

1. Undertake a thorough review of the financing and management of ACTRAV's support towards union capacity-building activity – both within ACTRAV and with PARDEV, EVAL and other relevant departments. The review to consider how ACTRAV can resource essential capacity-building activity for strong, independent and representative workers' organisations as an essential precondition for the ILO's core mission; the potential for partnerships with external organisations and institutions; the implications for project design and management; consequent training and support needs for ACTRAV staff
2. ACTRAV to give higher priority to communications and advocacy in defence of the ILO's basic mandate, and the consequent need for strong, independent and representative workers' organisations, both within the ILO itself, and among governments, inter-governmental institutions and donor agencies. This to include a greater emphasis on the positive outcomes and impact of ACTRAV programmes, with practical examples of successful activities.
3. Give higher priority to regular consultation with workers representatives on the tripartite bodies in countries whose governments which have the capacity and potential to provide greater support to strengthening workers' organisations through the agency of the ILO.
4. Give greater attention to the design of outputs and indicators in project design to ensure effective monitoring and evaluation, while recognising the difficulties of finding measurable and meaningful indicators of successful interventions through training and education activities.
5. Provide simple but clear monitoring and evaluation guidelines and, where necessary, training to partner organisations undertaking activities under ILO funding. Given the prevalence of training and education activity as the main means of obtaining the outputs, this should include guidelines and training on active learning evaluation methodology.
6. Ensure that planning and consultation processes, both within the ILO and with external stakeholders and partners, are completed within a limited time, and without causing undue delay to the implementation of project activities.
7. Recognise the difficulties when the financial scale of projects are not deemed sufficient to justify a full-time CTA in post to coordinate projects, and consider more robust alternative management arrangements; and to improve human resources procedures to ensure that mid-project replacements for CTAs are identified and appointed without delay to ensure continuity of management.
8. Ensure that ACTRAV maintains a strong visible and high-profile presence in those countries where unions face major challenges in gaining respect for fundamental labour rights, even when project funding is not available.
9. Introduce contractual obligations to external partner organisations delivering project activity to provide data on project participation disaggregated by gender, and ensure women's participation in project events.

1. Project background

Objectives, scope and outputs of the projects

The two projects have been evaluated together, as the overall development objective for both concerns **Outcome 10 (Workers have strong independent and representative organisations) of the Programme and Budget (P&B)**. There are clear linkages between the outputs and activities of the two projects. Both were predominantly concerned to strengthen the institutional capacities of workers' organisations, and enable workers to have strong independent and representative organisations, through various forms of education, training and research, although the Sida-funded activities were more focused towards strengthening International Labour Standards in Global Supply Chains and Export Processing Zones.

A. Trade Unions for Social Justice – Phase II

Financially supported by the Royal Norwegian Ministry for Foreign Affairs.

The project Trade Unions for Social Justice – phase II is designed to contribute to the implementation of ILO's Outcome 10: Workers have strong, independent and representative organizations. Building on lessons learned and achievements of the previous phase (2012 – 2013), the project was to pay particular attention to capacity building, campaigns for ratification and implementation of ILO's Core Conventions, increasing trade union influence over national policy issues pertaining to labour and, linked to these aims, strengthen trade union platforms in countries in which trade union fragmentation is a challenge.

The project aimed at contributing to the extension of labour rights and enhancing social dialogue through a stronger labour movement. As the main project under Outcome 10 it was aligned directly to this outcome, and all outputs are contributing to the same overall goal.

Effective trade union engagement with processes of policy development and legal frameworks was a central part of the strategy. Under the project, this work would include advocacy and campaigning, creating arenas for joint trade union policy responses, targeted policy advice, assistance in trade union follow-up to the comments of the ILO's supervisory bodies and capacity building through training.

Either directly or through ACTRAV's field staff, the project strategy and its proposed implementation was reported to be discussed thoroughly with the trade unions.

The project was to provide space for women and youth in all the intervention areas. The issues of protecting migrant workers, child labour, domestic workers, gender mainstreaming were considered to be cross-cutting issues for strengthening workers' organisations for which the unions needed collaborations with other relevant ILO projects.

In all countries, the project was to be linked directly to the CPO 802, linked to Outcome 10: Strengthened institutional capacity of workers' organisations.

Development Objective

The Development Objective of the programme was based on the needs and priorities of the trade union movement and was related to the implementation of Outcome 10 (Workers have strong, independent and representative organisations). It was designed to contribute to strengthening the labour movement by promoting workers' rights and stronger, independent, representative labour organisations representing workers in the target countries and target region.

The Immediate Objectives were:

- Improved capacity of national trade unions in the areas of collective bargaining, trade union services, gender equality and participation in the DWCPs;
- Strengthened national trade union platforms and regional networks to enhance union influence on national policies.

The project would also contribute to the global product under Outcome 10 (GLO526) designed to assist trade unions in addressing workers challenges in relation to International Labour Standards and DWCPs. Activities to support the continuation of the trade union campaigns for ratification of ILO Convention 87 and 98 in India and Nepal were linked to this Global Outcome and to the relevant CPOs (see below).

Furthermore, the project was to contribute to one regional CPO, namely RLA 802 (Latin America). In Latin America, the project will continue previous efforts to support the regional office of the International Trade Union Confederation (ITUC), the Trade Union Confederation of Americas (TUCA), in developing a regional trade union approach to workers' rights and trade union self-reform.

At country level, the project was to be linked to the DWCPs and to the CPOs under Outcome 10. (See 4. *Activities & Outputs (Status of Outcomes)*, below).

The direct beneficiaries of the project are the national trade union centres in the countries concerned, as well as ITUC's regional organisation for Latin America (TUCA)

B. Strengthening ILS in Global Supply Chains and Export Processing Zones

Financially supported by the Swedish International Development Cooperation Agency (Sida)

The Development Objective of this programme was to contribute to strengthen the labour movement by promoting workers' rights and stronger, independent, representative labour organizations representing workers in GSC and in the EPZ.

Union capacity was to be developed for the achievement of the following immediate objectives:

| Objective | Outputs | Indicators |
|--|--|--|
| 1. An advanced knowledge and research capacity of workers' organizations in the area of cross border social dialogue, GSC and EPZ is developed. | 1. Publication of a booklet and of selected articles on GSC and EPZ. Publication of a research paper on IFAs and their capacity to influence labour relations in GSC. 2. Increased knowledge capacity of trade unions on minimum living wages and on how to improve working conditions in GSC and EPZ. | 1. Number of articles and booklets published on GSC and EPZ on the role of IFA and minimum living wages by trade unions and the Bureau for Workers' Activities. 2. Labour's capacity to contribute and influence ILO policy debates on GSC and minimum living wages at the ILC is |

| Objective | Outputs | Indicators |
|---|---|--|
| | <p>3. Improved research and analytical capacity of trade unions/GUFs in relation with IFAs and their capacity to organize and defend workers in GSC. Development of a comparative approach between the GUFs on the implementation and effectiveness of IFAs.</p> | <p>strengthened.</p> <p>3. A comparative approach between the GUFs on the implementation and effectiveness of IFAs is presented and published.</p> |
| <p>2. The ability of workers' organizations to promote freedom of association / collective bargaining and organize workers in GSC and in the EPZs is strengthened.</p> | <p>1. Organising strategy prepared with national trade union centres, with sectoral unions and the GUFs for strengthening the capacities of workers' organisations in GSC and EPZ.</p> <p>2. Campaigns and organising work delivered with national trade union centres, with sectoral unions and the GUFs for strengthening the capacities of workers' organisations in GSC and EPZ.</p> <p>3. Increased trade union capacity to organise new unions in GSC and EPZ and increased advocacy / capacity on organising worker leaders and reps in GSC and EPZ.</p> | <p>1. Increased number of trade unions targeting/organising workers in GSC/EPZs and aimed at improving workers' conditions.</p> <p>2. Increased number of trade unions (national centres and sectoral unions) engaged in creating new unions in GSC/EPZ and in defending their rights.</p> |
| <p>3. Advanced labour education programmes and curricula are developed and delivered for workers' reps in GSC and EPZ.</p> | <p>1. Improved educational capacity of selected national and international workers' organizations in the area of labour rights in GSC and EPZ.</p> <p>2. Increased capacity of trade unions to organize labour education programmes for workers in GSC and EPZ in the area of collective bargaining and labour relations.</p> <p>3. Trade union educational networks developed within GSC and EPZ.</p> | <p>1. Training activities implemented with the use of an educational package on GSC. Trade union experts on organizing and training workers in GSC are identified and used within a network linked with national trade union centres and the GUFs.</p> <p>2. Increased engagement of trade unions in developing labour education programmes for workers in GSC and in the EPZ.</p> <p>3. Interregional, regional and sub-regional activities implemented to establish or strengthen trade union labour education networks at enterprise/ national/ global level.</p> |

At country level, the Sida-funded project was to be linked to the DWCPs and to the CPOs under Outcome 10: (See 3. *Activities & Outputs (Status of Outcomes)*, below).

Organisational arrangements for implementation

Management and Implementation Team

Overall management of the programme is the responsibility of the ACTRAV Coordinator of Outcome 10.

The management and implementation of the Norway-funded project was the responsibility a CTA based in Geneva, until August 2015. The CTA was assisted by national project officers as well as by administrative support staff.

Due to the relatively small scale of the budget, there was no CTA responsible for the Sida-funded project. The management of the project was the responsibility of a team of ACTRAV Senior Specialists, ILO-ITC staff in Turin, and an external collaborator.

The Sida project officially started at the beginning of 2014, however its implementation was delayed until late 2014 – early 2015, due to lengthy consultation with field staff, partner organisations and other stakeholders

Project funding arrangements

The projects were supported with US\$ 1,698,920 (Norway), and US\$ 386,165 (Sida)

2. Evaluation background and methodology

2.1 Background

The **purpose** of the final independent evaluation is to examine the efficiency, effectiveness, relevance, impact and sustainability of the project. This report reflects the findings from the evaluation on whether the project has achieved its stated objectives, produced the desired outputs, and the extent to which the outcomes have been achieved. It identifies strengths and weaknesses in the project design, strategy and implementation as well as lessons learned, with recommendations for ILO's consideration in designing future activities. (See Appendix III: Terms of Reference).

The evaluation complies with the ILO evaluation policy and guidelines, which are based on the United Nations Evaluation Norms and Standards, and the UN Evaluation Group ethical guidelines have been followed.

The evaluation covered each component of the project, and its entire duration in 2014-15. The **scope of the evaluation** included the multiple geographical dimensions of the project, and included fieldwork in India, Indonesia, Kenya and Swaziland. The evaluators met workers' organisations, independent experts, and other stakeholders and partners.

The **work plan** of the evaluation was organised into three phases:

| | | |
|-------------------------------|---|---------------------|
| Desk Phase | Initial review of available documentation | 7-15 March |
| | Geneva: briefing with Evaluation Manager and ILO staff | 16-18 March |
| | Collection and desk review of documentation | 16 March – 30 April |
| | Preparation of Inception Report | 21-23 March |
| | Preparation of interviews | 29 March – 1 April |
| Field Phase | Geneva: interviews with ILO staff, IndustriALL and IUF (DS) | 4-6 April |
| | Swaziland: interviews with beneficiary unions, and focus groups with project participants (JW) | 5-8 April |
| | Nairobi, Kenya: interviews with beneficiary unions, Federation of Kenyan Employers, Ministry of Labour (JW) | 10-12 April |
| | Kisumu, Kenya: interviews with Tom Mboya Labor College, focus groups with course participants (JW) | 14-16 April |
| | Delhi: interviews with ILO staff (DS) | 11-12 April |
| | Jakarta: interviews with ILO staff and beneficiary unions (DS) | 14-15 April |
| Synthesis and Reporting Phase | Preparation of first draft | 18-30 April |

2.2 Evaluation Methodology

The evaluation tools employed were document analysis, identification of relevant evaluation questions and sub-questions, semi-structured interviews to elicit the facts relevant to the evaluation questions and synthesis of findings, conclusions and recommendations in this report. The specific evaluations questions are listed in the attached Inception Report (Appendix IV).

Document review: The evaluators familiarized themselves with the project through a review of the available relevant English-language documents, including the original proposals and agreements with donors, progress reports, reports of activities and other background documents.

ILO Evaluation guidance materials and checklists were also made available to the evaluator. These materials have guided the evaluation as appropriate.

Field visits to meet project partners and stakeholders in India, Indonesia, Swaziland and Kenya were organized in accordance with the Terms of Reference of the evaluation and prepared on basis of findings made during the desk review phase. The aim of the field visits was to answer evaluation questions related to the criteria, as well as to assess the beneficiaries and stakeholders' perspective, interest, and benefits of the project.

There were also two visits to ILO staff in Geneva, to be briefed on the evaluation, to identify and collect documentation, and to conduct interviews. Opportunities were also taken to interview Geneva-based partner organisations (IndustriALL and IUF).

All the evidence, comments and recommendations contained in this report are drawn from the documentation listed in the appendix, or from interviews during the fieldwork process.

The evaluator received good cooperation and assistance during the entire process.

The time allocated for the evaluation was limited, and interviews and field visits had to be arranged at very short notice but, in total, 34 interviews and 6 focus group discussions were undertaken.

The full list of interviewees can be found in Appendix V.

Limitations:

- The Norwegian and Sida funded programmes included many different elements of activity, covering 27 CPOs and 9 Global Products and it has not been possible to gather documentation or undertake interviews to cover everything in the time available.
- There was very little documentation made available during the initial briefing, and most of the evaluators' subsequent time was necessarily spent in identifying, requesting, collecting and collating project reports of activities, financial reports, project products etc.
- Some project documentation was only available untranslated in Spanish, French or Russian, and was not able to be sufficiently understood by the evaluators to make an assessment.
- The lack of readily-available documentation also made it difficult to determine appropriate locations and organisations for field visits until late in the process, and therefore very short notice given to ILO staff responsible for making arrangements in the field.
- In some cases, the Sida or Norwegian financial contribution was just a small proportion of overall funding in particular national activities (e.g. Swaziland) making it very difficult to attribute specific outcomes to Sida or Norwegian budgets

3. Activities & Outputs (Status of Outcomes)

This is an attempt to provide an overall consolidated list of activities and outputs from the Outcome-based funding (Sida and Norway), based on the original CPOs and GPs contained in the evaluation terms of reference.

Where we have indicated that no outputs or indicators ‘available’, this simply means that we were unable to obtain the documentation. It does not necessarily imply that the documentation does not exist.

In most cases, the reports available were not sufficiently detailed or did not attempt to describe outputs or indicators, and therefore did not provide sufficient evidence to make a meaningful assessment. The ‘evaluator comments’ are therefore mostly descriptive, unless field visits, interviews or close reading of detailed reports justify qualitative remarks.

| Country / CPO Objective / Budget | Activity | Output | Indicator | Evaluator Comments |
|---|--|--|---|--|
| NORWAY | | | | |
| Lebanon / LBN802 Strengthened institutional capacity of workers’ organisations Budget: Actual: \$90,000 Encumbrances: \$30,000 | Newly established Trade Union provides relevant legal services to vulnerable workers | The trade union provides legal services to informal and formal economy workers | A trade union workers’ resource centre is established and provides legal services by the end of the project cycle | According to interviews with ILO staff, the project pulled out from providing support after opposition from the ITUC, due to the involvement of FENASOL, a WFTU affiliate, and opposition from Lebanon government. Nevertheless, \$90,000 reported expenditure, with a further \$30,000 committed expenditure. No available documentation. |
| Kenya /KEN 802 Strengthened institutional capacity of workers’ organisations | Police Union Course | New police union in Kenya trained and able to represent police workers | The new police union in Kenya is up and running, providing at least one form of services to members | The Police Union is still not registered or recognised by the government, and operates only as an informal network, while overcoming political resistance and waiting for legal processes to be completed. |

| Country / CPO Objective / Budget | Activity | Output | Indicator | Evaluator Comments |
|---|---|--|--|---|
| Budget: Actual: \$40,000 | | | The new police union in Kenya is coordinating its efforts with the national centre | The field visit revealed that COTU had held no meetings with the representatives of the “interim union” since the completion of the training programme / workshop in August 2015, until the evaluator’s visit. Participants expressed frustration and disappointment at the lack of support from COTU, which was perceived to be making no representation to the government in support of the union’s registration. <i>See below for more details, based on field visit.</i> |
| Budget: Actual: \$47,251 | Social Dialogue course | Trade Union better prepared for engaging in Social Dialogue | No indicators available | Certificate Course in Trade Unionism for Social Justice in East Africa, (December 2013), Tom Mboya Labour College, Kenya <i>See below for more details, based on field visit.</i> |
| Moldova / MDA802 Strengthened institutional capacity of workers’ organisations Budget: Actual: \$48,879 | Project launch and planning; Workshop-Exchange of experience in OSH field; Printing of materials; Round table with TU representatives; 3 regional round tables; 15 regional trainings; Evaluation | NTUCM is familiar with national legislation and EU directives on OSH | NUTCM uses the knowledge of the OSH regulations to push for steps that can assist in enhancing OSH in Moldova | From the documentary evidence, all the planned training activities, including three regional round tables and fifteen regional training events were successfully delivered and reported. More than 600 people participated. Outcomes included the revision of NTUCM national strategy on OSH. |
| Swaziland / SWZ802 Workers’ organisations promote workers’ rights through participation in social dialogue Budget: | Knowledge building workshop for TUCOSWA policy makers/leadership on policy formulation cycle policy implementation and mainstreaming ILS | TUCOSWA has increased capacity to promote ILO Conventions 87 and 98 in Swaziland | TUCOSWA are participating in activities to influence national labour law, fighting for the respect of international labour law | Interviews and focus group discussions revealed that the training programme on international labour law had a significant impact on the capacity of TUCOSWA leaders to engage with national government and the ILO in promoting labour rights. Nevertheless, TUCOSWA receive support for activities from a variety of external agencies and the ILO core budget, so it is not possible to accurately attribute this to the Norwegian |

| Country / CPO Objective / Budget | Activity | Output | Indicator | Evaluator Comments |
|--|--|--|---|---|
| Actual: \$13,500 | in policy outcomes | | | government funding alone. <i>See below for more details, based on field visit.</i> |
| Nepal / NPL802 Strengthened institutional capacity of workers' organisations Budget: Actual:\$52,562 | Organizing an advance TOT for trade union educators Orientation training to 125 new leaders and rank and file members about collective bargaining at national/sector/level Massive workers' education on new labour laws, social security rights/systems and other fundamental rights Strengthening unions of formal/informal economy workers through better service to their members | Trade unions are better prepared to provide services for members, both in the formal and informal economy | Trade union provides services to formal and informal workers that would not have been possible without the project intervention | According to reports provided: 1. A joint declaration of trade union federations calling for immediate enactment of new labour act and social security act was passed and submitted to the Chairperson of the Labour and International Relations Committee of the legislature parliament for the enactment of the legislations urgently. 2. Parliamentarians including the and senior leaders of the political parties sensitized on the importance of the two proposed labour bills (Labour and Social Security bills) In total, the project delivered fourteen training events during 2015 involving 1,098 participants (658 men, 440 women) |
| Budget: Actual: \$28,226 | Inter-Union collaboration for promoting decent work by mobilizing women and youth Working with media for advocacy on | Enabling environment created for ratifying fundamental ILO conventions (87, 102, 189, 81, 122, 143) and applying of all ratified conventions through | Trade unions play a constructive and influential role in political processes at national level though the project's platform | According to report provided: 1. The trade union representatives provided inputs to the new labour act (bill) and the integrated social security act (bill) for ensuring the bills with international labour standards. 2. Major trade union confederations equipped with trained human resources and education materials for educating and |

