

## **Terms of Reference for Evaluation of DGB Bildungswerk's project-based cooperation with the Trade Union Rights Centre from 2004-2018**

### **A. General**

DGB Bildungswerk (DGB BW) is the federal organization of the German Trade Union Confederation (DGB) for general, political and trade union related knowledge transfer, training and further education.

Within the North-South Network (NSN), we have been working with trade union projects and initiatives in developing and transition countries in Latin America, Asia, South East Europe and Southern Africa for three decades. We support our partners in the planning of sustainable development strategies and promote "capacity building" - because social development needs qualification.

Our development cooperation aims at ensuring political, economic and social human rights, decent work for all, the promotion of democracy and gender equality in companies and in society. We promote sustainable economic and social development which minimizes existing inequalities. For this purpose, we support the formation and consolidation of strong, democratic, politically and financially independent trade unions and organisations that represent the interests and rights of workers.

In Indonesia, we have been supporting the Trade Union Rights Centre (TURC) a labour NGO based in Jakarta since 2004. The top priorities of TURC are: mapping the labour situation in Indonesia, critical analyses of labour law (development) in Indonesia – where it does not enhance union rights and organisation – and dealing with the rights of migrant workers. Furthermore, the main goal of TURC as an organization is to be perceived as a think-tank for unions in Indonesia as well as to encourage solidarity between unions, federations and confederations in Indonesia.

The first and second phase of the project cooperation between the DGB BW and TURC focused on legal protection for trade unionists in Indonesia. Through the work of TURC, the negotiation position of trade unions in Indonesia was to be strengthened in terms of working relationships as well as in terms of the Indonesian labour and social policy – at national, regional and company level – through documentation and information on issues relating to labour law, trade unions were to have developed ability of legally trained secretaries in the trade unions to speak independently before the courts, and to conduct academic research.

In the third phase, the project cooperation was aiming for democratisation of trade unions and enforcement of employee rights in Indonesia, which was a combination of the first theme of legal protection for the trade unionists in Indonesia. All the work was to be based on the empowerment of unions (internally and externally) as the main strategies.

In the last phase, the focal point of the project cooperation lied on the strategic advocacy for decent work in the processing industry in Indonesia, wherein workers and trade unionists involved in the project were to be activated to initiate topics and activities for improving working conditions in factories. At the same time issues and questions concerning the situation of factory workers were to be placed in public and political discourse. Furthermore, TURC's organizational sustainability and capacity were to be strengthened to successfully implement projects.

## **I. Scope of the Evaluation**

To realize this work, DGB Bildungswerk receives funding from the German Ministry for Economic Development and Cooperation (BMZ).

A final evaluation to measure achievements and results of the long-term cooperation between the DGB BW and TURC as well as the organisational capacity of TURC, and its role in strengthening the work of trade unions and the improvement and the protection of workers' rights in Indonesia.

## **II. Objectives of the Evaluation**

Objectives of the evaluation in Indonesia are:

- to assess the integration of TURC as a Labour NGO in the Trade Union Movement in Indonesia
- to analyse and document the organisational impact within the field of work
- to analyse the organisational and financial sustainability of TURC
- to issue recommendations for further organisational development of TURC

## **III. Implementation of the evaluation**

The evaluation will take place in Indonesia (mainly Jakarta).

A cooperation with an interpreter is planned in case the Bahasa skills of the applicant are not sufficient. The consultant may apply as a team or needs to be ready to work with an interpreter chosen independently.

The evaluation in Indonesia is envisaged for the end of November/ early December, and it must be finalised by December 30, 2018 latest. At the end of its field mission, the consultant shall present preliminary results to the local partner. Furthermore, after their return the consultant will report on the evaluation process and discuss preliminary results with the DGB BW (either in person or via skype/telephone).

During the field phase of the evaluation, the consultant shall collect information from the project partner, project beneficiaries and representatives of the trade union movement in Indonesias well as trade union support and other relevant organisation (ILO, FES, FNV Mondiaal etc.).

## **IV. Extent of the evaluation**

The evaluation shall analyse and measure the cooperation between the DGB BW and TURC according to the DAC evaluation criteria (relevance, effectiveness, efficiency, impact towards the long-term project cooperation and the sustainability of the work of the organisation). In this framework, the following questions should be considered essential:

### 1. Relevance

- Are the objectives of TURC relevant for the development cooperation policies in general, and for the trade union movement and the workers in the country in particular?
- Were the addressed issues suitable in order to react to important challenges for trade unions in the specific country?
- Who were the target groups? Were they chosen strategically?
- Did TURC address important challenges in the area of strengthening the work of trade unions as well as the improvement and protection of workers' rights?
- Were the organizational objectives of TURC in line with broader trade union strategies for improving the workers' situation in the country?

## 2. Effectiveness

- Did the implemented activities of TURC contribute to reaching the objectives and results of the organization?
- What activities and outputs were the most successful in reaching the organizational objectives?
- Were organizational activities and the strategies of activity implementation modified regularly? What changes have been the most efficient?
- Did the organizational activities and its outputs lead to behaviour changes within the target group? Has the situation of the target group improved?
- Which factors affected the achievement of objectives positively or negatively?
- Did project activities/outputs lead to other intended or unintended results?

