# Theory of Sustained Change Guidebook for ILAB's Worker Rights Programs

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# ACRONYM LIST

| | |
|---|---|
| DOL | Department of Labor |
| FOA | Funding Opportunity Announcement |
| ICT | Information and Communications Technology |
| ILO | International Labour Organization |
| ILAB | Bureau of International Labor Affairs |
| MEL | Monitoring, Evaluation and Learning |
| OCFT | Office of Child Labor, Forced Labor, and Human Trafficking |
| OTLA | Office of Trade and Labor Affairs |
| SDG | Sustainable Development Goal |
| SFWI | Safe Farm Workers Initiative |
| SOIRS | Standard Outcome Indicator Reference Sheet |
| TOC | Theory of Change |
| TOsC | Theory of Sustained Change |
| TPR | Technical Progress Report |

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# Theory of Sustained Change Guidebook for ILAB's Worker Rights Programs

## INTRODUCTION

This guidebook provides an overview of the Theory of Sustained Change (TOsC), standard outcome domains, and indicators developed by the U.S. Department of Labor's (DOL) Bureau of International Labor Affairs/Office of Trade and Labor Affairs (ILAB/OTLA) for its worker rights programming. The document also includes guidance on how grantees and grant applicants can map their project outcomes to the ILAB TOsC; link their project indicators to the appropriate standard outcome indicators; set targets, analyze, and measure results; and report on and use these indicators for collaboration, learning and adaptation to advance worker rights. In **Figure 1**, we present an overview of the guidebook components.

*Figure 1. Guidebook overview*

Throughout the guidebook, a hypothetical example project is presented, *Safe Farm Workers Initiative (SFWI)*, to show how projects fit within the TOsC for ILAB labor rights programs and how they can use the standard outcome indicators. The background to *SFWI* is described in the box on the following page.

## *SAFE FARM WORKERS INITIATIVE*

### BACKGROUND

The country of Otlandia has a thriving agriculture industry that employs about half a million people. However, labor and safety standards in the agriculture industry fell during the COVID-19 pandemic. The government had fewer resources and person hours to spend on safety inspection; and workers were willing to accept worse working conditions given the poor economy and high unemployment rate. Workers worked long hours, were paid low wages, and worked under inadequate safety standards. The key issues ILAB aims to address with a new project are:

- The lack of government enforcement of labor safety standards in the agriculture industry; and
- Decreased worker demand for safe working conditions.

ILAB issued a funding opportunity announcement (FOA) to address these issues through a new 4.5-year project.

*Safe Farm Workers Initiative (SFWI)* responded to the FOA and was awarded funding. In their proposal, *SFWI* detailed plans to implement activities aimed at improving government enforcement of labor safety standards in agriculture and increasing worker demand for safe working conditions.

## APPLYING COMPLEXITY-AWARE AND SYSTEMS APPROACHES

| Key Terms | |
|---|---|
| System | An organized and interconnected group of interdependent actors and factors, both formal and informal, that work toward a common purpose. Many actors can influence the entire system towards **systems change** (e.g., changing actors' behaviors, changing power dynamics, etc.). |
| System Boundary | Separates the system from other systems and the rest of the external context. Although systems may overlap and system boundaries may not always be clear, a project using a systems approach will define the relevant system boundaries to differentiate what is deemed relevant for achieving results and what is not. This includes determining which interrelationships matter the most. |

Systems thinking seeks to understand how systems behave, interact with their environment, and influence each other. ILAB projects often adopt a systems approach, which means:

- Seeking to understand how systems behave, interact with their environment, and influence each other.
- Looking at situations from a holistic view (i.e., seeing the whole system, including the context, dynamics and relationships associated with the system).
- Recognizing the uncertainty and complexity of systems and being flexible to change.
- Acknowledging that different groups have different perspectives on the system, which are valid and may impact the project's outcomes.

The role of a donor-funded project or activity in a systems approach is to facilitate and strengthen the assets and relationships that already exist in the local system. Projects can promote

sustainability by strengthening the system's ability to produce results and its ability to be both resilient and adaptive in the face of changing circumstances.[1]

Complexity-aware approaches, as described in the box below, consider the complexity of the systems projects operate in and affect. ILAB encourages grantees to consider how they can integrate a systems approach and complexity-aware principles (as described below) into their monitoring and evaluation processes. Throughout the guidebook, we note opportunities for grantees to use complexity-aware monitoring.

[1] See USAID's Engaging Local Systems Framework for further information.

## Together, Outcome Monitoring and Complexity-Aware Monitoring Tell a More Complete Project Story

Since the purpose of this guidebook is to explain the TOsC for ILAB worker rights programs and the related outcome domains and standard indicators, it focuses on a theory-based approach to outcome monitoring. However, OTLA acknowledges that project implementation often diverges from initial project plans and theories because planning documents reflect the best available information and context at the time of startup. Additionally, ILAB projects operate in countries and supply chains where the path to outcomes could look different depending on the context or system. Trying to evaluate progress using traditional means may miss the mark and not capture unforeseen outcomes or impacts of project interventions. Over the life of the project, the context is also likely to evolve, and new information and learning will become available. The project may encounter challenges and opportunities that were not foreseen and events that could not have been predicted. **Successful projects adapt to changes and new information to achieve and sustain outcomes.**

ILAB/OTLA encourages grantees to use **complexity-aware monitoring** to inform agile adaptation. Together, outcome monitoring and complexity-aware monitoring provide a more complete picture of the project and the system in which it operates. Complexity-aware monitoring complements outcome monitoring by tracking the uncertain, emergent, contested, and dynamic aspects of the theory of change and context. Projects may institute a variety of methods to support learning and adaptation other than monitoring indicators such as internal evaluations, periodic assessments, *Pause and Reflect sessions* or After-Action-Reviews. This guide acknowledges and encourages monitoring, evaluation, and learning (MEL) that reflects the complex environment that ILAB projects often operate in.

**Theory-based outcome monitoring** aims to answer the questions:

- Are we making progress towards our intended outcomes?
- Is progress faster or slower than expected?

**Complexity-aware monitoring** aims to answer the questions:

- What emergent or unpredicted outcomes is our project contributing to?
- What environmental actors and factors are likely to influence achievement of desired outcomes, either positively or negatively?
- How do others perceive and value the situation and the project? How will that influence their interactions with the project?
- What new opportunities or constraints may arise in response to changes in the environment?
- Is our intervention changing the dynamics of the system or problem it aimed to address?

Although not the focus of this guidebook, we inserted this icon throughout the document to note opportunities for complementing the standard outcome indicators with complexity-aware monitoring.

Additional resources around monitoring, evaluation and learning (MEL), including guidelines and promising practices related to complexity-aware monitoring and other types of learning, can be found in **ILAB's MEL Resource Library**.

## THEORY OF SUSTAINED CHANGE FOR ILAB WORKER RIGHTS PROGRAMS

ILAB is authorized to award and administer grants and cooperative agreements by annual Congressional appropriations to implement model programs that address worker rights issues through technical assistance in countries with which the United States has free trade agreements or trade preference programs. ILAB aims to impact worker rights in five main areas, which are in accordance with the five fundamental labor rights (as adopted by ILO member states in the 1998 ILO Declaration on Fundamental Principles and Rights at Work, and amended in 2022)[2]:

a) **Freedom of association and the effective recognition of the right to collective bargaining**

b) **The elimination of all forms of forced or compulsory labor**

c) **The effective abolition of child labor**

d) **The elimination of discrimination in respect of employment and occupation**

e) A safe and **healthy working environment**

ILAB expects all labor rights projects to work toward advancement of one or more of these rights. Although it is not always possible for a project to observe significant changes in these areas within the life of the project, ILAB intends for all projects to achieve outcomes that, if sustained, **will significantly contribute to and reinforce these impacts over time**. Thus, the sustainability of project gains on local stakeholders, workers, and system dynamics is crucial to the project's long-term success.

In 2016, Tufts University completed a study on the key factors required to ensure the sustainability of development gains achieved after projects end under the USAID Food and Nutrition Technical Assistance (FANTA) Project. The resulting report, *Sustaining Development: A Synthesis of Results form a Four-Country Study of Sustainability and Exit Strategies*, found that three factors are critical to sustainability: sustained source of resources, sustained technical and managerial capacity, and sustained motivation. Linkages to governmental organizations and/or other entities were also found to be central to sustainability in many circumstances.[3] Building from the results of the FANTA study, ILAB developed their own *Sustainability Guide*[4] in 2018. This guide provided suggestions for factors that projects could address to improve the sustainability of their results. Using the evidence published in the FANTA study and the guidelines in the Sustainability Guide, along with the results and recommendations of numerous ILAB synthesis evaluations and other resources,[5] ILAB

[2] ILO Declaration on Fundamental Principles and Rights at Work, https://www.ilo.org/declaration/lang--en/index.htm

[3] FANTA Project. (2016). Effective Sustainability and Exit Strategies for USAID FFP Development Food Assistance Projects. Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy at Tufts University. Available at: https://www.fantaproject.org/research/exit-strategies-ffp

[4] ILAB Sustainability Guide: A Practical Tool for Sustaining Development Gains (2018). Available at: https://www.dol.gov/sites/dolgov/files/ILAB/Sustainability_Guide_Final_Report_08-22-2018.pdf

[5] AED Synthesis Review of ILAB Projects (2006);
ILO Better Work Global Cluster Evaluation (2012);
ICF OCFT Synthesis Review (2012); IMPAQ Synthesis Review of ILAB Child Labor Projects (2019);
Mathematica Synthesis Review of ILAB Worker Rights projects (2020);
"Transforming Structures and Processes", Sustainable Livelihoods Guidance Sheets: Livelihood Assets, Department for International Development (DFID), April 1999; and
"Leverage Points: Places to Intervene in a System" by Donella Meadows, 1999.

developed a TOsC to guide grantees toward creating impact that lasts. The TOsC is illustrated in **Figure 3**.

The TOsC for ILAB Worker Rights Programs identifies nine outcome domains, which are grouped by the type of change created. Outcome domains are more flexible than conventional outcomes and can fit many concepts being worked on by ILAB projects. Outcome domains are useful for the projects ILAB funds as these projects are often operating in complex environments. The nine outcome domains are grouped under three change categories: available capital, leverage points and causal mechanisms, **Figure 2** describes these outcome domains by type of change.

* Throughout the guidebook, the term "services" is used to represent all services, benefits, protections, programs, and duties that support labor rights.

*Figure 2. Change categories and outcome domains*

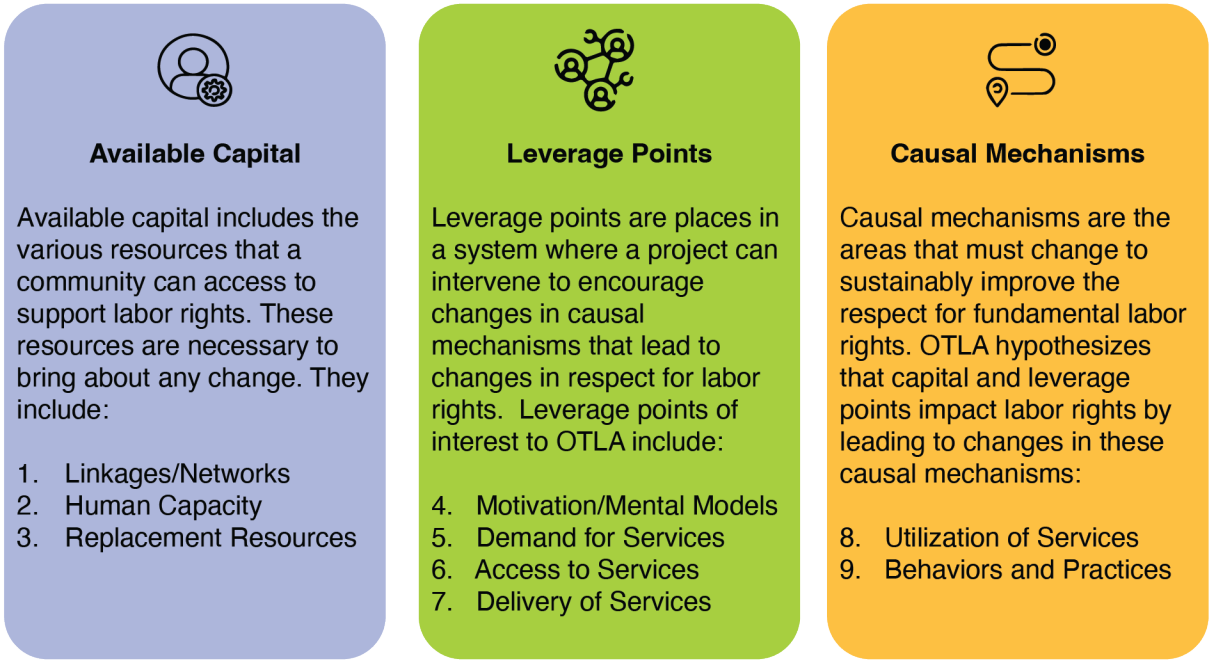
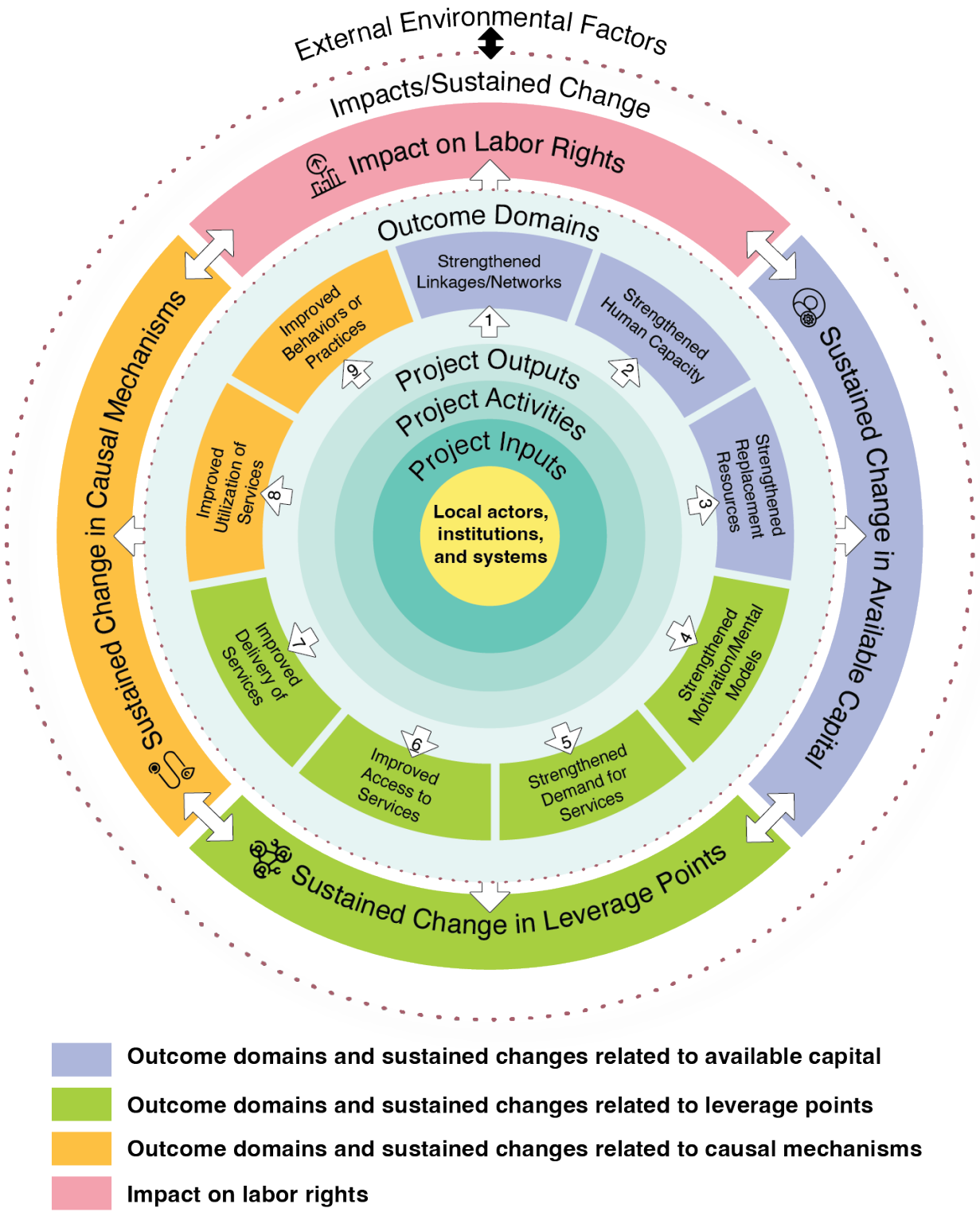


