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# THE LABOR SECTOR AND U.S. FOREIGN ASSISTANCE GOALS

MEXICO LABOR SECTOR ASSESSMENT  
RESULTS FRAMEWORK

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# RESULTS FRAMEWORK – SPECIAL OBJECTIVE FOR WORKERS’ ORGANIZATIONS

## RESULTS FRAMEWORK – OVERALL CONSIDERATIONS

During the course of the Global Labor Sector Analytic Initiative, a generalized Development Hypothesis and Results Framework (RF) for the labor sector was developed as part of the Programming Handbook (Salinger and Saussier 2010), first presented for comment in June 2009. This handbook synthesizes lessons learned following a series of country-level labor assessments (CoLSAs) conducted by labor sector experts (including lawyers, political scientists, economists, social protection experts, workforce development specialists, and gender experts) in Bangladesh, Cambodia, Honduras, Nigeria, and Ukraine. In addition, a more limited Labor Sector Strategic Outline was developed for Georgia. Following the Labor Forum in June 2009, and subsequent analysis by USAID, this RF was modified (Figure 1). The RF is based on the model of a “well-functioning labor sector” that serves as the conceptual framework for the suite of technical products developed under this Task Order and includes four components: legal framework, institutions, organizations, and markets.

## PROCESS FOR DEVELOPMENT OF THE USAID/MEXICO RESULTS FRAMEWORK

The process of developing a Mexico-specific labor sector Results Framework followed a step-wise approach. The first step involved the preparation of two background documents: (a) a Mexico Labor Assessment drafted by the USAID Knowledge Services Center (August 2009); and (b) a Labor Sector Briefing Note, drafted by a local labor expert, Graciela Bensusan (September 2009), complemented by other information accessed through a review of literature. The second step consisted of field work conducted in Mexico City and Puebla by Katrina Burgess (international labor expert), Graciela Bensusan (local labor expert), Kimberly Ludwig (USAID), and Colin Buckley (USAID) in January/February 2010.

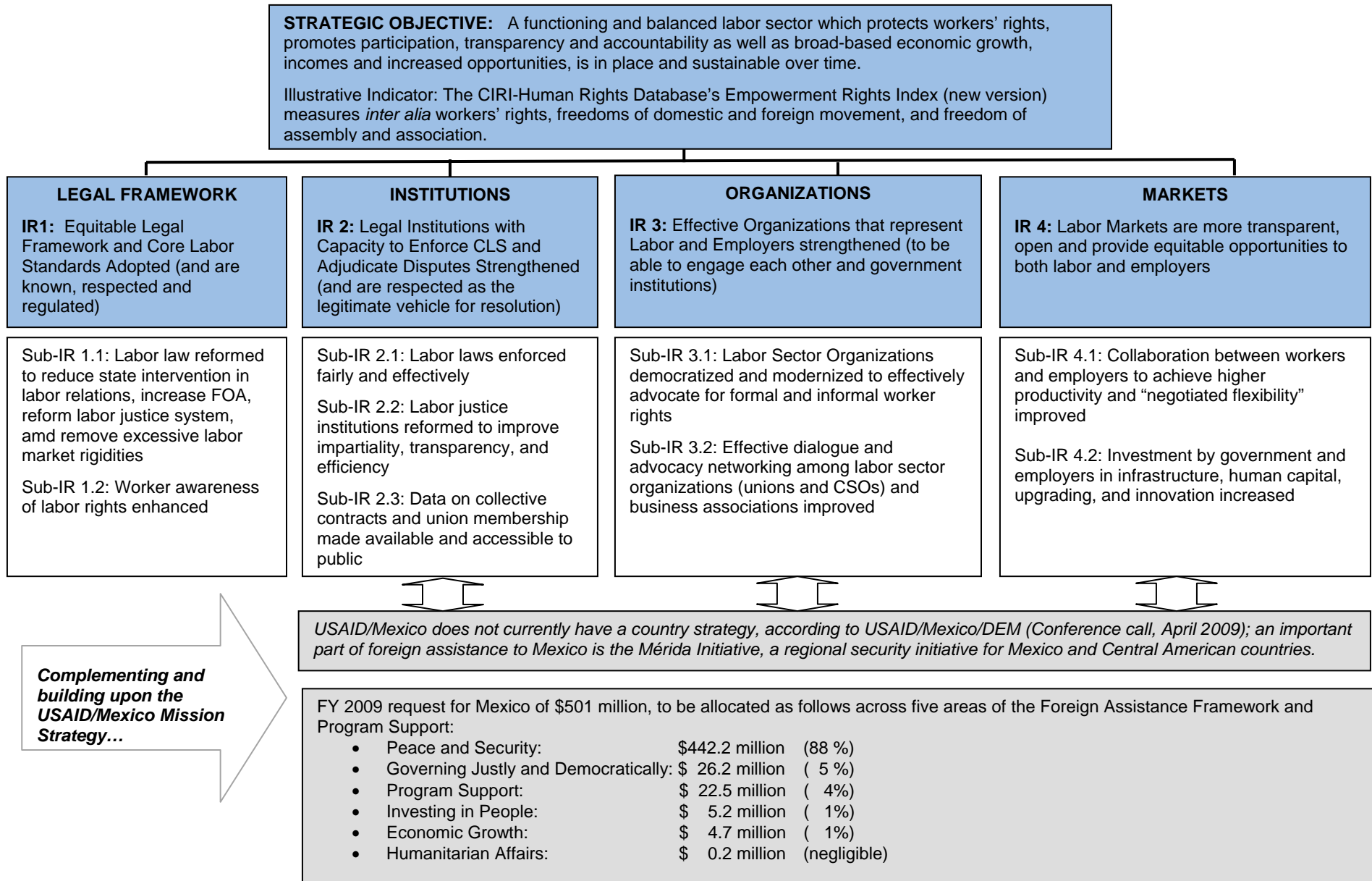
Using the Labor Sector Strategic Objective (SO) and Intermediate Results (IRs) (from the Programming Handbook, in blue), customized Sub-Intermediate Results (Sub-IRs) were developed based on the identified constraints. This is provided in Figure 1. It also indicates where this broad, cross-cutting (i.e., across all four labor sector components) Mexico Labor Sector Results Framework complements, or at least intersects with, the existing USG portfolio in Mexico (in gray).

