

# **Terms of Reference**

***Evaluation***

***Trade Union Co-financing Programme  
2013-2016***

***A WORLD THAT WORKS***

**CNV Internationaal**

Utrecht, July 2014

# Table of content

1. Introduction	1
2. CNV Internationaal: an introduction	2
3. Introduction to the TUCP 2013-2016 "A World that Works"	3
4. Purpose and scope of the evaluation	7
4.1. Purpose of the evaluation	7
4.2. Scope of the evaluation	7
4.3. Phasing and timing of the evaluation	8
5. Evaluation criteria and research criteria	9
5.1. Research questions per evaluation criterium	9
6. Methodology and approach	12
6.1. Quality criteria and guiding principles	12
6.2. Evaluation method	12
7. Planning and deliverables evaluation process	13
8. Organisation of the evaluation	14
8.1. Qualification evaluation team	14
8.2. Reference group	14
8.3. Oversight over the evaluation	14
8.4. Budget indication	15
9. Outline evaluation proposal	16
10. Selection criteria/evaluation of technical and financial proposals	17
11. Time schedule for bidding process	18

## Annexes

I	Abbreviations
II	Monitoring protocol
III	Overview budget division of all partner countries of the result areas and sub-programmes
IV	Directives for evaluations (grant TUCP 2013-2016)
V	Overview of countries per sub-programme and per outcome area (figure 2013; start of programme)

## **1. Introduction**

---

Part of the co-financing agreement with the Dutch Ministry of Foreign Affairs, CNV Internationaal is committed to arrange for an independent external Mid-Term and Final evaluation of its Trade Union Cooperation Programme (TUCP) 2013-2016. The dual purpose of this two-phased evaluation is 1) to be accountable for results and 2) to enable learning and steering of the TUCP.

To CNV Internationaal it is important that the evaluation meets the methodological criteria of validity, reliability and usefulness. These quality criteria are expected to guide the design of the evaluation process, including the selection of adequate evaluation methods and questions.

In ensuring the quality of the evaluation, CNV Internationaal is supported by a reference group, that will advise on the development of the Terms of Reference, the implementation and reporting of the evaluation.

While the whole TUCP is subject to the evaluation, three countries (Niger, Cambodia and Colombia) have been selected that are expected to be illustrative for the performance of the entire programme.

The following Terms of Reference have been developed as a basis for contracting and guiding an external party in the execution of the evaluation process.

In chapter 2 and 3 an introduction to CNV Internationaal and the programme to be evaluated is provided. Chapter 4 and 5 describe the purpose, scope and main evaluation questions, followed by an outline of the expected methodology and approach in chapter 6. In the subsequent chapter 7 to 9, details regarding planning, deliverables and the qualifications of the evaluation team are provided along with a budgetary indication. Finally, in chapter 10 and 11, the requirements of the evaluation proposal, including a description of the selection procedure, is given.

## **2. CNV Internationaal: an introduction.**

---

### *Who we are and what we stand for*

CNV Internationaal is part of the National Confederation of Christian Trade Unions in The Netherlands (CNV). CNV Internationaal shares the CNV philosophy of justice, solidarity and stewardship and has its origin in the tradition of the Christian social principles where pluralism in beliefs, ideas and opinions are highly respected. Justice, solidarity and stewardship steer the proposed solutions to the social issues of our time in The Netherlands and abroad and thus form a sustainable basis for strengthening society. CNV Internationaal underlines and respects this CNV philosophy.

### *Mission of CNV Internationaal*

"CNV Internationaal contributes to Decent Work in developing countries by applying the CNV principles of international solidarity, individual responsibility, social dialogue and pluralism. CNV Internationaal achieves this strengthening of the position of employees in both the formal and informal economy by working in close collaboration with strong social partners and by promoting sustainable solution for Decent Work. In The Netherlands, CNV Internationaal – together with CNV and CNV federations – contributes to Decent Work in developing countries through lobbying, policy and awareness campaigns."

The main partner organisations of CNV Internationaal are confederations. Because CNV is a confederation as well, the peer to peer cooperation can therefore be fully "exploited". Confederations are umbrella organisations to which sector organisations (services, wood and construction, education, public service, transport etc) are affiliated. Also the peer to peer cooperation and exchange between sector organisations of CNV and the partner organisation of CNV Internationaal are fully explored, to the extent possible. To complement these efforts, in some countries CNV Internationaal cooperates with labour related NGO's and research organisations like: Wage Indicator, Fairfood, Fair Wear Foundation and SOMO. CNV is also member of the ITUC, a.o. for the benefit of the programme.

### *Learning organisation*

Continuous learning is important for CNV Internationaal. The question 'How can CNV Internationaal (continuously) improve the quality of its services to its clients (partner organisations, donors, CNV Unions, members, etc)?' is therefore central to this evaluation. Besides, CNV Internationaal applies various learning practices throughout its programme cycle that may be of relevance to the evaluation, including:

- A pilot phase is always applied when developing a new tool for the cooperation. After a pilot stage the results are discussed within the team of CNV Internationaal or with the partner organisations (for instance context and organisational analyses).
- Every year a partner satisfaction survey is conducted. In the past years the results been used as inputs for improving the quality services that CNV Internationaal provides to partner organisations.
- A learning agenda has been formulated in which CNV Internationaal has identified specific thematic knowledge needs and constructed four trial gardens for growth and development of the programme. This is discussed within the CNV Internationaal team and special information is collected for new strategies/learning experiences from partner organisations or other actors.
- For the development of TUCP 2013-2016, meetings were conducted with partner organisations and relevant actors to discuss the learning experiences over the past years and to identify what could be improved for the TUCP programme. Those experiences are now part and parcel of the TUCP 2013-2016.

### **3. Introduction to the TUCP 2013-2016 'A World that Works'.**

---

The TUCP 'A World that Works' is a four year programme with an overall budget of € 17 million that focuses on the promotion of Decent Work to reduce poverty and promote sustainable economic development. Unemployment and underemployment lie at the core of poverty. For the poor, labour is often the only asset they can use to improve their well-being. Work is vital to escape poverty but Decent Work is crucial for staying out of poverty. 'A World that Works' has been composed by CNV Internationaal in close cooperation and alignment with its 18 partner Trade Unions in Africa, Asia, Latin America and Eastern Europe. Within the Millennium Development Goals (MDG's) full and productive employment and Decent Work for all have been recognised as important preconditions for the eradication of extreme poverty and hunger. To help eradicate extreme poverty and hunger (MDG 1) full and productive employment and Decent Work for all, including women and young people<sup>1</sup>, must be realised.

#### *Overall objective*

The overall objective of the programme is to contribute to poverty reduction and Decent Work in developing countries. The programme is based on the principles of CNV Internationaal: international solidarity, own responsibility, social dialogue and pluralism.

#### *Programme countries and partners*

In the TUCP, CNV Internationaal collaborates with trade union organisations in Asia (Cambodia and Indonesia), Africa (Ghana, Benin, Niger, Senegal, Togo, Madagascar, Guinea), Latin America (Colombia, Guatemala, Honduras and El Salvador) and Central and Eastern Europe (Macedonia and Moldova). Furthermore, Bangladesh is currently being investigated as potential partner country. Two of the most important criteria for cooperation with particular trade union organisations are the principles of endorsing social dialogue and pluralism. The selection of countries for the TUCP was embedded in the criteria of the Ministry of Foreign Affairs, diminishing the number of countries due to the high workload, being more efficient by intensifying cooperation in fewer countries and the learning capacity of organisations that was demonstrated in the past years of cooperation.

#### *Priority result areas*

The TUCP 'A World that Works' is furthermore aligned to the six priority result areas as described by the Ministry of Foreign Affairs (MoFA)<sup>2</sup>:

1. Policy spearheads for development cooperation (food security and security and legal order);
2. Capacity building (5C's) and societal development (CIVICUS);
3. Decent Work Agenda (social dialogue, social protection, employability, labour rights);
4. Informal economy;
5. Gender;
6. Connecting agenda's of local trade movement to the Dutch trade movement.

#### *The programme set-up*

The programme consists of three interlinked sub-programmes:

- 1: Changes in the lives of people
- 2: Stronger civil society
- 3: International lobby, advocacy and campaigns.

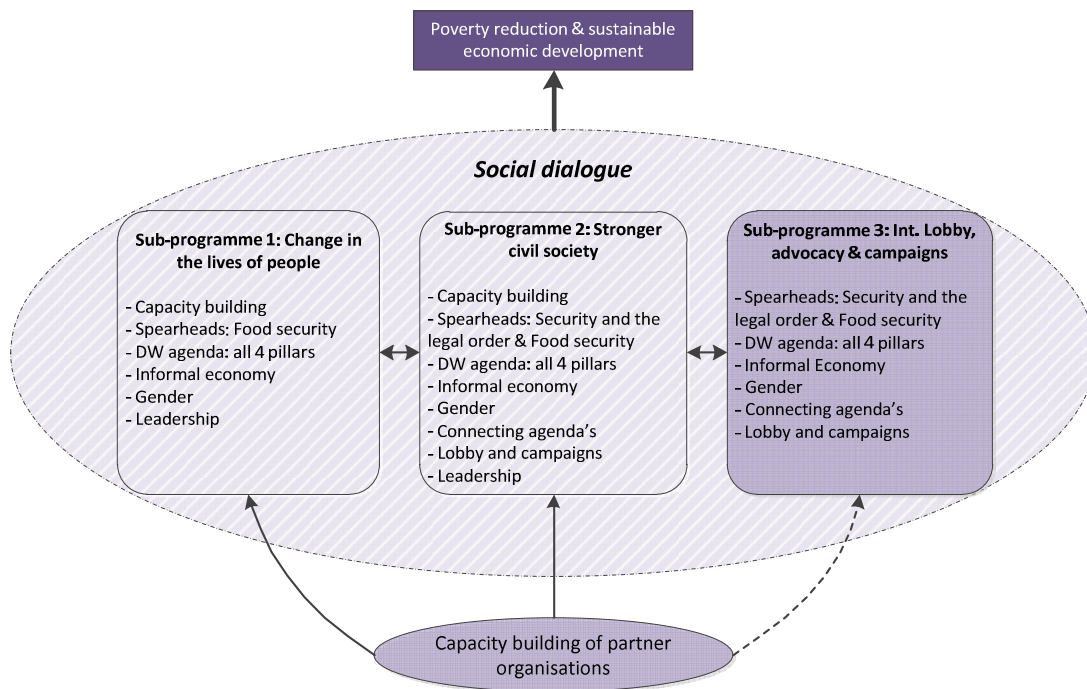
These three sub-programmes together are expected to contribute to improved social dialogue, one of the core values of CNV. Social dialogue is considered an important precondition for Decent Work and can only be made effective and productive when the three pillars consisting of the government, employers- and employees organisations, are strong and independent thus creating a level playing field. The total programme is focussed on poverty reduction and the promotion of sustainable economic development. The three sub-programmes, including their priority result areas of focus and their inter-linkages are illustrated in figure 2 below;

---

<sup>1</sup> <http://www.un.org/millenniumgoals/poverty.shtml>

<sup>2</sup> The programme document 'A World that Works' describes in detail how the programmatic Theory of Change is aligned with these six priority results areas. This document can be made available upon request.

**Figure 2: The programme and sub-programmes and result areas**



**Sub-programme 1** works through the partner confederations of CNV Internationaal reaching out most directly to improve the (working) lives of their actual and potential members (workers in the formal and informal economy and their families) by using the two instruments most characteristic for trade unions: **(collective bargaining) agreements and services**. The priorities to be addressed by CNV Internationaal and the partner organisations are in line with the four pillars of the Decent Work Agenda<sup>3</sup> and focuses on workers receiving a minimum wage, respect for labour rights, occupational health and safety, job security and increased employability, maternity protection, access to social security and equal pay for equal work.

This sub-programme contributes to the following priority result areas: 1. Food security, 2. Capacity building and societal development, 3. Decent Work agenda, 4. Informal economy and 5. Gender.

**Sub-programme 2** addresses the **external environment** in which trade union organisations operate. This sub-programme aims to strengthen civil society organisations with strong workers representation to effectively perform a 'watchdog' function on labour rights. The sub-programme supports trade unions to increase their knowledge base and become respected as professional negotiation partners by employers and government enabling the creation of effective social dialogue at national level. Besides, the sub-programme supports lobby and advocacy efforts of trade unions, confederations and other partner organisations aimed at governments implementing the Decent Work Agenda with regard to employment opportunities, social protection and labour rights. In addition, companies will be lobbied to improve policies and practices in order to comply with international labour standards and CSR principles.

This sub-programme focuses on the following priority result areas: 1. Security and legal order, 2. Capacity building, 3. Decent Work agenda, 4. Informal economy and 6. Connecting agenda's.

Within the framework of **sub-programme 3 international lobby, advocacy and awareness campaigns** are implemented through the ILO, the ITUC and other international networks to address specific workers' needs relevant for structural poverty reduction and to support national lobby of sub-programme 2.

