

RESULTS FRAMEWORK FOR CAMBODIA LABOR SECTOR PROGRAM

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ELABORATION OF A RESULTS FRAMEWORK FOR A CAMBODIA 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 Cambodia 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/Cambodia Results Framework

The process of developing a Cambodia-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 Cambodia 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 Cambodia (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 Cambodia under the Special Objective, with customized IRs and sub-IRs. Included in this figure are illustrative custom performance indicators relevant to both the Cambodia 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 CAMBODIA

STRATEGIC OBJECTIVE: A functioning and balanced labor sector which 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.

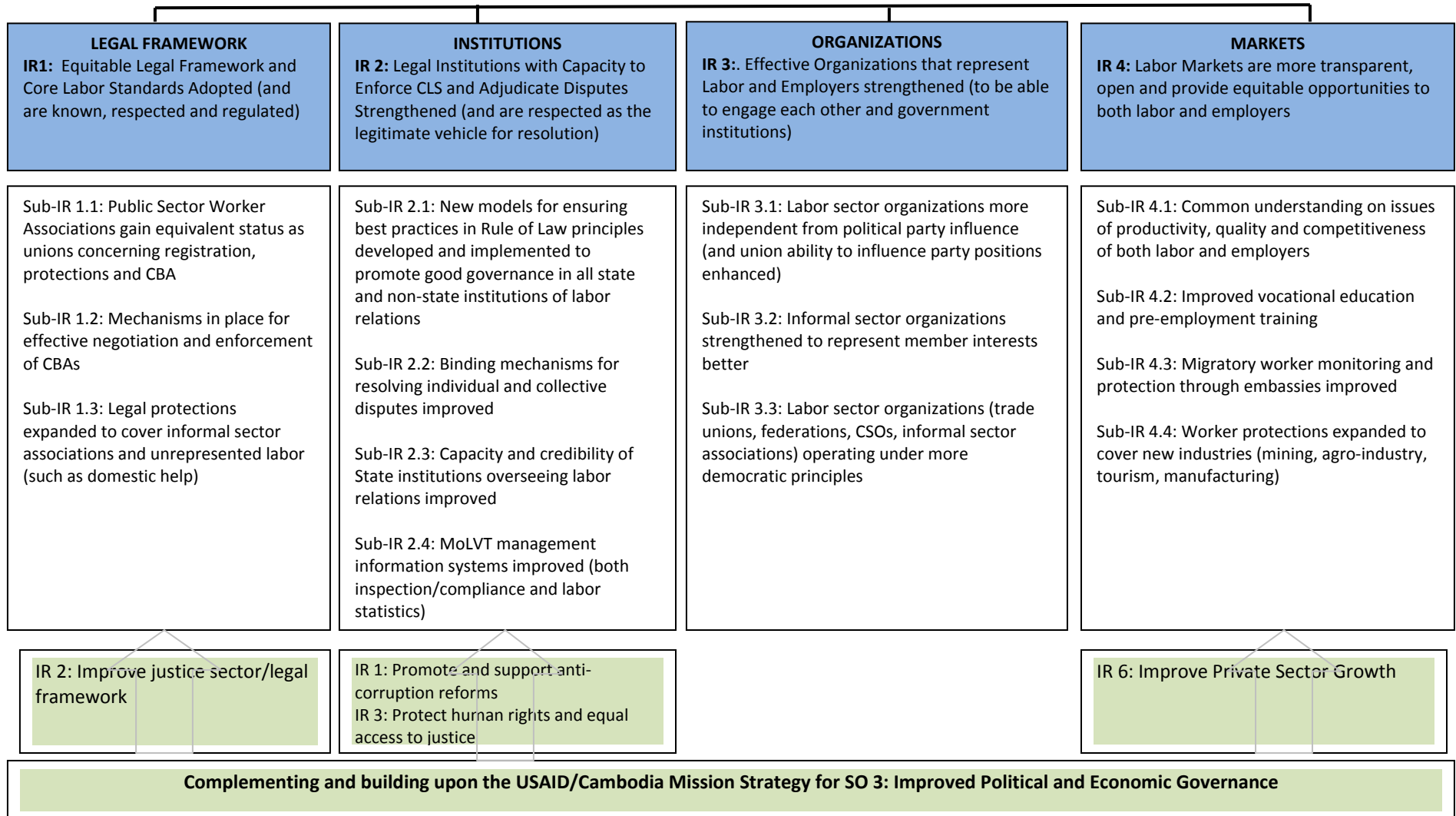


FIGURE 2. TRANSITIONING FROM THE GLOBAL RESULTS FRAMEWORK TO A CAMBODIA LABOR SECTOR RESULTS FRAMEWORK

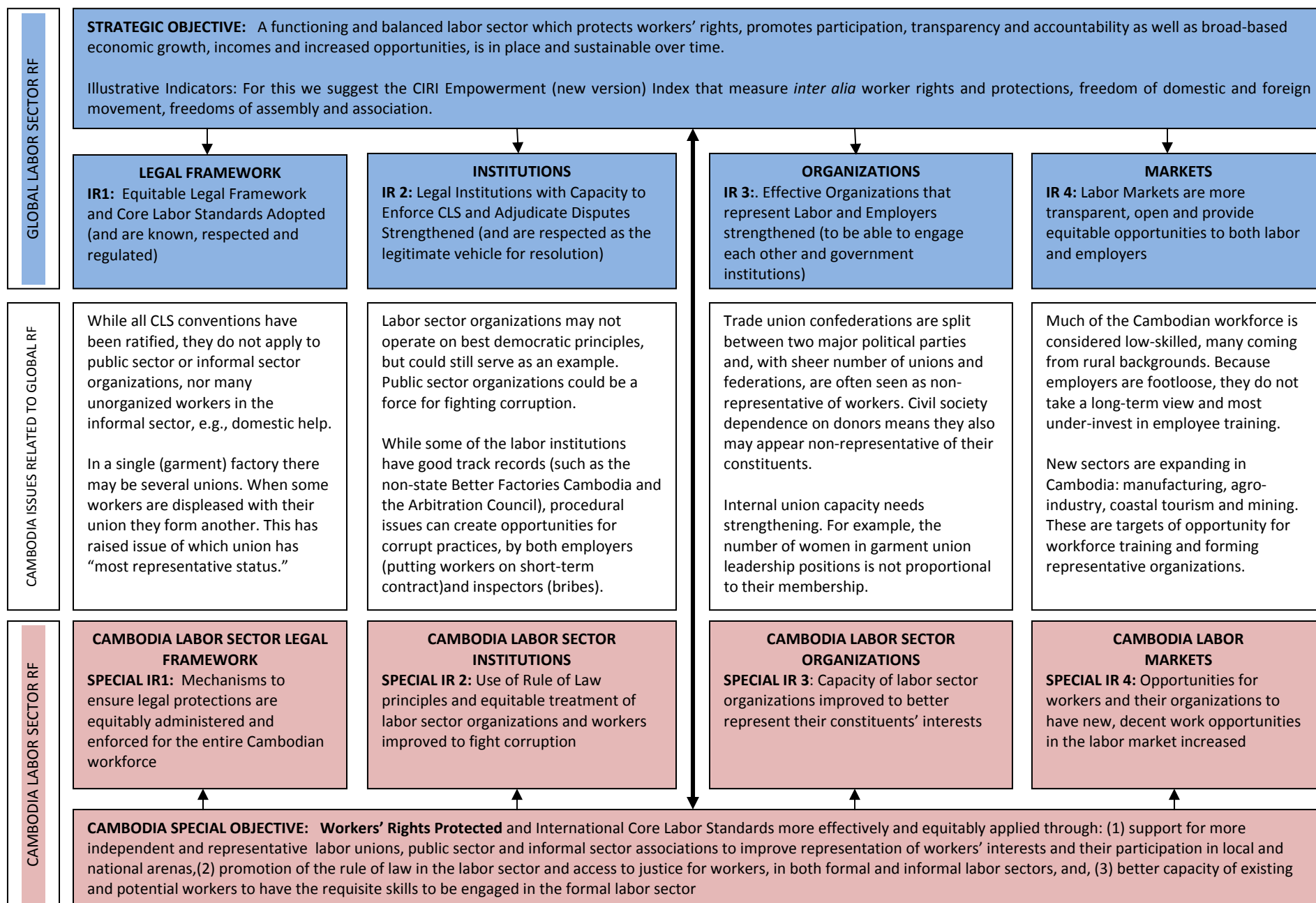


FIGURE 3. PROPOSED RESULTS FRAMEWORK FOR STRENGTHENING THE CAMBODIA LABOR SECTOR (THROUGH WORKER ORGANIZATIONS)

CAMBODIA 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, public sector and informal sector associations 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>CAMBODIA LABOR SECTOR LEGAL FRAMEWORK</p> <p>SPECIAL IR1: Mechanisms to ensure legal protections are equitably administered and enforced for the entire Cambodian workforce</p>	<p>CAMBODIA LABOR