## 3. Efficiency

- Considering the results reached by the organization, have the means used for its implementation been adequate?
- How efficient was the organisational structure of the project cooperation on TURC's side (project management, project staffing, division of labour/distribution of tasks, infrastructure etc.)
- Were organizational resources used economically?
- How efficient was the cooperation between the DGB BW and TURC?
- How efficient was the cooperation between the local partner and relevant stakeholders within the country?

## 4. Impact

- Could the activities within the cooperation between DGB BW and TURC contribute to building up/strengthening social structures in Indonesia?
- Has, and if so to what extent, the cooperation between DGB BW and TURC impacted the trade union movement in Indonesia?

## 5. Sustainability

- Are project results used by the participating trade unions in a sustainable way? (e.g. will the partner continue to give trainings) and do the participating trade unions include the project results into their own policies and (training) strategies?
- To what extent is TURC integrated in the trade union movement in Indonesia? How does it affect the organizational sustainability of the organization?
- What kind of future opportunities for a cooperation between TURC and the trade union movement can be identified? Are there any connecting factors to the past and present work of TURC?

## **V. Methods and phases of the evaluation**

The evaluation shall be implemented in three different phases:

1. Inception phase: Preparatory talks with DGB BW, desk study of relevant documents, development of methodological approach and instruments (see also VII. Reporting)
2. Field studies: The consultant will carry out field studies in Indonesia as well as a first presentation of draft results to the local partner at the end of each field phase

3. Reporting phase: After field studies and presentation of draft results to the local partner, the consultant should draft a report of the field studies results as well as a synthesis / overarching summary of findings. After the feedback from DGB BW and the local partner a final evaluation report shall be issued.

## **VII. Reporting**

The following reports are obligatory:

1. Inception report after inception phase. The inception report shall present the understanding of the assignment by the consultant, methodology and instruments of the evaluation in detail as well as an implementation plan for the evaluation. Also the consultant shall explain whether and which other resources will be needed from the project partners in order to implement the planned evaluation methodologies and instruments, e.g. staff time, logistical support
2. Draft evaluation report: The report will consist of the reports of the field studies as well as a synthesis / overarching summary of findings.
3. Final evaluation report: after feedback by DGB BW and local partners.

## **VIII. Time Frame:**

1. Inception phase: September 2018
2. Field phase: October/November 2018
3. Reporting: December 2018

## **IX. Tasks and Responsibilities**

### Responsibilities of the consultants

- Familiarisation with BMZ's specification and guidelines for evaluation
- Familiarisation with project documentation
- Development of an adequate evaluation concept/methodology and specific questions
- Coordination of the evaluation activities with the local partners
- Implementation of the evaluation in Indonesia
- Elaboration of a Final Report including recommendations for improvement. The report shall comprise 20-30 pages and shall include a short summary of main results. The report must be written in English
- Presentation on results and recommendations to the local partners
- Oral report on the evaluation process and discussion of preliminary findings with DGB BW

### Responsibilities of DGB BW

- Contracting the consultants
- Provision of all relevant project documentation and reports
- Facilitation of contacts to the partner organisation
- Approval of the inception and final evaluation report

### Consultant Profile

- Professional experience in the evaluation of international development cooperation projects
- Good knowledge of international evaluation standards and instruments
- Sound knowledge of German and international development cooperation
- Knowledge of specific evaluation criteria by the German Ministry of Cooperation and Development
- Knowledge of and practical experience in Indonesia and/or Vietnam and/or India.
- Good knowledge on trade unions and industrial relations in general; specific knowledge on the situation of trade unions and industrial relations in Indonesia is desirable
- Intercultural competence
- Fluency in English is required; Bahasa Indonesia will be an asset

### Contents of the offer

The offer shall include a short description of understanding of task and approach towards the evaluation, the consultant's CV, a list of relevant previous assignments, and a separate price offer.

The pricing should be based on a fixed price (gross and any other payments like daily subsistence, social security and taxes). VAT shall be stated separately. The offer shall be oriented on daily rates but shall distinguish (also in rates) between days needed for preparation, implementation and travel.

The following costs will be reimbursed and are therefore not included in the offer:

Travel costs (public transport) economy class, against the provision of original vouchers and receipts; if flights do exceed EUR 400 three competitive offers have to be handed in; if public transport cannot be taken and the usage of private taxis is necessary, an explanation has to be provided together with the receipt; hotel costs not exceeding EUR 130 for Indonesia against the provision of original vouchers and receipts

### **Deadline for submission of the offer:**

24 August 2018

### **Commitment period of the offer:**

Until 31 August 2018

### **Submission of offers:**

Please address your application and/or questions to the following address:

[susanne.ludwig@dgb-bildungswerk.de](mailto:susanne.ludwig@dgb-bildungswerk.de)

[tanja.schindewolf@dgb-bildungswerk.de](mailto:tanja.schindewolf@dgb-bildungswerk.de)

### **Provisional date for selection:**

The selection of candidates will take place around 28/29 August 2018.

### **Selection criteria:**

Professional experiences in the evaluation of international development cooperation projects; good knowledge of international evaluation standards and instruments; evaluation/workshop approach; knowledge of trade unions and industrial relations in Indonesia; cost efficiency

### **Payment conditions:**

Payment will be made on the basis of invoicing, following performance. A partial payment based on partial outputs (e.g. draft report) can be agreed upon.