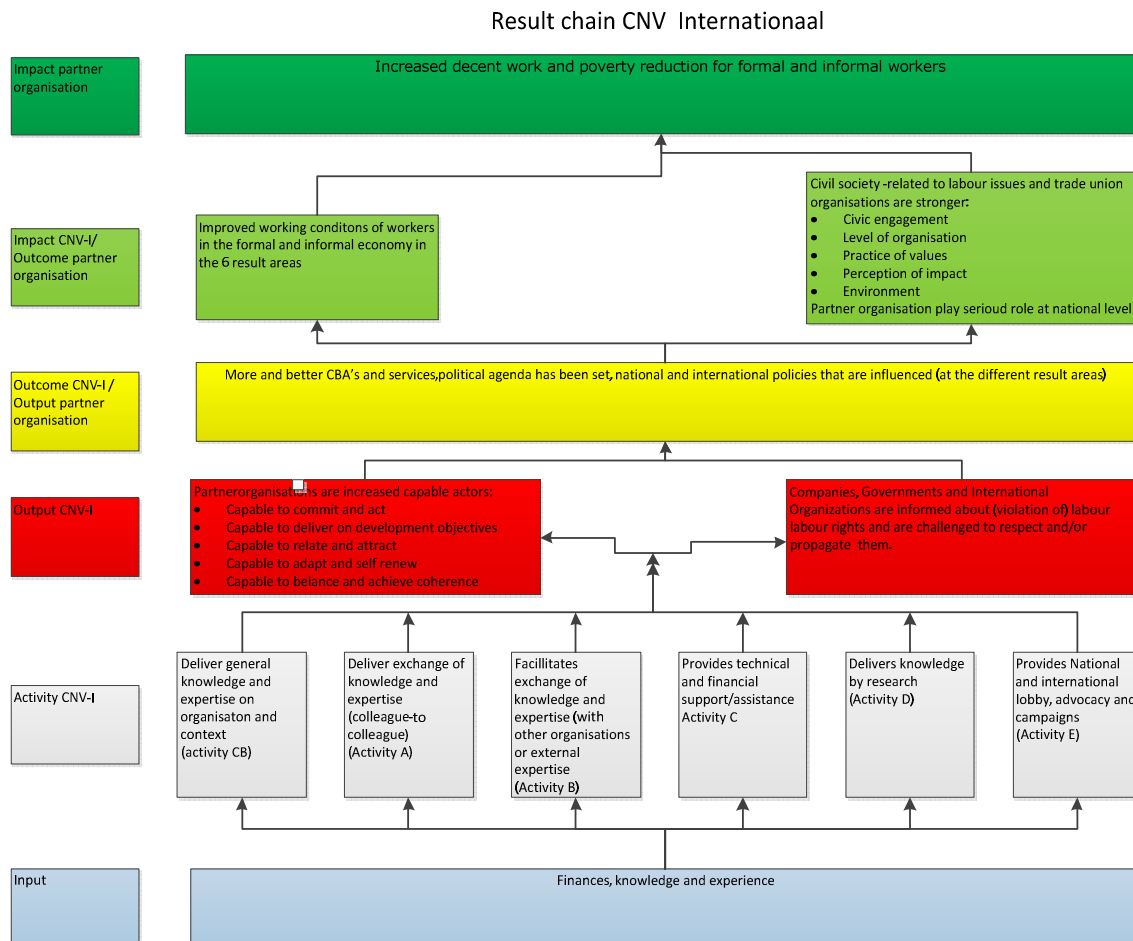
<sup>3</sup> See <http://www.ilo.org/global/about-the-ilo/decent-work-agenda/lang--de/index.htm> for more details on the four pillars of the Decent Work Agenda.

This sub-programme focuses on the following result areas: 1. Food security and security and legal order, 3. Decent Work agenda, 4. Informal economy and 6. Connecting agenda's.

*The Theory of Change of 'A World that Works'*

The Theory of Change of the TUCP is presented in figure 3 below. The provision of finances, knowledge and expertise towards partner organisation is the beginning of the intervention of CNV Internationaal. As illustrated six main clusters of activities in the three sub-programmes are being distinguished.

**Figure 3: Theory of Change of CNV Internationaal**



As a result of these activities, the two main intended **outputs of CNV Internationaal** are:

1. Partner organisations of CNV Internationaal are more capable actors<sup>4</sup>
2. Companies, governments and international organisations are informed about (violation) of labour rights and are challenged to respect and/or propagate them.

These outputs are expected to contribute to the desired **outcomes of CNV Internationaal** (i.e. output of partner organisations), being more and better collective bargaining agreements for workers have been concluded; more and better services towards members have been delivered (outcome sub-programme 1); political agenda has been set and national and international policies are influenced (outcome sub-programme 2 and 3).

<sup>4</sup> The 5 Core Capabilities model is a conceptual framework for capacity development of partners. This means that capacity development is understood and measured in terms of: 1. Capability to commit and act, 2. Capability to deliver on development objectives, 3. Capability to relate and attract, 4. Capability to adapt and self renew and 5. Capability to balance diversity and achieve coherence.

Subsequently, **the impact of CNV Internationaal** (i.e. the outcome of partner organisations) would have to become visible in workers having improved working conditions and a stronger civil society that eventually will lead to increased decent work for formal and informal workers as important strategy towards sustainable poverty reduction.

#### *Monitoring Protocol and baseline*

A monitoring protocol has been developed for the TUCP as management tool to monitor progress and achievements to inform decision making on the management and steering of the programme. This monitoring protocol includes indicators for all three sub-programmes at the various results levels reflected in the above Theory of Change 9 (see annex II).

A baseline measurement of the indicators in the monitoring protocol took place by an external consultancy firm in early 2013<sup>5</sup>, covering:

- outputs and outcomes of sub-programmes 1 and 2,
- 5 core capabilities of 16 partner organisations,
- CSI<sup>6</sup> index in 16 partner countries,
- Four outputs and outcomes related to sub-programme 3 and the internal Project Cycle Management implemented by CNV Internationaal.

This baseline was presented and approved by the Dutch Ministry of Foreign Affairs<sup>7</sup>.

The evaluation team will have to take note of the baseline report and make use of the baseline information - as appropriate - in the evaluation process.

---

<sup>5</sup> With the exception of sub-programme 1 and 2 of one partner organization due to a temporary suspension of cooperation. Cooperation was resumed late 2013 and the baseline data on this partner were added in early 2014.

<sup>6</sup> The CIVICUS Civil Society Index (CSI) is a participatory needs assessment and action planning tool for civil society around the world, with the aim of creating a knowledge base and momentum for civil society strengthening initiatives.

<sup>7</sup> A copy of the baseline report will be made available to the selected evaluation team.



## **4. Purpose and scope of the evaluation**

---

### **4.1. Purpose of the evaluation**

Both the Mid Term and Final evaluation have two clear purposes: accountability and learning.

The accountability purpose relates to CNV Internationaal accounting to its funders, the Dutch Ministry of Foreign Affairs, CNV members and other donors for the results achieved with the resources entrusted to CNV Internationaal. The evaluation needs to provide an **objective and independent assessment of the performance of the TUCP**, meeting the quality requirements as reflected in annex IV.

At the same time, the evaluation is considered as an important opportunity for learning and steering by CNV Internationaal and its partner organisations. In other words, the evaluation needs to provide a **sound and systematic analysis of the performance of the TUCP** by identifying explanatory factors of success and failure translated into best practices and lessons learned that can be used for steering current and future programming.

The evaluation process, including choice of methods and evaluation questions, will therefore have to be shaped in such a way that both purposes are met.

### **4.2. Scope of the evaluation**

The scope of the Mid Term and Final evaluation is the complete programme covering the period **2013-2016**, covering the **three sub-programmes** and **6 priority result areas**. Sub-programmes 2 (13% of the total budget) and sub-programme 3 (10% of the total budget) are relatively small in comparison to sub-programme 1 (77% of the total budget). The sub-programmes are however inseparable for the overall result of the programme in the different priority result areas, hence all need to be covered, possibly by using different evaluation methods and tools as appropriate.

#### *Selected countries for field research*

While the complete programme is subject to the evaluation, three programme countries, that are illustrative for the entire programme, are selected for field research to keep the evaluation process manageable and affordable. These countries are Colombia, Cambodia and Niger.

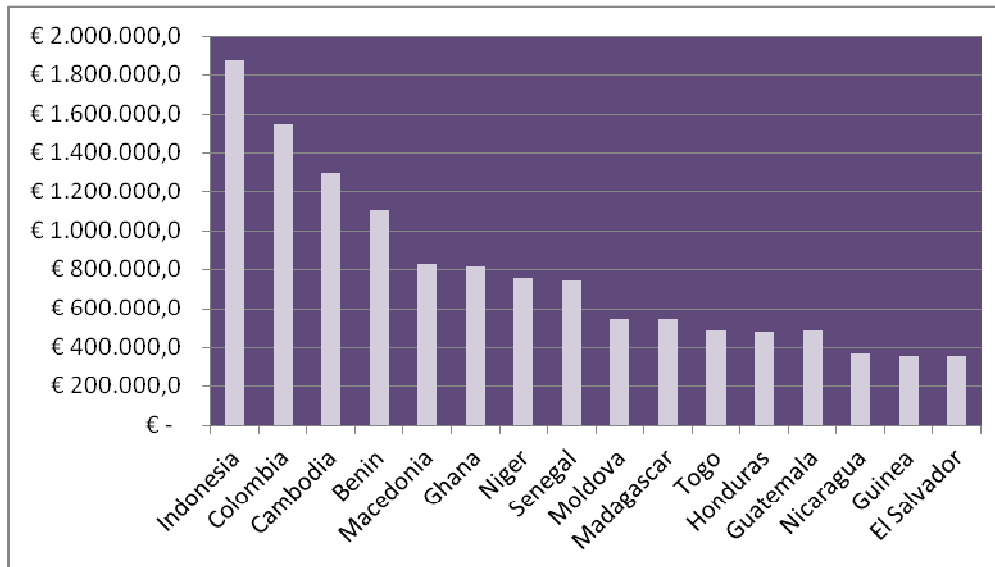
The selection of these three countries was based on the following criteria:

- All 6 priority result areas covered in country programme
- Inclusion of sub-programmes in the country programme
- Significant budgetary allocation per country (see figure 4 below)
- Diversity in maturity of the partner organisation(s)
- Connection with learning agenda
- Geographical diversity
- Diversity of responsible programme officers
- Not subject to evaluation under former TUCP (i.e. excluding Indonesia, Togo and Honduras).
- Belonging to the countries with which cooperation will be continued after 2015.

Selection of Colombia, Cambodia and Niger as focus countries can subsequently be justified as follows:

- Each of the priority result areas is covered by the country programmes, while in Cambodia and Niger two of the three and in Colombia all three sub-programmes are part of the country programme
- The combined budgets of the three countries represent a total amount of € 3.591.337 (i.e. 21 % of the total TUCP budget).
- Colombia and Cambodia belong to the countries with the 'strongest partner organizations', while Niger belongs to the middle category. No partner country from the lowest category was selected as cooperation with those countries has temporarily been suspended.
- The three countries represent three of the four continents in which the programme is executed.

**Figure 4: The budget division 2013-2016 per country (excluding PCM)**



It is furthermore important to recognise that other evaluative research of country programmes will take place. This mostly concerns evaluations of projects financed by other donors. The imminence of such project evaluations in a.o. Moldova, Cambodia and Colombia was not taken into account while making the country selection. It is however expected that the evaluation team will take note of these evaluations and use them as appropriate.

In addition it is important to recognise that not all programme outcomes are relevant and incorporated in the country programme of the three selected countries. It is expected that the evaluation team in consultation with CNV Internationaal will select and focus its research on the most relevant outcomes per country, taking into account the priority result areas of the Ministry of Foreign Affairs. This selection has to be representative for the programme as a whole, covering key results areas of the TUCP. In addition, the selection of outcomes has to be such that the complementarity of the three sub-programmes can be covered.

#### **4.3. Phasing and Timing of the evaluation.**

As mentioned, the assignment concerns both a mid-term (1<sup>st</sup> phase) and final (2<sup>nd</sup> phase) evaluation with the dual purpose of accountability and learning. The first phase is foreseen to take place between October 2014 and June 2015, while the second phase is foreseen to take place between September 2016 and June 2017.

The first phase mid-term evaluation is expected to be "lighter" than the final evaluation having a stronger emphasis on the purpose of learning, while the final evaluation has to clearly serve both the accountability and learning purposes.

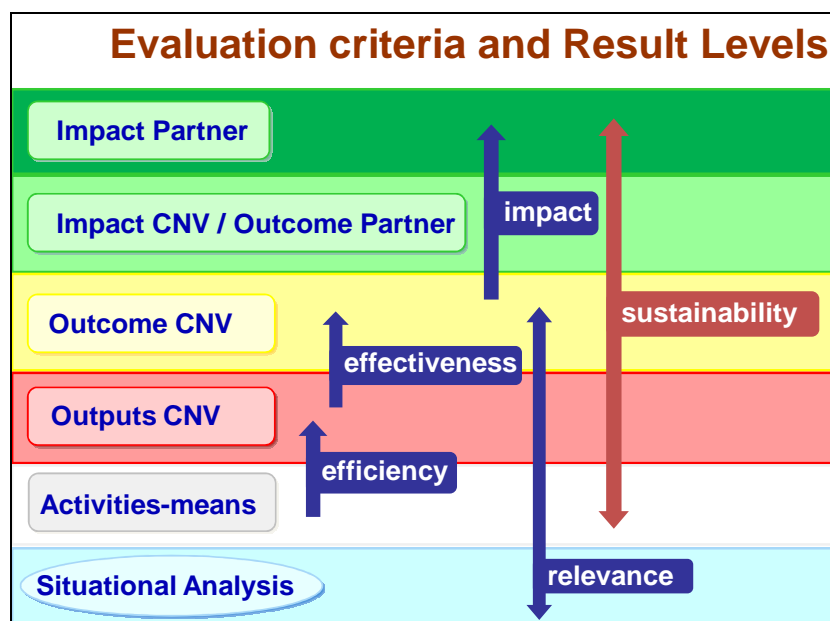
This implies that the approach for the first phase evaluation is expected to be different from the final evaluation. In the first phase the evaluators are expected to clearly include space for learning by CNV Internationaal and its partner organisations. This also means that in the first phase, no extensive international field visits are foreseen, but that data collection will primarily be undertaken by regional / local consultants (e.g. through facilitated self-assessments in the three selected countries). These data will then be validated and used by the international evaluation team, supplemented by desk study and other (distant) data collection methods (e.g. surveys / skype interviews etc.).

The second phase (final evaluation) is expected to include more extensive field work by the international evaluation team.

## 5. Evaluation criteria and research questions

In chapter 3, the Theory of Change and associated results chain of the TUCP of CNV Internationaal has been visualised. This results framework can be related to evaluation criteria to be addressed during the evaluation process. In the picture below the five evaluation criteria as defined by the OECD/DAC are reflected in relation to the TUCP results chain. The evaluation is expected to address the **efficiency, effectiveness, relevance, impact** (from the perspective of CNV Internationaal, i.e. at the level of employees) **and sustainability of the TUCP**<sup>8</sup>.