| Country / CPO Objective / Budget | Activity | Output | Indicator | Evaluator Comments |
|---|---|--|--|---|
| | <p>application of international labour standards</p> <p>Evaluation and experience sharing meetings</p> | <p>advocacy and awareness programmes</p> | | <p>organizing workers in the years to come.</p> <p>3. Trade union unity strengthened for promoting gender equality within the trade union movement and for contributing to mitigate gender discriminations at workplaces</p> |
| <p>Armenia / ARM802 Strengthened institutional capacity of workers' organisations Budget: Actual: \$11,856</p> | <p>Training on the collective bargaining for the transport and service sectors unions</p> <p>Trade Union Youth School Preparations of Young leaders</p> | <p>Increased visibility of HAMK's youth structure</p> | <p>The youth branch of HAMK plays a significant role in the 2015 Congress</p> | <p>From the documentary evidence, it is not known whether the youth branch of HAMK played a significant role in the 2015 Congress. Nevertheless, the project delivered a significant number of training and education activities, all of which were well documented, including two workshops for young activists – one in cooperation with IndustriALL for its Armenian affiliate, the other with the railway workers' union.</p> |
| <p>Kazakhstan / KAZ802 Workers have strong, independent and representative organisations. Budget: Actual: \$11,766</p> | <p>Round table on promotion of the sectoral agreements and bargaining in the Industrial sector</p> | <p>Stronger trade union presence in the industrial sectors in Aktiubinsk, Kostanay, Eastern Kazakhstan, Karaganda and Pavlodar regions</p> | <p>At least one new collective bargaining agreement is signed or being negotiated in Aktiubinsk, Kostanay, Eastern Kazakhstan, Karaganda or Pavlodar regions</p> | <p>Documentation only available in Russian, therefore unable to evaluate.</p> |

| Country / CPO Objective / Budget | Activity | Output | Indicator | Evaluator Comments |
|---|---|--|---|---|
| <p>India / IND802 Budget: \$67,698 Actual: \$52,671 Encumbrances: \$14,751</p> | <p>State level campaign on awareness and promotion of ratification of CLS Strengthening Zone & District level JAF on CLS Ratification campaign in Project States</p> | <p>Trade unions have improved capacity on core trade union issues, including the Core Conventions</p> | <p>Trade union campaigns for ratification and implementation for the enabling conventions rolled out in at least four states</p> | <p>From the documentary evidence, the project in India was very substantial and extensive. Joint trade union forums (JAFs) of trade unions were established or strengthened in six states: Assam, Andhra Pradesh/Telangana, Bihar, Maharashtra, Uttar Pradesh, and West Bengal. The JAF model was replicated at district and zone level within states as well. This approach contributed significantly in building unification within the trade union movement.</p> |
| <p>Budget: Actual: \$11,516</p> | <p>A two-day national consultative workshop on Trade Union Approaches and Strategies for formalization of Informal Economy workers and labour law reforms National Workshop with TUs on ratification of Domestic Workers Convention C189</p> | <p>Trade unions extend the use of joint platforms</p> | <p>Trade union platforms in at least four states are convened and strengthened</p> | <p>The project directly engaged approximately 300 trade unionists across seven states and its various advocacy activities on CLS ratification campaigns reached over 150,000 workers from the formal and informal economy. Engagement with national trade union leaders, political leaders, Members of Parliament, Member of Legislative Councils and State Labour Ministers significantly enhanced the visibility of CLS ratification campaign. The project in India is comprehensively and thoroughly documented.</p> |
| <p>Latin America / RLA802 Budget: Actual: \$ 318,723</p> | <p>Distance learning course Regional workshop</p> | <p>TUCA has a stronger and consistent media strategy, allowing better flow of information and ideas, as well as coordinated approaches to common</p> | <p>By the end of the project, the trade unions in the following countries will have a consistent communication strategy: Brazil, Chile,</p> | <p>The documentation on the project in Latin America was only available in Spanish. On the basis of an English-language summary and interviews, trade union representatives from Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, Panamá, Paraguay, Uruguay, Venezuela participated in project events. They contributed to the consolidation of the Trade Union Communicators Network - "Red SindCom" - to strengthen the</p> |

| Country / CPO Objective / Budget | Activity | Output | Indicator | Evaluator Comments |
|----------------------------------|----------|--------|--|--|
| | | issues | Colombia, Ecuador, Costa Rica, Panama, Paraguay, Peru, Mexico, Nicaragua, Uruguay, Dominican Republic, Venezuela | <p>capacity of the regional trade union movement to use digital media as a strategic tool for advocacy and promotion of rights. This was achieved through:</p> <ul style="list-style-type: none"> • Training on union communication undertaken through a workshop and distance learning course • Dissemination of tools union communication Toolboxes through regional trade union • Development of a regional trade union manual, to be launched at the III TUCA Congress in April 2016. |

| Country / CPO Objective / Budget | Activity | Output | Indicator | Evaluator Comments |
|--|---|---|--|--|
| <p>Somalia Fact-Finding Mission Budget: Actual \$29,322</p> | <p>Awareness Raising Campaign on ILO Conventions C87 and C98 & their Domestication</p> <p>Workshop on Role of Trade Unions in National Constitution-Making and Federal State Building</p> <p>Seminar on Freedom of Association and Collective bargaining</p> <p>Development of Dynamic, Professional, Easily Accessible FETSU website</p> | <p>30 Somali trade union activists would have had their knowledge and skills on how to better defend, protect and promote trade union rights built and improved</p> <p>Issues, challenges and needs of Somali trade unions identified through inclusive discussions</p> <p>Possible solutions to overcome issues and challenges confronting trade unions discussed and agreed</p> <p>Sense of confidence arisen from knowledge and competence of these workshops would have been imbued in the union officials</p> <p>Increased FETSU ability to advocate for its membership on the promotion of freedom of association to strengthen workers' democratic and participatory practices</p> | <p>By the end of the project, FETSU has clearly identified needs and priorities with regards to labour rights and has started political work to ensure workers' rights in the new constitution</p> | <p>From the evidence of a news report, a three-day Seminar on Role of Somali Trade Unions in the Constitutional Review Process was held in on 14-16 December 2015, attended by 32 Somali trade union leaders and activists.</p> <p>The government spokesman, the Deputy Minister for Constitutional Affairs of Somalia welcomed the views of trade unions on clauses in provisional constitution of 2012 and what trade unions propose to be included in the new constitution. The Somali Chamber of Commerce & Industry (SCCI) also participated.</p> <p>The seminar concluded with agreement on 12 broad proposals relating to labour relations, freedom of association, forced labour, child labour, discrimination, gender & women, remedies for human & trade union rights violations and labour administration/inspection.</p> |

| Country / CPO Objective / Budget | Activity | Output | Indicator | Evaluator Comments |
|---|---|--|-------------------------|--|
| South Africa ZAF802 Budget: Actual: \$62,107 | Knowledge capacity-building through production and editing of weekly labour columns | No outputs available | No indicators available | Since 2009 the GLU network is publishing a weekly Global Labour Column on labour policies and globalisation. Interviews revealed that the column has several thousand subscribers and its website is visited by 20,000 readers. It is a unique tool to provide short analytical articles for the international labour community and to facilitate critical debate about the challenges the labour movement is facing in the light of a corporate globalisation. The column has been supported by different donors over the years. In 2015 the Norwegian project contributed \$25,000 |
| | A short-term academic programme that targets trade union activists and leaders | No outputs available | No indicators available | According to interviews, the project co-financed the 2015 Engage programme. A high-level eight weeks qualification programme in cooperation with the University of the Witwatersrand. From 100 applicants a group of 20 largely trade union leaders from the global South were selected. The programme provided a unique opportunity for international cooperation and joint learning experience. The feedback from the participants was positive. Reports provided. The Norwegian project contributed \$30,000. |
| GLO Budget: \$150,000 Actual: \$9,893 Encumbrances: \$140,107 | Turin Activities | <p>It is assumed that this budget line was added to the project as part of the budget readjustment in January 2016, when it became evident that the overall programme had a major underspend. No formal documentation was provided, but interview evidence suggests that the budget may have included:</p> <ul style="list-style-type: none"> • "Trade Union Rights Indicators" in cooperation with the Workers' Rights Center at Penn State University, providing comprehensive information based on the most advanced methodology on violation of ILO Conventions 87 and 98. A progress report from July 2014 and descriptive documentation were provided. Budget: \$80,000. • Comparative research on trade unions and new forms of collective bargaining for informal and precarious employed workers. The research was undertaken by GLU Alumni and GLU network partners. The first phase of the project (case studies) was funded in 2014 from the Norwegian report. The second phase in 2015 (production of final synthesis report) was funded from other sources. The research report was provided. Norway contribution to budget; \$20,000. | | |

| Country / CPO Objective / Budget | Activity | Output | Indicator | Evaluator Comments |
|--|--|--|---|---------------------------|
| SIDA | | | | |
| Brazil /BRA802 Strengthened institutional capacity of workers' organisations Budget: Actual: | Three sectoral studies on supply chains, forced labour and climate chains | Increased knowledge capacity of trade unions on minimum living wages and on how to improve working conditions in GSC and EPZ (immediate objective 1 - output 2) | Three sectoral studies on supply chains, forced labour and climate change | No reports made available |
| | Regional workshop on Global Supply Chains, forced labour and climate chains, linked to the three studies | Improved educational capacity of selected national and international workers' organizations in the area of labour rights in GSC and EPZ (Immediate objective 3 - Output 1) | Regional workshop on global supply chains, forced labour and climate change | No reports made available |
| Mexico /MEX802) Budget: Actual: | Regional Workshop on Multinationals, Global Supply Chains, ILO MNEs and ILS | Trade union educational network developed within GSC and EPZ (Immediate objective 3 – Output 3) | No indicators available | No reports made available |
| Costa Rica /CRI802 Strengthened institutional capacity of workers' organisations | No activity in 2014-15 | No outputs available | No indicators available | No reports made available |

| Country / CPO Objective / Budget | Activity | Output | Indicator | Evaluator Comments |
|--|--|---|---|---|
| Panama /PAN802 Strengthened institutional capacity of workers' organisations ITC-Turin | Workshop on Export Zone Processing (EPZ), Gender and Freedom of Association with TUCA (Panama, 14-15 December 2015) | Trade union educational network developed within GSC and EPZ (immediate objective 3 - Output 3) | Interregional, regional and sub-regional activities implemented to establish or strengthen trade union labour education networks at enterprise/ national/ global level. | Detailed workshop materials made available "Zonas Francas de Exportacion y Trabajo Decente en Centroamerica, Panamá y Republica Dominicana (Spanish only) |
| | Sub-regional workshop "Labor relations and union strategies relating to trade union rights in EPZs and global supply chains" 30 Nov – 2 Dec 2015 | No outputs available | No indicators available | Detailed report made available (Spanish only) |
| Paraguay /PR802 Strengthened institutional capacity of workers' organisations ITC-Turin | ITC-Turin Course A258568: Empresas multinacionales y cadenas de valor (Asuncion/Paraguay, 23-27 November 2015) | Increased knowledge capacity of trade unions on minimum living wages and on how to improve working conditions in GSC and EPZ (immediate objective 1 - output 2) | Labour's capacity to contribute and influence ILO policy debates on GSC and minimum living wages at the ILC is strengthened. | The workshop produced a detailed statement and policy recommendations on Multinational Enterprises, value chains and decent work. |
| Bangladesh /BGD802 | No activity | No outputs available | No indicators available | No activity |
| Indonesia /IDN802 Strengthened | Planning meeting with Trade Unions in Jakarta for Promoting Decent | Improved educational capacity of selected national and | Training activities implemented with the use of an educational | Interviews and focus group discussions revealed that the training activities had a significant impact on the ability of garment industry trade unions in Indonesia to organise in local factories |

| Country / CPO Objective / Budget | Activity | Output | Indicator | Evaluator Comments |
|--|--|---|---|---|
| <p>institutional capacity of workers' organisations Delivered by IndustriALL/ ILO</p> | <p>work in Global Supply Chains of Inditex and H&M (Jakarta, 10 October 2015) ACTRAV/IndustriAll joint workshops for SPN and GARTEKs union representatives</p> | <p>international workers' organizations in the area of labour rights in GSC and EPZ (Immediate objective 3 - Output 1)</p> | <p>package on GSC. Trade union experts on organizing and training workers in GSC are identified and used within a network linked with national trade union centres and the GUFs</p> | <p>within the global supply chains of H&M and Inditex. The project was a highly successful partnership between the ILO, IndustriALL, national trade union centres and sector unions in Indonesia. See below for more details, based on field visit.</p> |
| <p>Philippines /PHL802 Strengthened institutional capacity of workers' organisations Delivered by ITUC-AP Budget: Actual: \$8,592</p> | <p>Capacity building for union leaders using the ACTRAV manual advocacy activities targeted at EPZ workers Advocacy activities targeted at EPZ workers</p> | <p>Increased trade union capacity to organise new unions in GSC and EPZ and increased advocacy/Capacity on organising worker leaders and reps in GSC and EPZ (immediate objective 2 - Output 3)</p> | <p>Increased number of trade unions targeting/organising workers in GSC/EPZs and aimed at improving workers' conditions.</p> | <p>According to the ITUC-AP project report, the National Training Workshop on EPZs was held in Manila 12-13 November 2015, with participants from TUCP, FFW and SENTRO. The workshop concluded with the validation of the ILO-ACTRAV manual on EPZs There is no measurable data available on the number of unions targeting or organising workers in GSC/EPZs as a result of the activities.</p> |

| Country / CPO Objective / Budget | Activity | Output | Indicator | Evaluator Comments |
|--|---|---|--|---|
| | Seminars for workers on their rights, particularly on Freedom of Association and Collective Bargaining | Campaigns and organising work delivered with national trade union centres, with sectoral unions and the GUFs for strengthening the capacities of workers' organisations in GSC and EPZ (Immediate Objective 2 - output 2) | Increased number of trade unions (national centres and sectoral unions) engaged in creating new unions in GSC/EPZ and in defending their rights. | There is no measurable data available on the number of unions engaged in creating new unions in GSC/EPZs, as a result of the activities. |
| Myanmar / Delivered by ITUC-AP Budget: Actual: \$29,835 | CTUM activities on Freedom of Association and Collective Bargaining in Supply Chains | No outputs available | No indicators available | No reports made available |
| Sri Lanka /LKA802 Strengthened institutional capacity of workers' organisations Delivered by ITUC-AP Budget: | Capacity building for union leaders using the ACTRAV Manual Advocacy activities targeted at EPZ workers Seminar for workers on their rights, particularly on Freedom of | Campaigns and organising work delivered with national trade union centres, with sectoral unions and the GUFs for strengthening the capacities of workers' | Increased number of trade unions targeting/organising workers in GSC/EPZs and aimed at improving workers' conditions. | According to the ITUC-AP project report, the National Training Workshop on EPZs was held in Colombo 2-3 November 2015, with participants from NTUF, CWC, SLNSS. The workshop concluded with the validation of the ILO-ACTRAV manual on EPZs There is no measurable data available on the number of unions targeting or organising workers in GSC/EPZs as a result of the activities. |

| Country / CPO Objective / Budget | Activity | Output | Indicator | Evaluator Comments |
|--|---|--|--|---|
| Actual: \$7,916 | Association and Collective Bargaining Organising of EPZ workers | organisations in GSC and EPZ (Immediate Objective 2 - output 2) | Increased number of trade unions (national centres and sectoral unions) engaged in creating new unions in GSC/EPZ and in defending their rights. | There is no measurable data available on the number of unions engaged in creating new unions in GSC/EPZs, as a result of the activities. |
| Ghana | Workshop on Freedom of Association and Collective Bargaining with TUC Ghana (16-18 December 2015) – <i>Funded from underspend by LKA802 and PHL802</i> | No outputs available | No indicators available | According the report submitted (undated, unsigned) the workshop was attended by 32 national union and TUC representatives, including 11 women and 21 men. The workshop covered Freedom of Association, Social Dialogue and ILO Conventions, Bargaining Approaches and Models, and ‘Mutual Gain’ Negotiations. No documentation was available on formal CPO objectives, outputs or indicators |
| Uganda /UGA802 Strengthened institutional capacity of workers’ organisations Delivered by ITUC Africa Budget: \$28,000 Actual: 24,054 | Organisation of a Seminar on development on an organising strategy for EPZs Research on diagnosis of EPZ situation Seminar on development on an organising strategy for EPZs Capacity building for union leaders using the ACTRAV manual | Organising strategy prepared with national trade union centres, with sectoral unions and the GUFs for strengthening the capacities of workers' organisations in GSC and EPZ (Immediate Objective 2 - Output 1) Campaign and organising work delivered with national trade union centres | Increased number of trade unions targeting/organising workers in GSC/EPZs and aimed at improving workers’ conditions. | ITUC Africa reported: <ul style="list-style-type: none"> • A three-day workshop developing a strategy to organize workers in EPZs. The session was attended by 7 trade unions • A programme of lobbying and campaigning towards the Uganda Zones Authority and the relevant government ministries to secure labour rights in the regulations governing EPZs • Training workshop, based on the ILO-ACTRAV EPZ manual, (8-10 September 2015) • Workshop on collective bargaining (27-29 September 2015) 421 new members were recruited in 6 unions over a period of 2 months. |

| Country / CPO Objective / Budget | Activity | Output | Indicator | Evaluator Comments |
|---|---|---|---|--|
| <p>organisations and the respect of labour rights and ILS</p> <p>Delivered by ITUC Africa</p> <p>Budget: \$29,000</p> <p>Actual: \$21,065</p> | | <p>trade union centres, with sectoral unions and the GUFs for strengthening the capacities of workers' organisations in GSC and EPZ (Immediate Objective 2 - output 2)</p> | <p>workers in GSC/EPZs and aimed at improving workers' conditions.</p> | <p>Communication and Negotiation" (7-9 October 2015), and an awareness conference with representatives of employers, the Ministry of Labour and union representatives (21 October 2015)</p> <p>Following these activities, an awareness campaigns for workers in EPZs was organized (October 24, 2015), resulting in 2,325 workers recruited to the unions, including more than 1,000 women.</p> |
| | <p>Seminar for workers on their rights, particularly on Freedom of Association and Collective Bargaining</p> <p>Organising of EPZ workers</p> <p>Coordination with ITUC-Africa</p> | <p>Increased trade union capacity to organise new unions in GSC and EPZ and increased advocacy/Capacity on organising worker leaders and reps in GSC and EPZ (immediate objective 2 - Output 3)</p> | <p>Increased number of trade unions (national centres and sectoral unions) engaged in creating new unions in GSC/EPZ and in defending their rights.</p> | |
| <p>Global Product /GLO528</p> <p>Workers have strong independent and representative organisations</p> <p>Budget: \$62,000</p> <p>Actual: \$40,000?</p> | <p>Research paper on Labour Campaign strategies in the construction and textile garment industries around the major sports events and the dissemination of the research</p> <p>\$10,000</p> | <p>Increase knowledge capacity of trade unions on minimum living wages and on how to improve working conditions in GSC and EPZ (Immediate objective 1 - output 2)</p> | <p>No indicators available</p> | <p>A report was provided which explains that the research is being published as a campaigning manual; ""Empowering workers' rights and visibility in sports mega-events: A Manual for labour campaigns to secure workers' rights", including case studies from sports-based campaigns as well as the results of desk-research. The final draft is being delivered in April 2016, and will be launched at the 2016 ILC.</p> |

| Country / CPO Objective / Budget | Activity | Output | Indicator | Evaluator Comments |
|----------------------------------|--|--|--------------------------------|--|
| | <p>Research on Chinese multinational companies and on the development of CBA</p> <p>\$10,000</p> | | <p>No indicators available</p> | <p>According to a 2015 annual report for the project, the total study – covering 2 sub-regions of West Africa and Eastern Europe - costs USD 20,000 and was equally shared by ILO-ACTRAV and BWI. The project started in August 2015 and was expected to be finished in December 2015 in time for the BWI 1st Global Forum on Chinese Multinational Companies (Johannesburg, 4-5 December 2015).</p> <p>The Ghana element was completed in December 2015, and will be formally published as a GLU Working Paper in 2016.</p> <p>The Eastern Europe component remains pending due to lack of qualified researcher in the countries.</p> <p>There is no available documentation on formal project indicators</p> |
| | <p>Global supply chains and trade union campaigns on good practice of different IFAs</p> <p>\$10,000</p> | <p>Improved research and analytical capacity of trade unions / GUFs in relation with IFAs and their capacity to organize and defend workers in GSC.</p> <p>Development of a comparative approach between the GUFs on the implementation and effectiveness of IFAs (Immediate objective 1 - Output 3)</p> | <p>No indicators available</p> | <p>According to interviews, the original research proposal did not materialise, due to the complexity of the task in relation to the scale of the available budget.</p> <p>Instead, a decision was taken to concentrate on one sector – fish and aquaculture.</p> <p>Received: draft of “IUF: Fish & Seafood Workers” – Global Human and Labour Rights Brochure, Peter Hurst. Due for publication April 2016.</p> |
| | <p>Research on corporate power and on regulatory framework condition of global supply chains in trade agreements</p> <p>\$10,000</p> | <p>Development of a comparative approach between the GUFs on the implementation and effectiveness of IFAs (Immediate objective 1 - Output 3)</p> | <p>No indicators available</p> | <p>Received: Stefan Beck and Christoph Scherrer, “Trade Regulations and Global Production Networks – What is the current impact and what would help to improve working conditions throughout the supply chains”, Kassel University, December 2015.</p> |

| Country / CPO Objective / Budget | Activity | Output | Indicator | Evaluator Comments |
|----------------------------------|--|--|--------------------------------|--|
| | <p>Workshop with GUFs on a selected company network related to the research on corporate power and on regulatory framework condition of global supply chains</p> <p>\$12,000</p> | | <p>No indicators available</p> | <p>According to interviews, this was cancelled. It was originally related to the research planned on Global supply chains and trade union campaigns on good practice of different IFAs (above) which proved to be too complex.</p> <p>It is not known how the resources were re-allocated.</p> |
| | <p>Research on international framework agreements (IFAs) and supply chain governance</p> <p>\$10,000</p> | <p>Publication of a booklet and of selected articles on GSC and EPZ.</p> <p>Publication of a research paper on IFAs and their capacity to influence labour relations in GSC (Immediate Objective 1 - Output 1)</p> | <p>No indicators available</p> | <p>Received: Workers' Manual on Global Supply Chains, ACTRAV, Feb 2016.</p> |

4. Main Findings from Evaluation Questions

4.1 Relevance:

4.1.1 What was the relevance of the regional/sub-regional goals, the CPO's and GPs funded by Norway and Sweden to the Outcome 10 Strategy in the ILO Programme and Budget and Outcome Based Work plan?