Figure 3. Theory of Sustained Change for ILAB's Worker Rights Programs




The following pages provide a detailed explanation of the TOsC, starting with the center circle and working outwards.

The center circle represents the local actors, institutions, and structures that create and sustain systems change. These stakeholders may include project partners, project beneficiaries, and/or external actors, institutions, and structures that are not directly involved in the project but nonetheless influence the project. To promote sustainability, projects will engage local actors, institutions, and/or structures from the beginning of implementation and continue regular engagement to progressively transfer responsibility of maintaining outputs and outcomes to them. Thus, the role of the stakeholders will grow, and the role of the project will shrink over the period of performance. **Figure 4** shows the inner yellow circle where local actors, institutions, and systems reside growing over time.

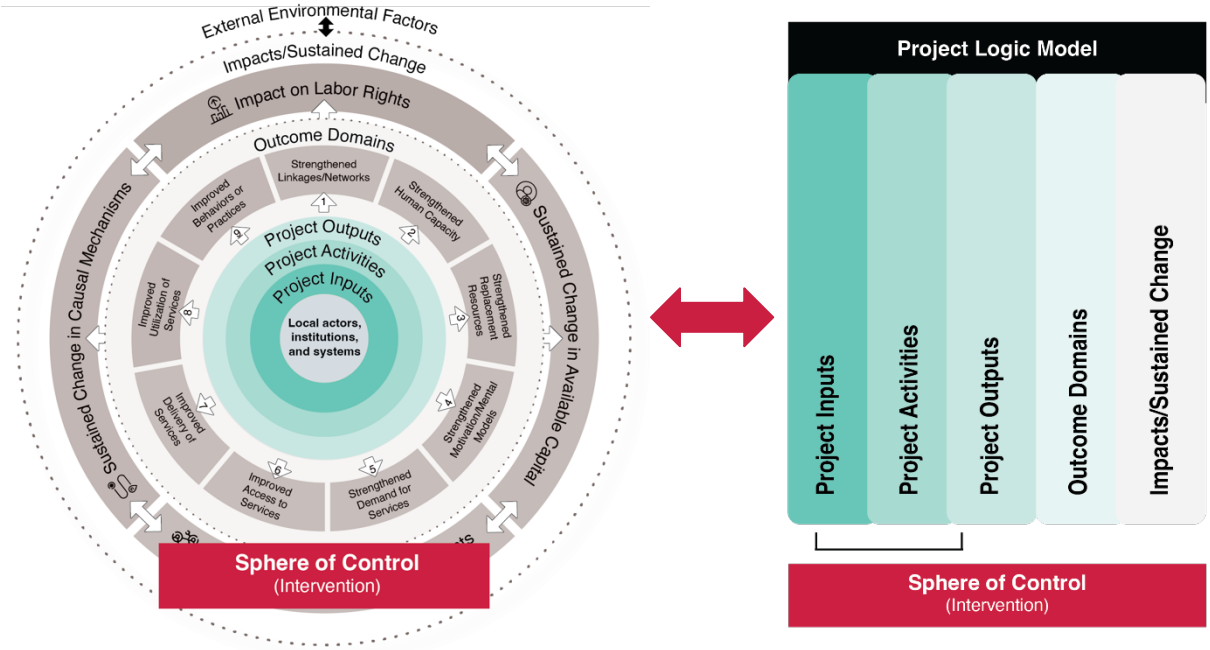
*Figure 4. Role of stakeholders over time*

**SPHERE OF CONTROL**

***Project inputs, activities, and outputs*** that make up a project's intervention are within a project's "sphere of control." Projects can typically control how their resources are spent to conduct activities with certain outputs.

The second, third, and fourth circles (going from inside to outside) represent the project's intervention, or their "sphere of control." These circles align with the first three columns of a logic model. Project inputs lead to project activities, which lead to project outputs. In **Figure 5**, they are represented by the inner circles in yellow and green,

*Figure 5. Sphere of control*

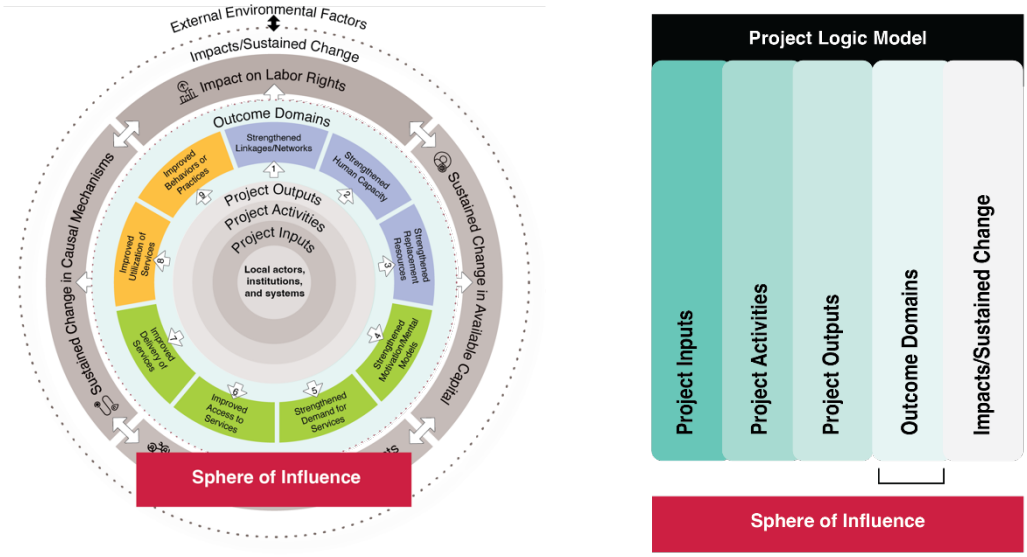


**SPHERE OF INFLUENCE**

***Project outcomes*** are within a project's "sphere of influence." Even if a project is perfectly implemented and is based on a logically sound Theory of Change (TOC), projects cannot control the responses that people and institutions have to their interventions. Additionally, external factors will affect the project's ability to achieve the desired outcomes. Thus, a project can influence, but not control, the project outcomes.

The fifth circle represents a project's "sphere of influence." It aligns with the fourth and fifth columns in the project logic model, representing the outcomes that a project contributes to achieving (see **Figure 6**).[6] ILAB's TOsC demonstrates that to sustainably improve respect for/realization of workers' rights, projects need to change the available capital (i.e., linkages/networks, human capacity, and replacement resources); the leverage points (i.e., motivation, demand for services, access to services, and delivery/supply of services); and/or the causal mechanisms (i.e., utilization of services) and adoption of behaviors and practices) associated with improved labor rights. See **Table 1** (page 13) for a mapping of the changes represented in the TOsC to the outcome domains and standard outcome indicators.

*Figure 6. Sphere of influence*




Projects may directly work to change one or more of these outcomes, as illustrated by the arrows pointing outward from project outputs to each of the nine outcome domains. Because labor rights exist within complex social structures, the TOsC posits that changes to one of these outcome domains can contribute to creating and sustaining changes in other outcome domains, even if the project is not directly working to impact those other domains.

[6] DOL (2018). Sustainability Guide: A Practice Tool for Sustaining Development Gains. Available at: https://www.dol.gov/sites/dolgov/files/ILAB/Sustainability_Guide_Final_Report_08-22-2018.pdf

## SAFE FARM WORKERS INITIATIVE

### ALIGNING THE PROJECT LOGIC MODEL TO ILAB'S TOsC

*SFWI's* intervention (inputs, activities, and outputs) will begin with three activities within the project's **sphere of control**:

- Implement a hotline for agriculture workers to report unsafe working conditions.
- Information sessions with agriculture workers about their right to safe working conditions and the existence of the hotline to support them if that right is violated.
- Share reports through presentations and round table discussions of unsafe working conditions (from hotline data) with the labor inspectorate and advocate for their intervention to enforce safety standards.

*SFWI* believes that the hotline and information sessions will lead to sustained change within the system by increasing worker demand for safe working conditions and for enforcement of safety standards when those conditions are not being met (a change in the "Demand for Services" outcome domain). They believe that the hotline and government advocacy activities will lead to the government conducting more labor inspections and better enforcing safety standards at the workplaces they inspect (a change in the "Delivery of Services" outcome domain). These two outcomes are in the project's **sphere of influence**.

*SFWI* believes that changes in these two leverage points will eventually result in improved working conditions. They have also planned activities in the second half of the project to train and hand over the resources for running the hotline to the labor inspectorate so they can institutionalize the hotline and directly receive tips on unsafe workplaces. They believe these activities will lead to institutionalization of the hotline, which will increase the likelihood of sustained change in Demand for Services and Delivery of Services. These impacts and sustained changes are in the project's **sphere of interest**. In **Figure 7** we present SFWI's logic model, and in **Figure 8** we show how SFWI's logic model aligns with its spheres of control, influence, and interest.

*Figure 7. SFWI's logic model*

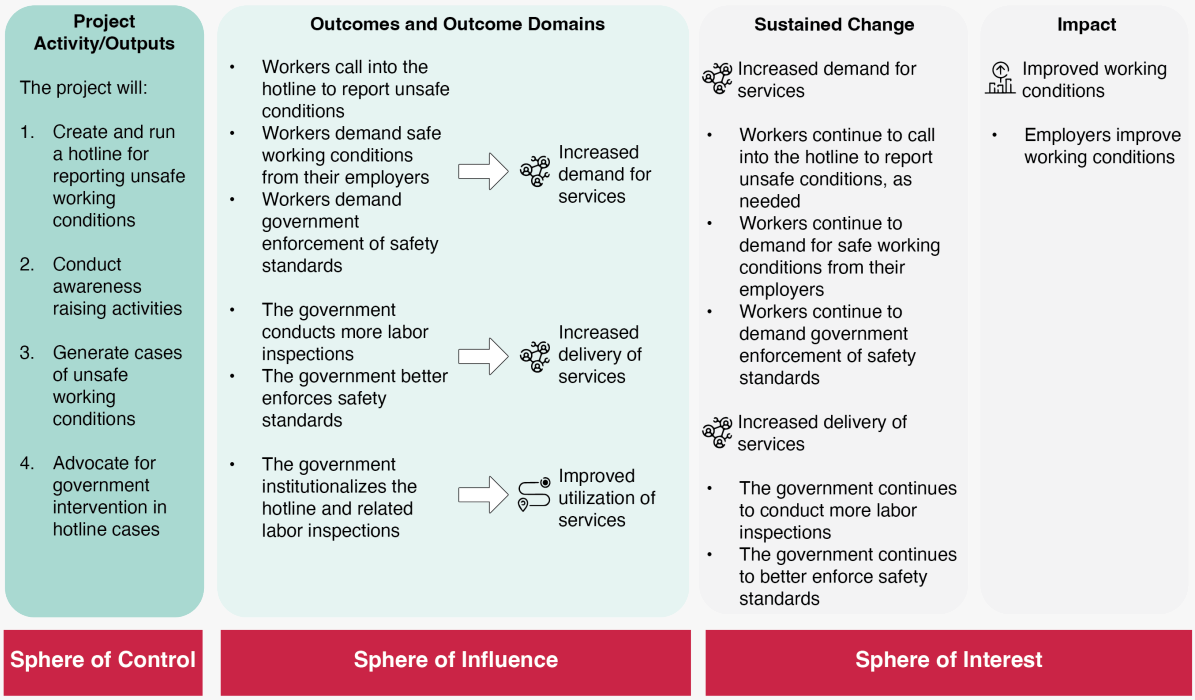
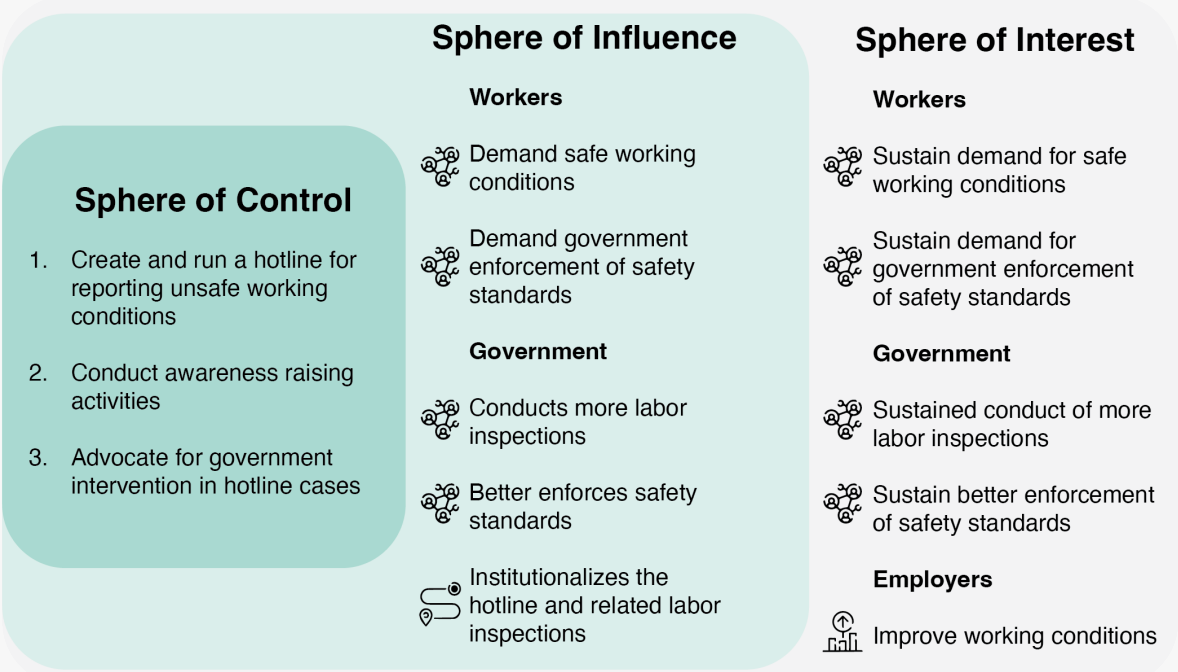