Figure 5: Evaluation criteria and the result levels



Overall the evaluation needs to answer the question *to which extent intended results (outputs, outcomes and impact) have been, or are on the way of being, achieved and provide evidence of the extent to which lower level results have contributed to higher level results (i.e. linking outputs to outcomes and outcomes to impact)*. More specifically the evaluation criteria are translated in the following research questions to be addressed by the evaluation.

Note: where possible and relevant, research questions are to be answered using data disaggregated by gender, ensuring a comprehensive view of the effects of the programme on women in particular.

### 5.1. Research questions per evaluation criteria

#### **Relevance**

The extent to which the TUCP responds to priority needs of the target group.

1. **To what extent has the relevance of the TUCP been assured during its design and implementation?**
  - 1.1 Have interventions under the TUCP been identified and shaped based on a sound and systematic needs assessment of the target groups / partner organisations?
  - 1.2 How is it ensured that the TUCP interventions complement other on-going initiatives without duplication of efforts or significant gaps in service delivery?
  - 1.3 How has the continued relevance of TUCP interventions been ensured?
  - 1.4 What can be done to improve / sustain the relevance of TUCP interventions?
  - 1.5 Given the recent changes in policies of the Ministry of Foreign Affairs and given the results of the evaluation, the evaluators are requested to make a statement on the relevance of the

<sup>8</sup> Although not a priority criteria, CNV Internationaal asks for specific attention to the sustainability of its intervention, hence questions around this evaluation criteria are added.

programme in the future (for CNV Internationaal, the Dutch Ministry of Foreign Affairs and for the partner countries)?

### **Effectiveness**

The extent to which intended results have been achieved.

#### **2. Which changes have been achieved by the TUCP programme at output and outcome level in the various priority results areas?**

- 2.1 What were the actual outputs and outcomes of the TUCP (in comparison to what was planned and to the baseline established in 2012)?
- 2.2 Which factors explain the degree of effectiveness of the support of CNV Internationaal?
- 2.3 Have additional, not planned for, outcomes been achieved (either positive or negative) as a result of the intervention?
- 2.4 What has been the added value of the peer-to-peer<sup>9</sup> interventions with regard to the results that have been achieved?
- 2.5 To what extent can the results achieved be attributed to or seen as a contribution of the TUCP of CNV Internationaal?
- 2.6 What can be done to sustain and/or improve effectiveness in the future?

### **Impact**

The extent to which desired change at the level of the ultimate target group (i.e. employees in targeted countries) have been achieved.

#### **3. Which changes can be observed in working conditions of the ultimate target group of the CNV Internationaal TUCP?**

- 3.1 What have been the actual changes in working conditions compared to the baseline situation?
- 3.2 Which factors external to the CNV Internationaal partners (but plausibly influenced by them) have helped or hindered improvements in labour conditions of employees in the targeted countries?
- 3.3 To what extent can changes in the working conditions be attributed to or seen as a contribution of the TUCP?
- 3.4 Have additional, unforeseen, changes for the ultimate target group (i.e. employees), been achieved (either positive or negative) as a result of the TUCP?
- 3.5 What can be done to sustain and/or improve impact in the future?

### **Efficiency**

The extent to which the actual outputs justify the use of resources.

#### **4. To what extent did the CNV Internationaal TUCP provide reasonable outputs (value) in the light of the resources being used?**

- 4.1 Have resources been used consciously and proportionally considering the intended results?
- 4.2 Has the use of resources been managed and accounted for in a transparent and accurate manner in light of the results (outputs) being achieved?
- 4.3 What factors have helped or hindered the efficiency of TUCP interventions?
- 4.4 What can be done to further improve the efficiency of the CNV Internationaal programme; either as part of capacity strengthening of partner organisations as well as the use by the partner organisations of their improved capacity?

### **Sustainability**

The extent to which the results of the TUCP are likely to continue after completion of the TUCP.

#### **5. To what extent are the achievements of the TUCP likely to have a lasting influence on the capacity of partner organisations, the quality of social dialogue and improvement of working conditions in the targeted countries?**

- 5.1 In what way have sustainability considerations influenced the design of TUCP interventions and what measures have been taken to ascertain the sustainability of those interventions at output and outcome level?

---

<sup>9</sup> Peer to peer refers to the cooperation and exchange of knowledge between CNV as trade union organisation and the partner organisations that are trade union organisations as well.

- 5.2 To what extent and what kind of exit strategies are used whilst shaping cooperation arrangements between CNV Internationaal and its partner organisations?
- 5.3 What factors can be identified that have either helped or hindered the sustainability of the TUCP?
- 5.4 What can be done to (further) improve the sustainability of the TUCP?

## **6. Methodology and approach**

---

### **6.1. Quality criteria and guiding principles**

The evaluation is expected to adhere to the quality criteria for evaluations: validity, reliability and usability/applicability as formulated by the Dutch Ministry of Foreign Affairs and explained in detail in annex IV. In terms of validity this means that the evaluation has to be based on clear, systematic and transparent collection, analysis and assessment of data. In terms of reliability, this means the evaluation has to make use of sound methods that include triangulation of data and the use of representative samples. In addition measures are to be taken to assure independent and high-quality research according to the IOB guidelines for evaluations. In terms of applicability, the evaluation has to be clear in its objectives, approach and results, assuring the accessibility and understanding of the evaluation results by CNV Internationaal and its key partners.

In addition, the ethics of the evaluation are of great importance to CNV Internationaal. General ethical guidelines such as integrity and honesty, respect for human rights, customs, cultures, beliefs and practices will have to be honoured. Moreover, the evaluation exercise in itself has to provide “value for money” meaning that the evaluation results will be pursued in the most efficient manner without jeopardising the quality of those results.

### **6.2. Evaluation Method**

It is expected that the evaluation team will propose and elaborate a suitable evaluation method fitting the nature of the TUCP and serving the purpose of the evaluation. Minimum requirements for the choice of the evaluation methods include:

- Meeting the quality criteria of the Ministry as explained above;
- Combining quantitative and qualitative methods to ascertain “the story behind the figures” can be told;
- Allowing for a systematic comparison of evaluation findings over time, including comparison with the baseline situation;
- Providing rigorous and reliable insight in the results areas and the causality/plausibility between different results levels;
- Optimal and efficient use of primary and secondary data collection methods, including surveys, interviews with key stakeholders, field-visits and desk study in particular taking note of the available monitoring information (including baseline report) and other evaluative research that will be commissioned during the lifetime of the TUCP.

Primary data sources are expected to include but not necessarily be limited to CNV Internationaal staff, partner organisations (both national and international), experts and researchers, government representatives of selected countries etc. To the extent possible, CNV Internationaal will provide access to relevant secondary data.

## **7. Planning and deliverables evaluation process**

The contracting of the selected evaluation team is expected to be completed by the end of September 2014. The first phase of the evaluation (Mid Term) can start in early October 2014.

The indicative planning and related expected deliverables of the evaluation:

What	When (indicative)	Deliverables
Intake/start-up	October 2014	Detailed plan of action for first phase
Evaluation design	October – November 2014	Inception report, including evaluation framework and tools for data collection and analysis.
Organising data collection process	December 2014	
Data collection and analysis first phase, including drafting of country reports.	January – February 2015	Three draft country reports
Collection comments on country reports Drafting of synthesis report	March 2015	Draft mid-term synthesis report*
Finalise country reports Consultation/feedback synthesis report.	April 2015	Final country reports Presentation of synthesis conclusions/recommendations.
Final synthesis report 1 <sup>st</sup> phase	May 2015	Final Mid-term synthesis report

Country reports are to be written in the main language of the partner country and translated in English, while the inception report and the synthesis report are to be written in English only.

Country reports are expected to be maximum 30 pages (excluding annexes), while the synthesis report will be maximum 50 pages (excluding annexes). Each report is to include an executive summary of approximately 3 pages that can be read independently from the report.

Furthermore each report is expected to include:

- Methodological note and process description;
- A context analysis;
- Summary of findings;
- Analysis and conclusions (best practices and lessons learned);
- Recommendations.

A process with similar deliverables is foreseen for the final evaluation (phase 2) that is scheduled to take place between September 2016 and June 2017 (including field research in the three selected programme countries). Besides a final synthesis report of the 2<sup>nd</sup> phase it is expected to present an overall synthesis report including both phases.

## **8. Organisation of the evaluation**

---

### **8.1. Qualifications evaluation team**

The evaluation will be carried out by an evaluation team consisting of professional experts who have not been employed by CNV Internationaal in the past 24 months or in any other way involved in the design and/or implementation of the programme. It is expected that the evaluation team will include regional/local team members to ascertain sensitisation to the local context and optimisation of cost-effectiveness by limiting the amount of international travel. Nevertheless it is expected that the international team leader or the senior evaluator is involved in the actual composition of the three country studies.

Operating in a highly political context, it is expected that the evaluators will have ample proven experience with complex international programme evaluations and have close affinity with the international work of Trade Unions.

It is expected that the **international team leader** will furthermore have:

1. Ample experience with successfully leading international evaluation teams working under a tight deadline in complex and politically sensitive circumstances;
2. Affinity with social movements and demonstrated experience with trade unions and in assessing civil society and social dialogue;
3. Sound methodological knowledge and experience with programme evaluations addressing all five OECD/DAC evaluation criteria;
4. A track record of at least 10 years in monitoring and evaluating of complex social change programmes in the context of international development;
5. Knowledge of and demonstrated experience in meeting the IOB quality criteria for evaluations would be distinct advantage.

In addition the **evaluation team as a whole** is expected to meet the following qualifications:

1. Experience in designing and implementing methodologically sound mixed-method evaluation processes that allow for attribution / contribution analysis;
2. Proven ability to combine accountability and learning oriented evaluation processes;
3. Experience with 5 core capability approach and CSI Index;
4. Excellent and politically sensitive communication skills (both in speaking and writing);
5. Proficiency in English, French and Spanish (both in speaking and report writing);
6. Excellent report writing skills;
7. Able to present their code of ethics.

### **8.2. Reference group**

To enhance the quality of the evaluation CNV Internationaal has established a 'Reference Group' that has an advisory role to CNV Internationaal and acts as sounding board/provider of feedback throughout the evaluation process. The Reference group consists of three external members.

In particular the Reference group will be advising CNV Internationaal on the following:

1. Term of Reference and eventual adjustments to the ToR;
2. Evaluation of the submitted proposals and selection evaluation team;
3. Inception report with outline evaluation framework and tools for data collection and analysis;
4. Draft/final country and synthesis reports of the first phase;
5. Draft/final country and synthesis reports of the second phase.

### **8.3. Oversight over the evaluation**

The evaluation will be carried out under the direct responsibility of CNV Internationaal. Final decision-making on matters related to the evaluation will therefore be done by CNV Internationaal. Ms. Conny Wedda will act as evaluation manager on behalf of CNV Internationaal and oversees the overall implementation of the evaluation process. She will also be the first contact person in CNV Internationaal for the evaluation team.



#### **8.4. Budget indication**

A maximum amount of € 250,000 (incl. VAT) is available for the full evaluation process (phase 1 and 2), including consultancy fee of the full evaluation team, travel and transport costs (including allowances) and translation costs.

## **9. Outline Evaluation proposal.**

---

Interested parties that meet the qualifications are invited to submit a technical and financial proposal to be received before the 1st of September 2014.

Contact: -Marie José Alting von Geusau (Manager CNV Internationaal) [m.vongeusau@cnv.nl](mailto:m.vongeusau@cnv.nl)  
-Conny Wedda (Quality advisor CNV Internationaal and evaluation manager)  
[c.wedda@cnv.nl](mailto:c.wedda@cnv.nl)

Address: CNV Internationaal  
Tiberdreef 4, 3561 GG Utrecht  
PO Box 2475, 3500 GL Utrecht

The technical proposal (max. 10 pages, excluding annexes) is expected to include:

1. A description of the understanding of the ToR, including comments and suggestions;
2. An outline of the suggested approach, methodology and work plan covering both phases of the evaluation;
3. Company profile and relevant track record of the organisation;
4. Description of the team composition clearly indicating team leader and distribution of responsibilities within the team. CVs of all proposed international/regional/local team members describing relevant experience in the country/region of the selected countries, are expected to be annexed.

The financial proposal (to be submitted in a separate document) is to include the following, specified for each of the two phases of the evaluation:

1. Consultancy fees mentioning daily fees and number of days for each team member;
2. Costs for travel, boarding and lodging;
3. Translation costs;
4. Any other costs to be covered;
5. Total costs of the evaluation.

## **10. Selection criteria / Evaluation of Technical and Financial Proposals.**

---

Technical proposals will be evaluated as follows:

<b>Selection criteria:</b>	<b>Weight</b>
Demonstrated understanding of the requirements of the assignments	20 points
Quality of the suggested approach and methodology	30 points
Track record of the organisation	10 points
Experience and qualifications of the proposed team members:	
- Team Leader	25 points
- Other team members	15 points
Max. total points	100 points

The three technical proposals with the highest score and each scoring at least 70 points, will be invited for a presentation of their proposal to the reference group and representatives of CNV Internationaal, that will form the basis for the selection of the winning proposal.