From that Results Framework combining global objectives (SO and IR) with localized context (at the Sub-IR level, i.e., the lower level results necessary to achieve the IRs), analysis suggests a Results Framework based on a Special Objective (Mission level), with 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 Mexico (hence the Strategic Objective) to one concentrating on labor sector organizations (hence a Special Objective) is provided in Figure 2, using Mexico labor sector context derived from the above-cited documentation.

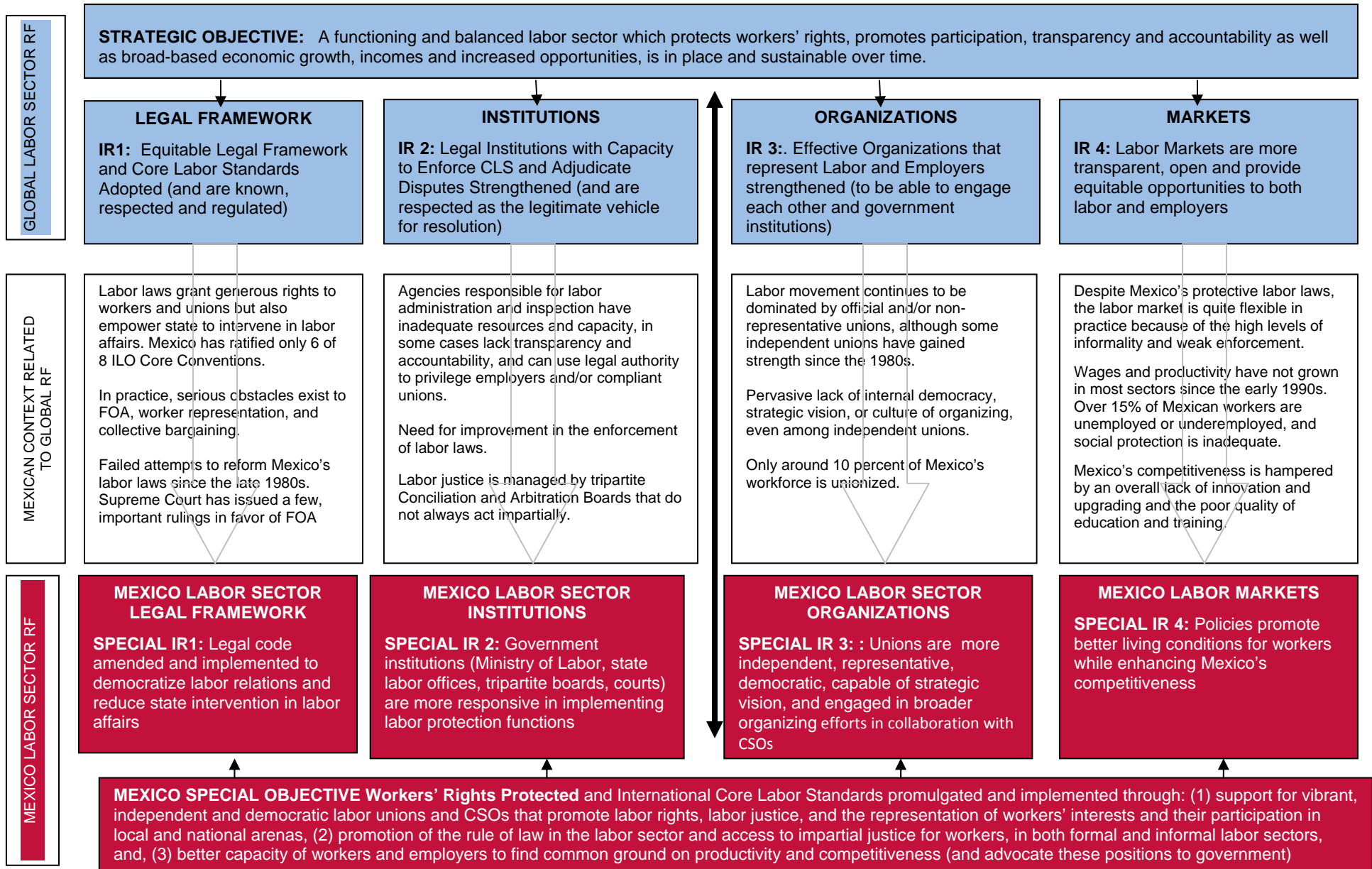
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Figure 3 provides a Results Framework for a Worker Organization-focused program in Mexico under the Special Objective, with customized IRs and Sub-IRs. Included in this figure are illustrative custom performance indicators relevant to both the Mexico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

