

RESULTS FRAMEWORK FOR BANGLADESH LABOR SECTOR PROGRAM

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ELABORATION OF A RESULTS FRAMEWORK FOR A BANGLADESH LABOR SECTOR PROGRAM: SPECIAL OBJECTIVE FOR WORKER'S ORGANIZATION

Purpose

The purpose of this document is to provide assistance to USAID, D&G Office and the Bangladesh Mission in the development of a Results Framework based on the COLSA submitted in April, 2009.

Results Framework – Overall Considerations

During the course of the Task Order a generalized Development Hypothesis and Results Framework were developed as part of the Programming Handbook, presented in June, 2009. This handbook subsumed lessons learned following a series of country-level labor assessments (called COLSAs) conducted by USAID personnel, contractor specialists and leading academics in the field. Following the Labor Forum in June, 2009, and subsequent analysis by USAID, this RF was modified (see Figure 1). The RF is based on the four components of a “well-functioning labor sector”: legal framework, institutions, organizations and markets. This model serves as the conceptual framework for the suite of technical products developed under this Task Order.

Process for Development of the USAID/Ukraine Results Framework

The process of developing a Bangladesh-specific Labor Results Framework followed a step-wise approach starting with an analysis of the COLSA. Using the Labor Sector Strategic Objective and Intermediate Results (from the Programming Handbook, in blue), customized Sub-Intermediate Results were developed based on the identified constraints, overall conclusions and recommendations of the COLSA. This is provided as **Figure 1**. It also indicates where this broad cross-cutting Bangladesh Labor Sector Results Framework complements the existing Mission strategy (in green).

From that Results Framework combining global objectives (SO and IR) with localized context (at the sub-IR level, in other words the lower level results necessary to achieve the IRs), analysis of the COLSA indicated a Results Framework that would be based on a specific Special Objective (Mission level), Special Intermediate Results and Sub-Intermediate Results that focuses on Labor Sector Organizations (in red). The transition from a cross-cutting Labor Sector RF for Ukraine (hence the Strategic Objective) to one concentrating on labor Sector Organizations (hence a Special Objective) is provided in **Figure 2**, citing specific issues arising from the COLSA.

Figure 3 provides a Results Framework for a Worker Organization focused program in Bangladesh under the Special Objective, with customized IRs and sub-IRs. Included in this figure are illustrative custom performance indicators relevant to both the Bangladesh and global RF. FACTS indicators, not included, would be based on the FAF Assistance Objective elements and/or the Missions SO Results Framework.

Note: Labor Sector Organizations refer to the wider organizational matrix of unions, human rights and labor policy CSOs, and employer associations (and in some cases may include political entities). Worker Organizations refer to democratic membership union organizations and their federations.

FIGURE 1. OVERALL RESULTS FRAMEWORK FOR THE LABOR SECTOR IN BANGLADESH

STRATEGIC OBJECTIVE: A functioning and balanced labor sector that protects workers' rights, promotes participation, transparency and accountability as well as broad-based economic growth, incomes and increased opportunities, is in place and sustainable over time.

Illustrative Indicators: For this we suggest the CIRI Empowerment (new version) Index that measure *inter alia* worker rights and protections, freedom of domestic and foreign movement, freedoms of assembly and association.