**11. Time Schedule for bidding process:**

---

ToR published	11 July 2014
Deadline for receiving questions for clarification of ToR	31 July 2014
Responses to questions for clarification of ToR by CNV Internationaal	7 August 2014
Deadline for submission of proposals	1 September
Evaluation/short listing of technical proposals	1 – 15 September
Presentation of shortlisted proposal to CNV Internationaal and Reference group	15 – 19 September
Awarding of contract	22 – 30 September
Start assignment (1 <sup>st</sup> Phase)	October 1 <sup>st</sup> 2014

## Annex I: Abbreviations

5C's	Five Core Capabilities
CBA	Collective Bargaining Agreement
CNV	Christian Trade Unions in The Netherlands
CIVICUS	World Alliance for Citizen Participation is an international alliance established in 1993 to nurture the foundation, growth and protection of citizen action throughout the world.
CSI	Civil Society Index
CSR	Corporate Social Responsibility
DECP	Dutch Employers Cooperation Programme
DW	Decent Work
IMVO	Internationaal Maatschappelijk Verantwoord Ondernemen (International Corporate Social Responsibility)
ILO	International Labour Organisation
IOB	Inspectie ontwikkelingssamenwerking en Beleidsevaluatie
ITUC	International Trade Union Confederation
MDG	Millennium Development Goals
MoFA	Ministry of Foreign Affairs
OECD/DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
PCM	Project Cycle Management
PDCA	Plan Do Check Act
SOMO	Stichting Onderzoek Multinationale Ondernemingen
ToR	Terms of Reference
TUCP	Trade Union Cooperation Programme
VAT	Value Added Tax

SP 1 Changes in the lives of people										
Food security SP1										
Outcome	Indicator	Baseline	Target values Outcome	Output	Indicator	Baseline	Target Value Output	Activity nr	Activity 2014	Countries
1.1. Formal workers receive minimum wage.	1) Number of formal workers earning a minimum wage (separately for men and women)	1) 570,404 formal workers (M:265,667 F:136,006) with minimum wage (4.B/E.1)	1) 2013: none 2) 2013: none	1.1.a) Inclusion of minum wage in CBA at company and sector level	1) Number of active CBAs that include a minimum wage.	1) 213 CBAs with minimum wage (4.B/E.1)	1 2013:+2% 2014:+5% 2015:+7% 2016:+10%	B1	Provision of knowledge and expertise on minimum living wage (i.e. in cooperation with Wage Indicator)	Cambodia, Indonesia, Benin, Niger, Senegal, Colombia, Macedonia, Togo, Madagascar, Guatemala, Guinée, Honduras, El Salvador
	2) Number of formal workers earning a minimum living wage (separately for men and women)	2) 158,996 formal workers (M:106,902 F:51,158) with minimum living wage (4.B/E.1)		1.1.b) Inclusion of mimum living wage in CBA at company and sector level	1) Number of active CBAs that include minimum living wage	1) 149 CBAs with minimum living wage (4.B/E.2)	2013:+1% 2014:+2% 2015:+5% 2016:+7%			
Decent work SP1										
Outcome	Indicator	Baseline	Target values Outcome	Output	Indicator	Baseline	Target Value Output	Activity nr	Activity 2014	Countries
1.3.a) ILO labour conventions are respected for formal workers.	1) Number of formal workers enjoying labour rights in line with ILO conventions (i.e. reasonable working hours, flexible working hours, wages paid on time, allowances paid, overtime paid (separately for men/women)	1) 846,832 formal workers (M: 393,891 F: 252,465) enjoying reasonable working hours, flexible working hours, wages paid on time, allowances paid, overtime paid (4.B/E.3)	1) 2014:15%; 2016:20%	1.3.a) ILO Labour conventions/job security applied in CBAs at company/sector level	1) Number of active CBAs that include respect for ILO labour rights i.e. reasonable working hours, flexible working hours, wages paid on time, allowances paid, overtime paid (separately for men/women)	1) 302 CBAs that include reasonable working hours, flexible working hours, wages paid on time, allowances paid, overtime paid (4.B/E.3)	2013:+7% 2014:+15% 2015:+17% 2016:+20%	C3	Provision of support to partner organisations for the development of (new) legal services for formal and informal workers such as: 1. Legal assistance in case decent working conditions are not respected 2. Legal assistance when wage agreements and contracts as laid down in CBAs are not respected 3. Provision of training to formal workers about their labour rights 4. Etc	Cambodia, Indonesia, Benin, Niger, Senegal, Colombia, Moldova, Macedonia, Togo, Madagascar, Guatemala, Bangladesh, Honduras, El Salvador, Namibia, Costa Rica, Paraguay
1.3.b) Increased job security for formal workers and informal workers	1) Number of formal workers with a permanent contract (separately for men and women)	1) 688,245 formal workers (M: 331,069 F: 261,130) with a permanent contract (4.B/E.4)	1-2 2014:15% 2016:20%	1.3.b.1) Job security is ensured in CBAs at company and sector level	1) Number of active CBAs that include job security	1) 283 CBAs that include job security (4.A4/D.4)	1. 2013:+7% 2014:+15% 2015:+17% 2016:+20%	A2	Colleague-to-colleague coaching from CNV negotiators during negotiation process	Indonesia, Madagascar, Guatemala, Bangladesh
	2) Number of formal and informal workers who are reinstated/compensated (separately for men and women)	2) 15,823 formal and informal workers (M: 9,661 F: 6,074) who are re-instated/compensated (5.D.1/2 successfully)		1.3.b.2) workers organisations provide quality services to formal and informal workers	1) Number of formal and informal workers that use the services offered by workers organisations related to contracting (separately for men and women)	1) 19,409 formal and informal workers (M: 10,775 F: 8,540) that have their legal cases related to contracting/unfair termination of contracting being handled by workers organisations (5.C.1/2)	1) 2013:+7 2014:+15% 2015:+17 2016:+20%	B2	Exchange of best practices regarding defence of informal sector workers rights (in cooperation with other organizations: StreetNet, ILO, ITUC etc)	
1.6.a) Social security schemes for formal workers (country specific focus: access to pension schemes OR health care OR accidents insurances etc)	1) Number of formal workers covered by social security schemes (irrelevant of type of security scheme) (separately for men and women)	1) 707,666 formal workers (M: 354,564 F: 217,626) covered by social security schemes (4.B/E.7)	1) 2014:+3% 2016:+10%	1.6.a) Social security is ensured in CBA at company and sector level	1) Number of active CBAs that provide access to social security schemes	1) 295 CBAs that include access to social security schemes (4.B/E.7)	1) 2013:+7% 2014:+15% 2015:+17% 2016:+20%	C8	Provision of technical support to partner organisations on the subject of Social Protection	Cambodia, Indonesia, Niger, Senegal, Togo, Guatemala, Paraguay

Decent work SP1										
Outcome	Indicator	Baseline	Target values Outcome	Output	Indicator	Baseline	Target Value Output	Activity nr	Activity 2014	Countries
1.6.b) OSH for formal and informal workers	1) Number of formal and informal workers covered by OSH (separately for men and women)	1) 632,007 formal and informal workers (M: 316,832 F: 179,654) that enjoy OSH at the workplace (4.B/E.8) PLUS ((5.A.5)	1. 2014:+ 5% 2016:+10%	1.6.b.1) OSH is ensured in CBA at company and sector level	1) Number of active CBAs that include OSH	1) 297 CBAs that provide for OSH (4.B/E.8)	1) 2013:+7% 2014:+15% 2015:+17% 2016:+20%	C9	Provision of support to partner organisations for the development of CBAs/services to formal and informal workers related to social protection and OSH such as: 1. Legal assistance in cases where OSH as agreed in CBAs is not respected 2. Provision of support to informal workers in applying for social security schemes 3. Provision of trainings to formal and informal workers on their rights related to OSH and social protection 4. Etc.	Cambodia, Indonesia, Benin, Niger, Colombia, Moldavia, Togo, Honduras, El Salvador, Paraguay
				1.6.b.2) workers organisations provide quality services for formal and informal workers in the field of OSH	1) Number of formal and informal workers that use the services offered by workers organisations related to OSH (separately for men and women) 2) 4.714 formal and informal workers (M: 4,644 F: 25) having protection materials (5.A.5)	1) 10,497 formal and informal workers (M: 5,125 F: 4,957) trained on Social Protection and OSH (5.B.3/4) 2) 4.714 formal and informal workers (M: 4,644 F: 25) having protection materials (5.A.5)	1-2 2013:+2% 2014:+5% 2015:+7% 2016:+10%	A6	Colleague-to-colleague coaching from CNV negotiators during negotiation process	
1.6.c) Social security for informal workers (country specific focus: access to pension schemes, health care, accidents insurances etc)	1) Number of informal workers covered by insurance policies (irrelevant type of security scheme) (separately for men and women).	1) 11,121 informal workers (M: 7,129 F: 1,529) covered by insurance policies for informal workers (5.A.2)	1. 2014: +5% 2016: +20%	1.6.c.1) Number of social security insurance policies available for informal workers	1) Number of social security insurance policies available for informal workers	1) 753 agreements between workers organisations and social security providers for SC for informal workers (5.A.2)	1. 2013:+2% 2014:+5% 2015:+12% 2016:+15%	A7	Colleague-to-colleague exchange (South-South/North-South) on insurance schemes and development of a system of Shop Stewards for OSH (for example with SEWA, India)	Guatemala
1.7) Formal workers have career development	1) Number of formal workers enjoying career development (separately for men and women)	574,495 formal workers (M: 289,573 F: 147,730) that enjoy career development (4.B/E.9) plus (5.B.5) plus (5.A.6)	1. 2014:15% 2016:20%	1.7.a) CBAs facilitate career development at company and sector level	1) Number of active CBAs that include career development	1) 240 CBAs that include career development (4.B/E.9)	1. 2013:+2% 2014:+5% 2015:+12% 2016:+15%	C10	Provision of technical support to partner organisations for the development of CBA/career development services to formal workers	Cambodia, Indonesia, Benin, Niger
				1.7.b) Workers organisations provide (new) quality services to formal workers in the field of career development	1) Number of formal workers that use the services offered from workers organisations related to vocational training (separately for men and women). 2) Number of formal workers that use the services offered from workers organisations related to access to support in going 'from-job-to-job' (separately for men and women).	1) 3,096 formal workers (M: 100 F: 1,300) that receive vocational training.(5.B.5) 2) 227 formal workers (M: 78 F: 112 ) that receive 'from-job-to-job' support (5.A.6)	1-2 2013:+7% 2014:+15% 2015:+17% 2016:+20%	B3	Provision of training to partner organisations on the concept of career development for formal workers	
1.8) Young workers and informal workers are prepared to enter labour market	1) Number of young formal and informal workers that use the services offered by workers organisations related to career development specifically for youth (separately for men and women).	1) 2,745 young formal and informal workers (M: 481 F: 1,190) that enjoy career development (5.B.6) plus (5.A.7)	1. 2014:+5% 2016:+10%	1.8) Workers organisations provide new quality services to youth in the field of career development	1) Number of young formal and informal workers with personal skills training in the field (past year) (15 -35 years, separately for men and women)	1) 620 young formal and informal workers (M: 221 F: 239) that received skills training (5.B.6)	1-2 2013:+7% 2014:+15% 2015:+17% 2016:+20%	C11	Provision of technical support to partner organisations for the development of career development services/CBAs to youth	Cambodia, Indonesia, Benin, Niger, Senegal, Macedonia, Moldova, Togo, Madagascar
					2) Number of young formal and informal workers that recently were involved in internships (past year) (15 -35 years, separate for men and women)	2) 2,125 young formal and informal workers (M: 260 F: 951) that did internship (5.A.7)		A9	Provision of training to partner organisations on the concept of career development for youth	
								B4	Establishment of cooperation with DECP (in those countries where cooperation is possible) for establishing internships for youth	