*Figure 8. SFWI's spheres of control, influence, and interest*



## SPHERE OF INTEREST

***Sustained change and impact*** may begin during the life of the project, but they often are not confirmed until after the project is complete. Thus, sustained change and impact are within a project's "sphere of interest." ILAB and/or its grantee may want to follow up with the community after the project has ended to learn whether the changes were sustained. But after the project has ended, the project) no longer has any ability to influence the outcomes or impacts.

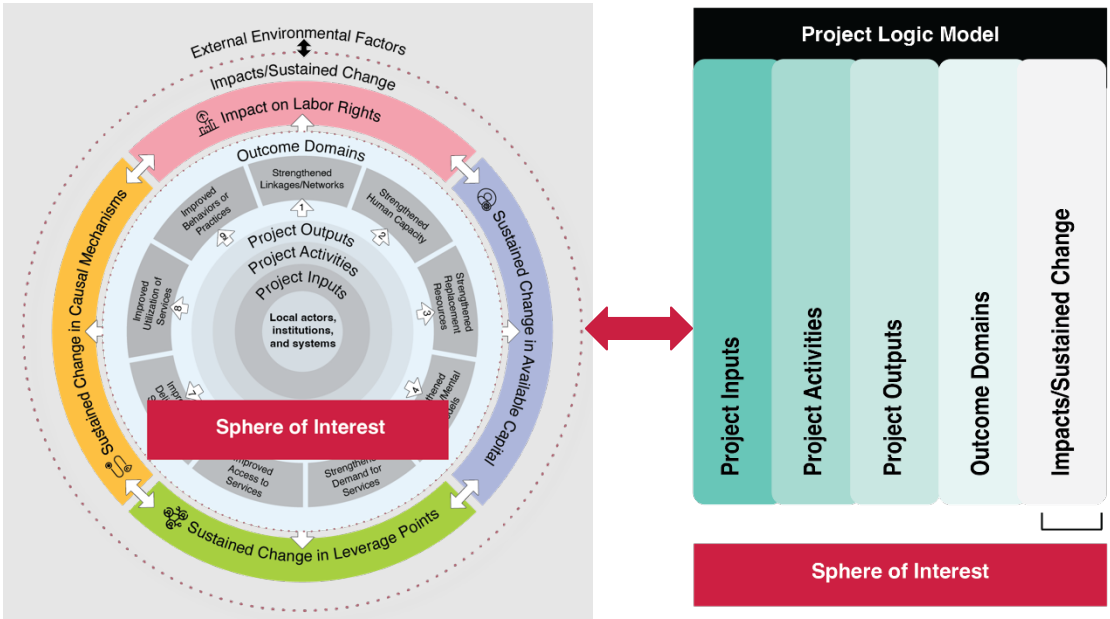
The sixth circle represents sustained changes in outcomes and impacts after the project ends, represented in **Figure 9**. These are in the project's "sphere of interest." The changes achieved during the life of the project may be sustained and/or may lead to long-term changes in workers' rights, as represented by the arrows pointing from the outcomes circle to each of the sustained change/impact categories. Sustained changes in one outcome or impact category may also lead to sustained, or even more, changes in another outcome or impact category, as represented by the double-headed arrows pointing from one sustained change to another.

Finally, outside the circle, arrows pointing toward the circles show that external environmental factors can also exert a great deal of influence on systems change efforts. If environmental factors change in ways that support a project's goals, the project may observe significantly greater outcomes and impacts than anticipated. However, if environmental factors that are outside the influence of the project change in a way that opposes a project's goals, the project may observe less change in outcomes and impacts than expected.

**Complexity-Aware Reminder**

Complexity-aware monitoring can track actors and factors in the system to inform project adaptation, such as when the influences that actors and factors may have on the system are less understood.

*Figure 9. Sphere of interest*



The TOsC for ILAB's worker rights programs may be refined as additional evidence is collected from both outcome monitoring and complexity-aware monitoring. ILAB continuously reviews the data submitted by their projects, as well as new literature that is published, to learn more about what works to improve workers' rights and sustain improvement over time. This document may be updated as new evidence emerges.

## SECTION REVIEW: OTLA'S TOSC

Key Takeaways

ILAB's TOsC includes **nine outcome domains** grouped **under three categories of change:** available capital, leverage points, and causal mechanisms.

There are three spheres depicted in the TOsC:

- **Sphere of control** includes project inputs, activities, and outputs.
- **Sphere of influence** includes project outcomes.
- **Sphere of interest** includes sustained change and impacts.

Over time, local actors, institutions, and systems should take **responsibility over more and more of the maintenance of project outputs and outcomes** to increase the likelihood of sustainable outcomes.

## MAPPING THE TOSC TO OUTCOME DOMAINS AND STANDARD OUTCOME INDICATORS

**Table 1** presents ILAB's outcome domains and their corresponding standard outcome indicators, grouped by type of sustained change (change in available capital, change in leverage points, and change in causal mechanism). Grantees can use this table to quickly reference how standard outcome indicators are associated with outcome domains, and how their own project objectives may relate to the outcome domains.

→ Each standard outcome indicator is hyperlinked to their Standard Outcome Indicator Reference Sheet (SOIRS) in **Appendix B.** Just click on the indicator, and it will take you to the SOIRS.

*Table 1. Mapping the TOsC to outcome domains and standard outcome indicators*

| | Outcome Domain | Standard Outcome Indicator(s) |
|---|---|---|
| Change in Available Capital | Strengthened **linkages/networks** associated with systemic improvements in workers' rights | 1A. Number of **individual actors** within a system with improved linkages/networks that enable them to better address labor rights issues, claim their rights or fulfill their duties<br><br>1B. Number of **collective structures or institutions** within a system with improved linkages/networks that enable them to better address labor rights issues, claim their rights or fulfill their duties |
| | Strengthened **human capacity** associated with systemic improvements in workers' rights | 2A. Number of **individual actors** within a system with increased capacity that enable them to better address labor rights issues, claim their rights or fulfill their duties<br><br>2B. Number of **collective structures or institutions** within a system with increased capacity that enables them to better address labor rights issues, claim their rights or fulfill their duties |
| | Strengthened **replacement resources** associated with systemic improvements in workers' rights | 3A. Number of **individual actors** within a system with replacement resources that enable them to continue to address labor rights issues, claim their rights or fulfill their duties<br><br>3B. Number of **collective structures or institutions** within a system with replacement resources that enable them to continue to address labor rights issues, claim their rights or fulfill their duties |

| | Outcome Domain | Standard Outcome Indicator(s) |
|---|---|---|
| Change in Leverage Points | Strengthened **motivation** to adopt behaviors, institutionalize practices, utilize, deliver, or access services, benefits, protections, or programs associated with improved workers' rights | 4A. Number of **individual actors** within a system with increased motivation to address labor rights issues, claim their rights or fulfill their duties<br><br>4B. Number of **collective structures or institutions** within a system with increased motivation to address labor rights issues, claim their rights or fulfill their duties |
| | Strengthened **demand for services, benefits, protections, or programs** associated with improved workers' rights | 5A. Number of **individual actors** within a system demonstrating increased demand for services, benefits, protections or programs associated with improved workers' rights<br><br>5B. Number of **collective structures or institutions** within a system demonstrating increased demand for services, benefits, protections or programs associated with improved workers' rights |
| | Improved **access to services, benefits, protections, or programs** associated with improved workers' rights | 6A. Number of **individual actors** within a system with improved access to services, benefits, protections, or programs associated with improved workers' rights<br><br>6B. Number of **collective structures or institutions** within a system with improved access to services, benefits, protections, or programs associated with improved workers' rights |
| | Improved **supply or** improved **delivery of services, programs or duties** associated with improved workers' rights | 7A. Number of **unique touchpoints or leverage points** within a system with improved delivery of services, programs or duties associated with improved workers' rights<br><br>7B. Number of **collective structures or institutions** within a system with improved delivery of services, programs or duties associated with improved workers' rights |

| | Outcome Domain | Standard Outcome Indicator(s) |
|---|---|---|
| Change in Causal Mechanisms | Improved **utilization of services or processes** associated with improved workers' rights | 8A. Number of **individual actors** within a system who have utilized more effective services, processes or programs associated with improved worker's rights<br><br>8B. Number of **collective structures or institutions** within a system that have institutionalized more effective services, processes or programs associated with improved workers' rights |
| | Improved **adoption of behaviors or practices** associated with improved workers' rights | 9A. Number of **individual actors** within a system who have adopted behaviors associated with improved workers' rights<br><br>9B. Number of **institutions, legal entities, or organizations** that have collectively adopted practices associated with improved workers' rights |

Appendix C presents the five areas in which ILAB intends to impact workers' rights and the Sustainable Development Goal (SDG) indicators used to assess progress toward those impact areas. SDGs, along with their indicators and targets, were developed by the United Nations (UN) in consultation with member states and social partners. Using SDG indicators to assess impact (as opposed to developing ILAB-specific indicators) allows ILAB and its grantees to demonstrate contribution to the achievement of the SDGs and to engage with governments and other partners in working toward shared goals, using shared metrics for success. It also allows ILAB to use MEL resources wisely by making use of data others are committed to collecting and tracking. ILAB includes a range of SDG/impact indicators in each FOA and chooses the specific impact indicators to be assessed in consultation with the Grantee after award.

# USING ILAB'S STANDARD OUTCOME INDICATORS

## PURPOSE OF STANDARD OUTCOME INDICATORS

All ILAB funded recipients are required to measure and report on applicable standard outcome indicators based on the requirements of the Foreign Aid Transparency and Accountability Act of 2016 and the Evidence Act of 2018. This reporting allows ILAB to collect comparable data across projects and to aggregate data from multiple projects to inform ILAB's overall performance reporting and future strategies. Taken together, the indicators broadly measure the lasting contributions and outcomes of ILAB grant recipients as part of the office's efforts to systemically improve workers' rights. These data are closely integrated into DOL's planning and budget activities and they help to assess the effectiveness of equity efforts for ILAB and DOL. ILAB also uses this data to inform the validity of the TOsC. These standard outcome indicators are thus highly valuable to ILAB and ILAB constituents.

## LIMITATIONS OF STANDARD OUTCOME INDICATORS

ILAB realizes that the standard outcome indicators will not always be the indicators best suited to evaluate the efficacy of a single project or to help the project learn and adapt its activities. For example, knowing the number of institutions that have increased capacity to address labor rights issues may be less helpful for program adaptation and decision-making than answering questions like:

- How much has capacity increased?
- What factors (both related to the program and external to the program) contributed to the increase (or lack of increase) in capacity?
- What are the institutions doing (or trying to do) with their increased capacity?
- What emergent or unpredicted outcomes did our capacity strengthening activities contribute to?
- What new opportunities or constraints may arise in response to institutions' increased capacity?

Thus, ILAB encourages grantees to complement their use of standard outcome indicators with 1) complexity-aware monitoring approaches and learning activities that help to identify emergent outcomes and changes in the project context; and/or 2) custom indicators and disaggregation that fill in some details around the standard outcome indicators (e.g., capacity increased from 10% to 50%).

To enable projects to invest resources in these other types of learning activities, ILAB encourages grantees not to report on standard outcome indicators from every outcome domain. Rather, grantees can focus standard outcome reporting on at least two to three outcome domains highlighted in the FOA and use their remaining MEL resources for project learning and complexity-aware monitoring. The learning activities and complexity-aware monitoring the project undertakes may relate to contextual factors, the intended outcome domains, or other outcome domains.

Grantees can report data on custom indicators in the Data Reporting Form Template. They can also share qualitative findings from their complexity-aware monitoring and learning activities through semiannual Technical Progress Reports (TPRs) or through direct communication with ILAB staff.

### Collaborating with Partners and Stakeholders

ILAB encourages grantees to work closely with their partners and stakeholders to review and implement their Monitoring, Evaluation, and Learning Plan (MEL Plan) and learning activities. Collaborating with partners and stakeholders through the processes of selecting and defining standard outcome indicators can help to ensure that the specific indicators selected, as well as the definitions and measurement tools used to collect and disaggregate the data, are meaningful and feasible to measure. Working with partners and stakeholders to collect and use the data needed to measure standard outcome indicators and/or for project learning can help ensure the project's data represent key voices, while also helping to build the capacity of these partners and stakeholders.