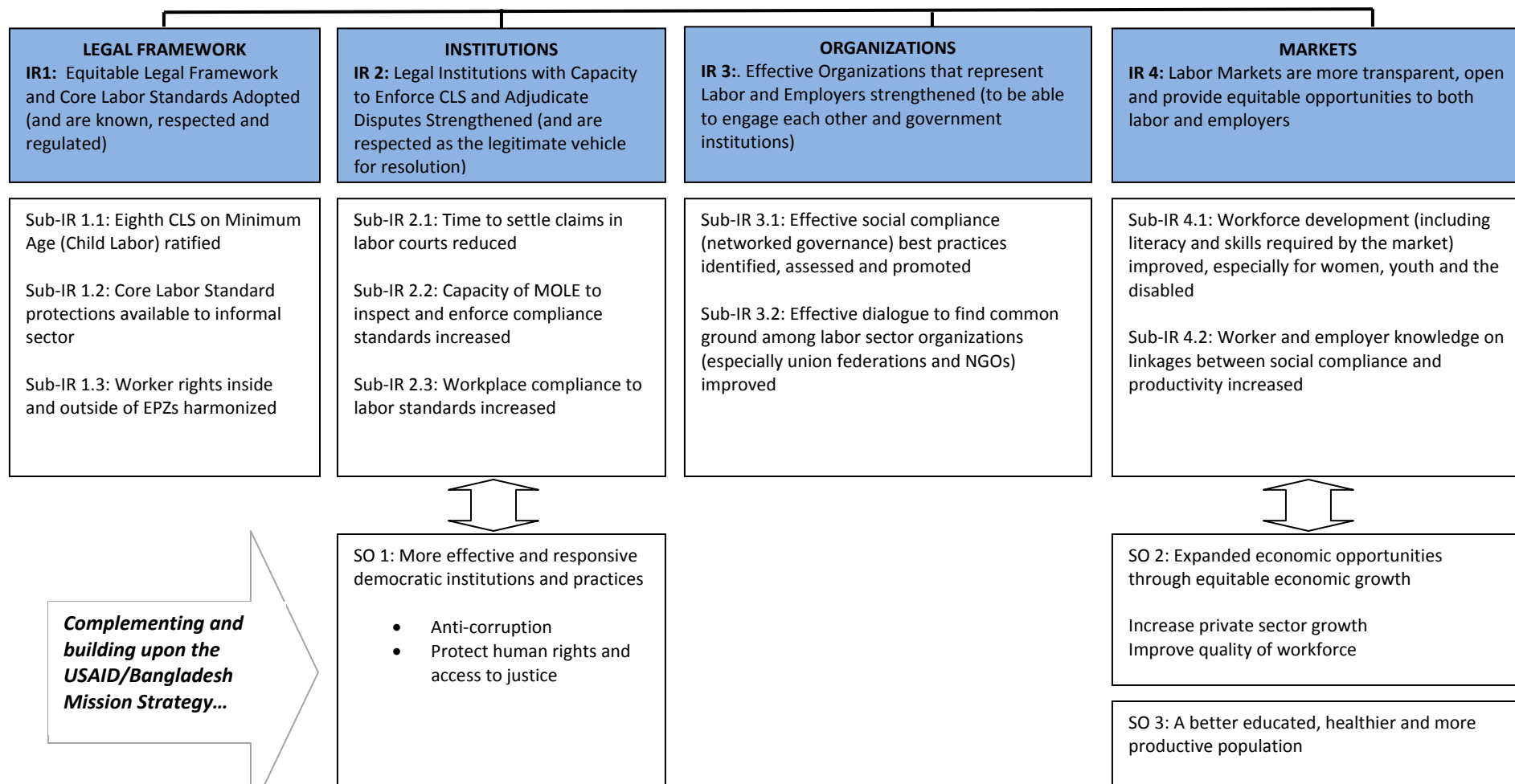


FIGURE 2. TRANSITIONING FROM THE GLOBAL RESULTS FRAMEWORK TO A BANGLADESH LABOR SECTOR RESULTS FRAMEWORK

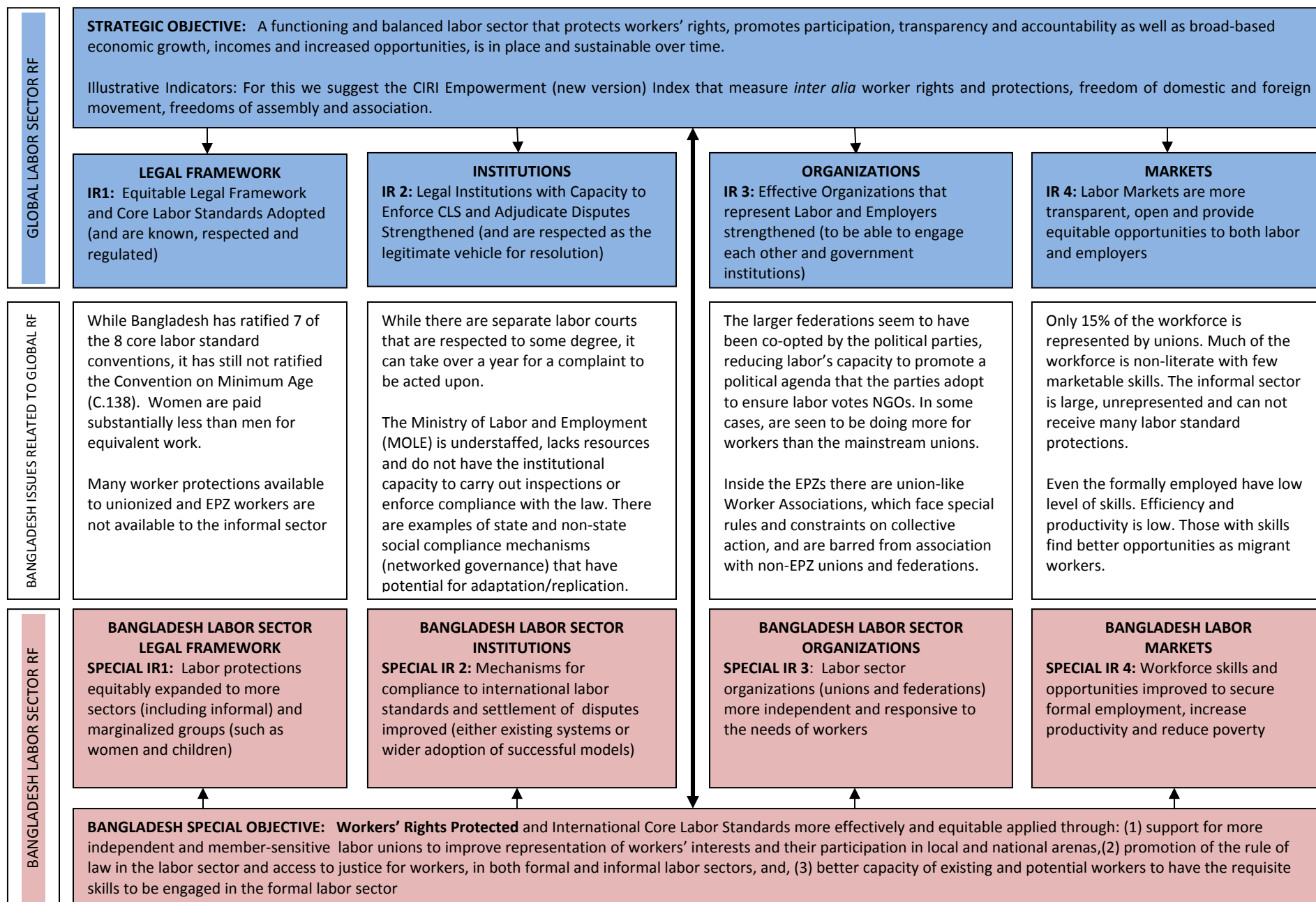


FIGURE 3. PROPOSED RESULTS FRAMEWORK FOR STRENGTHENING THE BANGLADESH LABOR SECTOR (THROUGH WORKER ORGANIZATIONS)

<p>BANGLADESH SPECIAL OBJECTIVE: Workers' Rights Protected and International Core Labor Standards more effectively and equitably applied through: (1) support for more independent and representative labor unions to improve representation of workers' interests and their participation in local and national arenas,(2) promotion of the rule of law in the labor sector and access to justice for workers, in both formal and informal labor sectors, and, (3) better capacity of existing and potential workers to have the requisite skills to be engaged in the formal labor sector</p>			
<p>BANGLADESH LABOR SECTOR LEGAL FRAMEWORK</p> <p>SPECIAL IR1: Labor protections equitably expanded to more sectors (including informal) and marginalized groups (such as women and children)</p>	<p>BANGLADESH LABOR SECTOR INSTITUTIONS</p> <p>SPECIAL IR 2: Mechanisms for compliance with international labor standards and settlement of disputes improved (either existing systems or wider adoption of successful models)</p>	<p>BANGLADESH LABOR SECTOR ORGANIZATIONS</p> <p>SPECIAL IR 3: Labor sector organizations (unions and federations) more independent and responsive to the needs of workers</p>	<p>BANGLADESH LABOR MARKETS</p> <p>SPECIAL IR 4: Workforce skills and opportunities improved to secure formal employment, increase productivity and reduce poverty</p>
<p>Special Sub-IR 1.1: Labor sector organizations develop legal reform advocacy positions independent of political party affiliation</p> <p>Special Sub-IR 1.2: Labor sector organizations and export-oriented (international) employers find common ground on legal reform (with better social compliance to complement investment attractiveness)</p>	<p>Special Sub-IR 2.1: Monitoring and publication of ministry inspections and enforcement and court proceedings efficiency by unions, federations and NGOs increased</p> <p>Special Sub-IR 2.2: Successful best practices in social compliance and enforcement (networked governance) identified and assessed</p> <p>Special Sub-IR 2.3: New models of social compliance strategies designed and implemented</p>	<p>Special Sub-IR 3.1: Number of women in union and federation leadership positions increased</p> <p>Special Sub-IR 3.2: Unions and federations elect officials on democratic principles</p> <p>Special Sub-IR 3.3: Contact of federation leadership with plant-level unions and workers increased</p> <p>Special Sub-IR 3.4: Dialogue among unions and EPZ-based Work Associations increased</p>	<p>Special Sub-IR 4.1: Labor sector organization (union or CSO) basic literacy and skills training programs expanded</p> <p>Special Sub-IR 4.2: Labor sector organizations, local government, business and workers find common ground on issues of productivity, quality and competitiveness</p>
<p>Illustrative Indicators:</p> <p>Number of independently developed position papers produced by federations presented to Government</p> <p>Number of forums between labor (unions, federations) and export-oriented businesses to develop common ground agendas on legal reform</p> <p>Number of supported meetings between unions and WAs from EPZs to find common issues for harmonization of registration and protections</p>	<p>Illustrative Indicators:</p> <p>Number of publications of monitoring of complaints, inspections and enforcement published by labor sector organizations</p> <p>Number of best practices identified and assessed</p> <p>Number of new models of networked governance piloted</p>	<p>Illustrative Indicators:</p> <p>Number of women in union and federation leadership posts (elected or appointed)</p> <p>Number of supported formal meetings of union and/or federation-level leadership with plant-level unions or workers</p> <p>Number of new independent unions established</p> <p>Percentage of union leadership that do not concurrently hold official positions in political parties</p>	<p>Illustrative Indicators:</p> <p>Number of people (M/F) trained in (1) basic literacy and numeracy, (2) basic employment skills, (3) specific skill areas</p> <p>Percentage of trained people who secure formal employment</p> <p>Number of publications, presentations or media articles on joint meetings and their findings</p>