Informal Economy SP1										
Outcome	Indicator	Baseline	Target values Outcome	Output	Indicator	Baseline	Target Value Output	Activity nr	Activity 2014	Countries
1.2) Informal workers earn a minimum living wage	1) Number of informal workers using new working/production methods (separately for men and women)	1) 20.983 informal workers (M: 5.309 F: 15.564) using new working/production methods (5.B.1)	1. 2014:+5% 2016:+10%	1.2) Workers' organisations provide quality services to informal workers	1) Number of informal workers that use the services offered by workers organisations related to working conditions (i.e. production methods and financial management) (separately for men and women)	1) 20.983 informal workers (M: 5.309 F: 15.564) trained in new production methods (5.B.1) 2) 21.599 cooperative founders (M: 5.800 F: 15.579) trained in financial management (5.B.2)	1-4 2013:+7% 2014:+15% 2015:+17% 2016:+20%	C1/2	Provision of technical support (awareness raising, knowledge and production methods) to partner organisations for the development of (new) services for informal workers such as: 1. Provision of information on how to establish cooperatives 2. Financial management training for cooperatives 3. Provision of information on how to apply for credit 4. provision of (information) of new production methods	Cambodia, Indonesia, Benin, Niger, Senegal, Colombia, Togo, Madagascar, Guatemala, Guinée, Honduras, El Salvador, Paraguay
	2) Number of informal workers working together in a cooperative (separately for men and women)	2) 12.570 informal workers (M: 8.362 F: 4.198) in cooperative (5.A.3)	2. 2014:+3% 2016:+10%		2) Number of informal workers that have access to credit (separately for men and women)	3) 12.717 informal workers (M: 5.566 F: 1.381) that participate in credit schemes (5.A.1) 4) 52 agreements between partner organisations and credit suppliers (5.A.1)	A1	Provision of toolkit to partner organisations on the concept of improving working conditions for informal workers so as to achieve a minimum wage		
Gender SP1										
Outcome	Indicator	Baseline	Target values Outcome	Output	Indicator	Baseline	Target Value Output	Activity nr	Activity 2014	Countries
1.4) Female formal and informal workers enjoy paid maternity leave	1) Number of female formal and informal workers that enjoy paid maternity leave	1) 217.455 female workers enjoying paid ML (4.B/E.5) plus (5.C.3 successfully)	1. 2014:+7,5% 2016:+10%	1.4.a) Paid maternity leave is ensured in CBA at the company and sector level	1) Number of active CBAs that include paid maternity leave	1) 274 CBAs that include maternity protection (4.B/E.5)	1. 2013:+7% 2014:+15% 2015:+17%	C4	Provision of support to partner organisations for the development of cba/services to pregnant female workers such as: 1. Provision of trainings on rights for pregnant female workers 2. Legal assistance when rights for pregnant female workers are violated	Cambodia, Indonesia, Niger, Senegal, Togo
				1.4.b) Workers organisations provide quality services to pregnant female formal and informal workers	1) Number of female formal and informal workers that use the services offered by workers organisations related to maternity protection	1) 4.772 female workers that receive assistance related to maternity protection from workers organisations (5.C.3)	1. 2013:+7% 2014:+15% 2015:+17% 2016:+20%			
1.5) Equal pay for equal work for formal workers	1) Male and female formal workers doing equal work are equally paid	1) 217.020 female workers that are equally paid for equal work 4.B/E.6) plus (5.C.4 successfully)	1. 2014:5% 2016:10%	1.5.a) CBAs respect ILO convention 100 on equal remuneration	1) Number of active CBAs that respect ILO convention 100	1) 221 CBAs that respect ILO convention 100 (4.B/E.6)	1. 2013:+2% 2014:+5% 2015:+7% 2016:+10%	C6	Provision of technical support to partner organisations for the development of CBAs/Services related to equal remuneration	Indonesia, Senegal, Madagascar, Honduras, El Salvador
				1.5.b) workers organisation offer (legal) services related to equal remuneration	1) Number of formal workers that use the services offered by workers organisations related to promoting equal remuneration (separately for men and women)	1) 12.769 workers (M: 6.987 F: 5.782) that receive legal assistance related to equal remuneration from workers organisation (5.C.4) 2) 1.811 workers (M: 791 F: 570) trained on equal remuneration (5.B.8)	1-2 2013:+2% 2014:+5% 2015:+7% 2016:+10%			
1.9) A safer workplace for workers (less violence/sexual harassment against women)	1) Number of formal and informal workers free from violence/sexual harassment at the workplace (separately for men and women).	1) 265.053 formal and informal workers (M:181.456 F: 85.377) enjoy workplace free from violence/sexual harassment (4.B/E.10) PLUS (5.C.5 successfully)	1. 2014:+5% 2016:+10%	1.9.a) CBAs include provision to prevent violence at het workplace and sexual harassment	1) Number of active CBAs that include provisions to prevent violence at the workplace and sexual harassment	1) 18 CBAS that include provisions to prevent violence at the workplace and sexual harassment (4.B/E.10)	1. 2013:+2% 2014:+5% 2015:+7% 2016:+10%	A11	Colleague-to-colleague exchange (south-south): -how to develop a system to denounce and sanction sexual harassment of women at the work floor -how to enable women to file complaints on violence at the workplace in a safe environment	Cambodia, Indonesia, Benin, Macedonia, Togo, Madagascar, Guatemala, Guinée
				1.9.b) workers organisations offer specific services related to the prevention of violence at the workplace and the prevention of sexual harassment	1) Number of formal and informal workers that use the services offered by workers organisations related to the prevention of violence at the workplace and the prevention of sexual harassment (separately for men and women)	1) 1.259 formal and informal workers (M: 295 F: 964) trained about how to defend their rights at the workplace (5.B.7) 2) 32 formal and informal workers (M:1 F: 31) that receive legal assistance related to violence against women at the workplace/sexual harassment (5.C.5)	1-2 2013:+2% 2014:+5% 2015:+7% 2016:+10%	A10	Provision of technical assistance on awareness raising campaigns among workers about mobbing and issues related to prevent violence at the workplace Colleague-to-colleague coaching (south-south/north-south) on the development of services related to the prevention of violence at the workplace	



Outcome	Indicator	Baseline	Target values Outcome	Output	Indicator	Baseline	Target Value Output	Activity nr	Activity 2014	Countries
1.1.a) Partner organisations are capable actors	1. Total average score (C1-5) 2. Average score on the partner organisation is capable to commit and act (C1) 3. Average score on the partner organisation is capable to deliver on development objective (C2) 4. Average score on the partner organisation is capable to relate and attract (C3) 5. Average score on the partner organisation is capable to adapt and self-renew (C4) 6. Average score on the partner organisation is capable to balance diversity and achieve coherence (C5)	1) 3.2 = total average score (0-4) (C1-5); 2) 2.4 = average score (0-4) (C1); 3) 2.1 = average score (0-4) (C1); 4) 2.6 = average score (0-4) (C3); 5) 2.1 = average score (0-4) (C4); 6) 2.4 = average score (0-4) (C5)	1) 2014: average increase with 0,5 point; 2016: average increase with 1 point	1.1.a) partner organisations have knowledge available on PME method	1) Number of PME training provided	N/A	1. 2013:+4; 2014: +9 2015: +11 2016: +19	CB1.a.a	PME training (up-date)	Cambodia, Benin, Niger, Guinée, Colombia, Honduras, Bangladesh
				1.1.b) Partner organisations have knowledge available on organisation	1) Number of gender mainstreamed organisational analyses	N/A	1. 2013: 0; 2014: +10; 2015: +19; 2016: +29 (2017: +38)	CB1.1.b	Organisational analysis	Cambodia, Benin, Niger, Senegal, Colombia, Macedonia, Togo, Guatemala, Bangladesh, Guinée, El Salvador
				1.1.c) Partner organisations have knowledge available on context	1) Number of gender mainstreamed context analyses	N/A	1. 2013: +6; 2014: +10; 2015: +13; 2016: +17	CB1.1.c	Context analysis	Cambodia, Niger, Colombia, Guinée, Honduras, El Salvador
				1.1.d) Partner organisations have knowledge available on member satisfaction	1) Number of toolkit member satisfaction survey	N/A	1. 2013: +1; 2014: +1; 2015: +1; 2016: +1	CB1.1.d.1	Toolkit	N.A.
					2) Number of gender mainstreamed member satisfaction researches	N/A	2. 2013: +2; 2014: +8; 2015: +11; 2016: +12	CB1.1.d.2	Member satisfaction surveys	Cambodia, Indonesia, Senegal, Togo, Madagascar
				1.1.e) Partner organisations have specific experiences and expertise	1) Number of colleague-2-colleague exchanges	N/A	1. 2013:+9; 2014: +14; 2015: +19; 2016: +24	CB1.1.e.1	Colleague-to-colleague exchange organisational capacity	Cambodia, Colombia
					2) Number of follow up projects based on organisational analyses	N/A	2. 2013: +18; 2014: +21; 2015: +19; 2016: +19	CB1.1.e.2	Follow-up organisational analysis	Cambodia, Indonesia, Benin, Ghana, Niger, Senegal, Colombia, Macedonia, Moldova, Togo, Madagascar, Guatemala, Nicaragua, Guinée, Honduras, El Salvador
1.1.f) Partner organisations improve organisation based on lessons learned	1) Number of evaluations conducted by partner organisations	N/A	1. 2013 +2; 2014: +6; 2015: +8; 2016: +17	CB1.1.f	Project evaluations	Cambodia, Niger, Colombia, Guinée, El Salvador				
Outcome	Indicator	Baseline	Target values Outcome	Output	Indicator	Baseline	Target Value Output	Activity nr	Activity 2014	Countries
PCM. Programme implementation in accordance with PCDA.	1. Evidence based learning and decision making; 2. Timely delivered and approved workplans and reports; 3. Evidence based decision making on clients satisfaction	1. N/A; 2. N/A; 3. N/A	1. 2014: +8 (1p/q); 2016: +16 (1 p/q); 2. 2014: +4; 2016: +8; 3. 2014: +8; 2016: +16	PCM.1) Knowledge available on implementation of programme	1) Follow up plans evaluations are formulated.	N/A	1) 2013:0; 2014: 0; 2015: +1; 2016: +1 (2017: +2)	PCM.1.	Conducting country evaluations; Implementing and monitoring follow up plans; Conducting clients satisfaction research.	Niger, Colombia, Cambodia
				PCM.2) Knowledge available on good practices	1) Good practices by members of CNV-I staff documented	N/A	1) 2013:+2;2014: +4; 2015: +6; 2016: +8	PCM.2.	CNV-I staff shares experiences on strategies, policies of partner organisations, application of internal procedures etc.	N/A
				PCM.3) Information shared through digital platform	1) Number of visits of digital platform	1. 219 number of visits by partnerorganisation of digital platform	1) 2013: +5%; 2014: +10%; 2015: +12%; 2016: +15%	PCM.3.	Further development of digital platform for knowledge sharing	N/A
				PCM.4) Staff of CNV Internationaal has up to date knowledge and skills	1) Examples of newly developed knowledge, skills and policies	N/A	1) 2013: +@; 2014: +4; 2015: +6; 2016: +8	PCM.4.	Develop and maintain professional knowledge and skills CNV-I staff	N/A
				PCM.5) Organisation of CNV Internationaal professionalised and improved	1) ISO certificate obtained. 2) Number of internal audit and follow up plans		1) 2013:0; 2014: +1; 2015: +1; 2016: +1; 2) 2013: +1; 2014: +2; 2015: +3; 2016: +4	PCM.5.	Development and implementation of quality management system; Decrease number of programme countries; Implementing and follow-up internal audits	N/A
				PCM.6) Project implementation monitored and achieved of results verified	1) Number of management of projects are monitored (content & process). 2) Number of field visits of programme officers are monitored.	1. N/A; 2: N/A	1) 2013: +3 projects; 2014: +3 projects; 2015: +3 projects; 2016: +3 projects. 2) 2013: +3 visits; 2014: +3 visits; 2015: +3 visits; 2016: +3 visits	PCM.6a	General programme management activities staff and regional technical expertise	N/A
1.7) Donor diversification	1. Amount raised from donor other than MoFa	€ 1. 470,034 CNV Internationaal receives from donors other than the MoFa	1. 2014: 8%; 2016: 20%	PCM.7.a) Inner circle fundraising	1) Amount raised through CNV grassroots; 2. Amount raised by private fundraising; 3. Amount raised by IC-CBA contracts	1) EUR 82.752 raised through CNV grassroots; 2) EUR 143.536 raised by private fundraising campaigns; 3) EUR 115.211 raised by IC-CBA contracts	1) 2013: €275.235; 2014: € 407.492; 2015: +460.425; 2016: € 463.138; 2) 2013: €120.000; 2014: € 125.000; 2015: € 130.000; 2016: € 140.000. 3.2013: €164.800; 2014: € 170.000; 2015: € 183.000; 2016: € 200.000	PCM.7a.	Development and implementation of fundraising strategy	N/A
				PCM.7.b) Outer circle fundraising	1) Amount raised through institutional fundraising; 2) Amount raised through corporate fundraising; 3) Amount raised through fundraising from philanthropic foundations	1) EUR 128.535 raised through institutional fundraising; 2) EUR 0 raised through corporate fundraising; 3) €EUR 0 raised through fundraising from philanthropic foundations	1) 2013: € 120.000; 2014: € 220.000; 2015: € 350.000; 2016: € 450.000. 2) 2013:€25.000; 2014: € 35.000; 2015: € 55.000; 2016: € 75.000. 3) 2013: 25.000; €2014: € 40.000; 2015: 50.000; 2016: € 60.000	PCM.7b.	Conducting fundraising activities	N/A

SP 2 Stronger Civil Society										
Safety and Legal order										
Outcome	Indicator	Baseline	Target values Outcome	Output	Indicator	Baseline	Target Value Output	Activity nr	Activity 2014	Countries
2.1) Workers organisations contribute to effective and efficient social dialogue at national level	1) Number of countries in which tripartite consultations have improved (i.e. timely organisation of meetings, proposals being discussed and agreements that are made)	1. Status tripartite consultations (how often do they take place, are they planned beforehand, is an agenda prepared and distributed, are proposal submitted before hand etc) in selected countries. In 11 partner countries the POs participate actively in tripartite consultations and are recognised for their influence. In Ghana, Nicaragua and Macedonia the influence is limited. In Cambodia and El Salvador the tripartite structures are respectively not mature and not operational. Specific information about the quality of tripartite consultations was not provided by the partner organisations.	1. 2014:consultations improved in 3 countries 2016:consultations improved in 6 countries	2.1) Workers organisations represent formal and informal workers at national level	1) Number of workers organisations formulate common lobby agenda's	1. N/A	1. 2013:Strategic partners have been identified in 3 countries 2014:common agenda's formulated in 3 countries 2015:4 countries 2016:common agenda's formulated in 6 countries	C13	Technical assistance to strengthen partner organisations' capacities to become a negotiation partner at national level	Cambodia, Indonesia, Niger, Macedonia, Guatemala, Guinée, El Salvador, Honduras
								A12	Colleague-to-colleague (south-south) exchange on effective social dialogue	
2.3) Fundamental labour conventions and recommendations are translated in policies and legislation (country specific)	1) Number of countries that have put labour conventions into practice by translating them into country specific policies and legislation	1) X nr of countries that have put fundamental labour conventions and recommendations into practice by translating them into country specific policies and legislation Partner organisation report that, in general, all major labour conventions, particularly the 8 fundamental ones, are ratified by their respective governments. At the same time, partners specifically reported that Ghana did not ratify 158 and Togo did not (yet) ratify 183 and 189.  Translation into policies and laws is taking place, particularly in the countries in Asia, Central Europe and Latin America. In Africa this is also taking place, but to less extend. All partners specifically lobby on respect of the labour conventions.  This application and full respect is a major concern, since this application is often (very) weak. Interesting in this context is the official proposal of KSBSI (Indonesia) to organise tri-partite inspections on respect of labour conventions.	1. 2014:an increase of 1 country 2016:an increase of 3 countries	2.3.a) Convince national government to implement fundamental labour conventions by strategic alliance in het programme countries	1) Number of partner organisations that develop and execute joint lobby strategies on the implementation of fundamental labour conventions	1. N/A	2. 2013: Concept input in 3 countries prepared 2014:Input submitted in 3 countries 2015:Input submitted in 5 countries 2016:Input submitted in 6 countries	C14	Provision of technical assistance to strengthen the intersyndicales	Cambodia, Indonesia, Colombia, Macedonia, Togo, Guatemala, Guinée
								C16	Provision of technical support for the establishment of strategic alliances at national level	
2.3) Fundamental labour conventions and recommendations are translated in policies and legislation (country specific)	2) Number of partner organisations that undertake national actions to influence national governments to respect conventions	2. N/A	2. 2014:>3 POs that undertake actions, 2016:>8 POs that undertake actions	2.3.b) Information available on the status of labour rights implementation and used as input for lobby agenda	1) Number of research reports on labour rights situation	1. N/A	1. 2013: start up of 3 researches 2014:3 reports, 2015:6 reports 2016:8 reports	D2	Carry out research on the implementation of fundamental labour conventions in at least 8 programme countries	Cambodia, Indonesia, Colombia, Macedonia, Togo, Guatemala, Guinée
								A14	Provision of training (colleague-to-colleague) to partner organisations on the development of lobby and advocacy strategies and/or campaign to perform lobby activities at national level	
2.3) Fundamental labour conventions and recommendations are translated in policies and legislation (country specific)	2) Number of partner organisations that undertake national actions to influence national governments to respect conventions	2. N/A	2. 2014:>3 POs that undertake actions, 2016:>8 POs that undertake actions	2.3.c) Workers organisations are capable to act as watchdogs on labour rights	1) Number of workers organisations that actively communicate labour violations (press releases, website)	1. N/A	1. 2013: >2 POs communicate violations 2014:>4 POs communicate violations 2015:>5 POs 2016:>6 POs communicate violations	A14	Provision of training (colleague-to-colleague) to partner organisations on the development of lobby and advocacy strategies and/or campaign to perform lobby activities at national level	Cambodia, Indonesia, Colombia, Macedonia, Togo, Guatemala, Guinée