## SELECTING STANDARD OUTCOME INDICATORS

ILAB encourages partners to prioritize, select, measure, and report on the **TOsC standard indicators** related to each outcome domain highlighted in the FOA. Before selecting standard outcome indicators, grantees should develop a project-specific theory of change (TOC) and indicators the project will use to assess progress toward each outcome and impact. We recommend holding a workshop with key stakeholders to undergo this process. When selecting indicators, grantees must ensure that each indicator fulfills an important information need for project decision makers at ILAB and/or project management. Program managers will influence indicator selection, prioritizing indicators and disaggregation that will provide actionable information for decisions. Please ensure that the number of indicators are in line with MEL budget allocations. Identifying the indicators appropriate for the project will be a collaborative process between the project, ILAB, and other key stakeholders[7] during the development of the Project Document package. The MEL Plan review process is a good time to review the number of indicators and the project's overall MEL burden.

After developing a TOC and project indicators, the grantee should map out how their TOC and project indicators relate to ILAB's TOsC and standard outcome indicators. When doing this, grantees need to consider:

1. How does the project TOC relate to ILAB's TOsC? Which ILAB outcome domains are the project's outcomes aligned with? (See Figure 7 for an example.)
2. How do the project indicators relate to ILAB's standard outcome indicators? Which indicators can map to a standard outcome indicator? (Ensure project indicators that map to standard outcome indicators have the same unit of measure as their related standard outcome indicators.) Which indicators cannot map to a standard outcome indicator? Ideally, at least one indicator within each outcome domain will map to one standard outcome indicator.

[7] Stakeholders include local and national institutional partners, which the project intends to carry on collecting and using the metrics and data to inform decisions, collaboration and actions, after the project ends.

## SAFE FARM WORKERS INITIATIVE

### SELECTING STANDARD OUTCOME INDICATORS

In their logic model, *SFWI* indicated that they would measure outcomes in two outcome domains. In their MEL Plan, they chose the following project indicators for each outcome:

| Outcome Domain | Outcome | Project Indicators |
|---|---|---|
| Increased demand for services | Increased worker demand for safe working conditions | 1.1 Number of manual laborers within the agriculture industry that call into the hotline, reporting unsafe working conditions |
| Improved delivery of services | Improved government enforcement of labor safety standards in agriculture | 2.1 Number of safety inspections conducted by government labor inspectors<br><br>2.2 Percent of safety inspections resulting in penalties to employers and/or requirements to improve worksite safety |

The SFWI project team then considered how their project indicators align with standard outcome indicators. They determined that indicator 1.1 aligns well with Standard Outcome Indicator 5A, "Number of individual actors within a system demonstrating increased demand for services, benefits, protections or programs associated with improved workers' rights." The standard outcome indicator's "number of individual actors within a system" aligns well with the project indicators "number of manual laborers within the agriculture industry," where manual laborers are the individual actors, and the agriculture industry is the system.

However, neither of the project indicators for the "improved delivery of services" outcome domain align well with the related standard outcome indicators (Standard Outcome Indicator 7A, "Number of unique touchpoints or leverage points within a system with improved delivery of services, programs or duties associated with improved workers' rights" and Standard Outcome Indicator 7B, "Number of collective structures or institutions within a system with improved delivery of services, programs or duties associated with improved workers' rights"). Safety inspections represent a single type of leverage point, and they are associated with a single institution, the Ministry of Labor. Thus, the units of measure for the project indicators (number of safety inspections) do not align with the units of measure for the relevant standard outcome indicators. Thus, SFWI decided to create another project indicator, "Number of institutions with improved delivery of safety inspections," that has a target of one—the Ministry of Labor.

Based on their project logic model, SFWI is also interested in determining how their project impacts the outcome domain, "Utilization of Services," through the institutionalization of the hotline. But, since this was not a focus of the original proposal and since the activities related to that indicator will not start until the second half of the project, the ILAB Program Manager and project staff decided not to include indicators related to that outcome domain in their initial MEL Plan. Instead, they will use various learning activities to gather less-formal data to help them hone their future strategies for institutionalizing the hotline. They may decide to add an indicator for this later in the program, but they realized it was too early to use resources on measuring that indicator.

## DEFINING STANDARD OUTCOME INDICATORS

The process of defining indicators requires project staff to specify the exact meaning and measurement of all indicators. This will involve clarifying what counts toward the indicator and how indicator data will be collected, disaggregated, quality checked, analyzed, and reported. Depending on the indicator, this step may also require the grantees to develop or adapt data collection tools.

The definition phase can take time as grantees work with their partners and stakeholders to ensure that projects are clear in what they intend to measure and have the tools and processes necessary to collect and report the data accurately. However, taking the time to work through all these details as a team can help grantees, their partners, and stakeholders in several ways:

### All staff and partners can follow the plan

Creating detailed, documented indicator definitions, with plans for data collection, measurement, disaggregation, analysis, and quality assurance, ensures that the project will be able to measure the indicator consistently, even if the roles of some project staff change. For example, definitions to some terms, like "improved access to services" can be subjective. By documenting the specific criteria that the project will use to determine whether access has improved, then anyone should be able to evaluate the data to reliably and accurately determine whether access has improved and for whom.

### Projects can recognize early if there are challenges to measuring an indicator

As grantees go through the process of clarifying how they will measure an indicator, they may identify challenges associated with its measurement. Recognizing these challenges early can help teams identify ways to overcome those challenges or determine that an indicator is unfeasible. Indicators that cannot be feasibly measured can be excluded from the MEL Plan and replaced with other relevant indicators that can be measured within the projects' resources and constraints. This minimizes the likelihood that a grantee will realize half-way through their project that key indicators needed to determine their success are unmeasurable and have to identify new indicators.

### Projects can measure and compare baseline and follow up data accurately

When indicators are not clearly defined at the beginning of the project, one of two problems may arise:

1) baseline data are not collected for the indicator, and change cannot be measured over time; or

2) baseline data are collected one way, but follow-up indicator data are collected in a different way, creating major limitations in the project's ability to compare the results. However, when indicators are clearly defined at the beginning of the project, baseline and follow-up data can all be collected in the same way, and grantees can clearly track how their projects are contributing to the outcomes of interest.

### Projects can ensure indicators are aligned with learning goals

With clearly defined, consistently applied, measurable, and accurate indicators, projects can better use the indicator data for collaboration, learning and adaptation. This can help projects maximize their effectiveness and improve service delivery.

Clear learning goals can also support indicator definitions. For example, if a project wants to understand how their services impact certain populations (e.g., indigenous people), then they can specify that their indicators should be disaggregated by those populations.

### DEFINING INDICATOR TERMS

All the key terms in the standard outcome indicators are defined in the Glossary and Standard Outcome Indicator Reference Sheets (SOIRS), found in **Appendix A and B**. Each term has standard definitions. However, equally important to these standard definitions are the definitions of the terms within the project indicator that aligns with the standard outcome indicator. These project indicator definitions are what will be used to ensure consistency of measurement, so it is critical that these definitions have adequate detail to allow anyone to clearly understand what is and is not included within each indicator. The grantee's project indicator definitions should align with the ILAB standard outcome indicator definitions but clarify how the broad definition will be applied within the grantee's specific context and project.

## SAFE FARM WORKERS INITIATIVE

DEFINING STANDARD OUTCOME INDICATORS (CONTINUED)

**Definition(s):**
Manual laborers who **"call into the hotline, reporting unsafe working conditions"** are defined as all calls received at the hotline that are made by a manual laborer and that report any type of problem at their workplace related to safety. This could include issues related to equipment, safety gear, workplace violence, etc. Calls related to other labor rights, such as delayed or decreased pay, are not included in this indicator but will still be tracked by the program. Since the program will not require callers to provide a name or other identifying information, each call will be assumed to be from a different person for the purposes of this indicator. **"Increased demand for services, benefits, protections or programs"** refers to improvements in beneficiary or stakeholder demand for and use of services, rights, benefits, protections, programs or mechanisms. Beneficiaries must perceive that the services meet a felt need. They should be able to see notable improvements in their wellbeing, status, power, voice or capabilities as a result of the services provided during the project and should understand what is required to maintain and/or see further improvements. For beneficiaries to maintain "improved" behaviors promoted during a project or to continue using project-initiated services, the perceived benefits must outweigh the perceived costs (such as time and money). For example, an individual worker may demonstrate increased demand for services by reaching out to appropriate organizations to acquire or request these services. *[Grantees should document here how they will measure increased demand for services, benefits, protections, or programs associated with improved workers' rights.]*

- This term aligns with the standard outcome indicator term, "increased demand for services, benefits, protections or programs."

### DEFINING OTHER ELEMENTS OF AN INDICATOR

After defining each of the terms in an indicator, grantees should fill in the data reporting template with the remaining information:

1. **Calculations:** 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?
2. **Disaggregation:** How do you plan to disaggregate the data for reporting? (See the "Measuring Results" section in this guidebook, as well as the "Management Procedures and Guidelines" for additional details on recommended indicator disaggregation.)

3. **How will this indicator be used?:** What are the reasons this indicator is important for or relevant to project? How is progress related to the indicator understood, measured, and defined by local actors in the system? Which actors have an interest and use for collecting data related to this indicator?
4. **Data source:** Where will you obtain the data used to report on this indicator?
5. **Method of data collection and construction:** How will you collect the data? How can actors engage with data collection? (E.g., data collected by the project and stored in *[document where project stores the data]*; data reported by *[Government Agency]* in *[name of annual report]*, which is publicly available; data reported by *[Government Agency]*, which is available by request from *[contact information]*, and which *[Project Role]* will request at *[timeframe and frequency]*; data collected in survey of *[target population]* conducted *[how and with what frequency]* and stored *[place where project stores the data]*; data collected through conversations with *[names of partners and stakeholders]* collected at *[timeframe and frequency]*)

**Complexity-Aware Reminder**

A variety of methods may be used to measure outcomes; all methods have strengths and limitations, so grantees are encouraged to select those best suited to their context and the information needed to steer project implementation. Some approaches commonly used in complexity-aware monitoring, such as Most Significant Change and Outcome Harvesting, collect data on project outcomes regardless of whether they are included in the project design or logic model. When projects use approaches that capture both intended and emergent outcomes, the findings should be reported in the TPR.

6. **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.)
7. **Individuals 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.
8. **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.)
9. **Rationale for targets:** What are the reasons you chose your targets? (See next section for guidance on target setting.)
10. **Dates of past and planned Data Quality Assessments:** When have you/will you check the quality of the data?
11. **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?

More detailed general guidance on selecting performance indicators can be found in ILAB's MEL Resource Library.

## SECTION REVIEW: SELECTING AND DEFININING STANDARD OUTCOME INDICATORS

Key Takeaways

ILAB encourages grantees to complement their use of standard outcome indicators with **complexity-aware monitoring and learning activities** that help to identify emergent outcomes and changes in the project context; and **custom indicators and disaggregation** that fill in some details around the standard outcome indicators.

Before selecting indicators, grantees should undergo their own process of TOC development. We recommend grantees hold a workshop with key stakeholders to develop their TOC. Afterwards, grantees would select standard outcome indicators that fulfill an information need for key decision makers and/or for project management, learning or adaptation.

Grantees will need to define standard outcome indicators within the context of their own implementation. All the key terms in the standard outcome indicators are defined in the Glossary and Standard Outcome Indicator Reference Sheets (SOIRS), found in **Appendices A and B.**

## SETTING TARGETS

Setting targets can be done in one of two ways:

1. **Looking Forward:** Think about the activities the project will be doing in each project reporting period and estimate the results the project can expect to achieve based on those activities.
2. **Thinking Backward:** Think about the outcome the project needs to accomplish so that it can reach the desired impact. Then work backward to determine what targets need to be each year to achieve the necessary outcome. Review the results and check whether they seem feasible, given the project scope of work, resources, and timeline. If not, consider revising the project's expected impact and readjust the targets to be more feasible.

Many projects may benefit from using both methods of target setting. When using either one of these methods, it is important to set realistic timeframes to reaching targets. It may be unreasonable to expect significant progress on outcomes in years 1 or 2 of the project as many aspects of a project take time to materialize. Grantees should carefully consider when they can expect change to occur, and at what magnitude.

When setting targets, it is important to consider issues related to equity and access for hard-to-reach or marginalized populations. Projects should work to ensure that their activities reach underserved communities and populations so that they do not unintentionally contribute to increased inequity (either directly or indirectly in a systemic way). Where possible, ILAB encourages projects to

disaggregate targets, meaning that the total is broken down using different categories or characteristics of interest (e.g., by sex or race/ethnicity) as this can help to encourage strategies that will reach and benefit populations with diverse needs and experiences.

## *SAFE FARM WORKERS INITIATIVE*

### SETTING TARGETS

**Looking Forward:** *SFWI* expects that the first year of the project will be focused on relationship building with key stakeholders and setting up/staffing the hotline. Awareness raising activities will then begin in Year 2, at which point *SFWI* expects to see slow and steady increases in demand for safe working conditions, as measured by the number of relevant calls the hotline receives.

Using the Looking Forward method, *SFWI* estimated the following targets for **Indicator 5A. Number (#) of individuals with increased demand for services, benefits, protections, or programs**.

| Y1 | Y2 | Y3 | Y4 | Y5 |
|---|---|---|---|---|
| 0 | 50 | 100 | 200 | 300 |

*SFWI* knows that although women and migrant workers make up a large portion of workers in the agriculture industry, their voices are often underrepresented in discussions about labor safety, and they have unique safety challenges due to discrimination/sexual harassment and the types of jobs they are usually asked to do. *SFWI* intends to focus its awareness raising activities specifically on these populations to encourage them to demand safe working conditions. Although they will not set specific targets for the disaggregated groups (gender and migrant status), they do make plans to monitor the data closely to ensure they are reaching these populations. They suspect these marginalized populations will be harder to access, and thus make up a smaller percentage of hotline calls, earlier in the project. But with increased awareness, SFWI expects these populations to make up a larger share of the population served by the project.

**Thinking Backward:** *SFWI* does not think there is a certain number or percentage of farm workers that need to demand safe working conditions for the project to reach the goal of improving working conditions. Thus, they do not engage in the *Thinking Backward* method of target setting.

## MEASURING RESULTS

ILAB uses standard outcome indicators to track and report on its outcome domains. Results data on standard outcome indicators provides evidence that ILAB can use to assess performance, validate project design, learn, and improve. There are four levels of results that are usually included in a project's logic model These include:

- **Activities:** The set of actions taken by a project. *Example: conduct trainings for labor inspectors explaining key items to assess when conducting inspections of mines.*
- **Outputs:** Goods/products/services produced as an immediate result of project activity. *Example(s): Number of trainings.*

- **Outcome***:* Changes in conditions, behaviors, attitudes, practices, skills, etc. that lead to the project objective being achieved. *Example: Labor inspectors are better able to assess the safety of workers in the mining industry.*
- **Project Objective:** The most ambitious result for which a project can influence change. *Example: Workers in the mining industry experience safer working conditions.*

The monitoring and reporting on outcomes first require a well-developed logic model or project-specific TOC which describes what outcomes the project intends to influence, ***not*** what activities or outputs will lead to specific outcomes or when the outputs be completed or undertaken.

