

RESULTS FRAMEWORK FOR HONDURAS LABOR SECTOR PROGRAM

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ELABORATION OF A RESULTS FRAMEWORK FOR A HONDURAS 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 Honduras Mission in the development of a Results Framework based on the COLSA submitted in September, 2008, prior to the coup d'etat.

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/Honduras Results Framework

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

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.

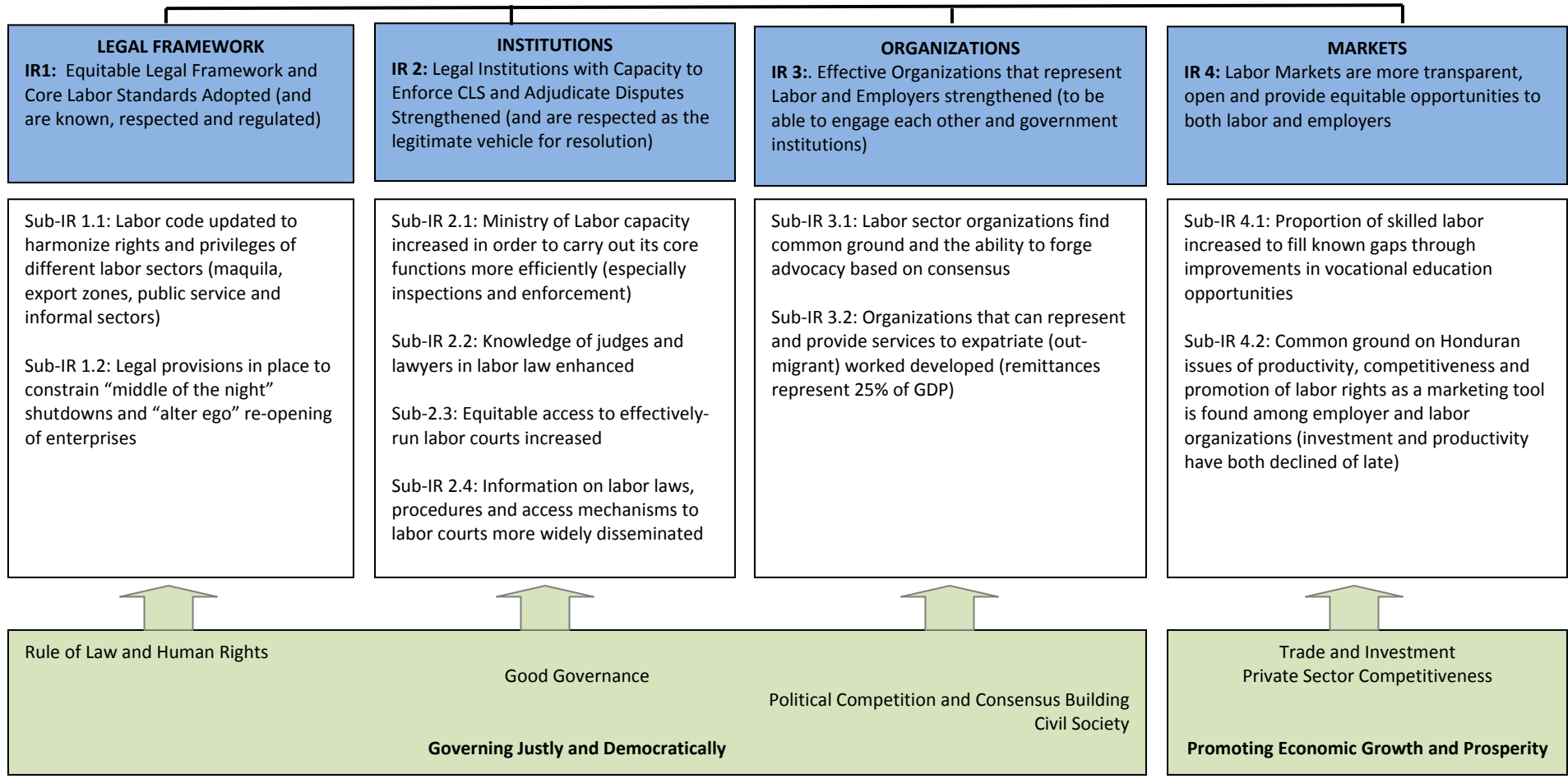


FIGURE 2. TRANSITIONING FROM THE GLOBAL RESULTS FRAMEWORK TO A HONDURAS LABOR SECTOR RESULTS FRAMEWORK

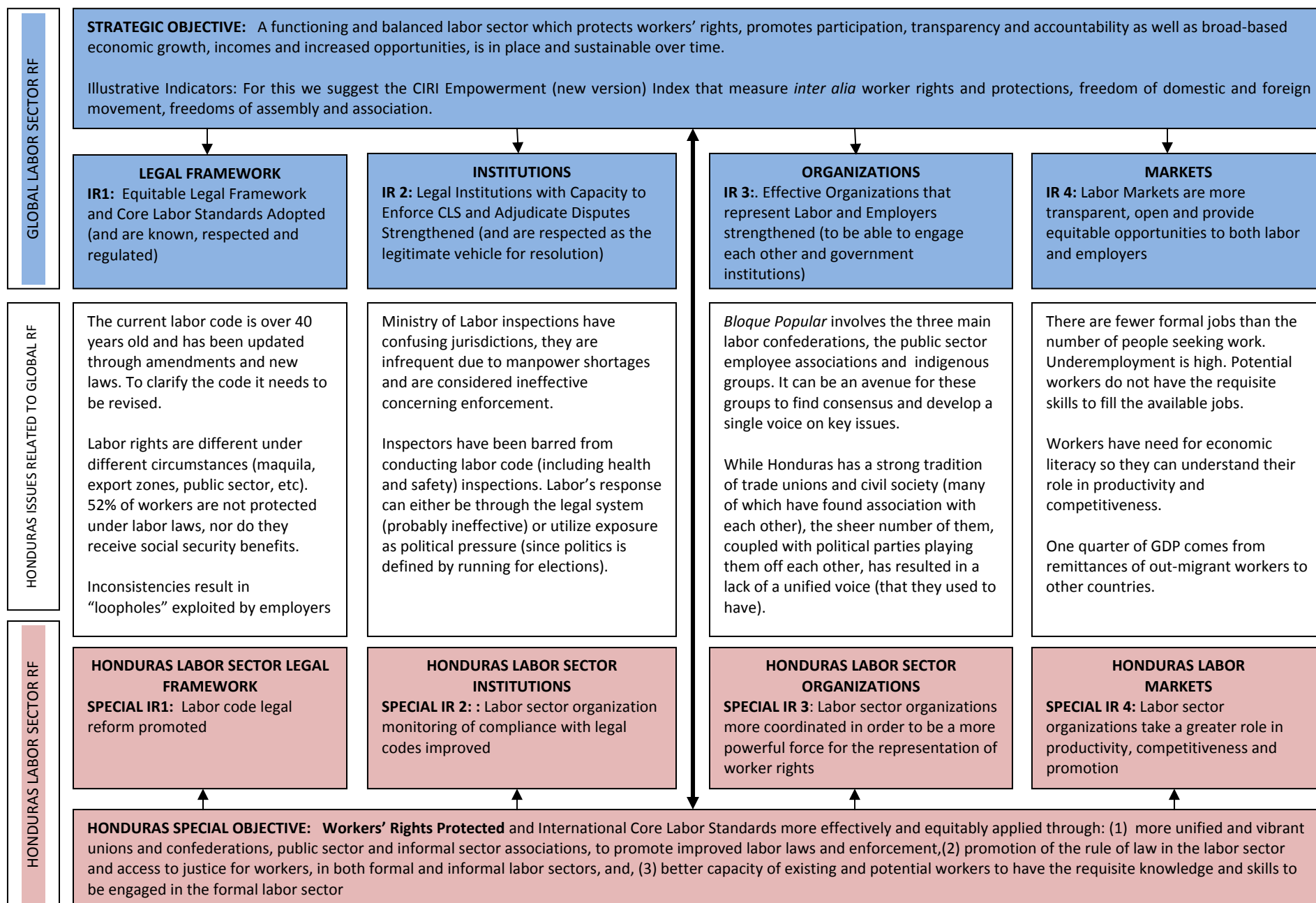


FIGURE 3. PROPOSED RESULTS FRAMEWORK FOR STRENGTHENING THE HONDURAS LABOR SECTOR (THROUGH WORKER ORGANIZATIONS)

