

# RESULTS FRAMEWORK FOR UKRAINE LABOR SECTOR PROGRAM

DECEMBER 2008

## **DISCLAIMER**

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

# RESULTS FRAMEWORK

## ELABORATION OF A RESULTS FRAMEWORK FOR A UKRAINE LABOR SECTOR PROGRAM: SPECIAL OBJECTIVE FOR WORKER'S ORGANIZATIONS

The process of developing a Ukraine-specific Labor Results Framework followed a step-wise approach starting with an analysis of the country labor sector assessment for Ukraine. Using the Labor Sector Strategic Objective and Intermediate Results developed in the Program Handbook (in light blue), customized Sub-Intermediate Results were developed based on the identified constraints, overall conclusions and recommendations of the labor sector assessment. This is provided as **Figure 1**. It also indicates where this broad cross sectoral Ukraine Labor Sector Results Framework complements the existing Mission strategy (in dark blue).

From that Results Framework combining global objectives (SO and IR) with localized context, analysis of the labor sector assessment 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-sectoral Labor Sector RF for Ukraine to one concentrating on Labor Sector Organizations (hence a Special Objective) is provided in **Figure 2**, citing specific issues arising from the labor sector assessment.

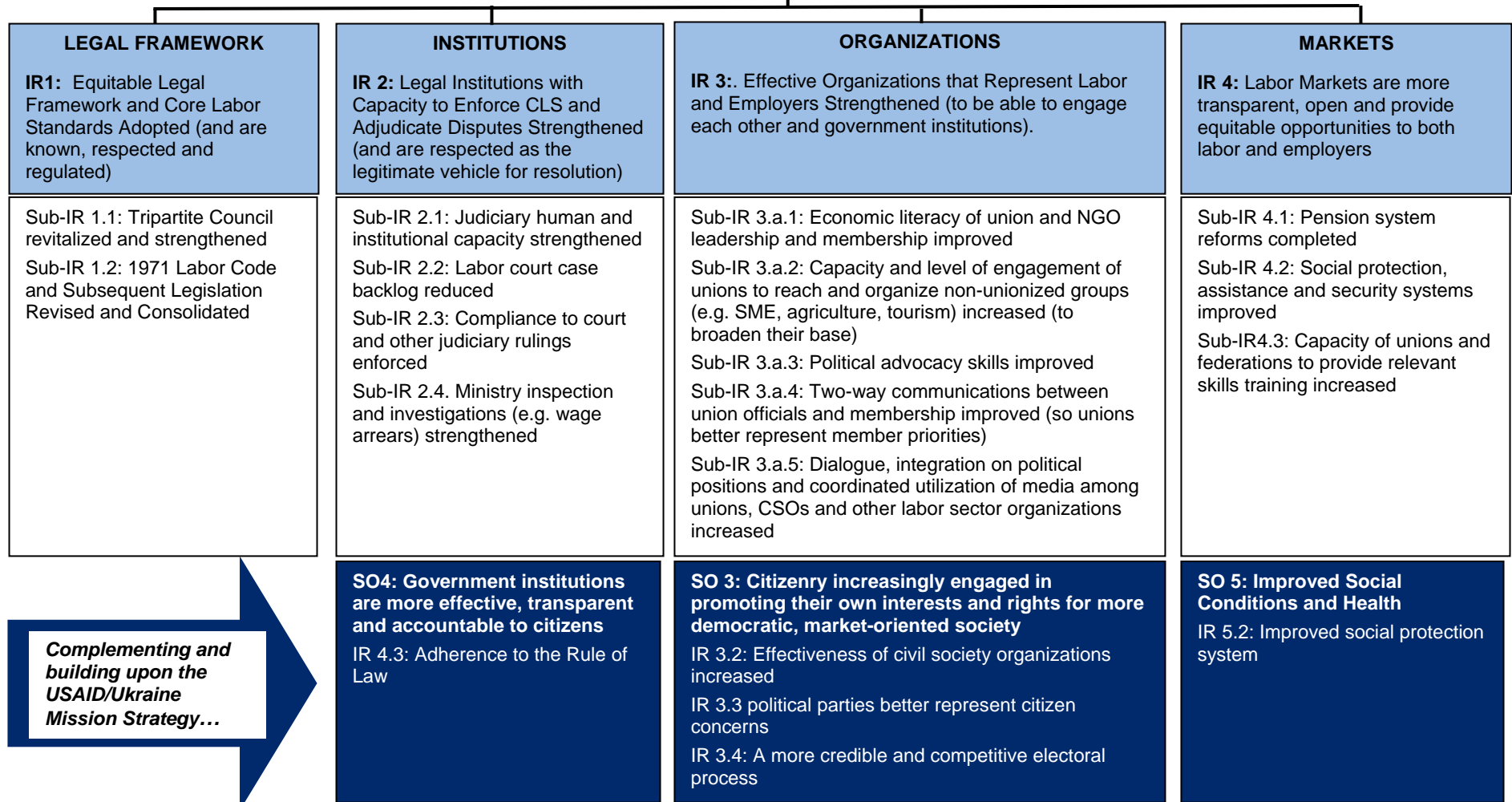
**Figure 3** provides a Results Framework for a Worker Organization focused program in Ukraine under the Special Objective, with customized IRs and sub-IRs. Included in this figure are illustrative custom performance indicators relevant to both the Ukraine and global RF. FACTS indicators, not included, 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.*