Decent Work Agenda										
Outcome	Indicator	Baseline	Target values Outcome	Output	Indicator	Baseline	Target Value Output	Activity nr	Activity 2014	Countries
2.6) National governments have an increased focus on youth employment and professional education	1) Number of countries that have national youth employment policies in line with DW agenda (as compared to baseline)	1. N/A	1. 2014:>2 programme countries have youth employment policies in line with DW 2016:>5 programme countries have youth employment policies in line with DW	2.6) Convince national governments to address problems related to youth (un)employment and access to professional education	1) Number of strategic multi-stakeholder alliances established (with trade union participation) focussing on youth	1. N/A	1. 2013:>2 strategic partners have been identified 2014:>2 strategic alliances established 2015:>3 strategic alliances established 2016:>5 strategic alliances established	C.20	Provision of technical support for the establishment of strategic multi stakeholder alliances at national level	Niger, Senegal, Colombia, Moldova, Togo, Guinée
	2) Number of countries that have national professional education policies in line with DW agenda (as compared to baseline)	2. N/A	2. 2014:>2 programme countries have prof education policies in line with DW 2016:>5 programme countries have prof education policies in line with DW		2) Number of strategic multi-stakeholder alliances established (with trade union participation) focussing on professional education	2. N/A	2. 2013:> 2 strategic partners have been identified 2014:>2 strategic alliances established 2015:> strategic alliances established 2016:>5 strategic alliances established	C21	Technical assistance to make p.o. knowledgeable on issues related to youth employment and professional education (i.e. for traineeship, practical opportunities and decent minimum wages for starters)	Indonesia, Benin, Ghana, Niger, Senegal, Colombia, Macedonia, Moldova, Togo, Madagascar
								A18	Provision of training (colleague-to-colleague) to partner organisations on the development of lobby and advocacy strategies and/or campaign to perform lobby activities at national level	Cambodia, Ghana, Moldova
Informal Economy										
Outcome	Indicator	Baseline	Target values Outcome	Output	Indicator	Baseline	Target Value Output	Activity nr	Activity 2014	Countries
2.2) National governments and local and international companies to make a commitment to inclusive economic development	1) Number of programme countries that have included inclusive economic development policies in national legislation(as compared to baseline)	1. X nr of programme countries that include inclusive dev policies in national legislation 10 (out of 16) Partner Organisations mention a variety of initiatives to include inclusive economic policies in national legislation.	1. 2014:an increase of 1 country that has included ED policies 2016:an increase of 2 countries that have included incl ED policies	2.2.a) Convince national government to consider inclusive economic development	1) Number of partner organisations that execute joint lobby and advocacy campaigns to promote inclusive economic development among national governments and (international) companies	1. N/A	1. 2013:Strategic partners have been identified by 1 PO 2014:an increase of 1 PO that executes lobby on incl ED 2015:1 2016:an increase of 2 POs that execute lobby on incl ED	A.13	Provision of training (colleague-to-colleague) to partner organisations on the development of lobby and advocacy strategies to perform lobby activities at national level	Indonesia
	2) Number of joint initiatives to promote the purchasing of products and services from local entrepreneurs or rural by national government and (international) companies	2. X nr of joint initiatives to promote the purchasing of products/services from local entrepreneurs by national government and companies Very few partners reported on these joint initiatives. Colombia reports specific promotion activities in favour of Colombian products. Guinea refers to their "Protocol d'Accord", signed 14-12-2012 and Ghana reports initiatives to limit importation of cheap Chinese products.	2. 2014:>1 partner organisation part of joint initiative 2016:>2 partner organisations part of joint initiatives	2.2.b) Information available about the status of the concept of inclusive economic development and used as input for lobby agenda	1) Number of research reports on inclusive economic development	1. N/A	1. 2013: research started including mapping of strategic partners 2014:1 report available 2015:2 reports available 2016:3 reports available	D1	Carry out research on the subject of inclusive economic development in at least 3 programme countries	
2.5) Access to national social security schemes for informal workers	1) Number of countries that have social security schemes that include informal workers	1. X Nr of programme countries that have social security schemes that include informal workers Honduras and Nicaragua have an optional social security system for workers in the informal economy. For Ghana, the system for self-employed workers is also covered by law. Indonesia and Macedonia have health insurance for informal workers. Moreover, in Macedonia health and pension are also covered for temporary workers. Benin and Colombia report "sporadic" coverage. In Guatemala, Guinea, Niger and Senegal, laws are under preparation to enable inclusion in the future. In the other countries no steps towards inclusion were reported.	1. 2014:>2 programme countries have social security schemes that include informal workers 2016:>4 programme countries have social security schemes that include informal workers	2.5.a) Convince national governments (by strategic alliances in the programme countries) to take action on social security schemes for informal workers	1) Number of partner organisations that conduct joint lobby and advocacy campaigns on the inclusion of social security schemes for informal workers in national policies	1. N/A	1. 2013:> 2 POs have identified strategic partners 2014:>2 POs conduct lobby on SSSs 2015:> 3 POs conduct lobby on SSSs 2016:>4 POs conduct lobby on SSSs	C18	Provision of technical support to the partner organisation on how to organise informal workers	Cambodia, Indonesia, Benin, Niger, Senegal, Colombia, Togo, Guinée, Guatemala, El Salvador
				2.5.b) information available on social security schemes for informal workers is available that can be used as input for national lobby agenda	1) Number of studies produced on social security schemes for informal workers	1. N/A	1. 2013: 6 research started including mapping of strategic partners 2014:6 reports, 2015:6 reports 2016:6 reports	D4	Carry out research related to the feasibility of national social security schemes for informal workers in 6 programme countries	
Connecting agenda's										
Outcome	Indicator	Baseline	Target values Outcome	Output	Indicator	Baseline	Target Value Output	Activity nr	Activity 2014	Countries
2.4) Respect for the social dimension of CSR in companies (and investment agencies in the selected supply chain)	1) Number of selected companies that formulated steps to improve labour rights in supply chains	1. N/A	1. 2014:>1 of selected companies formulated steps, 2016:>3 of selected companies formulated steps	2.4.a) CNV and partner organisation influence Dutch and local companies and investment agencies to respect CSR and adhere to decent working standards	1) Number of companies in the selected supply chains that include respect for labour rights in company policies	1. N/A	1. 2013:>2 company have been identified 2014:>1 companies respecting labour rights 2015:>2 companies respecting labour rights 2016:>3 companies respecting labour rights	C17	Technical assistance on the development of lobby strategies targeted at companies	Cambodia, Indonesia, Senegal, Colombia, Niger, Macedonia, Moldova, Guatemala, Madagascar, Honduras, El Salvador
	2) Number of selected multinational companies that respect freedom of association	2. N/A	2. 2014:>1 increase in nr of multinationals respecting freedom of association, 2016:>2 increase in nr of multinationals respecting freedom of association	2.4.b) Information available on decent work in supply chain and used as input for lobby agenda	1) Number of research reports on decent work in the selected supply chains	1.N.A	1. 2013:1 reports 2014:3 reports, 2015:3 reports 2016:3 reports	A15	Build capacity of the local trade unions to closely monitor the respect for human and labour rights in the 4 sectors	
								A16	Provision of colleague-to-colleague training on the principles of CSR and OECD guidelines	
								D3	Research is conducted on decent work in the supply chains in at least 4 programme country (fair food onderzoek)	
								E1	(Joint) awareness raising campaigns to raise awareness at company and investors level (both at management level as well as at the workforce) in The Netherlands and programme countries on neglect of human and labour dimensions in supply chains (for example cooperation with VBDO, IDH, MVO platform)	

SP3 International Lobby, Advocacy and Campaigns										
Safety and Legal order SP3										
Outcome	Indicator	Baseline	Target values Outcome	Output	Indicator	Baseline	Target Value Output	Activity nr	Activity 2014	Countries
3.2.a) International attention for labour rights violations conventions 87 and 98	1) International actions taken to give attention to violations of Conventions 87 and 98	1. N/A	1. 2014: 2 international actions taken to give attention to violations 2016: 4 international actions taken to give attention to violations	3.2.a) Working organisations influence companies/governments who are violating labour conventions to convince them to change their practices	1) Complaints on labour rights violations are formulated and submitted to the ILO	1. N/A	2. 2013:1 complaint formulated and submitted 2014:2 complaints formulated and submitted 2015:3 complaints formulated and submitted 2016:4 complaints formulated and submitted	C22	Provision of technical support to partner organisations so as to enable them to effectively monitor the implementation of ILO conventions 87 and 98	Cambodia, Colombia, Togo, Guatemala, Guinée
	2) International actions are taken to pressure national governments to respect conventions	2. N/A	2. 2014: 2 international actions taken to pressure national governments 2016: 4 international actions taken to pressure national governments.					E3	Complaints of labour violations are formulated and submitted based on signals from partner organisations	
3.2.b) Respect for labour rights in Free Trade Agreements and association agreements	1) Newly adopted Free Trade Agreements are mixed agreements that include article on human rights	1. N/A	1. 2014:Lobby for mixed agreements ongoing 2016:New FTAs that are drafted for programme countries are mixed agreements	3.2.b) Pressure on European members states and European Commission to include human rights in Free Trade Agreements	1) Strategic alliances formed that perform lobby on human rights in FTA	1.N/A	1. 2013:2 actions taken to develop alliance and/or lobby campaign (research, meetings etc.) 2014:1 strategic alliance formed 2015:1 lobby campaign executed 2016:2 lobby campaigns executed	E4	International lobby and advocacy campaigns to pressurize national governments	Indonesia, Colombia, Guatemala, Honduras, El Salvador, Costa Rica
								E5	International lobby campaign for mixed free trade agreements	
Decent Work Agenda										
Outcome	Indicator	Baseline	Target values Outcome	Output	Indicator	Baseline	Target Value Output	Activity nr	Activity 2014	Countries
3.1) Recognition of social dialogue as essential strategy for sustainable economic development and poverty reduction by international organisations	1) International organisations include social dialogue as important instrument for strategies targeted at sustainable economic growth and poverty reduction	1. N/A	1. 2014:1 IO see social dialogue as instrumental for their strategies 2016:2 IOs include social dialogue as instrumental for their strategies	3.1) Awareness raised on importance of social dialogue as instrument for development cooperation	1) Strategic alliance/cooperation established, joint lobby activities executed and joint position papers on importance of social dialogue distributed	1. N/A	1. 2013:1 Strategic alliance established, 1 lobby action executed 2014:1 position paper jointly prepared and distributed, 2 lobby actions executed 2015:1 Strategic cooperation continued and 3 lobby actions executed 2016:2 position papers jointly prepared and distributed	B7	Development of strategic alliances with other stakeholders interested in the subject (i.e. ITUC)	Benin, Ghana
								E2	Targeted lobby actions will be implemented specifically aiming at 1 or more international organisations	
Informal Economy										
Outcome	Indicator	Baseline	Target values Outcome	Output	Indicator	Baseline	Target Value Output	Activity nr	Activity 2014	Countries
3.4) Social protection for informal workers acknowledged by international organisations	1) Number of international organisations that include social protection for informal workers in their policy priorities	1. N/A	1. 2014:1 IO includes social protection as priority 2016:3 IOs include social protection as priority	3.4) Information available related to social protection for informal workers that can be used as input for international lobby	1) Number of international research reports available	1. N/A	1. 2013:0 2014:Preparatory actions for research taken 2015:1 research study executed and reviewed 2016:1 research report	B9	Development of strategic alliances with other stakeholders interested in the subject (i.e. ITUC)	Niger, Senegal