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| <p>HONDURAS SPECIAL OBJECTIVE: Workers’ Rights Protected and International Core Labor Standards more effectively and equitably applied through: (1) more unified and vibrant unions and confederations, public sector and informal sector associations, to promote improved labor laws and enforcement,(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 knowledge and skills to be engaged in the formal labor sector</p> | | | |
| <p>HONDURAS LABOR SECTOR LEGAL FRAMEWORK</p> <p>SPECIAL IR 1: Labor code legal reform promoted</p> | <p>HONDURAS LABOR SECTOR INSTITUTIONS</p> <p>SPECIAL IR 2: Labor sector organization monitoring of compliance with legal codes improved</p> | <p>HONDURAS LABOR SECTOR ORGANIZATIONS</p> <p>SPECIAL IR 3: Labor sector organizations more coordinated in order to be a more powerful force for the representation of worker rights</p> | <p>HONDURAS LABOR MARKETS</p> <p>SPECIAL IR 4: Labor sector organizations take a greater role in productivity, competitiveness and promotion</p> |
| <p>Special Sub-IR 1.1: Labor sector organizations find common ground and implement effective advocacy for the recommendations of the “White Paper”</p> <p>Special Sub-IR 1.2: Labor sector organization develop mechanisms to expose “middle of the night” and “alter ego” companies</p> | <p>Special Sub-IR 2.1: Private Dispute Resolution mechanisms developed and piloted</p> <p>Special Sub-IR 2.2: Labor sector organization monitoring and reporting of barring of labor inspectors improved</p> | <p>Special Sub-IR 3.1: <i>Bloque Popular</i> and other umbrella organizations supported to improve coordination in advocacy</p> <p>Special Sub-IR 3.2: Common ground and consensus on select issues by labor sector organizations developed (especially confederations made up of unions and their federations, labor and human rights related CSOs and indigenous groups)</p> | <p>Special Sub-IR 4.1: Worker economic literacy and, knowledge about productivity, competitiveness and international markets increased</p> <p>Special Sub-IR 4.2: Access and opportunity for skills training to meet market needs promoted</p> <p>Special Sub-IR 4.3: Mechanisms for protection of migrant labor rights explored, assessed and piloted</p> |
| <p>Illustrative Indicators:</p> <p>Number of labor sector organization testimonies to the Legislature on proposals to update and improve the legal code</p> <p>Number of events conducted (and supported by USG) to promote adoption of White Paper recommendations</p> <p>Number of events/activities conducted to expose incidences of “middle of the night” closures and “alter ego” firms</p> | <p>Illustrative Indicators:</p> <p>Number of pilots established</p> <p>Number of cases reconciled through piloted Private Dispute Resolution</p> <p>Number of reports of inspection-barring are publically exposed through the media, CONADEH or international labor-focused organizations</p> | <p>Illustrative Indicators:</p> <p>Number of joint advocacy campaigns implemented</p> <p>Number of new union members enrolled (M/F, by industry)</p> <p>Number of workers, union officials and civil society members trained on labor rights, gender discrimination, worker and employer rights and responsibilities (replication and expansion of the CIMCAW training)</p> | <p>Illustrative Indicators:</p> <p>Number of workers trained in economic literacy (M/F by industry)</p> <p>Number of persons (M/F) provided with skills training to become more employable (by government or the private sector)</p> <p>Number of studies on migrant worker trends, needs and potential protections developed, disseminated and discussed in the labor community</p> |