The goals, CPOs and GPs funded by Norway and Sweden were entirely relevant to the Outcome 10 Strategy: for workers to have strong, independent and representative organisations. The activities have strengthened the capacity of trade unions to fulfil their roles and responsibilities as organisations that promote the interests of workers. The project provided direct support to workers' organisations at national, regional, global and sectoral levels, and assisted worker constituents in ILO governing organs and tripartite policy-making bodies.

4.1.2 How well did the regional/sub-regional goals, the CPO's and the GPs link and/or contribute to other ILO Outcomes and DWCPs?

Of the twenty-two countries with project activities, twelve currently have DWCPs. In general, all programme activity promoted the basic objective of all DWCPs: *decent work as a key component of national development strategies*.

| Country/ CPO | Related DWCP priorities and outcomes |
|-----------------------|---|
| Lebanon / LBN802 | n/a |
| Moldova / MDA802 | Priority 3: Enhancing social protection and conditions of work Outcome 3.3: Improved legal framework for prevention and compensation of work accidents and occupational diseases, and specifically:3.3.1 Legislation on OSH improved; 3.3.3 Capacity of tripartite constituents improved to effectively implement a gender-sensitive national OSH programme |
| Nepal / NPL802 | Priority 3: Promotion of fundamental principles and rights at work Outcome 3.1: Constituents and major stakeholders have improved capacities to address the implementation gap in respect of conventions 29, 105, 169 and 182 and to ratify conventions of national priorities. |
| Armenia / ARM802 | n/a |
| Kazakhstan / KAZ802 | n/a |
| India / IND802 | Priority 1: International Labour Standards & Fundamental Principles and Rights at Work promoted Outcome 1.1: ILO Conventions, with focus on core conventions, ratified Outcome 1.2: Enhanced application of ratified conventions and the 1998 ILO Declaration on Fundamental Principles and Rights at Work (FPRW) |
| Somalia | Priority Two: Improving rights at work and extending social dialogue Outcome 2.3: Strengthened mechanisms for social dialogue and improving worker/employer relations |
| South Africa / ZAF802 | Priority 4: Strengthening tripartism and social dialogue Outcome 9: Strengthened labour market institutions and capacitated social partners (tripartite-plus) contribute to effective social dialogue and sound industrial relations. |
| Brazil / BRA802 | n/a |
| Mexico / MEX802 | n/a |
| Panama / PR802 | n/a |

| | |
|----------------------|--|
| Paraguay / PR802 | n/a |
| Philippines / PHL802 | n/a |
| Myanmar | n/a |
| Sri Lanka / LKA802 | Priority 2: Strengthened Democratic Governance of the Labour Market Outcome 2.3: Strengthened institutional capacity of workers' organisations |
| Ghana | n/a |
| Uganda / UGA802 | Priority 1: Improved labour administration and adherence to fundamental rights and labour standards Output 1.3: Awareness on national and international labour standards increased |
| Zimbabwe / ZWE802 | Priority 3: Tripartism and strengthened labour market governance contribute to socio-economic development Outcome 3.2: Capacity of the tripartite partners is strengthened to engage effectively in formulating and implementing socio-economic and labour-related policies and programmes |
| Madagascar / MDG802 | Priority 1: Améliorer la productivité du travail par la promotion du dialogue social, les principes et droits fondamentaux au travail et la protection sociale |

More specifically, in relation to the countries chosen as the locations for detailed evaluation through field visits:

The goals and CPOs directly contributed to the **Indonesian DWCP** Priorities and Outcomes, particularly "B. Sound industrial relations in the context of effective employment governance". The project provided support and training in cooperation with IndustriALL that enables garment workers' union to effectively engage in social dialogue to apply labour regulations and international labour standards, and strengthened their institutional capacity to contribute to sound industrial relations for their members in global supply chains.

The goals and CPOs directly contributed to the **Kenyan DWCP** Priority 3: Strengthening Industrial Relations, and particularly Outcome 3.1: "Enhanced labour relations and industrial peace through social dialogue". The project supported major progress in gaining new recognition agreements between the newly formed Police Union and the government. It also supported education programmes that developed union representatives' understanding of the potential role of trade unions in social and economic development.

The goals and CPOs directly contributed to the **Swaziland DWCP** Priority No 3: Social Dialogue. The project made a major contribution to the DWCP Outcome 6: Workers have strong, independent and representative organizations. The activities increased the capacity of TUCOSWA in promoting ILO Conventions 87 and 98, enabling the leadership to formulate and implement policies on ILS.

4.1.3 Were the ILO interventions consistent with worker organizations' needs and concerns?

The project interventions were entirely consistent with workers' needs and concerns. National, regional and international trade union representatives were extensively consulted when drawing up detailed proposals for intervention.

As a result, the Norwegian funding supported the continuation of *Trade Unions for Social Justice*, designed to contribute to the implementation of ILO's Outcome 10: Workers have strong, independent and representative organizations. Building on lessons learned and achievements of the previous phase (2012 – 2013), the project paid particular attention to capacity building, campaigns for ratification and implementation of ILO's Core Conventions, increasing trade union influence over

national policy issues pertaining to labour and, linked to these aims, strengthening trade union platforms in countries in which trade union fragmentation is a challenge.

Similarly, the Sida-funded activities were focused on the strengthening of the labour movement by promoting workers' rights and stronger, independent, representative labour organisations in global supply chains (GSC) and in the Export Processing Zones (EPZs), reflecting growing concern and interest in the need to address decent work deficits in GSCs and EPZs.

4.2 Validity of intervention design

4.2.1 What factors were considered in selection of regional/sub-regional goals, the CPO's and the GPs for Sweden and Norway funding?

There were numerous factors involved in selecting goals, CPOs and GPs for Sida and Norwegian funding. One of the main advantages of Outcome-Based Funding is the ability to be flexible and responsive to the needs of workers' organisations in developing strength, independence and representativeness in a wide variety of economic, political and historic contexts.

The **Norway-funded** *Trade Unions for Social Justice* project was able to target specific unions facing different challenges, needing different interventions, but ultimately with the same overall objective (Outcome 10). In each case, the selection was based on close consultation and cooperation with a variety of international, regional and national constituencies, including trade union representatives and ACTRAV's own staff in country and regional offices and in Geneva.

Some of the factors included opportunities to:

- create or strengthen joint platforms between competing trade union organisations
- support the emergence of new democratic and representative workers' organisations in countries where this has been hitherto particularly difficult
- make progress in the ratification of ILO conventions
- create or strengthen the capacity to develop collective bargaining
- build regional or sub-regional coordination and mutual support between unions
- create new global products that assist the development of trade union strategies on key policy issues (transition to formal employment, organising workers in GSCs, improving the monitoring and analysis of labour rights).

The **Sida-funded** programme was able to respond to growing demands for assistance from workers' organisations in building trade union capacity in addressing the problems of labour rights in global supply chains and export processing zones. This included strengthening the knowledge and research capacity of workers' organisations, building capacity to promote freedom of association and collective bargaining and supporting organising activity, and strengthening labour education programmes for workers' representatives in GSCs and EPZs.

The Global Products financially supported by the Sida-funded programme also strengthened the policy development capacity of workers' organisations in advance of the 2016 ILC General Discussion on GSCs. This included the research reports and educational materials on GSCs related to specific sectors (construction, fish and seafood), trade agreements, and the relationship between International Framework Agreements (IFAs) and supply chain governance.

4.2.2 Were the interventions chosen for the regional/sub-regional goals, the CPO's and the GPs logically coherent and realistic?

Each intervention was internally logical and, at the time of being formulated, realistic. Inevitably, in some cases, there were external factors beyond the control of ACTRAV and its partners that hindered the delivery of some activities and outcomes, but this was not a problem of intervention design.

4.2.3 How useful and appropriate have the P&B indicators been in assessing progress towards Outcome 10? Are the means of verification for the indicators appropriate?

There are two P&B Indicators for Outcome 10. The first, Indicator 10.1, is **the number of national workers' organizations that, with ILO support, include the Decent Work Agenda in their strategic planning and training programmes**. This was to be measured on the following criteria:

- The strategic planning and training programmes cover one or more of the following areas: international labour standards and trade union rights, social dialogue, poverty reduction, wages, employment relations, child labour, migrants, gender equality, employment, social security, informal economy, OSH, HIV/AIDS at the workplace, labour inspection, EPZs, green decent jobs.
- The planning and training programmes include one or more of the following: ILO Declaration on Fundamental Principles and Rights at Work, Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, Global Employment Agenda, ILO Declaration on Social Justice for a Fair Globalization.

This was not a particularly useful or appropriate indicator to evaluate Outcome 10. Many, if not most, unions do not have "strategic planning and training programmes", yet may nevertheless meet the criteria for being strong, independent and representative organisations. Most would not specifically refer to the "decent work agenda", even though their policies and objectives would include many DWA elements.

The means of verification are so broad as to be practically meaningless in the context of this project. All unions, whether or not they are strong, independent and representative, will refer to some of the areas described, such as wages, employment relations or employment.

Those unions that have planning and training programmes would very rarely include specific reference to the documents mentioned, unless perhaps they have been directly supported with external funding to do so.

The second, Indicator 10.2, refers **to the number of workers' organizations that, with ILO support, achieve greater respect for fundamental workers' rights and international labour standards through their participation in policy discussions at national, regional or international levels**. This was to be measured on the following criteria:

- Workers' organizations contribute to and influence one or more of the following processes and frameworks: ILO supervisory mechanisms; national development plans; poverty

reduction strategies; Decent Work Country Programmes; UNDAFs and other multilateral frameworks and institutions.

- International labour standards are included and applied in the implementation of the abovementioned processes and frameworks.

This is a relevant indicator for Outcome 10, particularly of union strength, although not necessarily of independence and representativeness. Assuming that “participation in policy discussions” implies policy engagement with employers and/or governments, some unions, despite being strong, independent and representative, are excluded from participation (e.g. Kenya Police Union, TUCOSWA), or choose not to participate.

The means of verification are not appropriate for Outcome 10. Many unions are unable to contribute to or influence these processes and frameworks, or choose not to, despite being strong, independent and representative.

4.3 Effectiveness

4.3.1 To what extent have the regional/sub-regional goals, the CPOs and the GPs been achieved or are likely to be achieved?

Nearly all CPOs for the project were “**Strengthened institutional capacity of workers’ organisations**”, the remaining small number of CPOs being “*Workers’ organisations promote workers’ rights through participation in social dialogue*” or “*Workers have strong, independent and representative organisations*”.

The large number of diverse project elements, and the difficulties in obtaining documentation, make it difficult to assess each and every component. Nevertheless, the available reports (as noted in Section 3), provide evidence that many project components made substantial progress in strengthening workers’ organisations.

A summary of achievements by goals, CPOs and GPs is provided in the table in Section 3.

The field visits enabled the evaluators to gain a more detailed assessment of effectiveness in Kenya, Swaziland and Indonesia:

Kenya /KEN802

The field visit to Kenya was organised to evaluate two project components, support for the development of the new police union in Kenya, and support for the Certificate Course in Trade Unionism for Social Justice in East Africa, (August-November 2015), Tom Mboya Labor College (TMLC), Kenya.

The **police union** component had an anticipated output that police union representatives would be trained and able to represent police workers. Its indicators were that union is up and running, providing at least one form of services to members, and is coordinating its efforts with the national centre, the Central Organisation of Trade Unions (COTU).

The evaluation visit revealed several key problems which are preventing the project reach the desired outcomes.

Firstly, the Police Union is still not registered or recognised by the government, and operates only as an informal network, while attempting to overcome political resistance and waiting for legal processes to be completed. In June 2013, the Industrial Court ruled in favour of registration. Union registration was formally applied for in October 2013, but met with no response from the registrar. The union returned to court to seek a decision, but it waits for the outcome of a review of the appeal by the Attorney General against the court's ruling.

According to union representatives, the problem is primarily political. The issue is raised each year in the ILC, but to no avail.

Secondly, there is considerable concern and anxiety among the rank and file police officers. It is at the moment technically illegal for the group to call themselves a union. The interim committee's Secretary-General is a former police officer, but the other committee members are non-police volunteers. Those who might be called "interim members" organise informally. COTU's intervention is very important – the officers need reassurance that COTU will back them up if problems arise. Nevertheless, eighteen officers travelled to Kisumu for the meeting in August 2015, joined by a further 200 officers from the local area.

Thirdly, the field visit revealed that COTU had held no meetings with the representatives of the "interim union" since the completion of the training programme / workshop in August 2015, until the evaluator's visit. COTU have allegedly never formally communicated with the government on behalf of the union. Participants expressed frustration and disappointment at the lack of support from COTU, which was perceived to be making no representation to the government in support of the union's registration. COTU is asked to help with media coverage to reach a wider public audience, and build political pressure for the government to agree to the registration of the union.

For their part, COTU representatives argue that they are very supportive of the police officers, but they have few resources and have to organise and campaigns on many fronts: the Decent Work Country Programme, forthcoming elections, and preparation for the forthcoming ILC etc.

Fourthly, the interim committee members complain that the process of registration is dependent on the support and goodwill of individual judges, employers' representatives, government officials etc., who frequently change, returning the process back to the beginning. There have been three Ministers of Labour during the process, for example.

Finally, the project was clearly set back substantially by the death of George Muchaie, the former COTU Deputy Secretary-General (and Member of Parliament), who had been responsible for COTU's support for the police union.

Nevertheless, the central activity of this component was successfully delivered. A 'Study Visit and Basic Training Workshop with Lessons from Norway and South Africa' was held in Nairobi and at the TMLC on 24-28 August 2015, around the topic of *Enhancing Police-Management Relations in Africa: The Case of Kenya Police Union*.

There were 12 male and 9 female participants from Nairobi, along with a representative of the South African Safety and Security Sectoral Bargaining Council (SSSBC), four from the South African Police Service (SAPS), two from the Police and Prisons Civil Rights Union (POPCRU), in South Africa, a

representative of the Police and Prisons Civil Rights Union (POPCRU), and two from the South Africa Police Union (SAPU).

There were two representatives from the Confederation of Unions for Professionals, Norway (Unio), and two from the Norwegian Police Federation (PF). There were also representatives from the Trade Union Congress of Tanzania (TUCTA), Tanzania Police Force, East African Trade Union Confederation (EATUC), Confédération des Syndicats du Burundi (COSYBU), Police Nationale du Burundi, Central Organisation of Trade Unions (COTU-Kenya), and the ILO.

A further approximately 200 people, mostly police officers, joined the group in Kisumu.

The **Certificate Course** in Trade Unionism for Social Justice in East Africa had an intended output of “trade unions better prepared for engaging in social dialogue”. There appears to be no indicators in the documentation.

The evaluation visit interviews revealed a high level of satisfaction with the programme. It was successful in ensuring diversity among the participants (gender, sector, lay members-union officials etc.). The one month break in the middle of the course enabled participants to return to their unions and test out their newly acquired skills and knowledge in a real-life research project.

It was noticeable that the positive attitude was also shared by representatives of the Kenyan Federation of Employers and Ministry of Labour, who stressed the importance of these programmes needing to be a permanent activity. The KFE representative thought that TMLC was “one of the most positive things that had ever happened in Africa” and “When you train workers to be good negotiators, the employer can go about creating wealth without worry”. They noted that trade union representatives were more likely to have a poor educational background than their counterparts in tripartite discussions, and thus needed greater support to ensure that the tripartite systems were effective. KFE also noted that the large number of new unions recently registered, most of whom are completely new to collective bargaining, and need to understand the basics of negotiation, dialogue and social peace.

It is notoriously difficult to measure outcomes from general courses such as this, without considerable investment and specialist skills in monitoring graduates’ progress in the months or years after graduation. Nevertheless, there are clear signs that the course provided a progress route to development for the students and for their nominating unions. Four graduates went on to enrol in GLU programmes.

Suggestions for improvement included the development of a more flexible programme for those unable to take two months away from their work or families. It was also noted that demand for places far exceeded the number of sponsored places available, even though ACTRAV had managed to increase the budget in response to the overwhelming demand.

It was also suggested that the programme should address issues stemming from new employers and investors in Kenya from China and Taiwan, who are more likely to resist engagement with trade unions and have little or no understanding of collective bargaining. This was particularly highlighted by the KFE and MoL. The problem is particularly acute in the EPZs.

The course, and the college as a whole, will face major problems of sustainability without continued ILO support, at least in the short term. This is partly financial, but also problems of lack of initiative demonstrated by some of the COTU leadership to actively promote the success of the programme.

Swaziland /SWZ802

The project output for Swaziland was “TUCOSWA has increased capacity to promote ILO Conventions 87 and 98 in Swaziland”, indicated by “participating in activities to influence national labour law, and fighting for the respect of international labour law”.

However, the project funding (\$13,500) was a very small proportion of considerable income for TUCOSWA in the period 2012-15 from a range of international partners, including ITUC, the Solidarity Center, LO-Norway bilateral support, and other ILO budget lines. These funds were combining and focusing their attention on the re-registration of TUCOSWA by the government, and activities related to this. “Every dollar and cent” has been focused on this. Therefore it’s very hard to delineate exactly what activities were funded by the Norwegian “Social Justice” fund, especially given the small amount allocated to Swaziland activities.

In the light of this, it is impossible to attribute progress in labour rights in Swaziland to the impact of the project, and the detail of the DWCP or respect for ILO conventions was lost in the more basic demand for registration of the federation.

There is also a deeper problem of dependency on external donor support, fully recognised by the TUCOSWA leadership. In effect, without LO-Norway funding, most affiliates would collapse. While many complain of the “donor-driven agenda” they do not have the organisational capacity to collect dues more efficiently or pay affiliation fees. Strategic plans are drawn up, but not implemented. The problem could become more acute with imminent additional funding from the Olof Palme International Centre.

Focus group discussion with women activists revealed strong opinions that major obstacles remain in the path of women’s participation in project activities. The problem is worsened by short notice given before events, and timing of events in evenings etc., in which discriminate against women with family responsibilities etc.; the use of invitations to events (especially those involving foreign travel) as favours or rewards by those in leadership positions; and the continuing lack of real commitment to gender equality by union leaders, despite frequent interventions from international donors and union federations.

The majority of 2014-15 Norway ILO-ACTRAV funding went to support the Paralegal Training Workshop held in Simunye in September 2014, which was a three-day residential course attended by 38 participants.

Indonesia

The Sida-financed activities in Indonesia were undertaken as a partnership between IndustriALL and the ILO, with two components: a planning meeting with Trade Unions in Jakarta for Promoting Decent work in Global Supply Chains of garment corporations Inditex and H&M (Jakarta, 10 October 2015), and ACTRAV/IndustriAll joint workshops for representatives of the two main IndustriALL-affiliated garment sector federations - SPN and GARTEKS.

Both Inditex and H&M have signed International Framework Agreements (IFAs) with IndustriALL, which include, among other issues, the rights of freedom of association and collective bargaining for all employees of the companies, their suppliers and sub-contractors. In other words, “all workers, without exception or distinction, have the right to join or form a trade union of their own choosing and to bargain collectively”¹ throughout their supply chains.