Connecting Agendas																				
Outcome	Indicator	Baseline	Target values Outcome	Output	Indicator	Baseline	Target Value Output	Activity nr	Activity 2014	Countries										
3.3.a) Respect for the social dimension of CSR in companies and investment agencies in the selected supply chains	1) Number of selected companies that formulated steps to improve labour rights in supply chains	1. N/A	1. 2014:>2 of selected companies formulated steps, 2016:>6 of selected companies formulated steps		1) Number of companies in the selected supply chains that include respect for labour rights in company policies	1. N/A	1. 2013:3 preparatory actions taken for pressurizing companies (training, research and/or awareness raising campaigns) 2014:>2 of the pressurized companies adjust company policy and practice on labour rights 2015:>4 of the pressurized companies adjust company policy and practice on labour rights 2016:>6 of the pressurized companies adjust company policy and practice on labour rights	E8	(Joint) awareness raising campaigns to raise awareness at company and investors level (both at management level as well as at the work/floor) in the Netherlands and programme countries on neglect of human and labour dimensions in supply chains (for example cooperation with VBDO, IDH, MVO platform and through the 'Business portal');											
											2) Number of violations of the OECD guidelines that are identified and for which appropriate action is taken	2. N/A	2. 2013:Action taken for 1 violation 2014: Action taken for 1 violation 2015:Action taken for 2 violations 2016: action taken for 2 violations )	E6	Complaint filed on violations of OECD guidelines is formulated and international action is taken					
																3) Number of (regional) lobby actions that are undertaken towards multinationals	3. N/A	3. 2013:Preparatory actions for development of regional lobby campaigns 2014:1 (regional) lobby action 2015:2 (regional) lobby action 2016:3 (regional) lobby action	E7	International lobby campaign and/or action to pressurize companies to respect OECD guidelines
	2. Number of selected multinational companies that respect freedom of association	2. N/A	2. 2014:>2 of selected multinationals respect freedom of association 2016:>6 of selected multinationals respect freedom of association	3.3.a.2) Information available on decent work in supply chains and used as input for lobby agenda		1) Number of research reports on decent work in the selected supply chains	1. N/A	1. 2013:2 reports 2014:4 reports 2015:no new reports 2016:no new reports	D5	Research is conducted on decent work in the supply chains in 4 sectors	Cambodia, Indonesia, Benin, Ghana, Niger, Senegal, Colombia, Moldova, Macedonia, Madagascar, Honduras, Guatemala, Nicaragua, Bangladesh									
									C23	Technical assistance on the development of lobby strategies targeted at companies										
									3.3.a.3) Decent Work priorities included in programmes of trade missions	1. N/A		1. 2013:CNV and/or PO involved in development of 1 trade mission 2014:CNV and/or PO involved in development of 1 trade mission 2015:CNV and/or PO involved in development of 2 trade missions 2016:CNV and/or PO involved in development of 2 trade missions	E9	Lobby campaign to promote participation of partner organisations in programmes of trade missions and to include CNV Internationaal in the preparation of the trade missions						
3.3.b) CNV confederation and federations promote respect for CSR guidelines	1. Confederation and number of CNV federations that include CSR in their (multi)annual plans	1) 2 CNV federations that include CSR in (multi)annual plans	1. 2014:20% of federations include CSR in plans 2016:100% of federations include CSR in plans	3.3.b) CNV confederation and federations aware of CSR and OECD guidelines and promote them in their contacts with companies and institutions	1) Confederation and number of CNV federations that make references to CSR and OECD guidelines in public expressions	1. N/A	1. 2013:Confederation refers to CSR and OECD guidelines 2014:Confederation and 20% of federations refer to CSR and OECD guidelines 2015:Confederation and 50% of CNV federations refer to CSR and OECD guidelines 2016:Confederation and all CNV federations refer to CSR and OECD guidelines in public expressions	E10	Raise awareness among staff of CNV federations about neglect of human and labour dimensions in supply chains;	N/A										
								E11	Information campaign targeted at CNV federations about the OECD guidelines											
	2. CBAs negotiated by Confederation and CNV federations include a paragraph on international solidarity.	2) 9 CBAs that include a paragraph on international solidarity	2. 2014:25 CBAs 2016:32 CBAs				B8	Building strategic alliances with CNV Federations to pressurize companies and to raise international solidarity funds through CBA negotiations												
Food Security																				
Outcome	Indicator	Baseline	Target values Outcome	Output	Indicator	Baseline	Target Value Output	Activity nr	Activity 2014	Countries										
3.3.c) CNV members and broader public support campaigns on CSR and labour rights	1. Percentage of people that respond to variety of Decent Work campaigns	1) 18.5% of people that respond to variety of campaigns	1. 2014:19% response 2016:20% response	3.3.c) Increased awareness among workers and consumers about working conditions in developing countries	1) Number of people that are reached by awareness raising campaigns	1) 1.689.000 people that are reached by variety of awareness raising campaigns	1. 2013:2% increase in number of people reached 2014:5% increase in number of people reached 2015:7.5% increase in number of people reached 2016:10% increase in number of people reached	E12	Awareness raising campaign targeted at workers and consumers about working conditions in developing countries	N/A										
								E13	Publicity campaign on Decent Working conditions in the supply chain											

Annex III: Overview budget division of all partner countries of the result areas and sub-programmes

**Table 1: Budget and sub-programmes, per result area**

Result areas	% of budget	Total	Sub programme 1	Sub Programme 2	Sub Programme 3
Food security	12%		X		X
Security & legal order	5%			X	X
Capacity building	23%		X	X <sup>1</sup>	
Decent Work	36%		X	X	X
Informal economy	12%		X	X	X
Gender	5%		X		
Connecting agenda's	7%			X	X
<b>Total</b>	<b>100%</b>				

The largest part of the budget is allocated to Decent Work and capacity development. Least budgeted are security & legal order and gender.

The programmes that are implemented per country are shared below. Sub-programme 1 is implemented in all countries, as well as sub-programme 2. Sub-programme 3 is being implemented in 7 countries. The colour coding of the countries is related to the development phase of the partner organisation, which has been measured in the baseline study. Green represents the highest level of development; red represents the lowest level of development.

**Table 2: Number of outcome areas represented, per sub-programmes, per country<sup>2</sup>**

Countries	Number of outcomes areas represented		
	Sub-programme 1	Sub-programme 2	Sub-programme 3
Cambodia	10	3	0
Indonesia	11	6	3
Benin	6	3	0
Senegal	8	2	0
Colombia	7	4	2
Honduras	6	2	2
Moldova	6	1	0
Niger	8	2	0
Guinea	7	3	0
Madagascar	6	1	0
Togo	8	2	0
El Salvador	2	2	1
Guatemala	4	1	1
Macedonia	4	3	0
Ghana	9	3	2

<sup>1</sup> For practical reasons the budget for capacity development is allocated to programme 1, but implementation is also done under programme 2.

<sup>2</sup> Data from the work plan 2013, TUCP.

## **Annex 4: Richtlijnen voor evaluaties**

Bij subsidiebeschikking Vakbondsmedefinancieringsprogramma 2013-2016 (VMP)

### **1. Uitgangspunten**

In deze paragraaf worden de belangrijkste uitgangspunten samengevat die in paragraaf 2 tot en met 4 beschreven worden.

In artikel 6.4 van de subsidiebeschikking is de verplichting opgenomen dat de subsidieontvanger de programma's en activiteiten waarvoor subsidie wordt verleend extern en onafhankelijk laat evalueren. Hierbij is vastgelegd dat de subsidieontvanger aannemelijk maakt dat na afloop van de subsidieperiode een representatief gedeelte van de activiteiten uitgevoerd met de verleende subsidies zal zijn onderzocht door middel van programma-evaluaties. Deze annex bevat richtlijnen die de subsidieontvanger in acht dient te nemen bij het opstellen en uitvoeren van evaluaties.

De verplichting tot evaluatie van de activiteiten van de subsidieontvanger heeft als doel te beoordelen in welke mate de doelstellingen - zoals gesteld door de subsidieontvanger in zijn aanvraag - zijn bereikt. De evaluaties richten zich op het outcome-niveau van de prioritaire resultaatgebieden, zoals genoemd in het subsidiebeleidskader VMP 2013-2016 en in de richtlijnen t.b.v. monitoring en rapportages (annex 3), en op welke wijze outputs bijdragen aan gerealiseerde outcomes. De beoordeling van de activiteiten en programma's die door de subsidieontvanger worden geëvalueerd vindt plaats op grond van de criteria relevantie, doeltreffendheid en doelmatigheid. De evaluaties van het programma dienen door externe en onafhankelijke onderzoekers te worden uitgevoerd in opdracht van de subsidieontvanger en dienen te voldoen aan de criteria validiteit, betrouwbaarheid en bruikbaarheid, zoals nader gepreciseerd in tabel 1 van deze annex. Daarbij dienen de DAC evaluatieprincipes (OECD/DAC Quality Standards for Development Evaluation, OECD, 2010, [www.OECD.org](http://www.OECD.org)) en de Richtlijnen voor Evaluaties van de Inspectie Ontwikkelingssamenwerking en Beleidsevaluatie (IOB) ([www.minbuza.nl/iob](http://www.minbuza.nl/iob)) in acht genomen te worden. IOB beoordeelt de individuele evaluaties op hun methodologische kwaliteit (validiteit, betrouwbaarheid en bruikbaarheid). De evaluaties dienen voor de criteria 'objectiviteit', 'transparantie', 'representativiteit' en 'onafhankelijkheid' tenminste als 'redelijk' beoordeeld te worden.

De subsidieontvanger laat evaluaties uitvoeren volgens een vooraf opgestelde evaluatieprogrammering. Deze evaluaties worden vooraf gedaan door een nulmeting inzake de uitgangspunten van de te evalueren activiteit. Evaluaties vinden gespreid in de tijd plaats gedurende de subsidieperiode en worden zo snel mogelijk na de uitvoering ter beoordeling ingediend bij de staatssecretaris. Alle evaluaties zijn uiterlijk 1 juli 2016 ingediend.

### **2. Evaluatieprogrammering**

De subsidieontvanger stelt de evaluatieprogrammering op en legt deze uiterlijk op 1 december 2012 ter goedkeuring voor aan de staatssecretaris. Deze programmering bestrijkt de gehele subsidieperiode en vermeldt de partners en activiteiten waarop de evaluaties betrekking hebben. Tevens maakt de evaluatie-programmering duidelijk welke resultaten-evaluaties de subsidieontvanger laat uitvoeren en welk ander evaluatief onderzoek is voorzien, gericht op de specifieke aard van de activiteiten die de subsidieontvanger ontplooit.

De evaluatieprogrammering dient aan een drietal basisprincipes te voldoen. Ten eerste dient zij representatief te zijn voor de programma's behorende bij de subsidie voor het Vakbondsmedefinancieringsprogramma. Ten tweede dient de programmering selectief te zijn

voor de programma's behorende bij deze subsidie. Als laatste worden de evaluaties in de tijd gespreid en dienen deze door externe, onafhankelijke evaluatoren te worden uitgevoerd. De staatssecretaris zal IOB om een beoordeling vragen van de evaluatieprogrammering.

De evaluaties hebben een tweeledig doel. Enerzijds is evaluatie een instrument voor het afleggen van verantwoording over de geboekte resultaten. Anderzijds is evaluatie een instrument om te leren teneinde nodige verandering in beleid en beleidsuitvoering te realiseren. De evaluaties zijn bedoeld om valide evaluatieve uitspraken te doen over de effectiviteit van de bestedingen, de doelmatigheid en de duurzaamheid van de resultaten van de beschikbare subsidie. Evaluaties dienen tenminste antwoord te geven op de volgende centrale vragen:

- welke veranderingen zijn bereikt op outcome niveau in de prioritaire resultaatgebieden (verandering ten opzichte van nulmeting);
- welke resultaten zijn behaald met de interventies in vergelijking met vergelijkbare interventies of waar mogelijk in vergelijking met de controlegroep;
- in welke mate zijn de daadwerkelijk bereikte resultaten toe te schrijven aan de geëvalueerde interventies (contributie of attributie);
- wat zijn de beoogde en gerealiseerde resultaten voor de doelgroep (werknemers)?
- welke effecten hebben interventies gehad buiten het object van interventie;
- zijn er eventuele additionele niet geplande resultaten behaald (positieve en/of negatieve neveneffecten)?
- wat is de toegevoegde waarde van de peer-to-peer werkwijze?

De evaluaties dienen een representatief gedeelte te omvatten van de zuidelijke partnerorganisaties waarop het (de) programma(s) is (zijn) gericht.

Aangezien de uiteindelijke kwaliteit van de evaluaties sterk wordt bepaald door de manier waarop deze zijn voorbereid en vormgegeven, wordt de subsidieontvanger aangespoord tot samenwerking met en ondersteuning door een gekwalificeerde derde partij bij de voorbereiding van de evaluatie (bv. inzake de definiëring van de concept Terms of Reference). De gekwalificeerde onafhankelijke en externe evaluatieteams bestaan in ieder geval uit evaluatoren afkomstig uit het land en de regio waar de evaluatie wordt uitgevoerd. Indien subsidieontvangers kiezen voor het (deels) opstellen van een gezamenlijke evaluatieprogrammering en het laten uitvoeren van gezamenlijke evaluaties, is het ministerie hier ontvankelijk voor en zal voorstellen daartoe op zijn merites bezien.

Rapporten van uitgevoerde evaluaties worden gespreid in de tijd en zo snel mogelijk na de uitvoering ter beoordeling ingediend bij het ministerie. Alle evaluatierapporten zijn uiterlijk 1 juli 2016 ingediend. IOB beoordeelt individuele evaluaties binnen drie maanden op hun methodologische kwaliteit, aan de hand van de criteria validiteit, betrouwbaarheid en bruikbaarheid zoals opgenomen in de IOB richtlijnen en weergegeven in tabel 1 van deze annex, alsmede aan de overige eisen zoals aangeven in deze annex. IOB toetst met inachtneming van haar eigen richtlijnen alsmede met inachtneming van de DAC evaluatieprincipes. De evaluaties die meewegen voor het realiseren van de goedgekeurde evaluatieprogrammering dienen op de onderdelen 'objectiviteit' (1.3. van tabel 1), 'transparantie' (1.4 van tabel 1), 'representativiteit' (2.2.1 van tabel 1) en 'onafhankelijkheid' (2.3. van tabel 1) tenminste als 'redelijk' te worden beoordeeld. In het tweede gedeelte van tabel 1 worden deze criteria toegelicht.



### **3. Nulmeting ten aanzien van de evaluaties**

De subsidieontvanger laat door een externe en onafhankelijke partij een nulmeting uitvoeren (baseline studie) ten aanzien van de evaluatie. De nulmeting wordt uitgevoerd door gekwalificeerde externe onderzoekers in samenwerking met de lokale partnerorganisaties van de subsidieontvanger. De nulmeting betreft een meting van de uitgangssituatie op doelgroep niveau bij de start van het programma (gebruikmakend van een representatieve steekproef) aan de hand waarvan later de voortgang en het resultaatbereik kunnen worden vastgesteld. Daarbij wordt de beginstatus van de indicatoren bij aanvang van de subsidieperiode op prioritaire resultaatgebieden in kaart gebracht. Hierbij wordt een zestal prioritaire resultaatgebieden onderscheiden op outcome niveau (zoals vermeld in het subsidiebeleidskader VMP 2013-2016 en in annex 3 van de beschikking 'richtlijnen t.b.v. monitoring en rapportages).

