# Outcomes Related to Change in Leverage Points/Transforming Structures and Processes

## Delivery of Services: Indicator 7B[[1]](#footnote-1),[[2]](#footnote-2)

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| **ILAB Standard Outcome Indicator Reference Sheet** |
| **Name of Indicator:** 7B – Number of collective structures or institutions within a system with improved delivery of services, programs or duties associated with improved workers’ rights |
| **Name of Result Measured**: Increased supply or improved delivery of services, programs or duties associated with improved workers’ rights |
| **DESCRIPTION** |
| **General Definition(s):****[“Collective structures or institutions”](https://norc.sharepoint.com/sites/9426-OTLAMEServices/Shared%20Documents/Common%20indicator%20tool/TOsC%20Guidebook--June%202024%20Updates.docx%22%20%5Cl%20%22_Institutions)**  can be interpreted two ways. First, they can be social structures that are collectively created and are continuously altered over time. Institutions can also be “a set of rules governing interpersonal behaviors” (sometimes called “the rules of the game”) that are not owned or possessed by a single actor; rather, they are shared by a larger group or society. See World Bank publication “[The role of institutions in development](https://documents.worldbank.org/en/publication/documents-reports/documentdetail/575481468740986684/the-role-of-institutions-in-development)” for more information.**[“System”](https://norc.sharepoint.com/sites/9426-OTLAMEServices/Shared%20Documents/Common%20indicator%20tool/TOsC%20Guidebook--June%202024%20Updates.docx%22%20%5Cl%20%22_System)** is a group of interacting, interrelated, or interdependent elements forming a complex whole. Almost always defined with respect to a specific purpose. The terms system and structure are sometimes used interchangeably. See [Introduction to Systems Thinking](https://thesystemsthinker.com/wp-content/uploads/2016/03/Introduction-to-Systems-Thinking-IMS013Epk.pdf) for more information. [**“Delivery of services, programs, or duties”**](https://norc.sharepoint.com/sites/9426-OTLAMEServices/Shared%20Documents/Common%20indicator%20tool/TOsC%20Guidebook--June%202024%20Updates.docx#_Service_delivery)Examples of relevant services or processes include: collective bargaining, conciliation, dispute resolution, mediation, legal accompaniment, grievance handling, remediation, compliance assistance, bipartite or tripartite social dialogue at enterprise or sector level, complaint or claim filing or handling, information flows, sanctioning, standard operating procedures, social protection and safety nets, and human resource management (including recruitment, training and development, performance appraisal, and reward management, such as managing pay and employee-benefits systems).**“Duties”** refers to the legal obligations states and public officials have to protect and promote human rights and ensure that people can realize their rights without discrimination. [Within the UN system, each member state has a responsibility and duty to protect, promote and implement all human rights and fundamental freedoms](https://www.ohchr.org/en/instruments-mechanisms/instruments/declaration-right-and-responsibility-individuals-groups-and#:~:text=Each%20State%20has%20a%20prime,legal%20guarantees%20required%20to%20ensure), and ensure the due provision of benefits according to clear and transparent eligibility criteria and entitlements, and the proper administration of the institutions and services.**[“Program”](https://norc.sharepoint.com/sites/9426-OTLAMEServices/Shared%20Documents/Common%20indicator%20tool/TOsC%20Guidebook--June%202024%20Updates.docx%22%20%5Cl%20%22_Program)** is a set of structured activities or a group of related services managed in a coordinated way that convey a benefit not available from managing, delivering or receiving them individually. A program is also a group of projects managed together in order to gain efficiencies on cost, time, technology, etc. ILAB manages foreign assistance projects through two program offices: (1) the Office of Child Labor, Forced Labor and Human Trafficking; and (2) the Office of Trade and Labor Affairs. Project-level evaluation results are used to inform other projects within these programs.**“Improved delivery of service, programs, or duties”** is the delivery of services (as described above), programs (as described above), or dutiesthat has gotten better as a result of the project.**“Associated with improved workers’ rights”** is a qualifier that indicates that only structures or institutions that improve delivery of services, programs or duties associated with improved workers’ rights should be included in this indicator. Improved delivery of other services, programs or duties not associated with improved workers’ rights should not be included. |
| **Guidance on Aligning Project Indicator Terms with Standard Outcome Indicator Terms:** **“Collective structures or institutions”** * *Include in project indicator definitions the types of collective structures or institutions that will be considered for this indicator. These could include organizations like enterprises, farms, cooperatives, unions, state or provincial level inspectorates, industry associations, courts, and service providing CBOs or NGOs, among others.*