A major feature of the project was to explore the use of the IFAs as leverage to assist the effective organisation of workers within the H&M and Inditex supply chains. H&M has far larger operations than Inditex in Indonesia, which inevitably led to H&M being the major target.

The intended formal project output was the “improved educational capacity of selected national and international workers’ organizations in the area of labour rights in GSC and EPZ” (Sida project Immediate objective 3 - Output 1), indicated by “training activities implemented with the use of an educational package on GSC”; and “trade union experts on organizing and training workers in GSC are identified and used within a network linked with national trade union centres and the GUFs”.

The project was very late in starting, and as a consequence the activities all had to be achieved within a very short time-frame.

ILO reports (undated and unsigned) of the project covered the activities, describing the series of four ACTRAV and IndustriALL workshops entitled “Capacity Building Training for GARTEKS and SPN – promoting decent work in global supply chains of Inditex and H&M.”

- Bogor - 6-8 November 2015 - both GARTEKS and SPN – 29 participants (10 F/19 M)
- Bandung – 10-12 November, 2015 - for only SPN – 29 participants (12F/17 M)
- Jogjakarta – 20-22 November - for GARTEKS only
- Jogjakarta – 14-15 December 2015- for GARTEKS and SPN – 34 participants (12F/22M)

The workshops aimed to provide information to local union leaders from the national, regional and local structure of both federations. A key goal of the workshops was also to allow participants to develop organising plans for 2016 within the global supply chains of both H&M and Inditex.

The decision to hold two joint and individual national centre specific meetings allowed the national centres to engage both national leaders and staff as well as regional local unions in mapping and strategic targeting. After the national centre workshops – an organizing strategy/action plan was developed where the factory lists were divided between the national centres to foster cooperation and non-competition. A first phase was initiated to commence with field observations and worker out-reach. The lists were divided into regional branches.

At the final workshop it was clear that both GARTEKS and SPN had actively done the majority of field visits and had begun worker outreach as well.

Both GARTEKS and SPN were prepared for the meeting with detailed reports of activities and results. GARTEKS also brought a local union leader from a recently organized H&M supplier/factory as well to the meeting.

¹ Global Framework Agreement between H&M, IndustriALL and Industrifacket Metall

The unions jointly prepared the following points to continue within 2016:

| Activity | AIM | Target | Time |
|---|--|---|--|
| Leadership Training | Capacity building for factory union leader | Union from supplier of Inditex and H&M | June – October 2016 |
| Gender Sensitivity & Women Leadership training | Increase participation and capacity building of women activist | Women Union leader and member from supplier of Inditex and H&M | June – October 2016 |
| Training of Facilitator | Create Facilitators who understand about supply chain | Branch and factory level union leader at Supplier Inditex and H&M | March or April 2016 July or August 2016 |
| Training Study Circle Leaders | Add knowledge of trade union leaders to communicate with members | Trade Union Leaders at Supplier of Inditex and H&M | February – April 2016 |
| Training of company financial statement and balance sheet | Trade Union leaders can read and understand of finance aspect of company | Trade Union Leaders at Supplier of Inditex and H&M | March and August 2016 |

The ACTRAV representative in Jakarta believes that the project was undertaken in the context of some major challenges:

- There are now ten national confederations and 120 national federations in Indonesia, where a minimum of only ten workers can register a union. The consequent confusion and inter-union competition has created an industrial relations environment which can be challenging for successful organising. The Union Federation of Apparel, Crafts, Textiles, Leather and industrial Center (GARTEK) is affiliated to KSBSI, formerly the WCL affiliate. The National Workers' Union (SPN) is affiliated to KSPI, the former ICFTU affiliate. Both are now affiliated to the ITUC.
- Without adequate support and capacity-building for the union in the local factories at the end of the supply chains, there is a danger that international pressure on companies can be counter-productive. Pressure on companies' corporate management at the global level may be translated into pressure on the buyers, then on to local management, then (if they have low levels of confidence, knowledge and education) on to the workers themselves through intimidation or other forms of direct pressure on individuals. This is exacerbated through the very weak government labour inspection system.
- Only 2% of employers in Indonesia are members of employers' associations, which means that there is little opportunity for communication or negotiation through tripartite structures and procedures. Under these circumstances, ILO training programmes for workers based on assumptions of social dialogue and tripartite principles may have difficulty achieving positive outcomes.
- There is a very high turnover of managers in the factories and workplaces, many of whom are inexperienced, leading to serious instances of mismanagement. This makes it more difficult to create a sustained process of collective bargaining and constructive communication.

- Many factories are now moving from the Jakarta region, where the unions are better organised, to west and central Java to take advantage of much lower minimum wages (\$92 per month, compared to \$238).

Nevertheless, overall, the interviews and focus group discussions revealed that the training activities had a significant impact on the ability of garment industry trade unions in Indonesia to organise in local factories within the global supply chains of H&M and Inditex. The project was a highly successful partnership between the ILO, IndustriALL, national trade union centres and sector unions in Indonesia.

Interviews and focus group discussions with the union federations highlighted the need for support and training for the workers and activists in (and around) the factories because of the very low levels of prior education. The programme was very beneficial in supporting the development of shop stewards and the beginnings of collective bargaining with management, but one or two activities alone are insufficient.

H&M became an organising priority as a result of the project. Previously, both federations organised on a fairly haphazard and opportunistic basis, but the H&M-IndustriALL IFA create space for a major organising initiative.

SPN had previously benefited from training provided by the AFL-CIO Solidarity Center, a pilot project learning organising methodology, which they were able to apply in this project: mapping, choosing strategic targets, door-to-door organising etc.

The translation and distribution of the text of the IFAs in Bahasa Indonesia was extremely useful. After the training events, GARTEKS for example used the IFA in negotiation with C-Site Texpia (thought by the union to be Korean in origin), which has 100% of its production for H&M.

There was much evidence that activities have continued since the training sessions, including regular meetings, recruitment of members, election of shop stewards, and good communication with management.

The cooperation established between SPN and GARTEKS continues with regular national meetings between the two federations, and the intention to extend this to local districts. There is an agreed division of labour in targeting factories for organisation and representation to avoid competition.

H&M assures the unions that they will guarantee access to the factories, and there are plans for regular meetings with H&M management in Jakarta. According to the SPN leadership, the problem lies with the suppliers and middle-men, not with H&M itself.

The ILO support, despite having a very limited budget, was very significant. GARTEKS also receives some financial support from CNV² and from Japanese union sources.

Interviews and focus group discussions raised some recommendations for future activity:

- The inclusion of a well-resourced evaluation workshop at the completion of the project to assess progress and analyse results. Organising was already the priority (at least for SPN) but

² National Federation of Christian Trade Unions in the Netherlands

there is a need to analyse what works – the prioritisation of specific areas/ employers, or more traditional branch-based organising? How do we measure the IFA-based strategy? How do IFAs relate to national laws, international labour standards and local collective bargaining agreements? There is a need for a forum to discuss all these issues.

- Support in reaching the non-unionised H&M suppliers. H&M have 60 suppliers in Indonesia, of which only 15 have a union presence.
- Education and discussion on how to deal with “run-away” factories – garment manufacturing companies leaving Indonesia and relocating to EPZs, and to Bangladesh, Myanmar and elsewhere.
- Resentment that the slim budgets available included expensive European airfares, the cost of which could have supported considerably more activity on the ground
- Numbers of participants should be allocated in proportion to the size of the membership, not simply divided equally between federations.

Discussion with IndustriALL in Geneva reinforced the value of the project. Although unintended, the quick succession of workshops – all held within a month - was very helpful. It ensured that the participants were obliged to immediately apply what was learned into practical activity, and maintain concentration and momentum. Both the national centres (KSPI and KSBSI) and the ILO staff played a very important and good role in the design and execution of the project.

The project was particularly useful in building the unions’ capacity to undertake mapping, and to overcome competition between the federations, both of which are essential preconditions for effective and sustained organising.

Both IndustriALL and the union federations were fully aware that future funding for the project was very insecure, and therefore avoided problems of raising false expectations among participants, although IndustriALL is looking for alternative sources of support for the future. H&M and IndustriALL are launching national monitoring committees, as part of the IFA agreement, in five Asian countries in April 2016. These will be linked to a series of national workshops, co-financed by H&M and IndustriALL, which can integrate the plans from the ILO project.

The project has been very useful in the development of learning materials, which will be used in a forthcoming IndustriALL education manual.

4.3.2 To what extent did the Norway and Sweden funding help in achieving the targets under the Outcome 10 indicators? How many targets were achieved with Norway and Sweden funding as a proportion of all Outcome 10 targets achieved in 2014-15?

The extent to which Norwegian and Swedish funding were major factors in achieving the Outcome 10 indicators is highly variable between the many project components. In Kenya and in India, for example, the Norwegian funding was central in the targets being achieved (and exceeded), as were the Sida funds in Indonesia. In Swaziland, by contrast, the Sida funds were a very small proportion of the overall external funding available, and it is virtually impossible to attribute specific outcomes to Sida budgets. In some cases, particularly in new activities supported in 2016 after budget adjustments, no indicators were available.

It is worth noting from the extent and high quality of documentation, it is clear that the Norwegian-funded project in India delivered exceptionally good results, and was well-managed. There was a very significant range of activity, covering six states, each appear to have been successfully implemented and reported. Interviews with ACTRAV staff suggested that this could be the result of having a full-time national officer appointed by the ILO in India for the full duration of the project, able to coordinate activities, and ensure high quality levels of reporting and monitoring of progress.

Given time constraints and the large number of project components, it has not been possible to undertake a detailed analysis, by outcome and indicator, of the extent and proportion to which targets were achieved by each and every CPO through Norwegian or Swedish funding.

4.3.3 To what extent was gender equality mainstreamed in the programme interventions?

The extent to which gender equality was mainstreamed in programme interventions was highly variable between the many project components. Most reports of activities, where available, did not include a disaggregation of participant details by gender. The extent of women’s participation, as described in those reports that did provide a breakdown by gender, was highly variable:

| Country | Course Name | F | M |
|------------|---|-----|-----|
| Armenia | Training for TU leaders on Organizational culture of TUs | 30 | 6 |
| | Workshop: Efficient collective bargaining in Mining and Metallurgy | 12 | 18 |
| | Informal Economy | 11 | 12 |
| Kazakhstan | ILO Seminar report TU Youth mobilization_ Almaty_14-16 July | 10 | 21 |
| India | Maharashtra Second Line Leaders Aug 2014 | 9 | 27 |
| | Andhra Pradesh SLL Oct 2014 | 11 | 26 |
| | Andhra Pradesh Sept 2015 | 10 | 38 |
| | Assam, Oct 2015 | 3 | 32 |
| | Bihar Sept 2015 | 4 | 41 |
| | Maharashtra, Feb 2016 | 6 | 30 |
| | West Bengal and Nov 2015 | 5 | 35 |
| | Uttar Pradesh Sept 2015 | 4 | 45 |
| | Mumbai Informal Economy Workshop March 2016 | 3 | 31 |
| | Mumbai Workshop on Developing Trade Union Strategies for inclusion of vulnerable women workers Dec 2015 | 36 | 0 |
| Kenya | Study Visit and Basic Training Workshop Aug 2015 | 9 | 12 |
| Brazil | Sept 2015 Taller Regional práctico sobre Técnicas de comunicación sindical | 7 | 19 |
| LATAM | Curso a distancia CSA-ACTRAV sobre técnicas de comunicación y negociación” June-Sept 2015 | 22 | 48 |
| Nepal | Nepal Trainings Workshops 2015 ACTRAV | 440 | 658 |
| Ghana | Workshop Freedom of Association and Collective Bargaining | 11 | 21 |
| Panama | Relaciones laborales y estrategias sindicales relativas a los derechos sindicales en las ZFE y sus cadenas mundiales de suministro Nov-Dec 2015 | 6 | 18 |
| Paraguay | ITC-Turin Course A258568: Empresas multinacionales y cadenas de valor (23-27 November 2015) | 9 | 9 |
| Indonesia | Bogor, Gartex and SPN Nov 2015 | 10 | 19 |
| | Bandung, SPN only Nov 2015 | 12 | 17 |
| | Jogjakarta, Gartex and SPN Dec 2015 | 12 | 22 |

The only women-only focus group (with members of the TUCOSWA “Gender Interim Structure”, Swaziland) discussed the problem of men forming the overwhelming majority of participants in the

training events in Swaziland, and internationally. They argued that invitations need to be specific, and insist on women's participation in events, and adopt affirmative action policies to ensure that women are represented on executive boards and other positions of leadership.

Only one components (Nepal) of the Norwegian-funded descriptions of activities, outputs or indicators specifically referred to women. The Sida programme was primarily concerned with Global Supply Chains and Export Processing Zones, where of course women workers are greatly over-represented, and activities should inevitably focus on women workers. Nevertheless, none of the Sida-funded descriptions of activities, outputs or indicators specifically referred to women or gender relationships.

4.4 Efficiency of resource use

4.4.1 Were regional/sub-regional, the CPO and the GP outputs produced and delivered as per the work plans/milestones?

It is impossible to assess the extent to which outputs were produced and delivered as per workplans and/or milestones, as there were very few work plans or milestones made available, if there were any work plans produced at all. For ACTRAV, the small size of the Sida-funded operations and budget made it almost impossible to recruit extra staff for producing the plans, milestones and outputs and use the appropriate indicators to measure impact. Instead, ACTRAV prioritised project delivery of Sida resources in the identified strategic areas of work.

There were long delays in commencing any Sida-funded activities, due to an extensive process of internal appraisal, notably discussions with PARDEV on the global-national dimension of activities and outputs, and with external stake-holders and partner organisations.

4.4.2 What was the quality and timeliness of delivery of allocated resources?

As described above, the delivery of allocated resources in the Sida project was delayed.

Staff and beneficiary interviewees who were participants or resource people in the Norwegian-funded programme reported no major issues with the quality or timeliness of resource delivery.

4.4.3 Was there a logical and optimal use of resources?

The complexity and diversity of project components, the large number of fund-holders involved and the delays encountered in receiving financial information, all contributed to major difficulties in determining whether the use of resources were logical and optimal. ACTRAV staff suggested that there were different desk officers, both in Geneva and in the regions, responsible for delivering different elements of the project(s), which were very difficult to coordinate and identify, and to integrate into coherent overall budgets and financial reports.

Nevertheless, where detailed information was available, it was evident that many of the activities proved to have been good value for money, and were logically planned.

4.4.4 What per cent delivery of the budgets was achieved?

It was not possible to measure the percentage of delivery of the budgets for each CPO or project component, as most of the budget figures made available had been adjusted from their original estimates to match actual expenditure, as part of a reallocation of project resources in early 2016.

Interviewees explained that there had been a considerable underspend in Norwegian funds, so underspent funds were reallocated to other budget lines, and budgets adjusted accordingly to match actual expenditure. This is of course a major advantage of 'light earmarking' of funds, but it makes an assessment of budgets against actual expenditure impossible.

4.5 Impact

4.5.1 How will achievement of the regional/sub-regional goals, the CPOs and the GPs contribute towards making a significant input to broader, long-term, sustainable development changes?

As clearly demonstrated in interviews and reports, the achievement of the regional, CPO and GP outcomes (Strengthened institutional capacity of workers' organisations; workers' organisations promote workers' rights through participation in social dialogue; workers will have strong, independent and representative organisations; strengthened capacity of workers' organisations and respect for labour rights and international labour standards) are fundamental and essential for long-term sustainable development changes.

The core mission of the ILO depends on strong, independent and representative workers' (and employers') organisations, able to play a full role in achieving a strong tripartite system. As several project beneficiaries argued, this requires constant support through capacity-building, training and other forms of assistance. Industrial peace and civil society cannot be achieved through tripartism alone, but has to be supported through activities specifically for workers' organisations.

4.5.2 To what extent was the gender dimension integrated/mainstreamed into policy proposals resulting from the programmes?

The project components most concerned with policy development were within the Sida-funded programme, particularly those elements supporting policy research on Global Supply Chains, in advance of the General Discussion at the 2016 ILC. The core of the GSC agenda is concerned with the prospect of decent work, which of course implies decent work for women and gender equality in labour policies and agreements. Moreover, the over-representation of women engaged in exploitative employment in GSCs and EPZs is well-documented elsewhere. Nevertheless, the policy-related documentation reviewed had no major reference to the gender dimension.

4.6 Sustainability

4.6.1 To what extent did the regional/sub-regional goals and the CPO's produce (or are on the way to producing) durable interventions that can be maintained, or even scaled up and replicated, within the local development context, or in the case of a GP– sustainable as a global approach or policy?

The extent to which the goals, CPOs and GPs produced durable interventions that can be maintained, scaled-up or replicated is highly variable between the many project components. In

those countries or regions where the national trade union centres have sufficient resources, some of the activities will be able to be maintained. Similarly, where the projects have been undertaken with GUFs or external agencies, there are possibilities of sustainability (e.g. the Sida-funded work in Indonesia, undertaken in partnership with IndustriALL, BWI's work on Chinese corporations, or IUF-ITF's programme on seafood and fisheries workers).

The sustainability of Global Products as a global approach or policy depends to a large extent on the ability and capacity of ACTRAV to disseminate and communicate the results of the work throughout the international trade union movement. It is too early to tell whether this has been achieved.

For some of the national initiatives, financial sustainability will be assisted by agencies delivering support to other projects with closely related objectives, through bilateral programmes with trade union agencies (e.g. LO Norway, AFL-CIO Solidarity Center, FNV Mondiaal, SASK), programmes with international development NGOs, or multilateral programmes of ITUC or the GUFs.

Nevertheless, without the continued long-term support from Norway and Sweden, or the identification of other sources of funding, some of the ACTRAV initiatives supported under the project are not sustainable.

Some elements of the project were concerned with the objectives of Outcome 10 at their most basic: supporting the development of unions that are very fragile or precarious and in some cases emerging from long periods of conflict or state repression of democratic and independent unions. Examples might include Moldova, Swaziland, Armenia, Kazakhstan, Somalia, Myanmar, and Madagascar. ILO project activity in such countries are not just important in financing new capabilities and capacity for the trade union movement, but also have a powerful symbolic value in providing recognition and legitimacy among the authorities, employers, the media, and the general public.

There is particular concern that ACTRAV's long-standing commitment to support activities promoting strong, independent and representative workers' organisations in Export Processing Zones will prove impossible to continue with the loss of Sida support.

Taken as a whole, the overall goal – strong, independent and representative workers' organisations - is an essential element of sustainability for the ILO itself, and its constituent organisations. The loss of long-term Norwegian and Swedish support poses a serious threat to for ACTRAV's ability to deliver effective support to trade union capacity-building. There are few alternative sources, and these are either shrinking due to major geopolitical change (particularly the decline of social-democratic parties in Europe), or they place demands that are difficult to reconcile with core principles.

5 Conclusions

5.1 Overall assessment

Overall, the Norwegian and Swedish-funded projects have delivered an extraordinary diverse programme of activities and outputs across many countries, in many different contexts, and addressing a wide range of issues. In totality, they represent a substantial contribution to the development of strong, independent and representative organisations.

5.1.1 Absence of consolidated work plans and reporting

While the flexibility and light-earmarking of funding enabled ACTRAV to be responsive to changing circumstances and local/regional needs and demands, the diversity of activities posed a significant challenge for overall programme management. In particular, there was little or no documentation of original work plans and their subsequent amendment, and no consolidated reporting able to demonstrate the overall impact of Sida/Norway funded activity.

Much of the evaluators' time was necessarily spent in requesting, collecting and collating reports of activities from a wide variety of sources, and it became clear that there was a considerable quantity of documentation to be found. Over 100 documents were obtained (see Appendix VI), with the strong likelihood that many more would have been found had sufficient time been available. Some activities remain without any available documentation, other than reference in original project proposals or overall financial reports.

There was evidently an attempt to use standardised reporting templates to draw together ILO staff reports of activity and outcomes, but they were used only sporadically, were sometimes of poor quality or confused (e.g. uncertainty whether an activity was Sida or Norway-funded) and not consolidated or analysed into an overall report. Much activity was delivered by partner organisations (e.g. ITUC regional organisations, GUFs) who have their own reporting methodologies or guidelines (or none).

In general, if not urgently addressed, the absence of overall robust systematic planning, monitoring and reporting may jeopardise the ability of ACTRAV to attract flexible and strategic additional funding in the future. This may have serious consequences for ACTRAV's ability to support the development of strong, independent and representative workers' organisations.