When possible, indicators should be disaggregated by relevant sub-categories. It is recommended that grantees choose fewer indicators in favor of deeper disaggregation of these indicators. **Table 2** provides guidance on possible disaggregation for the types of data collected by ILAB partners. Disaggregation will be decided by the grantee, in collaboration with ILAB and key stakeholders based on the project's objectives and scope. Where relevant, measures should also be disaggregated by category of worker rights, including Freedom of Association and Collective Bargaining; Non-Discrimination with respect to employment; and Acceptable Conditions of Work.

*Table 2. ILAB indicator disaggregation options by data type*

| Individual-Level Data | | Institutions, Organizations, or Structures | |
|---|---|---|---|
| Sex | Migration Status | Sector | Type of Private Sector Organization |
| Sector | LGBTQI+ | Establishment or organization size | Level of Private Sector Organization |
| Age Group | Rural vs Urban | Type of Workplace | Type of Public Sector Organization |
| Union Status | Location | Type of Worker Organization | Level of Public Sector Organization |
| Race/Ethnicity | Category of Labor Rights | Employers' organizations | Type of Bipartite or Tripartite Group |
| Disability Status | | Type of Other CSO (non-union) | Location |
| Tripartite Affiliation | | Enterprises, farms, factories and workplaces | Category of Labor Rights |
| | | | Government Agency |
| | | | International multi-stakeholder initiatives and coalitions |

| Leverage Points | |
|---|---|
| Sector/Supply chain | Type of Public Sector Organization |
| Establishment or organization size | Level of Public Sector Organization |
| Type of Workplace | Type of Bipartite or Tripartite Group |
| Type of Worker Organization | Location |
| Type of Other CSO (non-union) | Category of Labor Rights |
| Type of Private Sector Organization | Level/Nature of leverage |
| Level of Private Sector Organization | Power of leverage |

## USING STANDARD OUTCOME INDICATORS

ILAB prioritizes learning and encourages grantees to provide ample resources (e.g., funding, staff time, etc.) to analyze, interpret, reflect on, share, and use data for collaboration and adaptation, including at a systems level. Projects should ensure that key decision makers have set aside resources, not just for collecting data, but for analyzing, learning from, sharing, and using the data for adaptation and improvement, as well. Prior to semi-annual reporting, ILAB encourages project teams to meet with key stakeholders to review the results of indicator data analysis and discuss lessons learned and strategies for adaptation based on the results.

## REPORTING ON STANDARD OUTCOME INDICATORS

ILAB grantees will use the ILAB Grantee Data Reporting Form to report on all standard outcome indicators and custom indicators, as per the reporting schedule of your grant. If a grantee's project covers multiple countries, then they need to complete a separate Data Reporting Form for each country. Any qualitative information should be entered into the narrative of the Technical Progress Report (TPR) template.

The ILAB Grantee Data Reporting Form consists of five worksheets, found on separate tabs within an Excel spreadsheet.

- 1st sheet - Instructions: contains guidance on how to fill out the spreadsheet. Grantees will not enter any information on this sheet.
- 2nd sheet - Grant Details: grantees will input basic information about the organization and grant (grantee, cooperative agreement number, project name, country, region, start and end dates, and contact email).
- 3rd sheet - Indicator Definitions: grantees will map their project indicators to their equivalent OTLA Standard Indicator. Guidance on what should be included in each column can be found in the Standard Outcome Indicators Reference Sheets (SOIRS) in Appendix B. This page will likely only need to be completed once at the beginning of the grant but may be updated as needed.
- 4th sheet - Reporting Form-: grantees will report baseline values (if applicable), targets and actual values, and disaggregation, for their indicators for each period within their period of performance.
- 5th sheet Charts: provides automatically generated visualizations of targets and actuals for all ILAB standard outcome indicators. Grantees do not need to do anything to create these charts. They are provided to promote learning from the project data.

# APPENDIX A. GLOSSARY OF TERMS

The following glossary of terms in combination with Appendix B (Standard Outcome Indicator Reference Sheets) can be used to support projects in understanding and defining ILAB's standard outcome indicators.

## ACCESS

The ability to consistently and equally use services, benefits, protections, or programs and over time, to continue to use services that were previously supported by the project or program. These services, benefits, protections, or programs need to be available in an effective, predictable, reliable and user-friendly manner. It is important that these services are available to all users (including persons with disabilities, rural populations, and those with limited literacy or information and ICT skills, etc.). See Get Georgia Reading's page on Access for an example framework on Access.

## ACTIVITY

A distinct, scheduled portion of work performed during the course of a project.

## ACTOR

A person or entity that has an influence in the envisaged change process, but may be indifferent to its success, or even ignorant of the change initiative or process. See page 11 of the Theory of Change Thinking in Practice: A Stepwise Approach for a definition of stakeholder and actor.

## ADAPTIVE MANAGEMENT

"An intentional approach to making decisions and adjustments in response to new information and changes in context." See USAID's Learning Lab: Adaptive Management for more information.

## BEHAVIOR

Individual behavior refers to the way humans act and interact. It is based on and influenced by numerous factors, such as lived experience, culture and individual values and attitudes. Systems behavior describes how the system-of-interest responds to various types of triggers. These triggers align with specific types of processes of interacting system elements that create the systemic properties or cause specific changes in time and abilities. See USAID's Primer on Social and Behavior change for information on individual behavior. See Donella Meadows' Thinking in Systems Primer for information on systems behavior.

## BIPARTITE/TRIPARTITE

The interaction of two (bipartite) or three (tripartite) parties as equal and independent partners to seek solutions to issues of common concern. Parties may include people, organizations, and/or institutions. In the context of labor rights, the parties involved typically include government, employers, and/or workers. See ILO's National Tripartite Social Dialogue guide for more information.

## CAPACITY

Human capacity refers to the knowledge, skills, information, or other forms of human capital among individuals that is necessary to perform a specific function. Organizations can also have "organizational capacity" which refers to their collective ability to use their resources (human, financial, or other) to effect positive change. See "organizational capacity" definition. See Pact's Organizational Capacity Assessment Handbook for more information on assessing capacity.

## COLLECTIVE ACTION

An intentional and agreed-upon process that engages interested parties to take joint actions in support of shared objectives or a shared issue. Please see USAID's resource on Collective Action for more information.

## COLLECTIVE BARGAINING

ILO Convention No. 154 (Article 2) defines collective bargaining as "all negotiations which take place between an employer, a group of employers or one or more employers' organizations, on the one hand, and one or more workers' organizations, on the other, for (a) determining working conditions and terms of employment; and/or (b) regulating relations between employers and workers; and/or (c) regulating relations between employers or their organizations and a workers' organization or workers' organizations."

## COMPLEXITY

Definitions of *complexity* vary between fields. From an evaluation perspective, *complexity* refers to situations in which there is high uncertainty about how to produce desired results *and* great disagreement among stakeholders about the nature of the problem and what, if anything, can be done to address it. *Complexity* may also refer to situations in which change is not linear and/or where change emerges unintentionally from the actions of multiple actors. Such situations often require evaluation to be adaptive and responsive to changes in the context. See USAID's Complexity Aware Monitoring Discussion Note for more information.

## COMPLEXITY-AWARE MONITORING

Includes monitoring approaches that consider the inherently unpredictable, uncertain, and changing nature of complex situations. These approaches complement performance monitoring by tracking the uncertain, emergent, contested and dynamic aspects of programming. See this guide to Complexity-Aware Monitoring Approaches for MOMENTUM Projects for more information.

## DEMAND

The Tufts University FANTA study identified both a supply and demand side to the sustainability of development interventions. That is, for project activities, outcomes, and impacts to continue, the study found that there must be sustained beneficiary demand for, access to, and utilization of services. To sustain demand, the findings of this study suggest that beneficiaries must perceive that the provided services meet a felt need and lead to notable improvements in their well-being both during the project and post-project.

## 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, 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.

## EQUITY

The term "equity" means the consistent and systematic treatment of all individuals in a fair, just, and impartial manner, including individuals who belong to communities that often have been denied such treatment. On February 16, 2023, President Biden issued Executive Order 14091: Further Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, which directs federal agencies to undertake additional efforts to advance equity and promote equitable development, including through foreign policy and foreign assistance. The term "equitable development" refers to a positive development approach that employs processes, policies, and programs that aim to meet the needs of all communities and community members, with a particular focus on underserved communities and populations.

## FREEDOM OF ASSOCIATION

The right of workers and employers to organize to defend their interests, including for the purpose of negotiating salaries, benefits, and other conditions of work. It is a fundamental right that underpins democratic representation and governance. See ILO Convention No. 87 for more information.

## GENDER

Gender is a cultural construct that determines the characteristics of women, men, girls, boys, and gender fluid or nonbinary individuals. The definition of gender varies from culture to culture and changes over time and therefore must be defined within the specific country context in which ILAB projects operate. It is useful to think of gender as a spectrum, rather than a binary between women and men. Gender expression often includes the norms, behaviors, and roles that are socially attributed with one's expressed gender and can differ from the sex assigned to that person at birth. Please see USAID's resource on gender terminology for further information.

## INPUTS

The resources invested that allow programs to achieve desired outputs. See USAID Learning Lab's Developing a Project Logic Model guidance for more information.

## INSTITUTIONS

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" for more information

## LEGAL ENTITIES

Individuals, companies, or organizations that have legal rights and obligations.

## LEVERAGE POINTS

Places that you can intervene in a system to bring about change. High-leverage points bring about lasting, system-wide change; low-leverage points bring about limited, temporary change. It is generally more effective and sustainable to act on system structures than respond to events or symptoms.

## LINKAGES/NETWORKS

Horizontal or vertical linkages or networks can include *individuals, communities, groups, institutions, organizations, corporations, and states* who are interdependent in achieving their goals. This can also be understood as social capital, i.e, the social resources upon which people draw in pursuit of their livelihood and workers' rights objectives. Relationships of trust, reciprocity and exchanges facilitate cooperation, reduce transaction costs and may provide the basis for informal safety nets. Social capital, in the form of collective labor (power) is one of the most important assets for poor people. See USAID's Resource on Networks for more information.

## MENTAL MODELS

Habits of thought—deeply held beliefs and assumptions and taken-for-granted ways of operating that influence how we think, what we do, and how we talk. Mental models are how we simplify complexity, why we consider some things more relevant than others, and how we reason. A mental model is simply a representation of how something works.

## MONITORING, EVALUATION & LEARNING (MEL)

Consists of three basic components—monitoring, evaluation, and learning—each of which serve distinct but complementary purposes.

- *Monitoring* is the ongoing and systematic tracking of data and information relevant to project outcomes, outputs, and activities to determine whether desired results are occurring as expected. Monitoring often relies on indicators, quantifiable measures of a characteristic or condition of people, institutions, systems, or processes that may change over time. Monitoring involves collecting data and information that indicate what is happening in a project and help determine if implementation is on track or if any timely corrections or adjustments may be needed to improve efficiency or effectiveness.
- *Evaluation* is the systematic collection and analysis of information about the characteristics and outcomes of programs and projects to assess program effectiveness, overall performance, and/or to inform decisions about current and future programming.
- *Learning* is a continuous collaborative process between stakeholders and the project by which monitoring and evaluation data is analyzed to identify new knowledge about the system which may not have been known at the beginning of project implementation. Learning plays a critical role in informing adaptive management.

See USAID's MEL toolkits for more information.

## MOTIVATION

Refers to the conscious and unconscious cognitive processes that direct and inspire behavior. In the context of ILAB projects, motivation may refers to the awareness and recognition of a benefit or rationale to continue to adhere to rules, make use of services or apply practices learned during the project. It may also be understood as "political will".

## NON-DISCRIMINATION

Freedom from discrimination is a fundamental human right. It is essential for workers to be able to choose their employment freely, to develop their potential to the full and to be rewarded based on merit. The 1998 ILO Declaration on Fundamental Principles and Rights at Work calls on all member States to promote and realize within their territories the right to be free from discriminatory employment practices. It identifies as fundamental conventions the Discrimination (in Employment and Occupation) Convention, 1958 (No. 111) and the Equal Remuneration Convention, 1951 (No. 100).

## OCCUPATIONAL SAFETY AND HEALTH

Encompasses issues related to safe and healthy working environments and efforts to prevent workers from occupational injuries, diseases, and deaths.

## ORGANIZATIONAL CAPACITY

Organizational capacity can be defined as the overall combination of an organization's ability to attract and sustain support, learn and adapt, align systems for agility, and produce sustainable results. See MOMENTUM's Organizational Capacity: An Enhanced Framework for more information.

## OUTCOME

The higher-level results or effects achieved by project activities, typically in the medium-term or long-term timeframe of the project. See Better Evaluation's Moving from Outputs to Outcomes guide for more information.

## OUTPUT

The direct and immediate products or consequences of a project activity or process. See USAID Learning Lab's Developing a Project Logic Model guidance for more information.

## PARTICIPANTS

Individuals that have been provided with direct services. See the participatory methods webpage for information on levels of participation.

## PRACTICE

Refers to actions or inactions by an organization. A "practice" outcome captures the adoption of actions (or the avoidance thereof) of an organization promoted by a project or program.

## PROGRAM

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.

## PROJECT

A set of complementary activities, over an established timeline and budget, intended to achieve a discrete result. In ILAB, foreign assistance projects are typically carried out through cooperative agreements. ILAB's MPGs state that monitoring and evaluation requirements apply at the project level.

## PROJECT OBJECTIVE

The highest-level result that the project intends to achieve.

## RESOURCES

Inputs and forms of natural, physical and financial capital, which may initially be provided by the project or program, but eventually must be provided by local system actors, institutions or structures, that are equipped, capable and motivated to provide and maintain replacement resources. Over time, a sustained source of resources for each input previously provided by the project is required for sustainability.

## RISK

Refers to an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives. A risk that would have a positive effect on one or more project objectives is an opportunity. Risk management is a project management process whereby the project team acts to reduce the probability of occurrence or impact of a negative risk, or increase the probability of occurrence or impact of a positive risk.