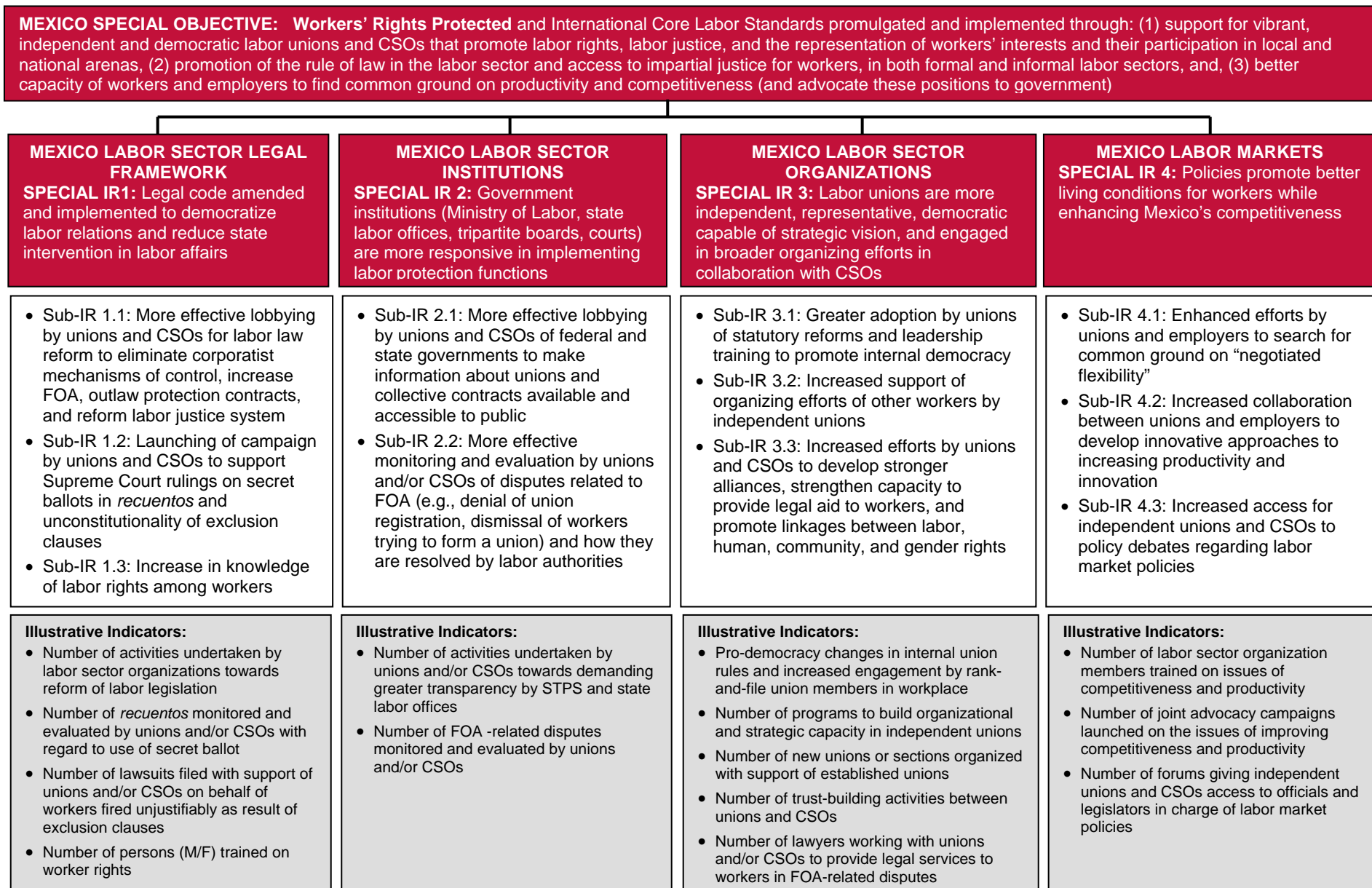
**FIGURE 1: CROSS-CUTTING RESULTS FRAMEWORK FOR THE LABOR SECTOR IN MEXICO**



**FIGURE 2: TRANSITIONING FROM THE GLOBAL RESULTS FRAMEWORK TO A MEXICO LABOR SECTOR RESULTS FRAMEWORK**



**FIGURE 3: PROPOSED RESULTS FRAMEWORK FOR STRENGTHENING THE MEXICO LABOR SECTOR (THROUGH WORKER ORGANIZATIONS)**







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