5.1.2 Quality of Reporting

The quality of detailed reports was very inconsistent. Some individual reporting was of excellent quality, but most were of little value when attempting to make an assessment of outcomes against indicators. Most outcomes were to be the result of training and education activities (courses, workshops, materials). A typical report of activity was limited to a description of the activity programme, a list of participants, a list of speakers and resource people (sometimes with a brief summary of main points under discussion) and a financial report. Little attempt, if any, was made to assess impact or outcome. There is little or no evidence of monitoring and evaluation plans, or evaluation by the activity participants themselves, which would normally be the starting point for a broader assessment of outcome.

5.1.3 Assessment of budgets against actual expenditure

It was impossible to assess variance between original budgets and actual expenditures. The budget figures had been adjusted during the final stages of the project to reflect actual expenditure, and to avoid a major underspend in some project components. If a realistic assessment of budget delivery is to be made, it requires careful monitoring and record-keeping of budget adjustments throughout the project's delivery, especially in the context of projects with light earmarking.

5.1.4 Discontinuation of Sida / Norway Funding

The evaluation was undertaken several months after ACTRAV had already been informed that neither the Norwegian government nor Sida were intending to continue funding the programme. In addition, the ILO had taken the decision to establish a new Outcome 10, which combined capacity-building and support for both employers' and workers' organisations.

The evaluation interviews with ILO staff (ACTRAV, PARDEV and EVAL) inevitably included discussion on the reasons behind the cessation of funding, and the implications for future activities in support of workers' organisations.

The most obvious underlying causes of the loss of funding were the overall political changes in Norway and Sweden, and the consequent changes in policy by the Norwegian Ministry for Foreign Affairs and Sida. In Norway, there was a general shift in support from un-earmarked support to Outcome-Based Funding towards targeted support to vocational training and education. Sida focus shifted from workers' rights and effective trade union engagement in tripartite processes towards an agenda dominated by employment creation and anti-poverty strategies.

It was entirely possible that whatever steps were taken, ACTRAV could not have influenced these decisions. **Nevertheless, there were a number of factors that *may* have contributed to the loss of funding** which, in the highly competitive international funding climate, generally require very careful attention:

- There was an exceptionally long process of planning and consultation for Sida-funded activities, which severely delayed project implementation, which led to the 2014 Progress Report³ being unable to contain any reports of activities from Outcome 10. All the other relevant Outcomes (5,9,14,17,18) were able to report substantial progress.
- The Sida-funded activities were not supported by a CTA, due to the relatively small overall budget. Nevertheless, the project involved cooperation with many ILO officers and external partners and (relative to the size of the budget) a substantial number of CPOs and GPs, the totality of which demanded considerable overall coordination and management within ACTRAV. A lack of management capacity at least partly explains the long delays in implementation, and the poor quality of overall project reporting.
- There was a widespread view among ACTRAV staff that there was no demand or obligation for comprehensive formally structured progress reporting in the Sida project, because of the "small scale" of funding involved. With no CTA providing overall coordination, and a substantial number of different activities under the responsibility of a number of staff and

³ Sida-ILO Partnership Programme 2014-17, Phase 1 2014-15, Progress Report 2014, May 2015.

external contractors, there was no aggregated or synthesised reporting to present overall achievements to Sida or other potential donor organisations.

- It was suggested that the workers' representatives on the national ILO committees in Norway and Sweden could have done more to advocate the ACTRAV programme through their own tripartite structures, supported if necessary by ACTRAV and the international trade union federations.
- There was a significant underspend on the Norwegian funding up until January 2016, urgently triggering the need to reallocate underspent budgets
- An independent external evaluation was commissioned and managed by Sida to review its global support to ILO's Decent Work Agenda in 2015. The evaluation team visited the ILO in September 2015, holding meetings with a variety of ILO departments, including ACT/TEMP. It was reported that "no-one was available" from ACTRAV to meet the team. The report subsequently noted that "Workers organisations (Outcome 10) is relevant from a viewpoint of labour rights and social focus on employment creation, and hence to the core mandate of the ILO. However, reports and interviews have not allowed (us) to gain any further insights on this area of Swedish support"⁴. The review concluded that Sida should prioritise the role of the ILO in employment creation and promoting gender equality.

5.2 Lessons Learned

- 5.2.1 The **variable quality of reports** from activities reveals the lack of common guidelines and principles of monitoring and evaluation for partner organisations, external collaborators and ILO staff to ensure a minimum quality, or failure to adhere to guidelines if they do exit.
- 5.2.2 In circumstances where trade unions face major challenges in gaining respect for fundamental labour rights, project activity supported by **the ILO plays a very important symbolic role**, in addition to its inherent practical value – even when the level of funding is relatively modest. Interviewees in Kenya, Swaziland and Indonesia all claimed that the presence of the ILO in project activity helps to demonstrate the legitimacy of independent trade unions, inclusion in tripartite processes, and the right to collective bargaining.
- 5.2.3 Further steps are needed to improve **women's participation** in project activities. Few project activity reports contained data on project participation disaggregated by gender. The small amount of data available showed that on average that there were twice as many men as women participants. Comments from focus group discussions in Swaziland suggest that low levels of women's participation should be addressed by stronger insistence by the ILO on positive action for gender parity as a condition of funding.

5.3 Emerging Good Practice

- 5.3.1 The potential for **partnerships with Global Union Federations**. Although very small by financial criteria, the Sida-supported activities undertaken in partnership with the GUFs were very successful and, most importantly, were likely to be sustainable beyond the ILO project's support.
- 5.3.2 According to interviews with participant organisations, training activity in Indonesia and Kenya both benefited enormously from short (e.g. two weeks, one month) **breaks in the programme**, when participants were able to return to their workplaces or organisations to

⁴ Martin Østergaard Nora Kokanova, Final Report, Review of SIDA's Global Support to ILO's Decent Work Agenda, 29 October 2015 Indvelop AB, Sweden, page 35.

undertake practical assignments, followed by review and discussion back in the training venue.

5.4 Recommendations

| 1. Undertake a thorough review of the financing and management of ACTRAV's support towards union capacity-building activity – both within ACTRAV and with PARDEV, EVAL and other relevant departments. The review to consider how ACTRAV can resource essential capacity-building activity for strong, independent and representative workers' organisations as an essential precondition for the ILO's core mission; the potential for partnerships with external organisations and institutions; the implications for project design and management; consequent training and support needs for ACTRAV staff | | | |
|---|-----------------------|-----------------------|----------|
| Responsible Entity | Deadline | Resource Implications | Priority |
| ACTRAV EVAL PARDEV | Third quarter of 2016 | To be estimated | High |
| Relevant section(s) in report | | 5.1.4. | |

| 2. ACTRAV to give higher priority to communications and advocacy in defence of the ILO's basic mandate, and the consequent need for strong, independent and representative workers' organisations, both within the ILO itself, and among governments, inter-governmental institutions and donor agencies. This to include a greater emphasis on the positive outcomes and impact of ACTRAV programmes, with practical examples of successful activities. | | | |
|--|----------|-----------------------|----------|
| Responsible Entity | Deadline | Resource Implications | Priority |
| ACTRAV | Ongoing | To be estimated | High |
| Relevant section(s) in report | | 4.5.1. | |

| 3. Give higher priority to regular consultation with workers representatives on the tripartite bodies in countries whose governments which have the capacity and potential to provide greater support to strengthening workers' organisations through the agency of the ILO. | | | |
|--|----------|-----------------------|----------|
| Responsible Entity | Deadline | Resource Implications | Priority |
| ACTRAV PARDEV | Ongoing | To be estimated | High |
| Relevant section(s) in report | | 5.1.4. | |
| 4. Give greater attention to the design of outputs and indicators in project design to ensure effective monitoring and evaluation, while recognising the difficulties of finding measurable and meaningful indicators of successful interventions through training and education activities. | | | |
| Responsible Entity | Deadline | Resource Implications | Priority |

| | | | |
|-------------------------------|-----------|-----------|------|
| ACTRAV | Immediate | None | High |
| Relevant section(s) in report | | Section 3 | |

5. Provide simple but clear monitoring and evaluation guidelines and, where necessary, training to partner organisations undertaking activities under ILO funding. Given the prevalence of training and education activity as the main means of obtaining the outputs, this should include guidelines and training on active learning evaluation methodology⁵.

| Responsible Entity | Deadline | Resource Implications | Priority |
|-------------------------------|----------|-----------------------|----------|
| ACTRAV EVAL ILO-ITC | Ongoing | To be estimated | High |
| Relevant section(s) in report | | 4.3. | |

6. Ensure that planning and consultation processes, both within the ILO and with external stakeholders and partners, are completed within a limited time, and without causing undue delay to the implementation of project activities.

| Responsible Entity | Deadline | Resource Implications | Priority |
|-------------------------------|----------|-----------------------|----------|
| ACTRAV | Ongoing | None | High |
| Relevant section(s) in report | | Section 1. | |

7. Recognise the difficulties when the financial scale of projects are not deemed sufficient to justify a full-time CTA in post to coordinate projects, and consider more robust alternative management arrangements; and to improve human resources procedures to ensure that mid-project replacements for CTAs are identified and appointed without delay to ensure continuity of management.

| Responsible Entity | Deadline | Resource Implications | Priority |
|-------------------------------|----------|-----------------------|----------|
| To be determined | Ongoing | To be estimated | High |
| Relevant section(s) in report | | Section 1. | |

8. Ensure that ACTRAV maintains a strong visible and high-profile presence in those countries where unions face major challenges in gaining respect for fundamental labour rights, even when project funding is not available.

| Responsible Entity | Deadline | Resource Implications | Priority |
|--------------------|----------|-----------------------|----------|
|--------------------|----------|-----------------------|----------|

⁵ See, for example, Doyle and Cairola, Active Learning Methods in Workers' Education, ILO-ITC, 1993.

| | | | |
|-------------------------------|---------|-----------------|------|
| ACTRAV | Ongoing | To be estimated | High |
| Relevant section(s) in report | | 4.6 | |

| 9. Introduce contractual obligations to external partner organisations delivering project activity to ensure women's participation in project events. | | | |
|---|----------|-----------------------|----------|
| Responsible Entity | Deadline | Resource Implications | Priority |
| ACTRAV | Ongoing | None | High |
| Relevant section(s) in report | | 4.3.3. | |

Appendix I: Lessons Learned

ILO Emerging Lesson Learned Template

Evaluation Title: Outcome-Based Funding –
Norway and Sweden

Project **GLO/14/16/NOR**
TC/SYMBOL: **GLO/14/75/SID**

Name of Evaluator: Dave Spooner

Date: April 2016

The following Lesson Learned has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

| LL Element | Text |
|---|--|
| Brief summary of lesson learned (link to project goal or specific deliverable) | Lack of common guidelines and principles of monitoring and evaluation for partner organisations, external collaborators and ILO staff to ensure a minimum quality of project reporting, or failure to adhere to guidelines if they do exist. |
| Context and any related preconditions | Most activities are various forms of workshop, seminar, training programme or other educational events, requiring active learning evaluation methodology |
| Targeted users / Beneficiaries | Partner organisations, external collaborators, ILO staff |
| Challenges /negative lessons - Causal factors | Lack of understanding of active learning evaluation methodology and/or lack of (or adherence to) common guidelines for participatory evaluation of activities to be included in activities reports |
| Success / Positive Issues - Causal factors | |
| ILO administrative issues (staff, resources, design, implementation) | To be determined |
| Other relevant comments | |

ILO Emerging Lesson Learned Template

Evaluation Title: Outcome-Based Funding –
Norway and Sweden

Project **GLO/14/16/NOR**
TC/SYMBOL: **GLO/14/75/SID**

Name of Evaluator: Dave Spooner

Date: April 2016

The following Lesson Learned has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

| LL Element | Text |
|---|--|
| Brief summary of lesson learned (link to project goal or specific deliverable) | In circumstances where trade unions face major challenges in gaining respect for fundamental labour rights, project activity supported by the ILO plays a very important symbolic role, in addition to its inherent practical value – even when the level of funding is relatively modest. |
| Context and any related preconditions | The presence of the ILO in project activity helps to demonstrate the legitimacy of independent trade unions, inclusion in tripartite processes, and the right to collective bargaining. |
| Targeted users / Beneficiaries | Trade unions in facing very difficult conditions for the realisation for fundamental labour rights. |
| Challenges /negative lessons - Causal factors | |
| Success / Positive Issues - Causal factors | Public support of the ILO for local/national activities promoting respect for labour rights has strong symbolic value in gaining legitimacy for unions in public opinion, media and among policy-makers. |
| ILO administrative issues (staff, resources, design, implementation) | |
| Other relevant comments | |

ILO Emerging Lesson Learned Template

Evaluation Title: Outcome-Based Funding –
Norway and Sweden

Project **GLO/14/16/NOR**
TC/SYMBOL: **GLO/14/75/SID**

Name of Evaluator: Dave Spooner

Date: April 2016

The following Lesson Learned has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

| LL Element | Text |
|---|---|
| Brief summary of lesson learned (link to project goal or specific deliverable) | Further steps are needed to improve women’s participation in project activities. Few project activity reports contained data on project participation disaggregated by gender. The small amount of data available showed that on average that there were twice as many men as women participants. |
| Context and any related preconditions | Some trade union leaders continue to resist policies and procedures to ensure adequate participation of women in project activities |
| Targeted users / Beneficiaries | Women members and activists of trade unions. |
| Challenges /negative lessons - Causal factors | The use of invitations to project activities as favours or rewards by union leaders; lack of sufficient notice given to prospective participants; event programmes and arrangements that discriminate against women. |
| Success / Positive Issues - Causal factors | |
| ILO administrative issues (staff, resources, design, implementation) | Contractual obligations of partner organisations delivering activities with ILO financial support. |
| Other relevant comments | |

Appendix II: Emerging Good Practice

ILO Emerging Lesson Learned Template

Evaluation Title: Outcome-Based Funding –
Norway and Sweden

Project **GLO/14/16/NOR**
TC/SYMBOL: **GLO/14/75/SID**

Name of Evaluator: Dave Spooner

Date: April 2016

The following Lesson Learned has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

| GP Element | Text |
|---|---|
| Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.) | Partnerships with Global Union Federations may increase the chances of good management and sustainability of project activity. Although very small by financial criteria, the Sida-supported activities undertaken in partnership with BWI, IUF and IndustriALL were very successful and, most importantly, were likely to be sustainable beyond the ILO project's support. |
| Relevant conditions and Context: limitations or advice in terms of applicability and replicability | Project activities undertaken with workers and union representatives in specific industrial sectors. |
| Establish a clear cause-effect relationship | GUFs have long-term relationships with their affiliated trade unions which far outlasts the lifetime of any individual project; in most cases they have a more thorough understanding of the specific challenges faced by the workers in the sectors concerned than do the national centres. |
| Indicate measurable impact and targeted beneficiaries | Numbers of workers and workplaces with new or strengthened trade union organisation. |
| Potential for replication and by whom | Extending project activity with other GUFs through partnerships with ACTRAV |
| Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework) | Improved sustainability of actions in support of strong, independent and representative workers' organisations. |
| Other documents or relevant comments | |

Appendix III: Terms of Reference



International Labour Organization-

TERMS OF REFERENCE

INDEPENDENT EVALUATION

Outcome Based Funding

Norway and Sweden

Independent Final Evaluation of Outcome 10

Workers have strong, independent and representative organizations

Terms of Reference (TORs)

| | |
|---------------------------|---|
| ILO Project Code | GLO/14/60/NOR (Norway) GLO/14/75/SID (Sweden) |
| Countries | Global |
| Duration | January 2014 to February 2016 |
| Starting Date | 21 November 2014 – (Norway) 29 January 2014 (Sweden) |
| Ending Date | 29 February 2016 (Norway) 31 December 2015 (Sweden) |
| Project Language | English |
| Executing Agency | ILO-ACTRAV |
| Donor contribution | Norway USD 1,698,920 Sweden USD 386,165 |
| Evaluation date | February-March 2016 |

INTRODUCTION AND RATIONALE

In line with ILO Evaluation Policy and at the request of donors, evaluations of ILO's Outcome-based funding modality in 2014-15, focussing on those ILO Outcomes which received extra-budgetary funding from the Swedish and Norwegian donors, are being undertaken. Under the current partnership agreements with Norway and Sweden, funding is allocated at the level of outcomes (Outcome-Based Funding- OBF) and aligned with the Strategic Policy Framework (SPF) 2010-15 and the Programme and Budget for 2014-15.

Outcome 10 in the ILO Programme and Budget focussing on "Workers have strong, independent and representative organizations" is one of the outcomes, which received funding support from both the Norwegian and Swedish donors in the 2012-13 biennium and 2014-2015.

The combined contributions of Swedish and Norwegian funds to Outcome 10 amount to 3.4 million USD in 2012-13. The amount in 2014-2015 is 2.1 million USD. Given the combined size of these funds, an external and independent evaluation of the project to support Outcome 10 will be conducted.

The focus of the evaluation will be on the Country Program Outcomes (CPOs) achieved and Global Products produced under two separate programmes that have been delivered through the ILO's Bureau for Workers' Activities (ACTRAV). In so doing the evaluation will assess the overall progress towards impact of project interventions in strengthening the capacity of workers' organisations to enable them to promote the interests of workers in the social dialogue.

The evaluation will highlight the value of the funding and how it furthered the ILO agenda and promoted internal learning and accountability. An additional aim is to provide learning on the value of outcome based programming and funding as modality, including to feed the learning from the evaluation into a longer-term goal of establishing monitoring and evaluation procedures under Outcome-Based Funding.

BACKGROUND AND CONTEXT

ILO's Outcome 10 aims at promoting strong, independent and representative workers' organizations. Both Norway and Sweden have developed strategies to support this outcome. The outcome strategies are designed as a stepping stone towards integrating the priorities of workers' organizations into the other Outcomes. The aim is to work closely with the labour movement to align the implementation of the Outcome with the agendas of trade unions across the world. Hence, it is based on the simple principles of allowing ILO to support trade unions in their key needs and priorities.

ACTRAV has received funding from both Norway and Sweden to support the implementation of the Outcome 10 strategies. Operationally, the funding was used to support Country Programme Outcomes (CPOs) identified in the Decent Work Country Programmes⁶ in which the ILO works and to support the development or further refinement

⁶ Decent Work Country Programmes (DWCPs) are the main instrument for ILO cooperation with member States throughout the world.

of Outcome 10 Global Products (GPs). The funding was used to support the seventeen CPOs listed below.

| Region | Country | Norway-funded CPOs | SIDA-funded CPOs |
|----------------------|----------------------------|--------------------|------------------|
| Latin America | Latin America | RLA 802 | |
| Americas | Brazil | | BRA802 |
| | cancelled | | cancelled |
| | Costa Rica | | CRI802 |
| | Panama | | PAN802 |
| | Paraguay | | PR802 |
| Asia | Bangladesh | | BGD802 |
| | India | IND 802 | |
| | Indonesia | | IDN802 |
| | Kazakhstan | KAZ 802 | |
| | Lebanon | LBN 802 | |
| | Nepal | NEP 802 | |
| | Philippines | | PHL802 |
| | Sri Lanka | | LKA802 |
| Africa | Kenya | KEN 802 | |
| | Madagascar | MDG802 | |
| | Malawi | MWI 802 | |
| | Somalia | SOM 802 | |
| | Swaziland | SWZ 802 | |
| | Uganda | | UGA802 |
| | Zambia | ZMB 802 | |
| | Zimbabwe | | ZWE802 |
| Europe | Armenia | ARM 802 | |
| | Republic of Moldova | MDA 802 | |

TECHNICAL COOPERATION PROJECTS

In order to accomplish the CPOs listed above, ACTRAV implemented the two projects described below.

GLO/14/60/NOR (21/11/2014 to 29/02/2016)

The project Trade Unions for Social Justice – phase II assisted the labour movement to overcome such obstacles through outputs aimed at empowering workers' organization through capacity building and at the same time increasing their influence on policies pertaining to labour and rights.

The project supported trade unions in line with ILO's operational Outcome 10 and in line with the relevant CPOs at country level in 10 countries as well as at regional level: India,

Nepal, Armenia, Kazakhstan, Moldova, Kenya, Swaziland, Somalia, Lebanon, regional activities in Latin-America.

In doing so, the Project built on previous achievements in India, Nepal, Armenia, Kazakhstan, Moldova, Kenya, Swaziland and Latin America, while at the same time addressing particular situations in Somalia and Lebanon.

