

## **Evaluation of the Pan-African Programme (PANAF)**

### **Terms of Reference**

#### **A- Introduction and Background**

African trade unions played an important role in the economic development and were the driving force in releasing the transition to an inclusive democratic governance. The programme focuses on capacity development of trade unions in Africa through methodologies of civic education. Study circles techniques and methodologies have been the main tools used to strengthen unions' educational and organizational work. The programme has been running as a part of the solidarity support to National Trade Union Centres and their affiliated trade unions in Africa to promote trade union unity, the universal recognition and application of human and trade union rights, "conflict prevention, management and resolution", Democracy and Governance. Its actions and activities varied and targeted different National Trade Union Centres and countries depending on the extent of violation of trade union rights, ongoing unrest and wars and other external and internal factors. The programme was evaluated in 2004, 2008 and 2012 to review direction and the results of the programme. After many years of cooperation it is definitely interesting to evaluate how the programme contributed to enhance the unity and the capacity of trade unions through study circles educational packages, seminars and conferences and what impacts it made for working people, trade unions and the wider society in the participating programme countries.

An evaluation of the programme is expected to provide clear indications of how the actions-oriented activities contributed to reaching these results, namely:

- 1- Continental and National Trade union Centres and their affiliates have improved education structures, with functioning education systems at local, national regional and continental level.
- 2- Improved unity and cooperation between Trade Union organisations at local, national, regional and continental level.
- 3- Increased competence and knowledge of trade union organisations and their members, leading to stronger unity, engagement and union activities.

The programme has been carried out in Partnership with: International Trade Union Confederation ITUC-Africa, OATUU, LO, TCO, FGBT and CUT Brasil. It also provides an interesting angle: how the cooperation has worked and what exactly that Partnership has provided as the added value for the target groups and for the Swedish trade union side?

Through the different phases, the PANAF Programme provided support to National Trade Union Centres and their affiliated trade unions in 18 countries in Africa. It implies some strong challenges at different levels: organisation of work and cooperation across borders, languages

and different levels of union development. Administratively, it is also interesting to see which solutions worked well or poorly.

## **B- Purpose of the evaluation**

The purpose of the evaluation is to assess the execution of the programme regarding:

- 1- The construction of functioning structures for training and education
- 2- The partnership aspect of the program.

## **C- Questions of the evaluation:**

1. To what extent has the program reached the goal of having contributed to the existence of functional structures for trade union and workers education at different levels. What is the definition of a good and functional education structure? Who defines it? Which functions are expected that those structures are going to cover? What are the best methods and forms for getting stable structures? Which methods have been proved as the most relevant and most effective in different contexts? What should the trade union organisations think to avoid in this context? What did those structures have significance for the rights of the workers and their struggle for better work conditions?
2. To what extent the collaboration between the PANAF partners has been effective? Lessons from success and errors, examples. How was the partner participation in the steering, executing and monitoring the program? Who were involved in the production of the material and the methodological solutions? The role of the Swedish partners in all the processes.

## **D- Methodology**

The methodology of the assignment include:

*Documents review:* Review of programme applications, reports, study circles educational materials and other relevant document

*Stakeholder interview:* Conducting formal or informal interviews with programme managers, project coordinators, trade unions leaders, unions' members including women and youth.

*Field visits:* Visits to selected countries of the programme. PANAF is being implemented in 17 countries, possible countries to visit are: Kenya, Tanzania, Senegal, Burkina Faso. This list of countries can be amended under the inception report.

*Presentation seminar:* Presenting the results and lessons learned from the evaluation in a seminar.

*Union to Union* would appreciate the practice of participative methodologies with a clearly application of the Theory of Change. We expect that the evaluation team will take contact and receive inputs from all the levels and put them together in a contextual analysis, which we understand implies the arrangement of meetings and other forms of direct interaction in some countries.

The evaluation team has to analyse and bring the answers to the questions of the evaluation, give them a contextual interpretation, complete with relevant examples and give conclusions and recommendations for the future of the program.

## E- Deliverables

This Terms of Reference is subject to further operationalization in *an inception report* which is drafted and presented by the successful candidate(s). In the inception report, the evaluation questions are refined and supported by a detailed methodology and tools including sampling approach and work plan should be included.

1. A *debriefing* is required for each of the phases stipulated under the section Timeline above: desk review; field visits; complementary interviews; and draft evaluation report
2. The *draft evaluation report* is submitted in mid of January 2019 and a *final report* is submitted by the end of March 2019. The comments by *Union to Union* and LO-TCO project secretariat on the *draft report* have to be addressed in the final report.
3. The report shall be written in English with a summary of the results in Swedish, English, and preferable in French and Portuguese as well to be submitted as a complement to the main report.

## F- Timeframe, duration and time line

The evaluation will start after the contract is signed and will be finalized in **April** 2019 and will be covering maximum (30) working days for the consultancy team contracted.

Date	Activity
December 14th	Signing of contract
January 18th	Desk review and Submission of inception report
February 28 <sup>th</sup>	Field visits, in-countries interviews
March 1th	Draft report
2 <sup>nd</sup> half of Mars	Submission of final evaluation report to <i>Union to Union</i> preceded by a review and validation process.

## G- Qualifications and experience

The desired specifications and qualities of the successful candidate(s) are:

1. Demonstrated experience of conducting evaluations of similar focus and scope.
2. Extensive experience of developing and applying methodological approaches including quantitative and qualitative elements.
3. Extensive and demonstrated experience of study circles methods and approaches.
4. Excellent understanding of the role of Trade Unions for development in general and for workers' rights in particular.
5. Fluent spoken and written communication skills in English and French and mastering of local languages is considered a merit.
6. Previous experience of taking on mission for *Union to Union* or other Swedish or international Trade Unions.

## H- Tender

*Union to Union* welcomes the responses to this Terms of Reference by interested candidate(s), with a short written statement including:

1. A brief response to the aim of the evaluation and outline of suggested methodology.
2. A quote for consulting fee in SEK inclusive VAT, all costs included. A statement of availability throughout the duration of the evaluation;
3. One work sample relevant to the assignment.
4. Two references
5. Copies of all relevant Curriculum Vitae (CV)

*Union to Union* has an assigned budget of 300 000 SEK for the total costs of this evaluation, including taxes, activities, fees and communication.

Tenders shall be submitted via email to [evaluations@uniontounion.org](mailto:evaluations@uniontounion.org) not later than 30th of November 2018

For more information please contact Emir Figueroa [emir.figueroa@uniontounion.org](mailto:emir.figueroa@uniontounion.org)

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