SECTOR INSTITUTIONS</p> <p>SPECIAL IR 2: Use of Rule of Law principles and equitable treatment of labor sector organizations and workers improved to fight corruption</p>	<p>CAMBODIA LABOR SECTOR ORGANIZATIONS</p> <p>SPECIAL IR 3: Capacity of labor sector organizations improved to better represent their constituents' interests</p>	<p>CAMBODIA LABOR MARKETS</p> <p>SPECIAL IR 4: Opportunities for workers and their organizations to have new, decent work opportunities in the labor market increased</p>
<p>Special Sub-IR 1.1: Advocacy to improve labor protections of public servants and unrepresented informal sector implemented</p>	<p>Special Sub-IR 2.1: Rule of Law principles and best practices utilized by unions, federations, informal sector associations and CSOs</p> <p>Special Sub-IR 2.2: Public sector worker association strategies to fight corruption supported</p> <p>Special Sub-IR 2.3: Mechanisms for resolving individual disputes in the workplace identified and implemented</p>	<p>Special Sub-IR 3.1: Labor sector organizations better prepared for G-PSF and other meetings with state institutions</p> <p>Special -Sub-IR 3.2: Informal sector organizations strengthened to represent member interests better</p> <p>Special Sub-IR 3.2: Increased number of women in labor sector organization leadership to better reflect their proportion in the workforce</p>	<p>Sub-IR 4.4: Labor sector organizations (unions, CSOs) more active in pre-organization, organization and protection of workers in expanding industries (mining, agro-industry, coastal