The ILO wished to explore the options for an intervention in Ghana's oil sector, in cooperation with workers' and employers' organizations from Norway. The project was the main vehicle through which this work was undertaken.

The implementing partners were national centre trade unions, and through them supporting partnerships with other relevant stakeholders. When applicable, the implementation brought the various trade unions together in platforms, allowing the activities to have positive side effects through effectively building and maintaining arenas of confidence building within the labour movement.

The light earmarking allowed the ILO to implement the Project in line with the identified needs of the constituency, rather than a top-down thematic approach.

The Immediate Objectives were:

I.O.1: Improved capacity of national trade unions in the areas of collective bargaining, trade union services, gender equality and participation in the DWCPs;

I.O.2: Strengthened national trade union platforms and regional networks to enhance union influence on national policies.

Current status of project

In Lebanon the following activities are taking place:

- Development of 3 legal briefs (printing and dissemination) it to be used by the MDWs in Lebanon
- Forge a legal alliance among the different human rights groups and NGOs aiming at offering legal services and protecting shield for the union and finally,
- Collect legal data to facilitate identifying cases to go to the court in the coming future.

GLO/14/75/SID (29/01/14 to 31/12/15)

This project combined two components. The first was trying to identify ways and means to improve working conditions in Global Supply Chains (GSC) with a focus on the respect of workers' rights. This component of the project concentrated its efforts on research and knowledge building related to cross border social dialogue and on the role that could be played by the ILO within the framework of the ILC discussion scheduled in 2016.

The second component focused on strengthening International Labour Standards, with a particular focus on freedom of association and the right to collective bargaining, in GSC and Export Promotion Zones (EPZs). This component targeted union leaders and union reps that were involved in the process of organizing workers in supply chains and EPZs at different levels, from the GUFs down to sectoral and enterprise unions on the ground.

The project strategy was based on capacity development through three main areas of intervention based on:

- Research and knowledge building on GSC and EPZ;
- Organizing workers in GSC and EPZs and
- Support labour education programmes benefitting workers in the GSC and EPZs.

The project will also facilitate the participation of trade unions to better contribute to the thematic areas under the SIDA partnership agreement.

The project will focus on three strategic areas of work, namely:

- Develop an advanced knowledge base on cross border social dialogue and on the role of the ILO to promote it.
- Strengthening workers' rights and in particular freedom of association and collective bargaining in GSC and in the exporting processing zones (EPZ).
- Develop advanced knowledge and labour education targeting workers in GSC and EPZ.

Capacity development of trade unions will be developed by ACTRAV by drawing the required expertise from the labour movement as well as by working together with other ILO technical departments and the ILO's field structure.

PURPOSE, SCOPE, AND AUDIENCE OF THE EVALUATION

The main purpose of the evaluation is to examine the CPOs achieved and Global Products produced under Outcome 10 and which were funded by Sweden and Norway and to assess their contribution towards achieving Outcome 10. The progress and achievements obtained with the support of SWEDEN and NORWAY to the respective CPOs and GPs in terms of relevance, effectiveness, efficiency and sustainability of the outputs and outcomes will be assessed.

The scope of the evaluation is the 16 countries and one region (listed earlier) in which the programme operated from 2014 to 2015 and the GPs which were developed under the programme.

The main users of the evaluation will be ACTRAV headquarters and field specialists, main workers' organizations in the countries under review, programme managers, main national partners, ILO field office directors, technical support at headquarters, field and HQ technical

specialists, and the donors. ILO Evaluation Office and responsible evaluation focal points will also be users.

EVALUATION CRITERIA AND QUESTIONS

Each evaluation conducted by the ILO is expected to take into consideration the key evaluation criteria defined by OECD/DAC that are directly in line with the international standards of good practices. These criteria are: relevance, effectiveness, efficiency, impact and sustainability. During the evaluation process, the following key questions should be addressed:

Relevance:

- What was the relevance of the regional/sub-regional goals, the CPO's and GPs funded by Norway and Sweden to the Outcome 10 Strategy in the ILO Programme and Budget and Outcome Based Work plan?
- How well did the regional/sub-regional goals, the CPO's and the GPs link and/or contribute to other ILO Outcomes and DWCPs?
- Were the ILO interventions consistent with worker organizations' needs and concerns?

Validity of intervention design

- What factors were considered in selection of regional/sub-regional goals, the CPO's and the GPs for Sweden and Norway funding?
- Were the interventions chosen for the regional/sub-regional goals, the CPO's and the GPs logically coherent and realistic?
- How useful and appropriate have the P&B indicators been in assessing progress towards Outcome 10? Are the means of verification for the indicators appropriate?

Effectiveness

- To what extent have the regional/sub-regional goals, the CPO's and the GPs been achieved or are likely to be achieved?
- To what extent did the Norway and Sweden funding help in achieving the targets under the Outcome 10 indicators? How many targets were achieved with Norway and Sweden funding as a proportion of all Outcome 10 targets achieved in 2014-15?
- To what extent gender equality was mainstreamed in the programme interventions?

Efficiency of resource use

- Were regional/sub-regional, the CPO and the GP outputs produced and delivered as per the work plans/milestones?
- What was the quality and timeliness of delivery of allocated resources?
- Was there a logical and optimal use of resources?
- What per cent delivery of the budgets was achieved?

Impact

- How will achievement of the regional/sub-regional goals, the CPOs and the GPs contribute towards making a significant input to broader, long-term, sustainable development changes?
- To what extent was the gender dimension integrated/mainstreamed into policy proposals resulting from the programmes?

Sustainability

- To what extent did the regional/sub-regional goals and the CPO's produce (or are on the way to producing) durable interventions that can be maintained, or even scaled up and replicated, within the local development context, or in the case of a GP– sustainable as a global approach or policy?

Lessons Learned

- Which good practices and lessons can be drawn from the support provided by Norway and Sweden for the CPOs/GPs and overall implementation of the programmes that could be applied in the future?
- What are the recommendations for future XBTC support to the regional/sub-regional goals, CPOs and GPs in addressing the strengthening of workers' organizations?
- How useful is allocation at the level of Outcome for ILO's ability to deliver on its mandate?

Cross-cutting Themes

The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover the evaluators should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report.

METHODOLOGY

The evaluation will be undertaken by an evaluation team consisting of a senior evaluator as team leader with an evaluation team member. The team should combined have documented evaluation experience, knowledge of and experience with workers rights and organisations; and meeting the requirements of independence for carrying out independent evaluations for ILO. Familiarity with ILO is required. Broad global experience would be ideal given the scope of countries covered.

The evaluation team will undertake a desk review of appropriate material, including the project documents, progress reports and various results of the programmes, Outcome Based Work Plans, Programme and Budgets and Programme Implementation Reports.

Based upon this information, the evaluation team will prepare an inception report that will propose countries that should receive a field mission.

This will be followed by briefings and interviews with key personnel in ACTRAV (in field and headquarters), ACT/EMP, GENDER and other technical departments in ILO as appropriate.

Thereafter the evaluation team will undertake a mission to the field to 2-3 countries in which the project has operated (one country by the team leader and 1-2 countries by the team member). These countries could be selected based on

- More and less successful project results from perception of the project team
- Level of expenditure of the project funds;
- Representation of more than one geographic region
- Balance of countries in different levels of experience with implementing platforms or other transitional forms of organization and inter-action

In each country the evaluator from the evaluation team will hold personal interviews with relevant stakeholders of the programme (key staff members in the national workers' organizations), ILO officials, and other relevant key actors.

Focus group discussions or evaluation workshops may be conducted to gauge the views of stakeholders.

Visits to several areas on the ground where the programmes are operational may also be undertaken, if time allows, in order to obtain first-hand information and perspectives from workers and other programme stakeholders.

National consultants might be engaged in some of the countries selected based on initial assessment in the inception report.

MAIN OUTPUTS

The expected outputs to be delivered by the evaluator/s are:

- A. A desk review of programme related documents
- B. An inception report prepared by the evaluator identifying key aspects to address as well as approach and methods to be used
- C. Email and telephone interviews with ILO staff and partners as identified
- D. Draft evaluation report
- E. Final Report including:
 - Executive Summary with key findings, conclusions and recommendations
 - Description of the CPOs,
 - Clearly identified findings, including for each CPO and GP
 - Clearly identified conclusions and recommendations
 - Lessons learned
 - Emerging good practices and effective models of intervention.
 - Appropriate Annexes including the TORs for the independent evaluation

The report should follow the set out in the ILO's Evaluation Policy Guidelines and focus on giving a clear and concise analysis of the effectiveness of the programme in attaining the expected results and achievements.

The total length of the report should be a maximum of 50 pages, excluding annexes; additional annexes can provide background and details on Specific components of the programme evaluated.

All drafts and final outputs, including supporting documents, analytical reports and raw data should be provided both in paper copy and in electronic version (both in PDF and MS WORD compatible formats).

Ownership of data from the evaluation rests exclusively with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

The final report will be circulated to key stakeholders for their review. Comments from stakeholders will be consolidated by the Evaluation Manager and provided to the evaluator. In preparing the final report the evaluator should consider these comments, incorporate as appropriate and provide a brief note explaining why any comments might not have been incorporated.

SOURCES OF INFORMATION

Prior to the evaluation the evaluation team will receive all relevant programme documentation as listed below. This will be supplemented during the missions to the regions by documents provided by the national workers' organizations visited. Documents to be reviewed include:

- Programme documents including concept notes and CPOs.
- Log frames
- Previous relevant evaluation reports
- Annual and Semi-Annual Progress Reports
- Publications, tools and reports produced under the programmes.
- Relevant agreements between ILO/PARDEV and SIDA & Norway
- ILO Programme and Budgets, Outcome Based Work plans, and ILO Programme and Implementation Reports, DWCP documents as appropriate.
- Additional country-level material, such as any plans of actions, studies, training and advocacy materials, will be given to the evaluator/s during the field and ILO-HQ visit.

MANAGEMENT ARRANGEMENTS: WORK PLAN, TIMEFRAME AND PAYMENT SCHEDULE

It is suggested that the evaluation be conducted within the period of February to March 2016. The final report must be submitted to the Evaluation Manager no later than 31 March 2016.

It is proposed that the evaluation follows the timetable below:

- 10 days desk review of the background documents, including briefing to Geneva
- 21 days field mission
- 11 days for the preparation of the draft report
- 3 days for finalization of report
- Total of 45_ days

The inception report will determine the precise schedule and countries to be visited. The payment for field visits (DSA and travel) will be in accordance with countries chosen.

The practical arrangements for the mission to the field will be organised by the Evaluation Manager in collaboration with the ILO Field Offices, ACTRAV Specialists and partner workers' organisations.

Upon completion of the evaluation missions, a draft report will be compiled by the evaluator and submitted for comments to the Evaluation Manager two weeks after completion of the field missions. The final evaluation report should be submitted to the Evaluation Manager one week after receipt of consolidated comments.

The evaluation team will report to the Evaluation Manager and discuss any issues related to the evaluation process with the Evaluation Manager.

The evaluation team will receive a lump sum as advance payment to cover travel costs and DSA upon signing of the contract. A second payment of 50 % of fee will be made upon receipt of the first full draft and the third and final instalment will be paid on receipt of the final evaluation report by latest March 2016.

Appendix IV: Inception Report

Project Evaluation: GLO/14/60/NOR: Trade Unions for Social Justice – phase II
GLO/14/75/SID: Strengthening ILS in Global Supply Chains and EPZs

INCEPTION REPORT

Date of the evaluation: March/April 2016

Name of Consultant: David Spooner

Project Background

The ILO Strategic Policy Framework 2010–15 *Making Decent Work Happen*, adopted in 2009, centred on essential priorities in the world of work, captured in nineteen proposed outcomes. For each biennium, a Programme and Budget provided details on the strategies, targets, measurement of achievement, and the level of resources for each of the outcomes.

Outcome 10, “workers have strong, independent and representative organisations”, received funding support from both the Norwegian and Swedish donors in the 2012-13 biennium and 2014-2015.

The combined contributions of Swedish and Norwegian funds to Outcome 10 amount to 3.4 million USD in 2012-13. The amount in 2014-2015 is 2.1 million USD.

The focus of the evaluation will be on the Country Program Outcomes (CPOs) achieved and Global Products produced under two separate programmes that have been delivered through the ILO’s Bureau for Workers’ Activities (ACTRAV). In so doing the evaluation will assess the overall progress of project interventions in strengthening the capacity of workers’ organisations to enable them to promote the interests of workers in the social dialogue.

The evaluation will attempt to highlight the value of the funding and how it furthered the ILO agenda and promoted internal learning and accountability. It will also provide lessons on the value of outcome-based programming and funding methodology, and the longer-term goal of establishing monitoring and evaluation procedures under Outcome-Based Funding.

Operationally, the funding was used by ACTRAV to support CPOs identified in the Decent Work Country Programmes (DWCPs) in which the ILO works and to support the development or further refinement of Outcome 10 Global Products (GPs). The funding was used to support the seventeen CPOs listed below:

| Region | Country | Norway-funded CPOs | SIDA-funded CPOs |
|---------------|---------------|--------------------|------------------|
| Latin America | Latin America | RLA 802 | |
| Americas | Brazil | | BRA802 |
| | cancelled | | cancelled |
| | Costa Rica | | CRI802 |
| | Panama | | PAN802 |
| | Paraguay | | PR802 |
| Asia | Bangladesh | | BGD802 |

| Region | Country | Norway-funded CPOs | SIDA-funded CPOs |
|---------------|----------------------------|--------------------|------------------|
| | India | IND 802 | |
| | Indonesia | | IDN802 |
| | Kazakhstan | KAZ 802 | |
| | Lebanon | LBN 802 | |
| | Nepal | NEP 802 | |
| | Philippines | | PHL802 |
| | Sri Lanka | | LKA802 |
| Africa | Kenya | KEN 802 | |
| | Madagascar | MDG802 | |
| | Malawi | MWI 802 | |
| | Somalia | SOM 802 | |
| | Swaziland | SWZ 802 | |
| | Uganda | | UGA802 |
| | Zambia | ZMB 802 | |
| | Zimbabwe | | ZWE802 |
| Europe | Armenia | ARM 802 | |
| | Republic of Moldova | MDA 802 | |

In order to accomplish the CPOs listed above, ACTRAV implemented the two projects described below.

A. GLO/14/60/NOR (21/11/2014 to 29/02/2016)

Trade Unions for Social Justice – phase II (Norwegian-funded)

The project aimed to empower workers' organisations through capacity building and increasing their influence on policies related to labour and rights.

The project supported trade unions in line with the relevant CPOs at country level in 10 countries as well as at regional level: **India, Nepal, Armenia, Kazakhstan, Moldova, Kenya, Swaziland, Somalia, Lebanon, regional activities in Latin-America.**

In doing so, the Project built on previous achievements in India, Nepal, Armenia, Kazakhstan, Moldova, Kenya, Swaziland and Latin America, while at the same time addressing particular situations in Somalia and Lebanon.

The ILO wished to explore the options for an intervention in Ghana's oil sector, in cooperation with workers' and employers' organizations from Norway. The project was the main vehicle through which this work was undertaken.

The implementing partners were national centre trade unions, and through them supporting partnerships with other relevant stakeholders. When applicable, the implementation brought the various trade unions together in platforms, allowing the activities to have positive side effects through effectively building and maintaining arenas of confidence building within the labour movement.

The light earmarking was designed to allow the ILO to implement the Project in line with the identified needs of the constituency, rather than a top-down thematic approach.

The Immediate Objectives were:

- Improved capacity of national trade unions in the areas of collective bargaining, trade union services, gender equality and participation in the DWCPs;
- Strengthened national trade union platforms and regional networks to enhance union influence on national policies.

B. GLO/14/75/SID (29/01/14 to 31/12/15)

SIDA-funded

This project combined two components:

1. to identify ways and means to improve working conditions in Global Supply Chains (GSC) with a focus on the respect of workers' rights.
This component of the project concentrated its efforts on research and knowledge building related to cross border social dialogue and on the role that could be played by the ILO within the framework of the ILC discussion scheduled in 2016.
2. strengthening International Labour Standards, with a particular focus on freedom of association and the right to collective bargaining, in GSC and Export Promotion Zones (EPZs).
This component targeted union leaders and union reps that were involved in the process of organizing workers in supply chains and EPZs at different levels, from the GUFs down to sectoral and enterprise unions on the ground.

The project strategy was based on capacity development through three main areas of intervention based on:

- Research and knowledge building on GSC and EPZ;
- Organizing workers in GSC and EPZs and
- Support labour education programmes benefitting workers in the GSC and EPZs.

The project was also to facilitate the participation of trade unions to contribute to the thematic areas under the SIDA partnership agreement.

The project will focus on three strategic areas of work, namely:

- Develop an advanced knowledge base on cross border social dialogue and on the role of the ILO to promote it.
- Strengthening workers' rights and in particular freedom of association and collective bargaining in GSC and in the exporting processing zones (EPZ).
- Develop advanced knowledge and labour education targeting workers in GSC and EPZ.

Capacity development of trade unions was to be developed by ACTRAV by drawing the required expertise from the labour movement as well as by working together with other ILO technical departments and the ILO's field structure.

Purpose, Scope and Audience of the Evaluation

The main purpose of the evaluation is to examine the CPOs achieved and Global Products (GPs) produced under Outcome 10 and which were funded by Sweden and Norway and to assess their contribution towards achieving Outcome 10. This assessment will cover relevance, effectiveness, efficiency and sustainability of the outputs and outcomes.

The scope of the evaluation is the 16 countries and one region (listed earlier) in which the programme operated from 2014 to 2015 and the GPs which were developed under the programme.

The main users of the evaluation will be ACTRAV headquarters and field specialists, main workers' organizations in the countries under review, programme managers, main national partners, ILO field

office directors, technical support at headquarters, field and HQ technical specialists, and the donors. ILO Evaluation Office and responsible evaluation focal points will also be users.

Evaluation criteria and questions

The evaluation will take into consideration the criteria defined by OECD/DAC that are directly in line with the international standards of good practices. These criteria are: relevance, effectiveness, efficiency, impact and sustainability. During the evaluation process, the following key questions will be addressed:

A. Relevance:

- a. What was the relevance of the regional/sub-regional goals, the CPO's and GPs funded by Norway and Sweden to the Outcome 10 Strategy in the ILO Programme and Budget and Outcome Based Work plan?
- b. How well did the regional/sub-regional goals, the CPO's and the GPs link and/or contribute to other ILO Outcomes and DWCPs?
- c. Were the ILO interventions consistent with worker organizations' needs and concerns?

B. Validity of intervention design

- d. What factors were considered in selection of regional/sub-regional goals, the CPO's and the GPs for Sweden and Norway funding?
- e. Were the interventions chosen for the regional/sub-regional goals, the CPO's and the GPs logically coherent and realistic?
- f. How useful and appropriate have the P&B indicators been in assessing progress towards Outcome 10? Are the means of verification for the indicators appropriate?

C. Effectiveness

- a. To what extent have the regional/sub-regional goals, the CPO's and the GPs been achieved or are likely to be achieved?
- b. To what extent did the Norway and Sweden funding help in achieving the targets under the Outcome 10 indicators? How many targets were achieved with Norway and Sweden funding as a proportion of all Outcome 10 targets achieved in 2014-15?
- c. To what extent gender equality was mainstreamed in the programme interventions?

D. Efficiency of resource use

- a. Were regional/sub-regional, the CPO and the GP outputs produced and delivered as per the work plans/milestones?
- b. What was the quality and timeliness of delivery of allocated resources?
- c. Was there a logical and optimal use of resources?
- d. What per cent delivery of the budgets was achieved?

E. Impact

- a. How will achievement of the regional/sub-regional goals, the CPOs and the GPs contribute towards making a significant input to broader, long-term, sustainable development changes?
- b. To what extent was the gender dimension integrated/mainstreamed into policy proposals resulting from the programmes?

F. Sustainability

- a. To what extent did the regional/sub-regional goals and the CPO's produce (or are on the way to producing) durable interventions that can be maintained, or even scaled up and replicated, within the local development context, or in the case of a GP—sustainable as a global approach or policy?

G. Lessons Learned

- a. Which good practices and lessons can be drawn from the support provided by Norway and Sweden for the CPOs/GPs and overall implementation of the programmes that could be applied in the future?
- b. What are the recommendations for future XBTC support to the regional/sub-regional goals, CPOs and GPs in addressing the strengthening of workers' organizations?
- c. How useful is allocation at the level of Outcome for ILO's ability to deliver on its mandate?

Cross-cutting Themes

The gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover the evaluators will review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report.