**“System(s)”** * *Include in project indicator definitions the specific systems that will be considered for this indicator and the boundaries for those systems.*

**“Delivery of services, programs, or duties”** * *Include in project indicator definitions the delivery of which types of services, programs, or duties associated with improved workers’ rights will be considered for this indicator.*

**“Improved delivery of services, programs, or duties”** * *Include in project indicator definitions the criteria used to determine whether delivery of services, programs, or duties has improved.*

**“Associated with improved workers’ rights”** * *Include in project indicator definitions which services, programs, or duties associated with improved workers’ rights are included.*
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| **Calculation(s):** *How, specifically, will you measure each indicator? For example, if you are collecting data from a survey, which questions from the survey, and which response options to those questions, will you use to determine whether a person counts toward the indicator?* |
| **Unit of Measure:** Number of individual actors *[Ensure the project indicator has the same unit of measure]* |
| **Disaggregated by:** *How do you plan to disaggregate the data for reporting?* |
| **How will this indicator be used?** *(optional)***:** *What are the reasons this indicator is important for or relevant to the project? How is progress related to the indicator understood, measured, and defined by local actors in the system?*  |
| **PLAN FOR DATA COLLECTION** |
| **Data Source:** *Where will you obtain the data used to report on this indicator?* |
| **Method of Data Collection and Construction:** *How will you collect the data?*  |
| **Reporting Frequency:** *How often will you report on the indicator? (Most indicators will be reported biannually, but some may be reported more or less frequently, depending on project requirements and data availability.)* |
| **Individual(s) Responsible at Grantee Organization:** *Which project roles will be responsible for collecting, analyzing, and reporting on the data? These may be separate people, e.g., MEL specialist, MEL manager, etc.* |
| **TARGETS AND BASELINE** |
| **Baseline Timeframe:** *When will you collect baseline data and what timeframe will those data represent? (If you are relying on other people’s data, the timeframe for the data may be earlier than the timeframe in which you collect it.)* |
| **Rationale for Targets** *(optional)***:** *What are the reasons you chose your targets?* |
| **DATA QUALITY ISSUES** |
| **Dates of Previous Data Quality Assessments and Name of Reviewer(s):** *When did you check the quality of the data?* |
| **Date of Future Data Quality Assessments** *(optional)***:** *When will you check the quality of the data?* |
| **Known Data Limitations:** *What challenges may there be to collecting accurate data? Are there known inaccuracies in the data (e.g., certain populations that are not included in the results) that should be considered when interpreting the data?* |
| **CHANGES TO INDICATOR** |
| **Changes to Indicator:** *What changes have been made to the indicator over the course of the project?* |
| **Other Notes** *(optional)****:***  *What other issues or considerations related to the indicator need to be noted?* |
| **THIS SHEET LAST UPDATED ON:** |

1. See MEL Plan Fillable Templates for Worker Rights Projects, including the Learning for Action (L4A) Agenda (available at: <https://www.dol.gov/sites/dolgov/files/ILAB/Learning-for-Action-L4A-Agenda-Template-CLEAN-508.docx>); Complexity-Aware Logic Model (available at: <https://www.dol.gov/sites/dolgov/files/ILAB/Project-Logic-Model-Template-combined-page-CLEAN-508-1.docx>); and MEL Process Diary (available at: <https://www.dol.gov/sites/dolgov/files/ILAB/Process-Diary-Template-CLEAN-508.docx>). [↑](#footnote-ref-1)
2. Ideally, projects that are focused on organizational capacity strengthening (likely reported under indicator 2B) would also report results of how the increased organizational capacity has led to improved delivery of services (reported under indicator 7B). It may not be possible to observe or report those results until later (2+ years) into the project, and this should be considered when setting the frequency and timing of reporting, as well as life-of-project targets for each entity. Where possible, ILAB encourages disaggregation of these institutions, e.g. state/province, public or private sector, union/worker organization, etc., as appropriate. [↑](#footnote-ref-2)