## SERVICE DELIVERY

Any interaction with the public administration or a service-providing NGO during which customers – citizens, workers, residents or enterprises – seek or provide data, handle their affairs, claim their rights or fulfill their duties. These services should be delivered in an effective, predictable, reliable and customer-friendly manner as well as supplied in a manner that is geographically and physically accessible for all customers.

## SERVICES

Benefits, protections, or other forms of support provided by actors or institutions within a system. Throughout the guidebook, the term "services" is used to represent all services, benefits, protections, programs, and duties that support workers' rights. See ILO working paper on the scope of essential services for more information.

## SEX

A set of biological attributes associated with physical and physiological features. The two main categories of sex are male or female. Another way to think of sex is sex assigned at birth, which can differ from gender expression.

## SOCIAL PROTECTION

Social protection is a human right and is defined by the ILO as the set of policies and programs designed to reduce and prevent poverty and vulnerability throughout the lifecycle. Social protection includes benefits for children and families, maternity, unemployment, employment injury, sickness, old age, disability, survivors, as well as health protection.

## STAKEHOLDER

An individual, group or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project. See page 11 of Theory of Change Thinking in Practice: A stepwise approach for definitions of stakeholder and actor.

## STRUCTURE

Structure is the network of relationships that creates behavior. As opposed to events and patterns, which are usually more observable, much of what we think of as structure is often hidden. Structures can be both internal, such as mental models, and external and systemic, such as information and communications systems. Structures are maintained by the values, assumptions and beliefs people have.

### SUPPLY

Refers to the geographic and physical accessibility and availability of services, benefits, protections or programs.

### SYSTEM

A set of elements or parts that is coherently organized and inter-connected in a pattern or structure that produces a characteristic set of behaviors, often classified as its 'function' or 'purpose.' No one person or organization can influence the entire system, but working together, the group can move towards systems change.

### SYSTEM BOUNDARIES

The edge or limit of a system, as determined by the observer(s). It is what defines what is inside and outside of the system and should include only actors and factors necessary and sufficient for the system's purpose. Boundaries can shift over time and should be reassessed and adjusted when needed.

### SYSTEMIC PROBLEM

A complex problem that is a consequence of issues inherent in the overall system, rather than due to a specific, individual, isolated factor. A systemic problem tends to meet a few key criteria: the relationships between the problem and its causes are indirect and not easy to identify; the problem persists or recurs despite our best long-term efforts to solve it; the actors and factors react and interact with one another and behave in different ways together than they behave individually when separate; and the problem itself reacts to our interventions, requiring us to adapt over time.

### SYSTEMS CHANGE

Shifting the underlying conditions that are holding the problem in place. Those shifts might include changing actor beliefs, behaviors, and relationships, and/or changing some of the factors like rules, goals, power dynamics, resource flows, etc.

### SUSTAINABILITY

"Sustainability" is achieved when outcomes and impacts (and sometimes activities) are maintained or even expanded after a project withdraws its resources through the exit process. A sustainability strategy should represent all the elements of project design that take sustainability into account and should increase the likelihood that project outcomes and impacts and (where relevant) activities continue. Sustainability plans are based on assumptions (which may be implicit or explicit) about mechanisms by which project activities and benefits will be sustained; the validity of these assumptions is a determinant of the success of a sustainability plan.

### THEORY-BASED MONITORING AND EVALUATION

An approach to monitoring and evaluation that aims to determine not just *whether* a program works, but *why* it does or does not work. This approach includes mapping out the theoretical causal chain from inputs to outcomes and impacts, including the underlying assumptions, and then tests that theory. See Better Evaluation's page on theory-based approaches to evaluation for more information.

### TOUCHPOINTS

The individual points of contact between a civic entity or government agency and an individual or customer looking for information, services or support. "Customer journeys" are a set of end-to-end experiences that constitute a series of touchpoints over the life cycle of a customer relationship with a given agency or service. Mapping these journeys is essential to any effort designed to improve service delivery.

## TRANSFORMING STRUCTURES AND PROCESSES

Represent the institutions, organizations, policies, power dynamics, legislation and culture that shape lives and livelihoods. They operate at all levels and effectively determine access, terms of exchange between different types of capital, and returns to any given livelihood strategy. *Transforming* structures and processes have a direct impact upon whether people can achieve a feeling of inclusion and well-being.

## UNDERSERVED POPULATIONS

Populations sharing a particular characteristic, including geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life. These communities are defined by Executive Order 13985 titled "Advancing Racial Equity and Support for Underserved Communities Through the Federal Government." The definition of who is underserved varies by country and should be considered when planning activities. See executive order for more information.

## WORKER RIGHTS

For ILAB technical assistance projects, "worker rights" refer to both core international labor standards and acceptable conditions of work. The International Labor Organization (ILO) identifies five "fundamental principles and rights at work":

1. Effective abolition of child labor;
2. Elimination of all forms of forced or compulsory labor;
3. Freedom of association and the effective recognition of the right to collective bargaining;
4. Elimination of discrimination in respect of employment and occupation; and
5. A safe and healthy working environment.

U.S. trade law adds to that list "acceptable conditions of work," covering issues such as wages, hours of work, and occupational safety and health. U.S. trade law calls these "internationally recognized labor rights." See ILO Declaration on Fundamental Principles and Rights at Work for more information.

# APPENDIX B. ILAB STANDARD OUTCOME INDICATOR REFERENCE SHEETS

## OUTCOMES RELATED TO CHANGE IN TYPES OF CAPITAL

### LINKAGES/NETWORKS: INDICATOR 1A

| ILAB Standard Outcome Indicator Reference Sheet |
|---|
| **Name of Indicator:** 1A – Number of individual actors within a system with improved **linkages/networks** that enable them to better address labor rights issues, claim their rights or fulfill their duties |
| **Name of Result Measured**: Increased linkages/networks associated with systemic improvements in workers' rights |
| DESCRIPTION |
| **General Definition(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Actors"**<br><br>**"System"**<br><br>**"Linkages/Networks"**<br><br>**"Improved linkages/networks"** are linkages/networks (as described above) that are either newly made or have been strengthened through the project.<br><br>**"That enable them to better address labor rights issues, claim their rights or fulfill their duties."** This qualifier indicates that only individual actors who are linked in a way that allows them to better address labor rights issues, claim their rights or fulfill their duties may be counted toward the indicator. Connections between people that have not meaningfully changed their ability to perform their actions should not be included. |
| **Guidance on Aligning Project Indicator Terms with Standard Outcome Indicator Terms:**<br><br>**"Individual actors"**<br>• *Include in project indicator definitions the types of individual actors that will be considered for this indicator. Provide enough detail to remove ambiguity by clarifying which types of individuals are and are not included in the indicator (e.g., if you refer to "government staff," which types of staff are or are not included?).*<br><br>**"System(s)"**<br>• *Include in project indicator definitions the specific systems that will be considered for this indicator and the boundaries for those systems.* |

| |
|---|
| "Linkages/Networks"<br>• *Include in project indicator definitions the specific types of linkages/networks that will be considered for this indicator.*<br><br>"Improved linkages/networks"<br>• *Include in project indicator definitions the criteria that will be used to determine whether linkages/networks have improved as a result of the project's activities.*<br><br>"That enable them to better address labor rights issues, claim their rights or fulfill their duties."<br>• *Include in project indicator definitions the criteria that will be used to determine how linkages/networks enable actors to address the specific labor rights, claim the specific rights or fulfill the specific duties their project is working to improve.* |
| **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?* |

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| **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: *March 2023* |

## LINKAGES/NETWORKS: INDICATOR 1B

| ILAB Standard Outcome Indicator Reference Sheet |
|---|
| **Name of Indicator:** 1B – Number of collective structures or institutions within a system with improved **linkages/networks** that enable them to better address labor rights issues, claim their rights or fulfill their duties |
| **Name of Result Measured**: Increased linkages/networks associated with systemic improvements in workers' rights |
| **DESCRIPTION** |
| **General Definition(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Collective structures or institutions" (see "Institutions")**<br><br>**"System"**<br><br>**"Linkages/Networks"**<br><br>**"Improved linkages/networks"** are linkages/networks (as described above) that are either newly made or have been strengthened through the project.<br><br>**"That enable them to better address labor rights issues, claim their rights or fulfill their duties."** This qualifier indicates that only structures or institutions who are linked in a way that allows them to better address labor rights issues, claim their rights or fulfill their duties may be counted toward the indicator. Connections between structures or institutions that have not meaningfully changed their ability to perform these actions should not be included. |
| **Guidance on Aligning Project Indicator Terms with Standard Outcome Indicator Terms:**<br><br>**"Collective structures or institutions"**<br>• *Include in project indicator definitions the types of collective structures or institutions that will be considered for this indicator.*<br><br>**"System(s)"**<br>• *Include in project indicator definitions the specific systems that will be considered for this indicator and the boundaries for those systems.*<br><br>**"Linkages/Networks"**<br>• *Include in project indicator definitions the specific types of linkages/networks that will be considered for this indicator.*<br><br>**"Improved linkages/networks"**<br>• *Include in project indicator definitions the criteria that will be used to determine whether linkages/networks have improved as a result of the project's activities.* |

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| **"That enable them to better address labor rights issues, claim their rights or fulfill their duties."**<br>• *Include in project indicator definitions the criteria that will be used to determine how linkages/networks enable actors to address the specific labor rights, claim the specific rights or fulfill the specific duties their project is working to improve.* |
| **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* |

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| *noted?* |
| THIS SHEET LAST UPDATED ON: *March 2023* |

## HUMAN CAPACITY: INDICATOR 2A

| ILAB Standard Outcome Indicator Reference Sheet |
|---|
| **Name of Indicator:** 2A – Number of individual actors within a system with increased **capacity** that enable them to better address labor rights issues, claim their rights or fulfill their duties |
| **Name of Result Measured**: Increased human capacity associated with systemic improvements in workers' rights |
| **DESCRIPTION** |
| **General Definition(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Actors"**<br><br>**"System"**<br><br>**"Capacity"**<br><br>**"Increased capacity"** is capacity (as described above) that is either newly created or has been strengthened through the project.<br><br>**"That enable them to better address labor rights issues, claim their rights or fulfill their duties."** This qualifier indicates that only individual actors who receive increased capacity that allows them to better address labor rights issues, claim their rights or fulfill their duties may be counted toward the indicator. Types of capacity-building that have not meaningfully changed individual actors' ability to perform these actions should not be included. |
| **Guidance on Aligning Project Indicator Terms with Standard Outcome Indicator Terms:**<br><br>**"Individual actors"**<br>• *Include in project indicator definitions the types of individual actors that will be considered for this indicator. Provide enough detail to remove ambiguity by clarifying which types of individuals are and are not included in the indicator (e.g., if you refer to "government staff," which types of staff are or are not included?).*<br><br>**"System(s)"**<br>• *Include in project indicator definitions the specific systems that will be considered for this indicator and the boundaries for those systems.*<br><br>**"Increased capacity"**<br>• *Include in project indicator definitions the criteria that will be used to determine whether capacity has increased as a result of the project's activities.*<br><br>**"That enable them to better address labor rights issues, claim their rights or fulfill their duties."**<br>• *Include in project indicator definitions the criteria that will be used to determine how increased capacity enables actors to better address the specific labor rights, claim the* |

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| *specific rights or fulfill the specific duties their project is working to improve.* |
| **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:** *Enter Date of Last Update* |

## HUMAN CAPACITY: INDICATOR 2B

| ILAB Standard Outcome Indicator Reference Sheet |
|---|
| **Name of Indicator:** 2B – Number of collective structures or institutions within a system with increased **capacity** that enables them to better address labor rights issues, claim their rights or fulfill their duties |
| **Name of Result Measured**: Increased human capacity associated with systemic improvements in workers' rights |
| **DESCRIPTION** |
| **General Definition(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Collective structures or institutions" (see "Institutions")**<br><br>**"System"**<br><br>**"Capacity"**<br><br>**"Increased capacity"** is capacity (as described above) that is either newly created or has been strengthened through the project.<br><br>**"That enable them to better address labor rights issues, claim their rights or fulfill their duties."** This qualifier indicates that only structures or institutions who receive increased capacity that allows them to better address labor rights issues, claim their rights or fulfill their duties may be counted toward the indicator. Types of capacity-building that have not meaningfully changed structures or institutions' ability to perform these actions should not be included. |
| **Guidance on Aligning Project Indicator Terms with Standard Outcome Indicator Terms:**<br><br>**"Collective structures or institutions"**<br>• *Grantees should include in their project indicator definitions the types of collective structures or institutions that will be considered for this indicator.*<br><br>**"System(s)"**<br>• *Include in project indicator definitions the specific systems that will be considered for this indicator and the boundaries for those systems.*<br><br>**"Increased capacity"**<br>• *Include in project indicator definitions the criteria that will be used to determine whether capacity has increased as a result of the project's activities.*<br><br>**"That enable them to better address labor rights issues, claim their rights or fulfill their duties."**<br>• *Include in project indicator definitions the criteria that will be used to determine how increased capacity enables actors to better address the specific labor rights, claim the specific rights or fulfill the specific duties their project is working to improve.* |

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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:** *Enter Date of Last Update* |

## REPLACEMENT RESOURCES: INDICATOR 3A

| ILAB Standard Outcome Indicator Reference Sheet |
|---|
| **Name of Indicator:** 3A – Number (#) of individual actors within a system with **replacement resources** that enable them to continue to address labor rights issues, claim their rights or fulfill their duties |
| **Name of Result Measured**: Increased replacement resources associated with systemic improvements in workers' rights |
| **DESCRIPTION** |
| **General Definition(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Actors"**<br><br>**"System"**<br><br>**"Replacement resources"**<br><br>**"That enable them to continue to address labor rights issues, claim their rights or fulfill their duties."** This qualifier indicates that only individual actors who have replacement resources that allow them to better address labor rights issues, claim their rights or fulfill their duties may be counted toward the indicator. Resources that do not meaningfully change their ability to perform these actions should not be included. |
| **Guidance on Aligning Project Indicator Terms with Standard Outcome Indicator Terms:**<br><br>**"Individual Actors"**<br>• *Include in project indicator definitions the types of individual actors that will be considered for this indicator. Provide enough detail to remove ambiguity by clarifying which types of individuals are and are not included in the indicator (e.g., if you refer to "government staff," which types of staff are or are not included?).*<br><br>**"System(s)"**<br>• *Include in project indicator definitions the specific systems that will be considered for this indicator and the boundaries for those systems.*<br><br>**Replacement resources**<br>• *Include in project indicator definitions the specific replacement resources that will be considered for this indicator.*<br><br>**"That enable them to continue to address labor rights issues, claim their rights or fulfill their duties"**<br>• *Include in project indicator definitions the criteria that will be used to determine how replacement resources enable actors to better address the specific labor rights, claim the specific rights or fulfill the specific duties their project is working to improve.* |
| **Calculation(s):** *How, specifically, will you measure each indicator? For example, if you are collecting* |