tourism, non-garment manufacturing)</p> <p>Special Sub-IR 4.2: Labor sector organizations active in advocating for provision of training to new entrants into the formal sector by government and the private sector (rural-to-urban, pre-employment, skills, productivity/quality)</p>
<p>Illustrative Indicators:</p> <p>Number of advocacy activities conducted to RGC towards equal representation and protection of public and informal sectors</p> <p>Number of labor sector organization personnel (M/F) trained in effective advocacy</p>	<p>Illustrative Indicators:</p> <p>Number of labor sector organizations that restructured to improve compliance with Rule of Law principles</p> <p>Number of public sector association activities supported to advocate against corruption in their institution</p> <p>Number of factories that adopt mechanisms for binding resolution of individual disputes</p>	<p>Illustrative Indicators:</p> <p>Number of position papers with recommended actions researched and presented by labor sector organizations to the G-PSF</p> <p>Number of women in leadership positions (trade unions, federations, CSOs)</p> <p>Number of informal sector organizations with on-going systems to solicit priorities and needs of constituents/members</p>	<p>Illustrative Indicators:</p> <p>Number of unions formed in expanding industries</p> <p>Number of persons (M/F by industry) enrolled in new unions</p> <p>Number of persons (M/F, by type of training and by sector) trained in pre-employment, employment and vocational skills</p>