De toe te passen indicatoren zijn kwantitatieve of kwalitatieve variabelen die op eenvoudige en betrouwbare wijze veranderingen als gevolg van een ontwikkelingsinterventie zichtbaar maken. Daartoe dienen indicatoren per resultaatgebied in ieder geval specifiek, tijdgebonden en waarnemer-onafhankelijk meetbaar te zijn. De subsidieontvanger kan zelf deze indicatoren kiezen mits deze relevant zijn om de veranderingen als gevolg van een ontwikkelingsinterventie te meten en zij passen binnen de hiervoor genoemde kaders van prioritaire resultaatgebieden en de overige in deze richtlijnen genoemde uitgangspunten. Deze relevantie wordt vastgesteld door de externe, onafhankelijke evaluatoren.

De subsidieontvanger zal de resultaten van de nulmetingen uiterlijk op 1 juli 2013 bij de staatssecretaris ter toetsing indienen. De Inspectie Ontwikkelingssamenwerking en Beleidsevaluatie (IOB) zal de kwaliteit van de nulmetingen beoordelen op hun interne en externe validiteit, betrouwbaarheid en bruikbaarheid. Daarbij zal IOB tevens beoordelen of de onderzoekers die de nulmeting hebben uitgevoerd, voldoen aan de criteria gesteld aan externe evaluatoren zoals opgenomen in de 'Richtlijnen voor Evaluaties van de IOB'. De staatssecretaris beslist uiterlijk op 1 oktober 2013 inzake de goedkeuring van de nulmeting.

### **4. Eindevaluatie**

In 2016 wordt door het ministerie een programma-evaluatie uitgevoerd. Deze zal onder meer gebruikmaken van de door de subsidieontvangers binnen het Vakbondsmedefinancieringsprogramma uitgevoerde evaluaties, voor zover deze aan de kwaliteitseisen als hierboven gesteld voldoen.

**TABEL 1: BEOORDELINGSCRITERIA, INDICATOREN EN COMPONENTEN**

<b>1</b>	<b>VALIDITEIT</b> ( <i>meet het onderzoek daadwerkelijk wat het beoogt te meten?</i> )	<b>score</b>
<b>1.1</b>	<b>Probleemstelling</b>	
1.1.1	Helderheid van probleemstelling en uitwerking in onderzoeksvragen	
1.1.2	Definitie van evaluatiecriteria	
<b>1.2</b>	<b>Evaluatieobject</b>	
1.2.1	Definitie, werking en afbakening van het onderzoeksobject	
1.2.2	Situering van het evaluatieobject in beleidsmatige en institutionele context	
<b>1.3</b>	<b>Beleidstheorie (= Objectiviteit)</b>	
1.3.1	Weergave of reconstructie van interventielogica en resultaatniveaus	
1.3.2	Operationalisering van resultaatmeting via indicatoren	
<b>1.4</b>	<b>Analyse (= Transparantie)</b>	
1.4.1	Gegevensbronnen, -verzameling en verwerking	
1.4.2	Onderbouwing van conclusies door bevindingen	
<b>2</b>	<b>BETROUWBAARHEID</b> ( <i>hoe stabiel zijn de onderzoeksuitkomsten?</i> )	<b>score</b>
<b>2.1</b>	<b>Onderzoeksmethoden</b>	
2.1.1	Specificatie en verantwoording van gehanteerde onderzoeksmethoden	
2.1.2	Verificatie van gegevens / Triangulatie	
<b>2.2</b>	<b>Reikwijdte (=Representativiteit)</b>	
2.2.1	Representativiteit van de steekproeffrekking c.q. case study-selectie	
2.2.2	Vermelding van beperkingen van het onderzoek	
<b>2.3</b>	<b>Onafhankelijkheid</b>	
2.3.1	Van het bronmateriaal (t.o.v. de belanghebbenden)	
2.3.2	Van de evaluatoren (t.o.v. de belanghebbenden)	
<b>2.4</b>	<b>Onderzoeksverloop en kwaliteitsbewaking</b>	
2.4.1	Verantwoording van het onderzoeksverloop	
2.4.2	Kwaliteitsbewaking via intern of extern toezicht	

<b>3</b>	<b>BRUIKBAARHEID</b> ( <i>hoe goed zijn de onderzoeksuitkomsten toepasbaar?</i> )	<b>score</b>
<b>3.1</b>	<b>Presentatie</b>	
3.1.1	Helderheid van de onderzoeksdoelstelling	
3.1.2	Toegankelijkheid van de onderzoeksresultaten	
<b>3.2</b>	<b>Aansluiting</b>	
3.2.1	Beantwoording van de onderzoeksvragen door de conclusies	
3.2.2	Uitvoerbaarheid van lessen of aanbevelingen	

## TOELICHTING OP INVULLING BEOORDELINGSCRITEIA, -INDICATOREN EN COMPONENTEN

<b>VALIDITEIT</b>	
1.1.1	De probleemstelling formuleert kernachtig <i>waarop</i> (aan de hand van welke, met name genoemde, criteria) het evaluatieobject wordt beoordeeld. De onderzoeksvragen vormen samen de operationalisering van de probleemstelling.
1.1.2	Eenduidige omschrijving van de maatstaven – zoals doeltreffendheid – die worden aangelegd om het evaluatieobject te beoordelen.
1.2.1	Opsomming, omschrijving en begrenzing van de verzameling (operationele populatie) van onderzoekseenheden (naar type, doelgroep, locatie, periode, instelling, financiële omvang, enz.) waarop de onderzoeksresultaten betrekking hebben.
1.2.2	Weergave van relevante beleidsmatige achtergronden en uitgangspunten, alsmede van het institutionele krachtenveld waarin het evaluatieobject opereert.
1.3.1	Uiteenzetting van de beleidstheorie met de veronderstellingen over causale en finale relaties die aan onderzochte interventies ten grondslag heeft gelegen, en over de gehanteerde doel–middelenhiërarchie met de onderscheiden resultaatniveaus.
1.3.2	Mate waarin de indicatoren die op de verschillende resultaatniveaus zijn gedefinieerd, als specifiek, meetbaar en tijdgebonden kunnen worden beschouwd.
1.4.1	Zorgvuldigheid waarmee de gebruikte gegevensbronnen zijn geselecteerd, alsmede de nauwkeurigheid en transparantie waarmee gegevens uit die bronnen worden geanalyseerd en verwerkt.
1.4.2	Mate waarin de conclusies daadwerkelijk worden gedekt door de onderzoeksbevindingen.
<b>BETROUWBAARHEID</b>	
2.1.1	Nauwkeurige identificatie en rechtvaardiging van de gehanteerde onderzoeksmethoden en –technieken.
2.1.2	Mate waarin gegevens zijn gecontroleerd, en verschillende bronnen/methoden zijn gebruikt om informatie over dezelfde kenmerken en verschijnselen te verzamelen.
2.2.1	Mate waarin de conclusies uit de onderzochte steekproef c.q. van de uitgevoerde case studies gelden voor de hele onderzoekspopulatie.
2.2.2	Vermelding van en uitleg over (eventuele) tekortkomingen van het onderzoek en restricties aan de generaliseerbaarheid van de bevindingen en conclusies.
2.3.1	Mate waarin selectie en inhoud van geraadpleegde gegevensbronnen, met name documentatie en respondenten, onafhankelijk waren van belanghebbenden bij de evaluatie zoals opdrachtgevers, uitvoerders en beneficiënten.
2.3.2	Mate waarin de evaluatoren onafhankelijk opereerden en rapporteerden van belanghebbenden bij het onderzoek zoals opdrachtgevers, uitvoerders en beneficiënten.
2.4.1	Beschrijving en verklaring van het verloop van de evaluatie, inclusief eventuele aanpassingen die ten opzichte van de oorspronkelijke opzet zijn aangebracht.
2.4.2	Controle op het ontwerp en/of de uitvoering van het onderzoek door een begeleidings- of stuurgroep binnen of buiten de VMP-organisatie(s).
<b>BRUIKBAARHEID</b>	
3.1.1	Helderheid van de specificatie van het (buiten het onderzoek zelf gelegen – externe) doel van de evaluatie, <i>waarvoor</i> de onderzoeksuitkomsten zullen worden of zijn gebruikt.
3.1.2	Duidelijkheid en volledigheid waarmee in het evaluatierapport en de samenvatting ervan de essentie van het onderzoek, en met name de hoofdbevindingen, zijn weergegeven.
3.2.1	Vollledigheid waarmee alle onderzoeksvragen door de conclusies worden beantwoord.
3.2.2	Praktische uitvoerbaarheid van gepresenteerde aanbevelingen en de mate waarin deze binnen het bereik liggen van betrokken verantwoordelijken, met name van de evaluatie-opdrachtgevers.



Annex V: Overview of countries per sub-programme and per outcome area  
(figure 2013; start of programme)

Outcome area sub-programma 1	cambodia	indonesia	benin	senegal	colombia	honduras	moldova	Niger	Guinea	madagascar	togo	El Slavado	Guatemala	Macedonia	Ghana	nicaragua
Outcome 1.1: Formal workers receive a minimum living wage -Food security, -DW (employability), -Informal economy	x	x				x	x									
Outcome 1.2: Informal workers earn a minimum living wage -Food security, - -DW (employability), -Informal economy	x	x	x	x	x	x		x	x	x	x				x	
Outcome 1.3.a ILO labour conventions are respected for the benefit of formal workers -DW (social dialogue, labour rights)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Outcome 1.3.b: Increased job security for formal workers and informal workers -DW (social dialogue, labour rights)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Outcome 1.4.a Female workers enjoy paid maternity leave -DW (social dialogue, labour rights), gender	x	x		x				x	x		x				x	x
Outcome 1.5.a Equal pay for equal work -DW (social dialogue, labour rights), g -Gender		x		x						x			x			x
Outcome 1.6.a Social security schemes for formal workers (country specific focus: access to pension	x	x	x	x	x		x	x	x		x				x	

Outcome area sub-programma 1	cambodia	indonesia	benin	senegal	colombia	honduras	moldova	Niger	Guinea	madagascar	togo	El Slavado	Guatemala	Macedonia	Ghana	nicaragua
schemes or health care or accidents insurances etc) -DW (social dialogue, social protection) -Informal economy																
Outcome 1.6.b OSH for formal and informal workers -DW (social dialogue, social protection) -Informal economy	x	x	x		x	x	x	x	x		x				x	x
Outcome 1.6.c Social security for informal workers (country specific focus: access to pension schemes, health care, accidents insurances etc) -DW (social dialogue, social protection) -Informal economy	x	x		x	x	x		x	x						x	
Outcome 1.7. Formal workers have career development -DW (social dialogue and employability)	x	x	x		x			x		x				x	x	x
Outcome 1.8 Young workers are prepared to enter labour market -DW (employability)	x	x		x			x				x			x		
Outcome 1.9 A safer workplace for women (less violence/ sexual harassment against women) -DW (social protection), -Gender	x	x								x	x		x		x	x
Country present in sub-progr 1 with number of outcome areas	10	11	6	8	7	6	6	8	7	6	8	2	4	4	9	7

<b>Outcome area sub-programme 2</b>	<b>cambodia</b>	<b>indonesia</b>	<b>benin</b>	<b>senegal</b>	<b>colombia</b>	<b>Honduras</b>	<b>moldova</b>	<b>Niger</b>	<b>Guinea,</b>	<b>madagascar</b>	<b>Togo</b>	<b>El Salvador</b>	<b>Guatemala</b>	<b>Macedonia</b>	<b>ghana</b>	<b>nicaragua</b>
Outcome 2.1 Workers organisations contribute to effective and efficient social dialogue at national level -DW (social dialogue) -Security and legal order	x	x	x		x		x		x			x	x	x		
Outcome 2.2 National governments and local and international companies to make a commitment to inclusive economic development -DW (social dialogue) -Informal economy		x										x				
Outcome 2.3. Fundamental labour conventions and recommendations are translated in policies and legislation (country specific focus) -DW (labour rights) -Security and legal order	x	x			x									x		x
Outcome 2.4 Respect for the social dimension of CSR in companies (and investment agencies) in the selected supply chain -DW (labour rights), -Connecting agendas (IMVO)	x	x			x	x								x	x	
Outcome 2.5 Access to national social security schemes for informal workers -DW (social protection) -Informal economy		x	x	x	x	x		x	x		x				x	

Outcome 2.6 National governments have an increased focus on youth employment and professional education -DW (employability)		x	x	x				x	x	x	x			x	x	
Country present in sub-programme 2 with number of outcome areas	3	6	3	2	4	2	1	2	3	1	2	2	1	3	3	1

Outcome area sub-programme 3	cambodia	indonesia	benin	senegal	colombia	honduras	moldova	Niger	Guinea,	Madagaskar	Togo	El Salvador	Guatemala	Macedonia	ghana	nicaragua
Outcome 3.1 Recognition of social dialogue as essential strategy for sustainable economic development and poverty reduction by international organisations -DW (social dialogue)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outcome 3.2.a International attention for labour rights violations conventions 87 and 98 -DW (labour rights), -Security and legal order		x			x										x	
Outcome 3.2.b Respect for labour rights in Free Trade Agreements and association agreements -DW (labour rights) -Security and legal order		x			x	x						x	x			x



Outcome 3.3.a Respect for the social dimension of CSR in companies and investment agencies in the selected supply chains -DW (labour rights), -Food security, -Connecting agenda's		x				x								x		
Outcome 3.3.b CNV federations promote respect for CSR guidelines -DW (labour rights), -Food security, -Connecting agenda's	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Outcome 3.3.c CNV members and broader public support campaigns on CSR and labour rights -DW (labour rights), -Food security, -Connecting agenda's	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Outcome 3.4 Social protection for informal workers acknowledged by international organisations -DW (social protection), -Informal economy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Country present in sub-programme 3 with number of outcome areas	0	3	0	0	2	2	0	0	0	0	0	1	1	0	2	1