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| *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:** *March 2023* |

## REPLACEMENT RESOURCES: INDICATOR 3B

| OTLA Standard Outcome Indicator Reference Sheet |
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| **Name of Indicator:** 3B – Number of collective structures or institutions within a system with **replacement resources** that enable them to continue to address labor rights issues, claim their rights or fulfill their duties |
| **Name of Result Measured**: Increased replacement resources associated with systemic improvements in workers' rights |
| **DESCRIPTION** |
| **General Definition(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Collective structures or institutions" (see "Institutions")**<br><br>**"System"**<br><br>**"Replacement resources"**<br><br>**"That enable them to continue to address labor rights issues, claim their rights or fulfill their duties."** This qualifier indicates that only structures or institutions who have replacement resources that allow them to better address labor rights issues, claim their rights or fulfill their duties may be counted toward the indicator. Resources that do not meaningfully change structures or institutions' ability to perform these actions should not be included. |
| **Guidance on Aligning Project Indicator Terms with Standard Outcome Indicator Terms:**<br><br>**"Collective structures or institutions"**<br>• *Grantees should include in their project indicator definitions the types of collective structures or institutions that will be considered for this indicator.*<br><br>**"System(s)"**<br>• *Include in project indicator definitions the specific systems that will be considered for this indicator and the boundaries for those systems.*<br><br>**Replacement resources**<br>• *Include in project indicator definitions the specific replacement resources that will be considered for this indicator.*<br><br>**"That enable them to continue to address labor rights issues, claim their rights or fulfill their duties"**<br>• *Include in project indicator definitions the criteria that will be used to determine whether replacement resources enable actors to better address the specific labor rights, claim the specific rights or fulfill the specific duties their project is working to improve.* |
| **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?* |

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| **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:** *March 2023* |

## OUTCOMES RELATED TO CHANGE IN LEVERAGE POINTS/TRANSFORMING STRUCTURES AND PROCESSES

### MOTIVATION: INDICATOR 4A

| ILAB Standard Outcome Indicator Reference Sheet |
|---|
| **Name of Indicator:** 4A – Number of individual actors within a system with increased **motivation** to address labor rights issues, claim their rights or fulfill their duties |
| **Name of Result Measured**: Increased motivation to adopt behaviors, institutionalize practices, utilize, deliver or access services, benefits, protections, or programs associated with improved workers' rights |
| **DESCRIPTION** |
| **General Definition(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Actors"**<br><br>**"System"**<br><br>**"Motivation to address labor rights issues, claim their rights or fulfill their duties"**<br><br>**"Increased motivation"** is motivation (as described above) that is either newly created or has been strengthened through the project. |
| **Guidance on Aligning Project Indicator Terms with Standard Outcome Indicator Terms:**<br><br>The **"Individual actors"**<br>• *Include in project indicator definitions the types of individual actors that will be considered for this indicator. Provide enough detail to remove ambiguity by clarifying which types of individuals are and are not included in the indicator (e.g., if you refer to "government staff," which types of staff are or are not included?).*<br><br>**"System(s)"**<br>• *Include in project indicator definitions the specific systems that will be considered for this indicator and the boundaries for those systems.*<br><br>**"Motivation to address labor rights issues, claim their rights or fulfill their duties"**<br>• *Include in project indicator definitions how you will measure motivation to address labor rights issues, claim their rights or fulfill their duties.*<br><br>**"Increased motivation"**<br>• *Include in project indicator definitions the criteria that will be used to determine whether motivation has increased as a result of the project's activities.* |
| **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* |

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| *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:** *March 2023* |

## MOTIVATION: INDICATOR 4B

| ILAB Standard Outcome Indicator Reference Sheet |
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| **Name of Indicator:** 4B – Number of collective structures or institutions within a system with increased **motivation** to address labor rights issues, claim their rights or fulfill their duties |
| **Name of Result Measured**: Increased motivation to adopt behaviors, institutionalize practices, utilize, deliver or access services, benefits, protections, or programs associated with improved workers' rights |
| **DESCRIPTION** |
| **General Definition(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Collective structures or institutions" (see "Institutions")**<br><br>**"System"**<br><br>**"Motivation to address labor rights issues, claim their rights or fulfill their duties"**<br><br>**"Increased motivation"** is motivation (as described above) that is either newly created or has been strengthened through the project. |
| **Guidance on Aligning Project Indicator Terms with Standard Outcome Indicator Terms:**<br><br>**"Collective structures or institutions"**<br>• *Include in project indicator definitions the types of collective structures or institutions that will be considered for this indicator.*<br><br>**"System(s)"**<br>• *Include in project indicator definitions the specific systems that will be considered for this indicator and the boundaries for those systems.*<br><br>**Motivation to address labor rights issues, claim their rights or fulfill their duties"**<br>• *Include in project indicator definitions how you will measure motivation to address labor rights issues, claim their rights or fulfill their duties.*<br><br>**"Increased motivation"**<br>• *Include in project indicator definitions the criteria that will be used to determine whether motivation has increased as a result of the project's activities.* |
| **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?* |

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| **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:** *March 2023* |

## DEMAND FOR SERVICES: INDICATOR 5A

| ILAB Standard Outcome Indicator Reference Sheet |
|---|
| **Name of Indicator:** 5A – Number of individual actors within a system demonstrating increased demand for services, benefits, protections or programs associated with improved workers' rights |
| **Name of Result Measured**: Increased demand for services, rights, benefits, protections, or programs associated with improved workers' rights |
| **DESCRIPTION** |
| **General Definition(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Actors"**<br><br>**"System"**<br><br>**"Demand"**<br><br>**"Services, benefits, protections or programs"**<br>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).<br><br>**"Increased demand for services, benefits, protections or programs"** refers to improvements in beneficiary or stakeholder demand for and use of services, rights, benefits, protections, programs or mechanisms. Beneficiaries must perceive that the services meet a felt need. They should be able to see notable improvements in their wellbeing, status, power, voice or capabilities as a result of the services provided during the project and should understand what is required to maintain and/or see further improvements. For beneficiaries to maintain "improved" behaviors promoted during a project or to continue using project-initiated services, the perceived benefits must outweigh the perceived costs (such as time and money). For example, an individual worker may demonstrate increased demand for services by reaching out to appropriate organizations to acquire or request these services.<br><br>**"Associated with improved workers' rights"** is a qualifier that indicates that only actors that demonstrate an increase in demand for services, benefits, protections or programs associated with improved workers' rights should be included in this indicator. Demand for other services, benefits, protections, or programs not associated with improved workers' rights should not be included. |
| **Guidance on Aligning Project Indicator Terms with Standard Outcome Indicator Terms:**<br><br>**"Individual actors"**<br>• *Include in project indicator definitions the types of individual actors that will be considered* |

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| *for this indicator. Provide enough detail to remove ambiguity by clarifying which types of individuals are and are not included in the indicator (e.g., if you refer to "government staff," which types of staff are or are not included?).*<br><br>"System(s)"<br>• *Include in project indicator definitions the specific systems that will be considered for this indicator and the boundaries for those systems.*<br><br>"Increased demand for services, benefits, protections or programs"<br>• *Include in project indicator definitions how you will measure increased demand for services, benefits, protections, or programs associated with improved workers' rights.*<br><br>"Associated with improved workers' rights"<br>• *Include in project indicator definitions which services, benefits, protections, or programs associated with improved workers' rights are included* |
| **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* |

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| *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: *March 2023* |

DEMAND FOR SERVICES: INDICATOR 5B

| ILAB Standard Outcome Indicator Reference Sheet |
|---|
| **Name of Indicator:** 5B – Number of collective structures or institutions within a system demonstrating increased demand for services, benefits, protections or programs associated with improved workers' rights |
| **Name of Result Measured**: Increased demand for services, rights, benefits, protections, or programs associated with improved workers' rights |
| DESCRIPTION |
| **General Definition(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Collective structures or institutions" (see "Institutions")**<br><br>**"System"**<br><br>**"Demand"**<br><br>**"Services, benefits, protections or programs"**<br>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).<br><br>**"Increased demand for services, benefits, protections or programs"** refers to improvements in beneficiary or stakeholder demand for and use of services, rights, benefits, protections, programs or |

mechanisms. Beneficiaries must perceive that the services meet a felt need. They should be able to see notable improvements in their wellbeing, status, power, voice or capabilities as a result of the services provided during the project and should understand what is required to maintain and/or see further improvements. For beneficiaries to maintain "improved" behaviors promoted during a project or to continue using project-initiated services, the perceived benefits must outweigh the perceived costs (such as time and money). For example, an individual worker may demonstrate increased demand for services by reaching out to appropriate organizations to acquire or request these services.

**"Associated with improved workers' rights"** is a qualifier that indicates that only actors that demonstrate an increase in demand for services, benefits, protections or programs associated with improved workers' rights should be included in this indicator. Demand for other services, benefits, protections, or programs 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.*

**"System(s)"**

- *Include in project indicator definitions the specific systems that will be considered for this indicator and the boundaries for those systems.*

**"Increased demand for services, benefits, protections or programs"**

- *Include in project indicator definitions how you will measure increased demand for services, benefits, protections, or programs associated with improved workers' rights.*

**"Associated with improved workers' rights"**

- *Include in project indicator definitions which services, benefits, protections, or programs associated with improved workers' rights are included.*

**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?*

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| **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:** *March 2023* |

## ACCESS TO SERVICES: INDICATOR 6A

| ILAB Standard Outcome Indicator Reference Sheet |
|---|
| **Name of Indicator:** 6A – Number of individual actors within a system with improved access to services, benefits, protections, or programs associated with improved workers' rights |
| **Name of Result Measured**: Increased access to services, rights, benefits, protections, or programs associated with improved workers' rights |
| **DESCRIPTION** |
| **General Definition(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Actors"**<br><br>**"System"**<br><br>**"Access to services, benefits, protections, or programs"**<br>For example, a worker may have be considered to have access to services if they are aware of their rights and have simple and direct methods to reach out to reach out to organizations that may enforce or advocate for those rights.<br><br>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).<br><br>**"Improved access"** is access to services, benefits, protections, or programs (as described above) that is either newly created or has been strengthened through the project.<br><br>**"Associated with improved workers' rights"** is a qualifier that indicates that only actors who are provided with improved access to services, benefits, protections or programs associated with improved workers' rights should be included in this indicator. Access to other services, benefits, protections, or programs not associated with improved workers' rights should not be included. |
| **Guidance on Aligning Project Indicator Terms with Standard Outcome Indicator Terms:**<br><br>**"Individual actors"**<br>• *Include in project indicator definitions the types of individual actors that will be considered for this indicator. Provide enough detail to remove ambiguity by clarifying which types of individuals are and are not included in the indicator (e.g., if you refer to "government staff," which types of staff are or are not included?).*<br><br>**"System(s)"**<br>• *Include in project indicator definitions the specific systems that will be considered for this* |

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| *indicator and the boundaries for those systems.*<br><br>**"Access to services, benefits, protections, or programs"**<br>• *Include in project indicator definitions how you will measure access to services, benefits, protections, or programs associated with improved workers' rights.*<br><br>**"Improved access"**<br>• *Include in project indicator definitions the criteria that will be used to determine whether access has improved as a result of the project's activities.*<br><br>**"Associated with improved workers' rights"**<br>• *Include in project indicator definitions which services, benefits, protections, or programs associated with improved workers' rights are included.* |
| **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?* |

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| **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: *March 2023* |

## ACCESS TO SERVICES: INDICATOR 6B

| ILAB Standard Outcome Indicator Reference Sheet |
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| **Name of Indicator:** 6B – Number of collective structures or institutions within a system with improved access to services, benefits, protections, or programs associated with improved workers' rights |
| **Name of Result Measured**: Increased access to services, rights, benefits, protections, or programs associated with improved workers' rights |
| **DESCRIPTION** |
| **General Definition(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Collective structures or institutions" (see "Institutions")**<br><br>**"System"**<br><br>**"Access to services, benefits, protections, or programs"**<br>For example, a worker may have be considered to have access to services if they are aware of their rights and have simple and direct methods to reach out to reach out to organizations that may enforce or advocate for those rights.<br><br>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).<br><br>**"Improved access"** is access to services, benefits, protections, or programs (as described above) that is either newly created or has been strengthened through the project.<br><br>**"Associated with improved workers' rights"** is a qualifier that indicates that only structures or institutions that are provided with improved access to services, benefits, protections or programs associated with improved workers' rights should be included in this indicator. Access to other services, benefits, protections, or programs not associated with improved workers' rights should not be included. |
| **Guidance on Aligning Project Indicator Terms with Standard Outcome Indicator Terms:**<br><br>**"Collective structures or institutions"**<br>• *Include in project indicator definitions the types of collective structures or institutions that will be considered for this indicator.*<br><br>**"System(s)"**<br>• *Include in project indicator definitions the specific systems that will be considered for this* |

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| *indicator and the boundaries for those systems.*<br><br>**"Access to services, benefits, protections, or programs"**<br>• *Include in project indicator definitions how you will measure access to services, benefits, protections, or programs associated with improved workers' rights.*<br><br>**"Improved access"**<br>• *Include in project indicator definitions the criteria that will be used to determine whether access has improved as a result of the project's activities.*<br><br>**"Associated with improved workers' rights"**<br>• *Include in project indicator definitions which services, benefits, protections, or programs associated with improved workers' rights are included.* |
| **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?* |

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| **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: *March 2023* |