Methodology

The evaluation will be conducted through:

Initial briefing:

Initial consultation with ILO specialists and support staff in Geneva. The objective of the consultation is to gain a deeper understanding of the project, including management arrangements, and review available data sources and data collection instruments.

Following the initial briefing, three countries were identified for field missions, and a list of required documentation will be compiled for evaluation purposes.

Desk Review:

Review of project background materials and project reports before conducting interviews or trips to the countries identified.

Interviews:

Individual or group interviews will be conducted with the following:

1. ACTRAV staff engaged in project management or activities
2. Donor representatives
3. Interviews with direct and indirect beneficiaries
4. Interviews with national counterparts (government, public institutions, social partners, IPs, etc.)
5. Regional or global representatives of ITUC and relevant GUFs

The ILO evaluation guidance and checklists will serve as guide for all stages of the evaluation.

Management arrangements and work plan:

The evaluation will be undertaken by Dave Spooner, assisted by Jess Whelligan.

In the initial briefing stage, it proved very difficult to obtain country-level reports of activity or other documentation beyond very brief descriptions within draft overall global reports. But the schedule

for the evaluation did not allow us to wait for further documents to arrive before making the practical arrangements for field visits.

After deliberation and discussion, it is proposed that field visits be undertaken in Swaziland, Kenya and Indonesia.

It is also proposed that the evaluation include a visit to the ILO Office in Delhi, to meet and have a discussion with Mr Magnus Berge, former ACTRAV Specialist in Workers' Activities responsible for coordinating the Norwegian-funded elements of the project. Mr Berge was transferred to the ILO Delhi office shortly before the project period was to end, and there appears to be some confusion in ACTRAV on the subsequent location of detailed Norwegian-funded project documentation. It is essential that the evaluation includes detailed discussion with Mr Berge.

India and Kenya had by far the highest national allocations of Norwegian funding in 2014: USD 292,200 and USD 172,584 respectively. India was the location of field visits in the project evaluation undertaken in 2014, and is well-documented, therefore it is proposed to undertake a field visit to Kenya.

Latin American countries were not considered for operational reasons (cost and administration of interpretation and translation). Activities in Nepal have of course been severely disrupted by the 2015 earthquake and political upheavals concerning the constitutions.

Although the budget was far less, the programme in Swaziland is of particular importance and interest, given the major denial of basic trade union rights, and the apparent lack of documentation of project activities.

We wish to ensure that we include at least one country that participated in the SIDA-funded project activities, and that at least one country in Asia. Due to the importance of the Global Supply Chains elements of the project, and the interesting partnership with the most relevant GUF (IndustriALL), it is proposed to include Indonesia.

We also propose that we return to Geneva for meetings / interviews with ACTRAV staff after we have completed the desk review of project material.

Hence, we propose Indonesia, Swaziland and Kenya to be the locations for field visits, as well as discussions with ILO staff in India and Geneva.

| | |
|--|---|
| 16-18 March 2016 | Initial Briefing, Geneva |
| 21 March – 1 April | Desk Review |
| 5-9 April, Swaziland (Jess Whelligan) | Interviews with union representatives, field visits to partner organisations and project participants |
| 4-6 April, Geneva (Dave Spooner) | Interviews with ACTRAV and other relevant departmental staff |
| 10-16 April, Nairobi and Kisumu (Jess Whelligan) | Field visits to partner organisations and project participants |
| 10-12 April, Delhi (Dave Spooner) | Meetings With Magnus Berge |
| 13-16 April, Jakarta (Dave Spooner) | Interviews with union representatives, field visits to partner organisations and project participants |
| 18-28 April | Preparation of draft report |
| 29 April | Presentation of Draft Report |

ANNEX 1. DATA COLLECTION PLAN

| EVALUATION QUESTIONS | INDICATOR | SOURCES OF DATA | METHOD |
|---|--|---|---------------------------|
| A. Relevance: | | | |
| a. What was the relevance of the regional/sub-regional goals, the CPO's and GPs funded by Norway and Sweden to the Outcome 10 Strategy in the ILO Programme and Budget and Outcome Based Work plan? | Project goals, CPOs and GPs remain relevant to the Outcome 10 Strategy | <ul style="list-style-type: none"> - Original project proposals. - Workers' Representatives. - ILO Specialists | Desk review Interviews |
| b. How well did the regional/sub-regional goals, the CPO's and the GPs link and/or contribute to other ILO Outcomes and DWCPs? | Relevance of project goals, CPOs and GPs to other ILO Outcomes and DWCPs | <ul style="list-style-type: none"> - Project proposals. - ILO Outcome and DWCP documentation | Desk Review |
| c. Were the ILO interventions consistent with worker organisations' needs and concerns? | Relevance of project interventions to worker organisations' needs and concerns | <ul style="list-style-type: none"> - Project proposals. - Workers' representatives | Desk review Interviews |
| B. Validity of design: | | | |
| a. What factors were considered in selection of regional/sub-regional goals, the CPOs and the GPs for Sweden and Norway funding? | Correlation between criteria for selection and goals, CPOs and GPs | <ul style="list-style-type: none"> - Goals, CPOs, GPs - Project proposals - ILO staff | Desk review Interviews |
| b. Were the interventions chosen for the regional/sub-regional goals, the CPO's and the GPs logically coherent and realistic? | Coherence and practicality of interventions | <ul style="list-style-type: none"> - Project proposals. - ILO Staff - Workers' representatives | Desk review Interviews |
| c. How useful and appropriate have the P&B indicators been in assessing progress towards Outcome 10? Are the means of verification for the indicators appropriate? | Relevance of P&B indicators and means of verification to Outcome 10. | <ul style="list-style-type: none"> - P&B Indicators and means of verification | Desk review |

| EVALUATION QUESTIONS | INDICATOR | SOURCES OF DATA | METHOD |
|---|--|---|---------------------------|
| C. Effectiveness: | | | |
| a. To what extent have the regional/sub-regional goals, the CPO's and the GPs been achieved or are likely to be achieved? | Successful outcomes or intermediate results | <ul style="list-style-type: none"> - Monitoring and Evaluation Plans - Project reports - Project staff - Workers' Representatives | Desk review Interviews |
| b. To what extent did the Norway and Sweden funding help in achieving the targets under the Outcome 10 indicators? How many targets were achieved with Norway and Sweden funding as a proportion of all Outcome 10 targets achieved in 2014-15? | Comparison between Norway/SIDA-funded targets and indicators, and overall Outcome 10 results | <ul style="list-style-type: none"> - Outcome 10 results by indicator - Project reports | Desk review Interviews |
| c. To what extent gender equality was mainstreamed in the programme interventions? | Relevance of project goals, CPOs and GPs to gender equality | <ul style="list-style-type: none"> - Project proposals and activity reports - Project staff - Workers' representatives | Desk Review Interviews |
| D. Efficiency of resource use: | | | |
| a. Were regional/sub-regional, the CPO and the GP outputs produced and delivered as per the work plans/milestones? | Delivery of CPO and GP outputs as per work plans and milestones | <ul style="list-style-type: none"> - Work plans - Project reports | Desk Review Interviews |
| b. What was the quality and timeliness of delivery of allocated resources? | Efficiency and quality of resources delivery | <ul style="list-style-type: none"> - Project team - Budgets | Desk Review Interviews |
| c. Was there a logical and optimal use of resources? | Logical use of resources | <ul style="list-style-type: none"> - Project team - Budgets | Desk Review Interviews |
| d. What per cent delivery of the budgets was achieved? | Percentage of budgets achieved | <ul style="list-style-type: none"> - Budgets - Financial reports | Desk Review Interviews |

| EVALUATION QUESTIONS | INDICATOR | SOURCES OF DATA | METHOD |
|--|---|--|---------------------------|
| E. Impact: | | | |
| a. How will achievement of the regional/sub-regional goals, the CPOs and the GPs contribute towards making a significant input to broader, long-term, sustainable development changes? | Contribution of goals, CPOs and GPs to longer-term sustainable development | - Project proposals. - Project reports - Beneficiary organisations | Desk Review Interviews |
| b. To what extent was the gender dimension integrated/mainstreamed into policy proposals resulting from the programmes? | Relevance of policy proposals to gender equality | - Policy proposals | Desk Review |
| F. Sustainability: | | | |
| a. To what extent did the regional/sub-regional goals and the CPO's produce (or are on the way to producing) durable interventions that can be maintained, or even scaled up and replicated, within the local development context, or in the case of a GP– sustainable as a global approach or policy? | Extent to which successful outcomes are likely to be sustained, improved or duplicated beyond the life of the project | - Project Reports - Workers' Representatives. - Project staff | Desk Review Interviews |
| G. Lessons learned: | | | |
| a. Which good practices and lessons can be drawn from the support provided by Norway and Sweden for the CPOs/GPs and overall implementation of the programmes that could be applied in the future? | Good practices identified | - Project Reports - Workers' representatives. - Project staff | Desk Review Interviews |
| b. What are the recommendations for future XBTC support to the regional/sub-regional goals, CPOs and GPs in addressing the strengthening of workers' organizations? | Recommendations identified | - Project reports - Workers' representatives - Project staff | Desk Review Interviews |
| c. How useful is allocation at the level of Outcome for ILO's ability to deliver on its mandate? | Value of outcome-based funding allocation to ILO mandate | - ILO staff | Interviews |

ANNEX 2. DOCUMENTS REVIEWED

Documents received to date (22 March)

Background

- Mid-Term Review of the SIDA-ILO Partnership Programme
- Sweden-ILO Cooperation Factsheet
- Norway-ILO Cooperation Factsheet
- Final Independent Evaluation of SIDA and Norwegian outcome-based funding (2012-13) - Outcome 10
- ILO's Strategic Policy Framework 2010–15
- ILO's Programme and Budget for the Biennium 2014-15
- Østergaard & Kokanova, Mid-term "Review of SIDA's Global Support to ILO's Decent Work Agenda", October 2015, Indevlop, Stockholm
- ILO Independent Evaluation Report, Outcome 10, November 2014
- ILO Annual Evaluation Report 2014-15 (September 2015)
- ILO Results Framework, 2016-17
- ILO programme implementation 2014–15, Report to Governing Body, March 2016

Key Documents

- Terms of Reference Independent Final Independent Evaluation of Outcome 10
- Norway-ILO Programme Cooperation Agreement 2012-15
- Agreement SIDA-ILO Partnership Programme 2014-17

Project Reports (2014-15)

- ILO, "Outcome 10: Workers have strong, independent and representative organizations", undated.
- Norway-ILO Programme Cooperation Agreement 2012-15 (PCA) Phase II, 2014-15, Progress Report 2014 (May 2015)
- ILO, "Template for final reporting – Phase II (2014-15) of Norway-ILO Partnership Cooperation Agreement 2012-15", draft, undated.
- SIDA-ILO Partnership Programme, 2014-17, Phase I, 2014-15, Progress Report 2014 (May 2015)
- ILO "Template for final reporting – Phase I (2014-15) of SIDA-ILO Partnership Programme 2014-17, draft, undated.

Activity Reports

- ILO project "Training of trade unionists on the implementation of ILO Conventions on OSH", National Trade Union Confederation of **Moldova**, Final Report., October 2015, Chisinau.
- ILO-ACTRAV / Norway Project – Trade Unions for Social Justice, **India** Project Report, 2015, Delhi
- Certificate Course in Trade Unionism for Social Justice in East Africa, Graduation 2013 (December 2013), Tom Mboya Labour College, **Kenya**
- ZCTU **Zimbabwe**, EPZ Membership Recruitment Report, Sept-Oct 2015.

Additional and Reference Material

- ILO, Trade Union Manual on Export Processing Zones, 2014, ITC-ILO Turin

ANNEX 3. EVALUATION SCHEDULE

| | |
|--|---|
| 16-18 March 2016 | Initial Briefing, Geneva |
| 21 March – 1 April | Desk Review |
| 5-9 April, Swaziland (Jess Whelligan) | Interviews with union representatives, field visits to partner organisations and project participants |
| 4-6 April, Geneva (Dave Spooner) | Interviews with ACTRAV and other relevant departmental staff |
| 10-16 April, Nairobi and Kisumu (Jess Whelligan) | Field visits to partner organisations and project participants |
| 10-12 April, Delhi (Dave Spooner) | Meetings With Magnus Berge |
| 13-16 April, Jakarta (Dave Spooner) | Interviews with union representatives, field visits to partner organisations and project participants |
| 18-28 April | Preparation of draft report |

ANNEX 4. OUTLINE OF FINAL EVALUATION REPORT

1. Title page
2. Table of Contents, including List of Appendices, Tables
3. List of Acronyms or Abbreviations
4. Executive Summary
5. Project background (historical background, context, intervention logic, implementation)
6. Evaluation background and Methodology (purpose, scope, work plan, limitations)
7. Activities and outputs (Status of outcomes)
8. Answers to evaluation questions for each criteria
9. Conclusions
 - a. Overall assessment (based on answers to evaluation questions)
 - b. Lessons learned
 - c. Recommendations
10. Annexes

Appendix V: Persons Interviewed

| ILO Geneva | | |
|---------------------------------|---|--|
| Mr Claude Kwaku Akpokavie | Senior Advisor | ACTRAV |
| Mr Enrico Cairola | Programme & Operations Specialist | ACTRAV |
| Mr Frank Hoffer | Senior Research Officer | ACTRAV |
| Mr Andrea Marinucci | Donor Relations Officer | PARDEV |
| Mr Mohammed Mwamadzingo | Regional Desk Officer for Africa | ACTRAV |
| Ms Lene Olsen | Senior Specialist in Workers' Activities | ACTRAV |
| Mr Peter Rademaker | Coordinator, Resources Mobilization and Donor Relations | PARDEV |
| Ms Hilda Sánchez | Desk Officer for the Americas Region | ACTRAV |
| Mr Guy Thijs | Director | EVAL |
| Mr Shigeru Wada | Desk Officer for Asia and the Pacific Region | ACTRAV |
| Mr Peter Wichmand | Senior Evaluation Officer | EVAL |
| Global Union Federations | | |
| Mr Kirill Buketov | Sector Coordinator, Aquaculture and Fisheries | IUF |
| Ms Christina Hajagos-Clausen | Textile & Garment Industry Director | IndustriALL |
| India | | |
| Mr Magnus Berge | Senior Specialist in Workers' Activities (formerly CTA for Norwegian-funded activities) | ILO Decent Work Team for South Asia and Country Office for India |
| Ms Panudda Boonpala | Director | ILO Decent Work Team for South Asia and Country Office for India |
| Indonesia | | |
| Mr Jimmy Fritzsonda | International Relations | GARTEKS |
| Mr Iwan Kusmawan | President | SPN |
| Mr Soeharjono Soeharjono | | ILO-ACTRAV |
| Ary Joko Sulisty | Chairman | GARTEKS |
| Ms Darlina Lumban Toruan | | SPN |
| Focus Group | Project participants | SPN |
| Focus Group | Project participants | GARTEKS |
| Swaziland | | |
| Ms Inviolata Chinyangarara | Senior Specialist: Workers' Activities | ILO Decent Work Team: East & Southern Africa |
| Ms Phumelele Dlamini-Zulu | Secretary | TUCOSWA Interim Gender Commission |
| Mr Wandile Dlodlu | Activist | Swaziland United Democratic Front |
| Mr Mduduzi C.Gina | 1 st Deputy Secretary-General | TUCOSWA |
| Mr Siphon Gumedze | Attorney / Trainer | |
| Mr Vincent V.Ncongwane | Secretary-General | TUCOSWA |
| Focus Group | Participants (four women) | 'Gender interim structure' TUCOSWA |
| Focus Group | Participants (eight men) | 2014 Paralegal Training Workshop |
| Kenya | | |
| Mr Ernets Nadome | 1 st Asst General Secretary | COTU |
| Mr Isaiah B.Kirigua | Senior Deputy Labour Minister | Ministry of Labour |
| Ms Helen Apiyo | Deputy Labour Minister | Ministry of Labour |
| Mr Linus W.Kiriuki | Head of Industrial Relations | Federation of Kenyan Employers |
| Ms Eva Magiri | FIC Project Coordinator | TMLC |
| Mr Nicholas Oundo | Acting Principal | TMLC |
| Ms Susan Akinyi Manji | 2015 Course Graduate | TMLC |
| Ms Damaris Muhika | Project Coordinator | COTU |
| Focus Group | Interim police union committee and COTU representatives | |
| Focus Group | Participants (17 men, 3 women) | LO-FTF Shop Stewards Course, TMLC |
| By Skype/ Phone | | |
| Arun Kumar | Senior Specialist in Workers' Activities | ACTRAV, Bangkok |

Appendix VI: Bibliography and Documents reviewed

Key Documents

- Terms of Reference Independent Final Independent Evaluation of Outcome 10
- Norway-ILO Programme Cooperation Agreement 2012-15
- Agreement SIDA-ILO Partnership Programme 2014-17
- ILO, “Outcome 10: Workers have strong, independent and representative organizations”, extract from Programme Implementation Report 2014-15
- Norway-ILO Programme Cooperation Agreement 2012-15 (PCA) Phase II, 2014-15, Progress Report 2014 (May 2015)
- ILO, “Template for final reporting – Phase II (2014-15) of Norway-ILO Partnership Cooperation Agreement 2012-15”, draft, undated.
- ILO Project Financial Status Report by Project Outcomes, Output and Activity and Expenditure Category, GLO/14/60/NOR (104983) Outcome 10: Thematic Funding for 2014-15 (Norway-ILO Partnership Programme 2012-15), April 2016.
- SIDA-ILO Partnership Programme, 2014-17, Phase I, 2014-15, Progress Report 2014 (May 2015)
- ILO “Template for final reporting – Phase I (2014-15) of SIDA-ILO Partnership Programme 2014-17, draft, undated.
- ITC-ACTRAV, Report from regional course: “A159006 on Global Supply Chains and Trade Union Strategies”, Lome, 29 February – 11 March, 2016

Evaluation Guidance

- EVAL Checklist & Protocols
- EVAL Guidance Notes
- EVAL Templates, Forms and Tools
- ILO Code of Conduct Agreement for Evaluators

Background

- Martin Østergaard Nora Kokanova, Final Report, Review of SIDA’s Global Support to ILO’s Decent Work Agenda, 29 October 2015 Indvelop AB, Sweden
- Sweden-ILO Cooperation Factsheet
- Norway-ILO Cooperation Factsheet
- Final Independent Evaluation of SIDA and Norwegian outcome-based funding (2012-13) - Outcome 10
- ILO’s Strategic Policy Framework 2010–15
- ILO’s Programme and Budget for the Biennium 2014-15
- ILO Independent Evaluation Report, Outcome 10, November 2014
- ILO Annual Evaluation Report 2014-15 (September 2015)
- ILO Results Framework, 2016-17
- ILO programme implementation 2014–15, Report to Governing Body, March 2016
- ILO, Trade Union Manual on Export Processing Zones, 2014, ITC-ILO Turin
- India Decent Work Country Programme 2013-17
- Indonesia Decent Work Country Programme 2012 – 2015
- Kenya Decent Work Country Programme 2013 – 2016
- Swaziland Decent Work Country Programme 2010 - 2014