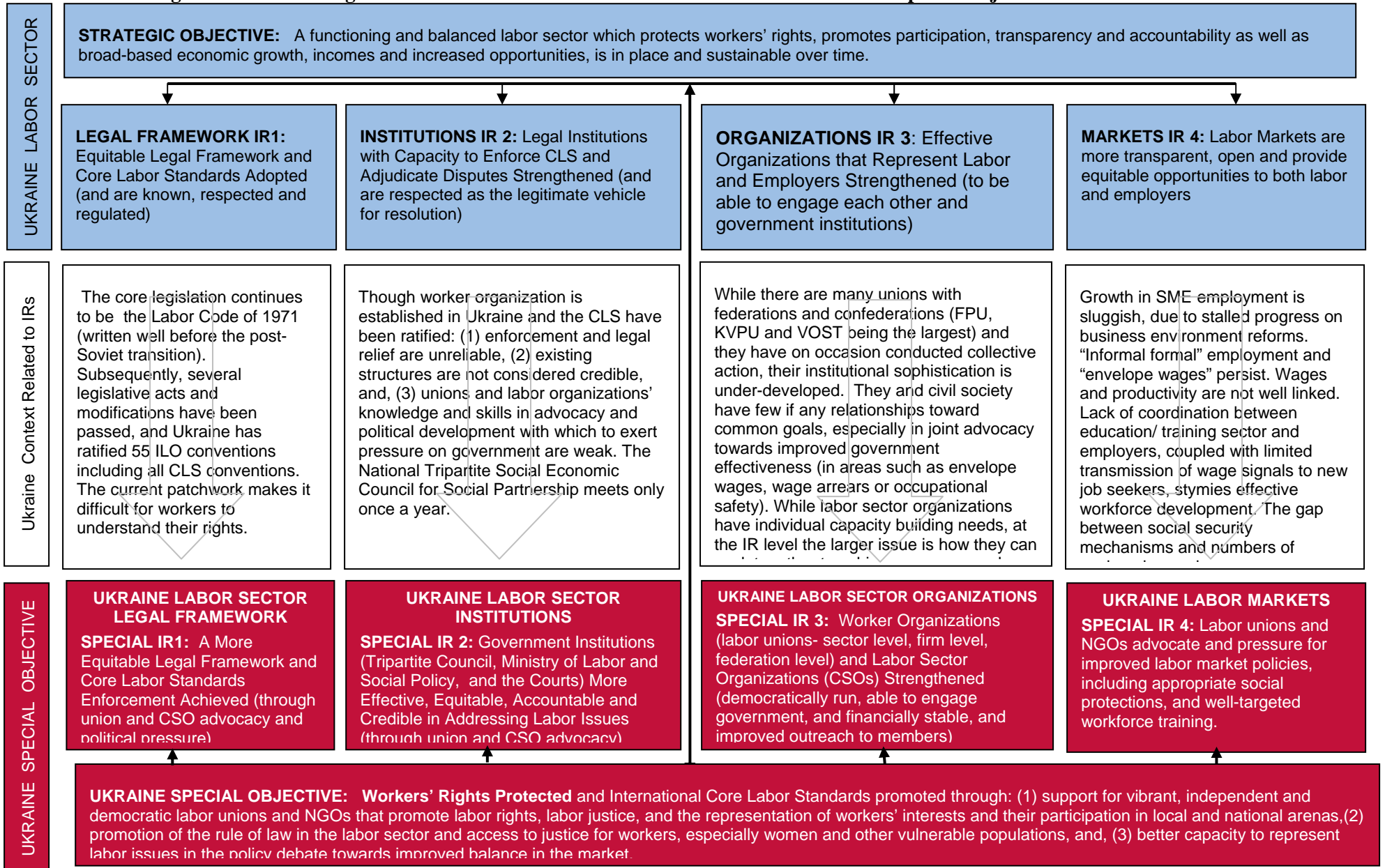
**Figure 1. Overall Results Framework for the Ukraine Labor Sector**

**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 Ukraine Labor Sector Results Framework To The Special Objective Results Framework**



**Figure 3. Proposed Results Framework For A Ukraine Labor Program**