## DELIVERY OF SERVICES: INDICATOR 7A

| ILAB Standard Outcome Indicator Reference Sheet |
|---|
| **Name of Indicator:** 7A – Number of unique touchpoints or leverage points 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 Definitions(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Leverage points"**<br><br>**"System"**<br><br>**"Delivery of services, programs, or duties"**<br>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).<br><br>"Program"<br><br>**"Improved delivery of service, programs, or duties"** is the delivery of services (as described above), programs (as described above), or duties that has gotten better as a result of the project.<br><br>**"Associated with improved workers' rights"** is a qualifier that indicates that only touchpoints or leverage points 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:**<br><br>**"Leverage points"**<br>• *Include in project indicator definitions the types of leverage points that will be considered for this indicator.*<br><br>**"System(s)"**<br>• *Include in project indicator definitions the specific systems that will be considered for this indicator and the boundaries for those systems.*<br><br>**"Delivery of services, programs, or duties"**<br>• *Include in project indicator definitions the delivery of which types of services, programs, or* |

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| *duties associated with improved workers' rights will be considered for this indicator.*<br><br>**"Improved delivery of services, programs, or duties"**<br>• *Include in project indicator definitions the criteria used to determine whether delivery of services, programs, or duties has improved.*<br><br>**"Associated with improved workers' rights"**<br>• *Include in project indicator definitions which services, programs, or duties associated with improved workers' rights are included.* |
| **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 |
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| **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: *March 2023* |

## DELIVERY OF SERVICES: INDICATOR 7B

| 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):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Collective structures or institutions" (see "Institutions")**<br><br>**"System"**<br><br>**"Delivery of services, programs, or duties"**<br>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).<br><br>**"Program"**<br><br>**"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:**<br><br>**"Collective structures or institutions"**<br>• *Include in project indicator definitions the types of collective structures or institutions that will be considered for this indicator.*<br><br>**"System(s)"**<br>• *Include in project indicator definitions the specific systems that will be considered for this indicator and the boundaries for those systems.*<br><br>**"Delivery of services, programs, or duties"**<br>• *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.*<br><br>**"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.*

**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*

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| *project?* |
| **Other Notes** *(optional)*: *What other issues or considerations related to the indicator need to be noted?* |
| **THIS SHEET LAST UPDATED ON:** ***March 2023*** |

## OUTCOMES RELATED TO CHANGE IN CAUSAL MECHANISMS

### UTILIZATION OF SERVICES: INDICATOR 8A

| ILAB Standard Outcome Indicator Reference Sheet |
|---|
| **Name of Indicator:** 8A – Number of individual actors within a system who have utilized more effective services, processes or programs associated with improved workers' rights. |
| **Name of Result Measured**: Increased utilization of services or processes associated with improved workers' rights |
| DESCRIPTION |
| **General Definition(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Actors"**<br><br>**"System"**<br><br>**"Utilization of more effective services, processes, or programs"** refers to increased service utilization resulting from process improvements and increases in level of sustained quality and access in a service delivery environment. This is usually a long-term process outcome involving a salient process mechanism, i.e., it reflects the cause-effect relationships across multiple steps in a sequence of interactions in which actors engage in activities, interventions, processes or structures (that operate in particular contexts) to generate outcomes of interest. Process mechanisms generate changes in outcome under certain context conditions and refer to empirically traceable phenomena.<br><br>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).<br><br>**"Program"**<br><br>**"Associated with improved workers' rights"** is a qualifier that indicates that only actors who have utilized services, processes, or programs associated with improved workers' rights should be included in this indicator. Utilization of other services, processes, or programs not associated with improved workers' rights should not be included. |
| **Guidance on Aligning Project Indicator Terms with Standard Outcome Indicator Terms:**<br><br>**"Individual actors"**<br>• *Include in project indicator definitions the types of individual actors that will be considered for this indicator. Provide enough detail to remove ambiguity by clarifying which types of* |

*individuals are and are not included in the indicator (e.g., if you refer to "government staff," which types of staff are or are not included?).*

**"System(s)"**

- *Include in project indicator definitions the specific systems that will be considered for this indicator and the boundaries for those systems.*

**"Utilization of more effective services, processes, or programs"**

- *Include in project indicator definitions the criteria that will be used to determine if utilization of more effective services, process, or programs has occurred.*

The **"program(s)"**

- *Include in project indicator definitions which types of programs associated with improved workers' rights will be considered for this indicator.*

**"Associated with improved workers' rights"**

- *Include in project indicator definitions which services, processes, or programs associated with improved workers' rights are included in this indicator.*

**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 |
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| **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:** *March 2023* |

## UTILIZATION OF SERVICES: INDICATOR 8B

| ILAB Standard Outcome Indicator Reference Sheet |
|---|
| **Name of Indicator:** 8B – Number of collective structures or institutions within a system that have institutionalized more effective services, processes or programs associated with improved workers' rights |
| **Name of Result Measured**: Increased institutionalization of services or processes associated with improved workers' rights |
| **DESCRIPTION** |
| **General Definition(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Collective structures or institutions" (see "Institutions")**<br><br>**"System"**<br><br>**"Institutionalized more effective services, processes, or programs"** refers to increased service utilization resulting from process improvements and increases in level of sustained quality and access in a service delivery environment. For example, efforts to raise workers' awareness of their rights might be considered to be institutionalized if a collective bargaining group is formed, which takes on the responsibility of educating all new employees of their rights within the company/industry. This is usually a long-term process outcome involving a salient process mechanism, i.e., it reflects the cause-effect relationships across multiple steps in a sequence of interactions in which actors engage in activities, interventions, processes or structures (that operate in particular contexts) to generate outcomes of interest. Process mechanisms generate changes in outcome under certain context conditions and refer to empirically traceable phenomena.<br><br>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).<br><br>**"Program"**<br><br>**"Associated with improved workers' rights"** is a qualifier that indicates that only collective structures or institutions that have utilized services, processes, or programs associated with improved workers' rights should be included in this indicator. Utilization of other services, processes, or programs not associated with improved workers' rights should not be included. |
| **Guidance on Aligning Project Indicator Terms with Standard Outcome Indicator Terms:**<br><br>**"Collective structures or institutions"**<br>• *Include in project indicator definitions the types of collective structures or institutions that* |

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| *will be considered for this indicator.*<br><br>**"System(s)"**<br>• *Include in project indicator definitions the specific systems that will be considered for this indicator and the boundaries for those systems.*<br><br>**"Institutionalized more effective services, processes, or programs"**<br>• *Include in project indicator definitions the criteria that will be used to determine whether more effective services, processes, or programs have been institutionalized.*<br><br>The **"program(s)"**<br>• *Include in project indicator definitions which types of programs associated with improved workers' rights will be considered for this indicator.*<br><br>**"Associated with improved workers' rights"**<br>• *Grantees should include in their project indicator definitions which services, processes, or programs associated with improved workers' rights are included in this indicator.* |
| **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** |

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| **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: *March 2023* |

## BEHAVIORS AND PRACTICES: INDICATOR 9A

| ILAB Standard Outcome Indicator Reference Sheet |
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| **Name of Indicator:** 9A – Number of individual actors within a system who have adopted behaviors associated with improved workers' rights |
| **Name of Result Measured**: Increased adoption of behaviors/practices associated with improved workers' rights |
| **DESCRIPTION** |
| **General Definition(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Actors"**<br><br>**"System"**<br><br>**"Behaviors"**<br>An example of a relevant behavior includes the identification of violations or hazards that may threaten workers' safety.<br><br>**"Adopted behaviors"** are behaviors (as described above) that have been newly taken up since the project started.<br><br>**"Associated with improved workers' rights"** is a qualifier that indicates that only individual actors who have adopted behaviors associated with improved workers' rights should be included in this indicator. Other adopted behaviors not associated with improved workers' rights should not be included. |
| **Guidance on Aligning Project Indicator Terms with Standard Outcome Indicator Terms:**<br><br>**"Individual actors"**<br>• *Include in project indicator definitions the types of individual actors that will be considered for this indicator. Provide enough detail to remove ambiguity by clarifying which types of individuals are and are not included in the indicator (e.g., if you refer to "government staff," which types of staff are or are not included?).*<br><br>**"System(s)"**<br>• *Include in project indicator definitions the specific systems that will be considered for this indicator and the boundaries for those systems.*<br><br>**"Behaviors"**<br>• *Include in project indicator definitions the specific behaviors associated with improved workers' rights, that you are trying to impact and will assess for this indicator.*<br><br>**"Adopted behaviors"**<br>• *Include in project indicator definitions the criteria that will be used to measure whether a* |

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| *behavior has been adopted.*<br><br>**"Associated with improved workers' rights"**<br>• *Include in project indicator definitions which behaviors associated with improved workers' rights are included in this indicator.* |
| **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: *March 2023* |

## BEHAVIORS AND PRACTICES: INDICATOR 9B

| ILAB Standard Outcome Indicator Reference Sheet |
|---|
| **Name of Indicator:** 9B – Number of institutions, legal entities, or organizations that have collectively adopted practices associated with improved workers' rights |
| **Name of Result Measured**: Increased adoption of behaviors/practices associated with improved workers' rights |
| **DESCRIPTION** |
| **General Definition(s):**<br>Terms with standard definitions are linked to the glossary in Appendix A.<br><br>**"Institutions"**<br><br>**"Legal entities"**<br><br>**"Practices"**<br>Examples of relevant practices include: an institution adopting legal, policy and regulatory reforms associated with improved workers' rights<br><br>**"Adopted practices"** are practices (as described above) that have been newly enacted as a result of the project.<br><br>**"Associated with improved workers' rights"** is a qualifier that indicates that only Institutions, legal entities, or organizations who have adopted practices associated with improved workers' rights should be included in this indicator. Other adopted behaviors not associated with improved workers' rights should not be included |
| **Guidance on Aligning Project Indicator Terms with Standard Outcome Indicator Terms:**<br><br>**"Institutions"**<br>• *Include in project indicator definitions the types of institutions (i.e., the institutions within which systems) that will be considered for this indicator.*<br><br>**"Legal entities"**<br>• *Include in project indicator definitions the types of legal entities that will be considered for this indicator*<br><br>**"Practices"**<br>• *Include in project indicator definitions the specific practices associated with improved workers' rights, that you are trying to impact and will assess for this indicator.*<br><br>**"Adopted practices"**<br>• *Include in project indicator definitions the criteria that will be used to determine whether practices associated with improved workers' rights have been adopted.*<br><br>**"Associated with improved workers' rights"** |

| |
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| • *Include in project indicator definitions which practices associated with improved workers' rights are included in this indicator.* |
| **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:** *March 2023* |

# APPENDIX C. SDGS ASSOCIATED WITH EACH ILAB WORKER RIGHTS THEME

Sustainable Development Goals (SDGs), along with their indicators and targets, were developed by the United Nations (UN) in consultation with member states and social partners.[8] Using SDG indicators to assess impact (as opposed to developing ILAB-specific impact indicators) allows ILAB to demonstrate contribution to the achievement of the SDGs and to engage with government and other funding partners in working toward shared goals, using shared metrics for success. It also allows ILAB to use MEL resources wisely by making use of data others are committed to collecting and tracking. ILAB includes a range of SDG impact indicators in each FOA and chooses the specific impact indicators to be assessed in consultation between DOL and the Grantee after award.

| | Worker Rights Themes | SDG Indicators |
|---|---|---|
| Impact on Workers' Rights | Freedom of association and **collective bargaining** | SDGi 8.3.1 Proportion of informal employment in total employment, by sector and sex |
| | | SDGi 8.8.2 Level of national compliance with labor rights (freedom of association and collective bargaining) based on International Labor Organization (ILO) textual sources and national legislation, by sex and migrant status |
| | | SDGi 16.3.3 Proportion of the (working age) population who have experienced a (labor rights) dispute in the past two years and who accessed a formal or informal dispute resolution mechanism, by type of mechanism |
| | | SDGi 16.5.1 Proportion of (workers) persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months |
| | | SDGi 16.5.2 Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official, or were asked for a bribe by those public officials during the previous 12 months |
| | | SDGi 16.10.1 Number of verified cases of killing, kidnapping, enforced disappearance, arbitrary detention and torture of trade unionists and workers' rights advocates in the previous 12 months |

[8] To learn more about SDGs, visit https://unstats.un.org/sdgs/.

Impact on Workers' Rights

| Worker Rights Themes | SDG Indicators |
|---|---|
| **Non-discrimination** with respect to employment | SDGi 2.3.2 Average income of small-scale food producers, by sex, disability, indigenous status, etc. |
| | SDGi 5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination in the workplace |
| | SDGi 5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence (workplace) |
| | SDGi 5.5.2 Increased proportion of women and other unerrepresented, underserved or historically marginalized communities in managerial positions |
| | SDGi 8.5.1 Reduced wage gaps for women and other underrepresented, underserved or historically marginalized communities (Average hourly earnings of employees, by sex, race, age, occupation and persons with disabilities) |
| | SDGi 8.5.2 Unemployment rate, by sex, age and persons with disabilities |
| | SDGi 10.2.1 Proportion of (working) people living below 50 per cent of median income, by sex, age and persons with disabilities |
| | SDGi 10.3.1 Proportion of (working age) population reporting having personally felt discriminated against or harassed (in the workplace) in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law |
| | SDGi 16.b.1 Proportion of (working age) population reporting having personally felt discriminated against or harassed (in the workplace) in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law |

| Impact on Workers' Rights | Worker Rights Themes | SDG Indicators |
|---|---|---|
| | Decent working conditions | SDGi 1.2.1 Proportion of (economically active) population living below the national poverty line, by sex and age |
| | | SDGi 1.3.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing unemployed persons, older persons, persons with disabilities, pregnant women, work-injury victims and the poor and the vulnerable |
| | | SDGi 1.a.2 Proportion of total government spending on essential services (education, health and social protection) |
| | | SDGi 2.3.1 Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size |
| | | SDGi 8.3.1 Proportion of informal employment in total employment, by sector and sex |
| | | SDGi 8.8.1 Fatal and non-fatal occupational injuries per 100,000 workers, by sex and migrant status |
| | | SDGi 9.2.2 Manufacturing employment as a proportion of total employment |
| | | SDGi 11.7.2 Proportion of persons victim of physical or sexual harassment, by sex, age, disability status and place of occurrence (work), in the previous 12 months |
| | | SDGi 16.1.3 Proportion of (working age) population subjected to (a) physical violence, (b) psychological violence and (c) sexual violence in the (workplace) in previous 12 months |
| | | SDGi 16.3.1 Proportion of victims of (workplace) violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms |
| | | SDGi 16.6.1 Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar) (for Labor Administration/Inspection) |
| | | SDGi 16.6.2 Proportion of (working age) population satisfied with their last experience of public services (Labor Sector/Labor Administration Services) |
| | | SDGi 17.11.1 Developing countries' and least developed countries' share of global exports (by sector) |