TUDCN Working Group on:
'Trade Union Development Effectiveness'
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REPORT

1. Update on TUDEP: promotion plan 2012

General issues
Following the illustration of the promotion plan of TUDEP the following observations have been raised by the WG participants:

- TUDEP is a tool to support better partnerships and therefore to support organisational capacity for TUs organisations both in the North and in the South;
- Initial support on how to use and implement the TUDEP should be provided both in the North (SSOs) and in the South;
- A differentiated approach should be adopted when planning seminars in the South, according to the regions capacity (involvement of regional structures/sub-regions/national pilot countries);
- Following the last point, clarity has to be made on whom to involve specifically in the South and at what level (people in charge of project management). Concerns have been raised on the sustainability/capacity of project managers at national level, as they often have many tasks to accomplish;
- GUFs are to be involved, especially at regional level in the south;
- TUSSOs meeting at regional level can represent an excellent opportunity to organise (back to back) seminars on TUDEP, jointly with partners in the South, SSOs, GUFs and regional structures;
- The importance of measuring the progress of the implementation of the TU Dev Eff principles was raised. The current promotion plan can be extended with some strategies on how the progress can be followed up.

Aligning TUDEP implementation with work on M&E at outcome & impact level (see also section 2)

- The work on M&E at outcome & impact level' that the WG is currently doing should be backed up also by the inputs of the organisations in the South. This would allow supporting the work we are undertaking with a more comprehensive approach, including the views of the 'recipient' partners who are the primary beneficiaries of our development initiatives. Therefore, their contribution is important to conceptualise relevant, effective and useful methodologies to measure development outcomes/impact. In that sense, the seminars in the South on capacity development should be focused on both TUDEP implementation support, as well as, to get feedbacks on the issue of M&E at outcome & impact level.

Points of action

1) Discussion with each individual region will be initiated to delineate strategies to promote TUDEP and to gather feedback on M&E plans at outcome and impact level (the suggestion on TUSSOs meeting back-to-back seminars will be highlighted). Feedback will be circulated;

2) TUDEP promotion will happen also in the North, during the foreseen seminar with ILO on M&E at outcome & impact level (which will be open to organisations from the South anyways);

3) The TUDCN secretariat is ready to give initial support to the use and implementation of the TUDEP, although it seems clear that this is an instrument which is supposed to be used independently by the TUs partners to better their own relations.

4) In follow-up of the last point, it would be useful to have a general assessment on the implementation of the TUDEP (and on its results) in a later stage (2013) to possibly ameliorate the tool in terms of relevance, sustainability and practical use.

2. M&E at outcome & impact level

Recap from the last meeting: objectives and methodology

Following the last meeting, the WG members decided to pursue the work on TUs development effectiveness, focusing on the question on 'how' to assess outcomes and impact of TUs initiatives in development. While the TUDEP is focused on supporting better partnerships (insisting more on internal dimension of TUs relations)

This will lead to the compilation of "TU guidelines on M&E at outcome and impact level" that will be finalized by the end of 2012.
Therefore, we will look into the issue of the M&E framework at the outcome and impact level for TUs to develop a clear TU vision and strategy about M&E at these levels. This will

involve designing indicator sets, linking TU development work with their contribution to the Decent Work Agenda (DWA).

Analysis of mapping exercise and discussion on future methodology frame

HIVA conducted an analysis of the existing methodologies/instruments currently used by TUs for monitoring and evaluation purposes. A detailed report is in attachment. Main elements arising:

- Most of the current indicator sets are developed for the impact level (national level, like ILO DWA indicators). However, they are often only loosely connected with the actual projects and programmes that are supported by TUs. Therefore, bottom-up causal relations – impact of 1 project at country level - are very difficult, if not impossible, to demonstrate;
- Therefore, we will look into the issue of the M&E framework at the outcome and impact level for TUs to develop a clear TU vision and strategy about M&E at these levels;
- This will also involve designing indicator sets, where possible, also linking TU development work with their contribution to the Decent Work Agenda (DWA);
- Therefore, we have to come up with a vision on 'measuring' outcomes and impact which is not a mere shopping list of indicators. We need to know how to attribute 'change', and how to learn about it;
- As trade unions we need to rather focus on the output/outcome level, assessing organisational development progresses of the actors involved;
- On the other hand, the measurement should be also able to make linkages to some degree between our single project (in a given area) and the DWA at national level: the indicators should be directly related to TUs activities;
- Guidelines: It is important to clarify at the level of the TUDCN what we are after? Standardised M&E methodologies among TUs donors? Coherent M&E methodologies with local partners?
- It is important to work towards a shared understanding of the basic building blocks of M&E systems in a TU context. We need to find a 'platform' to exchange on M&E systems/indicators that could be feasible and used by partners;
- Existing systems should be taken into account in order to come up with common set of M&E systems/indicators: what are TUs in the South using to measure change? How do they gather information?
- Systems to collect and analyse information are indeed important and should be taken in serious consideration;
- Linkages must be made with the implementation of TUDEP, containing strong elements of organisational development, therefore at outcome level.

Operational tasks setting

WG members are still encouraged to send relevant materials on indicators if available. Christine will check TRUDI follow up.

ILO seminar planning (see concept note in attachment)

The WG members agree on the contents of the seminar. Participation from Southern organisations will be encouraged.

Points of action

5) We are working towards the compilation of "TU guidelines on M&E at outcome and impact level" to be finalized by the end of 2012. The guidelines will serve to develop a clear TU vision and strategy about M&E at outcome and impact level for TUs. This will involve designing indicator sets, linking TU development work with their contribution to the Decent Work Agenda (DWA).

6) A concrete structure will be circulated for comments by April 30;

7) The secretariat will take care of the organisation of the seminar on 'outcome and impact measurement', involving experts from ILO, OECD and possibly the EU. If you have suggestions on possible experts at national level (national donor agencies) to be invited to the seminar, please do not hesitate to communicate it to us!