Documents reviewed specifically related to individual project components

See table in following pages

Documents specifically related to individual project components

| Output | Activity/ Budget | Documents Received |
|---|---|--|
| Norwegian Government-funded | | |
| 01.01 ARM Increased visibility of HAMK's youth structure | Training on the collective bargaining for the transport and service sectors unions \$7,943 | <ul style="list-style-type: none"> • ILO, Report of Workshop « Efficient collective bargaining in Mining and Metallurgy», 27-28 July 2014, Tsaghkadzor, Armenia. • [‘Narrative Report: Metallurgy’ Russian untranslated, 27-28 July 2014, Tsaghkadzor, Armenia.] • ILO-ACTRAV, Report of Mission to Armenia, 15-20 September, 2014 • Summary Report, Sub regional workshop “Informal economy; trade union policies and actions”, 17 September, 2014, Yerevan, Armenia. • ILO, Report of Training for TU leaders on Organizational culture of TUs, TU leader image, Public speaking and business communication, 14-17 May 2015, Tsaghkadzor, Armenia. • [‘Narrative Report’ Russian untranslated, 14-17 May 2015, Tsaghkadzor, Armenia.] • Report of ‘Seminar on Informal Employment in the Agricultural Sector of Armenia’ 2-3 June, 2015 (?) Tsaghkadzor, Armenia. • Railway & Communications Workers Union, Tsaghkadzor, Armenia, Final financial reports of the ‘Seminar on Collective Agreements’, 9-10 December, 2014 |
| | Trade Union Youth School Preparations of Young leaders \$3,913 | <ul style="list-style-type: none"> • Industry Workers’ Union of Armenia, Report of ILO / IndustriALL workshop for young activists, 25-26 July 2014, Tsaghkadzor, Armenia. • Railway & Communications Workers Union, Tsaghkadzor, Armenia, Final financial reports of the ‘Workshop on Trade Union Motivation for Trade Union Youth’ 6-7 December, 2014 |
| 02.01 IND Trade Unions have improved capacity on core trade union issues, including the core conventions | State level campaign on awareness and promotion of ratification of CLS \$14,267 | <ul style="list-style-type: none"> • ILO-ACTRAV / Norway Project - “Trade Unions for Social Justice” Project Activities (India) Status on Progress in 2014 • ILO-ACTRAV / Norway Project – Trade Unions for Social Justice, India Project Report, 2015 • ILO-ACTRAV / Norway Project – “Trade unions for Social Justice”, Project Closure |

| Output | Activity/ Budget | Documents Received |
|--|---|--|
| | <p>Strengthening Zone & District level JAF on CLS Ratification campaign in Project States \$53,431</p> | <p>Report (India), 31 March 2016</p> <ul style="list-style-type: none"> • Report of the Uttar Pradesh CLS Campaign, December 2014 • Report of Uttar Pradesh State Caravan Campaign, 10-20 December 2014 • Report of the Maharashtra CLS Campaign, May-June 2015 • Report of Andhar Pradesh JAF CLS Campaign, July 2015 • Report of NCM with NTUs on CLS, May 2014 • Report of RPM with NTUs on CLS, December 2014 • Report of Patna State-Level Training on CLS, June 2014 • Report of West Bengal State State-Level Training on CLS, June 2014 • Report of Maharashtra State-Level Training on CLS, August 2014 • Report of Assam State-Level Training on CLS, September 2014 • Report of Uttar Pradesh State-Level Training on CLS, October 2014 • Report of Uttar Pradesh Second-line Leaders Training, October 2014 • Report of AP State-Level Training on CLS, October 2014 • Contact Details of Joint Action Forum Convenors • List of State Joint Action Forums • Report of Six Zone & District Level Training on CLS |
| <p>02.02 IND Trade Unions extend the use of joint platforms</p> | <p>A two-day national consultative workshop on Trade Union Approaches and Strategies for formalization of Informal Economy workers and labour law reforms \$9,432</p> | <ul style="list-style-type: none"> • Report of Consultative workshop on developing trade union approaches and strategies for organizing informal economy workers, 28–29 March 2016, Mumbai |
| | <p>National Workshop with TUs on ratification of Domestic Workers Convention C189 \$11,516</p> | <ul style="list-style-type: none"> • Report of National Consultative Workshop on Developing Trade Union Strategies for inclusion of vulnerable women workers, 7- 8 December 2015, Mumbai |

| Output | Activity/ Budget | Documents Received |
|---|---|---|
| 03.01 KAZ Stronger trade union presence in the industrial sectors in Aktiubinsk, Kostanay, Eastern Kazakhstan, Karaganda and Pavlodar region | Round table on promotion of the sectoral agreements and bargaining in the Industrial sector \$11,766 | <ul style="list-style-type: none"> • Katorcha S.F., Letter to Minister of Justice of the Republic of Kazakhstan, concerning labour law reform, [undated]. • Report of Sub-regional workshop for young union activists from Central Asian countries «Trade union youth and its role in organising and mobilising», and 14-16 July 2015, Almaty, Kazakhstan • Financial Report [Russian untranslated] from sub-regional workshop, 14-16 July 2015, Almaty, Kazakhstan • Narrative Report [Russian untranslated] from sub-regional workshop, 14-16 July 2015, Almaty, Kazakhstan • CFTUK, Document [Russian untranslated], 5 October, 2015 |
| 04.01 KEN The new police union in Kenya is up and running, providing at least one form of services for members. | KEN Police course \$40,000 | <ul style="list-style-type: none"> • Certificate Course in Trade Unionism for Social Justice in East Africa, Graduation 2013 (December 2013), Tom Mboya Labour College, Kenya • Programme and Participant List for “Enhancing Police-Management Relations in Africa: The Case of Kenya Police Union” Study Visit and Basic Training Workshop with Lessons from Norway and South Africa, 24-28 August 2015. • Legal documents regarding registration of Kenya Police Union, May 2014 - June 2015 • ILO, 2015. Enhancing Police-Management Relations in Africa: The Case of Kenya Police Union • Kenya police union case updates • ILO. Police-management meetings-list of participants 18aug 2015 • ILO. Police-management meetings - Kenya Police Union participants 16aug2015 • ILO-COTU - Police course agenda - 24-28 2015 [Kenya] • ILO-COTU - Kenya Police Union-Way forward 27Aug 2015 • ‘Enhancing Police-Management Relations in Africa’ PowerPoint presentation – Basic Training Workshop, Kenya 26-28 August 2015 |

| Output | Activity/ Budget | Documents Received |
|---|--|---|
| 04.02 KEN Trade Union better prepared for engaging in Social Dialogue | Social Dialogue course, Tom Mboya Labour College (TMLC) \$47,251 | <ul style="list-style-type: none"> • TMLC Certificate Course in Trade Unionism for Social Justice in East Africa, Graduation 2013 (December 2013) • TMLC – 2015-18 Strategic Plan • TMLC Training Curriculum - November, 2015 • Certificate Course docs • ILO. Certificate Course in Trade Unionism for Social Justice in East Africa – concept note • ILO-COTU –certificate course in TUism 201 (participant list) • TMLC-ILO. Module Programme for Certificate Course 2015 • TMLC-ILO. Module Programme for CC 2015 [23rd Nov - 8th Dec only] • Email: from Mohammed to certificate students – Nov – Dec 2015 • TMLC-ILO. Certificate graduation program 2015 • ILO, 2015. Productivity, improvement and the role of trade unions. • COTU-LO/FTF – Elementary Training Manual for Shop Stewards – 2009 • COTU-LO/FTF – Intermediate Training Manual for Shop Stewards – 2009/10) |
| 05.01 RLA TUCA has stronger and consistent media strategy, allowing better flow of information and ideas, as well as coordinated approaches to common issues | Distance course TUCA-ACTRAV on communication and negotiation techniques \$178,723 Regional Workshop – Practical Techniques of Union Communication \$140,000 | <ul style="list-style-type: none"> • Report: “Fortalecimiento de la organizaciones sindicales para la democratización de los medios de comunicación en América Latina y el Caribe” Marzo – noviembre 2015 [Spanish untranslated] • Summary Report of Latin America final project, 2015. |
| 06.01 LBN The trade union provides legal services to informal and formal economy workers | Newly established Trade Union provides relevant legal services to vulnerable workers \$120,000 | |
| 07.01 MDA NTUCM is familiar with national legislation and the EU directives on OSH | MDA Project launch and planning \$1,500 | <ul style="list-style-type: none"> • Final Report, and Final Statement of Account: ILO project “Training of trade unionists on the implementation of ILO Conventions on OSH”, National Trade Union Confederation of Moldova, October 2015 • ILO project “Training of trade unionists on the implementation of ILO Conventions on OSH”, National Trade Union Confederation of Moldova, Final Report., October |
| | Workshop-Exchange of experience in OSH field \$13,225 | |

| Output | Activity/ Budget | Documents Received |
|--|--|--------------------|
| | Printing of Collection of ILO conventions ratified by Republic of Moldova to be distributed during trainings \$8,850 | 2015, Chisinau. |
| | Round table with representatives of branch trade unions on the situation in the OSH field at branch level project launch and planning \$1,250 | |
| | 3 regional round tables on OSH situation at territorial level \$4,375 | |
| | 15 regional trainings on enhancing the skills in the OSH field \$17,879 | |
| | Evaluation of the project \$1,800 | |
| 08.01 NPL Trade unions are better prepared to provide services for members, both in the formal and informal economy | Organizing an advance TOT for trade union educators \$14,800 | |
| | Orientation training to 125 new leaders and rank and file members about collective bargaining at national/sector/level \$6,296 | |
| | Massive workers' education on new labour laws, social security rights/systems and other fundamental rights \$23,991 | |

| Output | Activity/ Budget | Documents Received |
|--|--|--|
| | Strengthening unions of formal/informal economy workers through better service to their members \$7,475 | |
| 08.02 NPL Enabling environment created for ratifying fundamental ILO conventions (87, 102, 81, 122, & 143) applying | Inter-Union collaboration for promoting decent work by mobilizing women and youth \$12,637 | |
| | Working with media for advocacy on application of international labour standards \$15,303 | |
| | Evaluation and experience sharing meetings \$286 | |
| 09.01 SOM Fact Finding Mission | Awareness Raising Campaign on ILO Conventions C87 and C98 & their Domestication \$9,089 | <ul style="list-style-type: none"> • Report of a three-day Seminar on Role of Somali Trade Unions on Constitutional Review Process in Mogadishu, Somalia, on 14-16 December 2015. |
| | Workshop on Role of Trade Unions in National Constitution-Making and Federal State Building \$8,633 | |
| | Seminar on Freedom of Association and Collective bargaining \$10,000 | |
| | Development of Dynamic, Professional, Easily Accessible FETSU website \$1,600 | |

| Output | Activity/ Budget | Documents Received |
|---|--|---|
| 10.01 ZAF A short term academic programme that targets TU activists & leaders | Knowledge capacity building through production and editing of weekly labour columns \$62,107 | <ul style="list-style-type: none"> Wits University/ ILO/ FES/ GLU, Report of 'Engage Programme: South Africa 2015, Empowerment & Capacity Building for Global Trade Unionists & Labour Activists', February 2016 |
| 11.01 SWZ TUCOSWA has increased capacity to promote ILO Conventions 87 and 98 in Swaziland | Knowledge building workshop for TUCOSWA policy makers/ leadership on policy formulation cycle policy implementation and mainstreaming ILS in policy outcomes \$13,500 | <ul style="list-style-type: none"> TUCOSWA Strategic Plan (2012) Integrated Strategic & Operational Plan for TUCOSWA & TUCOSWA Affiliates (July 2015) |
| 12.01 MWI Social Dialogue strengthening in Malawi | Enhanced capacity of MCTU to engage in policy/social dialogue on socio economic issues in line with MCTU strategic plan 2012-2016 \$10,000 | |
| 13.01 ZMB Social Dialogue strengthening in Zambia | Strengthening capacity of ZCTU and FFTUZ to influence inclusion of ILS and FPR at work in policy dialogue \$10,000 | |

| Output | Activity/ Budget | Documents Received |
|--|---|---|
| 14.01 GLO | Turin Activities \$150,000 | <ul style="list-style-type: none"> • Progress report: Worker’s Rights Indicators Period 2: January 2014–July 2014 • Mark Anner, David Kucera and Dora Sari, “New Labour Rights Indicators (LRI) - For a Better Understanding of Workers’ Rights in the World” • Melisa R. Serrano and Edlira Xhafa, “From Informal to Secure and Protected Employment: the ‘Positive Transitioning Effect’ of Trade Unions”. • Frank Hoffer, Email, 6 April 2016 • ITC-ILO, Global Supply Chains and Trade Union Strategies, Report from two-week course A159006, ITUC–AFRICA Conference Centre, Lome, Togo, 29 Feb – 11 Mar 2016. • ILO-ACTRAV, “Decent Work for All in Global Supply Chains” Workers’ Manual on Global Supply Chains, February 2016 • ILO-ACTRAV, “Manual de Trabajadores sobre las Cadenas Mundiales de Suministro”, Manual de Trabajadores sobre las Cadenas Mundiales de Suministro, February 2016 • ITC-ACTRAV http://actrav-courses.itcilo.org/library/global-supply-chains Online training and research resources on global supply chains |
| Sida Funded | | |
| Brazil /BRA802 Strengthened institutional capacity of workers’ organisations | No activity | |
| Costa Rica /CRI802 Strengthened institutional capacity of workers’ organisations | No activity | |
| Panama /PAN802 Trade union educational network developed within GSC and EPZ (immediate objective 3 - Output 3) | ITC-Turin Course A258568: Empresas multinacionales y cadenas de valor (Panama, 23-27 November 2015) \$50,000 | <ul style="list-style-type: none"> • ILO-ACTRAV, “Zonas Francas de Exportacion y Trabajo Decente en Centroamerica, Panamá y Republica Dominicana”, undated. • Maribel Batista, Report of sub-regional workshop: “Relaciones laborales y estrategias sindicales relativas a los derechos sindicales en las ZFE y sus cadenas |

| Output | Activity/ Budget | Documents Received |
|---|---|--|
| | Workshop on Export Zone Processing (EPZ), Gender and Freedom of Association with TUCA (Panama, 14-15 December 2015) \$25,000 | mundiales de suministro”, Ciudad de Panamá, 30 de Noviembre, 1 y 2 de Diciembre 2015 |
| Paraguay /PR802 Increased knowledge capacity of trade unions on minimum living wages and on how to improve working conditions in GSC and EPZ (immediate objective 1 - output 2) | ITC-Turin Course A258568: Empresas multinacionales y cadenas de valor (Asuncion/Paraguay, 16-20 November 2015) \$40,000 | <ul style="list-style-type: none"> • “Trade Union Statement of Asunción” ACTRAV-ILO Workshop on Multinational Enterprises, value chains and decent work, Asunción, Paraguay, on 23–27 November 2015 |
| Bangladesh /BGD802 | No activity | |

| Output | Activity/ Budget | Documents Received |
|--|---|---|
| <p>Indonesia /IDN802 Improved educational capacity of selected national and international workers' organizations in the area of labour rights in GSC and EPZ (Immediate objective 3 - Output 1)</p> | <p>Planning meeting with Trade Unions in Jakarta for Promoting Decent work in Global Supply Chains of Inditex and H&M (Jakarta, 10 October 2015) \$800</p> <p>ACTRAV/IndustriAll joint workshop for SPN and GARTEKS union representatives (Bogor, 6-8 November 2015) \$6,801</p> <p>ACTRAV/IndustriAll joint workshop for SPN unions (Bandung, 10-12 November 2015) \$6,615</p> <p>ACTRAV/IndustriAll joint workshop for SPN unions (Bandung, 19-21 November 2015) \$6,219</p> <p>ACTRAV/IndustriAll joint workshop for SPN and GARTEKS unions (Yogyakarta, 13-15 December 2015) \$11,708</p> | <ul style="list-style-type: none"> • ACTRAV/INDUSTRIALL Summary Report of four workshops "Capacity Building Training for GARTEKS and SPN • ILO, Promoting Decent Work in Global Supply Chains of Inditex and H&M (Report from ILO/IndustriALL workshops, Indonesia) • Action Plan: implementation of GFA between IndustriALL with H&M and between IndustriALL and Inditex) • Global Framework Agreement (GFA) between H&M and IndustriALL Global Union and Industrifacket Metall • Global Framework Agreement (GFA) between Inditex and IndustriALL Global Union • Freedom of Association Protocol (Indonesia suppliers and unions), signed 7 June 2011 (Bahasa Indonesia and English translation) • IndustriALL, "Some Golden Rules for Organising", "What is Organizing, and Why is it Important?", and "The Power of Multinational Corporations and Global Supply Chains in the Textile and Garment Sector". PowerPoint presentations. |
| <p>Philippines /PHL802 Increased trade union capacity to organise new unions in GSC and EPZ and increased advocacy/Capacity on organising worker leaders and reps in</p> | <p>ITUC-AP project on Strengthening Workers' Organizations in Export Zone Processing (EPZs) in Philippines (July-October 2015) \$29,000</p> | <ul style="list-style-type: none"> • ITUC-AP / ILO-ACTRAV National Training Workshop on EPZs, 12-13 November 2015, Manila, Philippines. Narrative and Financial Reports. |

| Output | Activity/ Budget | Documents Received |
|---|---|--|
| GSC and EPZ (immediate objective 2 - Output 3) | Workshop on Freedom of Association and Collective Bargaining with TUC Ghana (16-18 December 2015) ⁷ \$6,200 | <ul style="list-style-type: none"> • Report on the three-day ILO / TUC Ghana Workshop on Freedom of Association and Collective Bargaining, held at the Hospitality Center, Tema, 21-23 December 2015 |
| Sri Lanka /LKA802 Campaigns and organising work delivered with national trade union centres, with sectoral unions and the GUFs for strengthening the capacities of workers' organisations in GSC and EPZ (Immediate Objective 2 - output 2) | ITUC-AP project on Strengthening Workers' Organizations in Export Zone Processing (EPZs) in Sri Lanka (July-October 2015) \$28,000 | <ul style="list-style-type: none"> • ITUC-AP / ILO-ACTRAV National Training Workshop on EPZs, 2-3 November 2015, Colombo, Sri Lanka. Narrative and Financial Reports. |
| | Workshop on Freedom of Association and Collective Bargaining with TUC Ghana (16-18 December 2015) – as above. \$5,200 | |
| Myanmar | <i>EPZ activities – funded with underspend from Philippines and Sri Lanka</i> | |
| Uganda /UGA802 Organising strategy prepared with national trade union centres, with sectoral unions and the GUFs for strengthening the capacities of workers' organisations in GSC and EPZ (Immediate Objective 2 - Output 1) | EPZ Project on Organizing workers and promoting decent work in the Free Zone in Uganda (May-November 2015) \$28,000 | <ul style="list-style-type: none"> • Resume du Rapport du Projet CSI-Afrique / BIT-ACTRAV epz • ZCTU Zimbabwe, EPZ Membership Recruitment Report, Sept-Oct 2015. • ZCTU, Study on the Level of Unionisation in EPZs, January 2013 • Email from Michael Kandukutu (ZCTU) re. Economic Special Zones Bill, 08 April 2016 |

⁷ Response to request from Ghana TUC, using underspend on Philippines activity?

| Output | Activity/ Budget | Documents Received |
|--|--|---|
| Zimbabwe /ZWE802 Campaign and organising work delivered with national trade union centres with sectoral unions and the GUFs for strengthening the capacities of workers' organizations in GSC and EPZ (Immediate Objective 2 - output 2) | EPZ Project on Organizing workers and promoting decent work in the Free Zone in Zimbabwe (May-November 2015) \$29,000 | |
| Madagascar /MDG802 Campaigns and organising work delivered with national trade union centres, with sectoral unions and the GUFs for strengthening the capacities of workers' organisations in GSC and EPZ (Immediate Objective 2 - output 2) | EPZ Project on Organizing workers and promoting decent work in the Free Zone in Madagascar (May-November 2015) \$29,000 | |
| Global Product /GLO528 Increase knowledge capacity of trade unions on minimum living wages and on how to improve working conditions in GSC and EPZ (Immediate objective 1 - output 2) | Research on International Labour relation – External Collaborator contract, Eckhard VOSS \$10,000 | <ul style="list-style-type: none"> • Eckhard Voss & Felix Hadwiger, “Achieving Decent Work in Global Supply Chains - Lessons learned from Global Framework Agreements” Draft Policy Paper, November 2015 • Felix Hadwiger, “Global framework agreements: Achieving decent work in global supply chains?” International Journal of Labour Research 2015 Vol. 7 Issue 1–2 • Felix Hadwiger, “Global framework agreements - Achieving decent work in global supply chains”, Background paper, ILO Geneva, (undated) • Felix Hadwiger, “Achieving Decent Work in Global Supply Chains – Negotiating a Global Performance Sharing Scheme at Solvay” November 2015 • Felix Hadwiger, “Achieving Decent Work in Global Supply Chains – Facilitating Collective Bargaining at Carrefour’s Subsidiaries in Colombia”, February 2016 • Felix Hadwiger “Achieving Decent Work in Global Supply Chains – Towards an Industry-wide Standard in the Garment Sector? Global Framework Agreements with Inditex and H&M”, January 2016 |
| | IUF - Aquaculture and fisheries supply chain research \$10,000 | <ul style="list-style-type: none"> • Peter Hurst, Fish & Seafood Workers - Global Human and Labour Rights Brochure (Draft), February 2016 |

| Output | Activity/ Budget | Documents Received |
|--------|--|---|
| | BWI - Research paper on Labour Campaign strategies in the construction and textile garment industries around the major sports events and the dissemination of the research | <ul style="list-style-type: none"> • Annual Report – Sports Campaigning Manual 2016: “Empowering workers’ rights and visibility in sports mega-events: A manual for labour campaigns to secure workers’ rights |
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