

## Institutionalising Good and Better Jobs in India (GROWJOBS – II)

### Logical Framework for Summarising Project Design

PROJECT SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p style="text-align: center;"><b><u>Key Postulate 1</u></b></p> <p>Understand the thought process about considering workers as an investment for “human capital formation” and not just as a cost burden</p>	<p style="text-align: center;"><b><u>Measurable indicators for Goal</u></b></p> <ul style="list-style-type: none"> <li>-Wages: monetary and non-monetary benefits.</li> <li>-Employee welfare schemes</li> <li>-Recruitment Process</li> <li>-Reskilling and skill development initiatives</li> <li>-Safe and secure working conditions (protective gear, temperature, safety equipment, first aid, etc.)</li> <li>-Social Protection and Social Audits</li> <li>-Dignified work and living conditions (Sanitation, food, drinking water, etc.)</li> <li>-Collective Voice of the workers in the organisation (Union, its activities, decision)</li> <li>-Responsibilities of investors</li> </ul>	<p><b><u>Primary Research:</u></b> Sector-intensive fieldwork including key informant interviews and focus group discussions with enterprises, implementing agencies, workers, investors, market stakeholders, and other relevant stakeholders</p> <p><b><u>Secondary Research:</u></b> Examining records, policies, and financial statements of industries.</p>	<p><b><u>Assumption:</u></b> Workforce seen as an <b>expense</b>, not as an <b>asset</b>. Investment for workers is seen as a cost burden, rather than an investment (assumption drawn from the results of Grow Jobs-I)<sup>1</sup></p> <p>The recruitment process is not ethical across the selected sectors.</p> <p>The connect between investment and human capital, that is, workers’ welfare and skills development is in the shadows.<sup>2</sup></p> <p>There was the loss of good and better jobs due to the COVID-19 pandemic.<sup>3</sup></p>

<sup>1</sup>[Human Capital as an Asset: An Accounting Framework to Reset the Value of Talent in the New World of Work](#)

<sup>2</sup>[A new framework for valuing human capital | World Economic Forum](#)

<sup>3</sup>[10 million lost jobs in Covid 2nd wave, 97% households' income declined: CMIE - BusinessToday](#)

	<p>-Spillover impact on the entire ecosystem and degree of the impact</p> <p>-Improving Worker Productivity</p>		<p>A change is required from, <b>minimal wages'</b> to <b>'living wages'</b></p>
<p><b><u>Key Postulate 2</u></b></p> <p>Explores if workers' welfare could be seen as an important component of Investment decisions.</p>	<p><b><u>Measurable indicators for Goal</u></b></p> <p><b>Corporate Policy</b></p> <p>Corporate Social Responsibility<sup>4</sup></p> <p>Economic, Social, Governance<sup>5</sup></p> <p>National Guidelines for Responsible Business Conduct<sup>6</sup></p> <p>Sustainable Development Goals<sup>7</sup></p> <p><b>Legal and Regulatory requirements</b></p> <p>Article 41, 42 of the Constitution</p> <p>Labour Law Codes</p> <p>The Building And Other Construction Workers' (Regulation Of Employment And Conditions Of Service) Act- Cess for the Construction</p>	<p><b><u>Primary Research:</u></b></p> <p>Discussions and questioning stakeholders, industry experts, and officials.</p> <p><b><u>Secondary Research:</u></b></p> <p>Analysing records, policies, and financial statements of industries</p> <p>Analysing industry policies on worker welfare and employee benefits</p> <p>Analysing government initiatives and public finance flows into worker welfare</p> <p>Analysing private investment flows through industries</p> <p>Analysing the labour codes and government schemes</p>	<p><b><u>Assumption:</u></b></p> <p>Investors do not consider workers' welfare as a crucial factor while making an investment decision</p> <p>There is opacity in financial value-chains resulting in complexities in investment</p> <p>The efficiency of investments should be on the linkage with workers' welfare and skills development.</p> <p>The workforce should have the same value to investors, as profit does while making investing decisions</p>

<sup>4</sup> [What is CSR? | UNIDO](#)

<sup>5</sup> [ESG Investing and Analysis](#)

<sup>6</sup> [NatioNal GuideliNes oN respoNsible busiNess coNduct](#)

<sup>7</sup> [Sustainable Development Goals](#)

	<p>sector</p> <p><b>Certification to the companies-</b> Ethical Toy Programme by the International Council of Toy Industries (ICTI), Global Organic Textiles Standards, etc.</p> <p><b>Ease of Doing Business-</b> more investment and wealth creation results in more employment</p> <p><b>Performance linked economic incentives:</b> Production Linked Incentive (PLI) Scheme to be widened to be performance-linked wherein, workers' welfare is a component of performance</p> <p>Revenue of an Enterprise + Number of workers x Rate at which an enterprise converts working hours to revenue x Total working hours per worker x Percentage of working hours spent in activities other than work Quality of working life*</p>	<p>pertaining to Investments and worker welfare.</p>	
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	*Calculated as the percentage of utilisation of intangible human capital		
<p><b><u>Project Purpose</u></b></p> <p>Discourse management and narrative building to establish the linkage between investment flows and worker’s welfare and skills development</p> <p>Institutionalising the key messages of Good and Better Jobs as means to achieve inclusive economic growth, resulting in reduced inequality.</p>	<p><b><u>Measurable indicators for End-of project impact</u></b></p> <p>Dissemination to experts, industry leaders, and governments.</p> <p>Inclusive labour markets.</p> <p>New working and investment models.</p> <p>Quality over quantity of good and better jobs</p>	<p><b><u>Primary Research:</u></b></p> <p>Discussions and questioning stakeholders, industry experts, and officials.</p> <p><b><u>Secondary Research:</u></b></p> <p>Secondary research and literature review</p> <p>Analysing industry policies on worker welfare and employee benefits</p> <p>Analysing government initiatives and public finance flows into worker welfare</p> <p>Analysing private investment flows through industries</p>	<p>The principle that investment in human capital leads to higher profits for a business is not accepted.<sup>8</sup></p> <p>Links between employee welfare with business performance have not been established.<sup>9</sup></p>
<p><b><u>Outputs</u></b></p> <p><b>Outreach and Dissemination</b> Key messages will be captured</p>	<p><b><u>Measurable indicators for outputs</u></b></p> <p>-Op-eds</p> <p>-Research papers</p>	<p><b><u>Primary Research:</u></b></p> <p>Discussions and questioning stakeholders, industry experts, and officials.</p>	<p>Data will be collected via publicly available sources and through discussions with key stakeholders</p>

<sup>8</sup> [Workforce and Employment | Strategic Intelligence | World Economic Forum](#)

<sup>9</sup> [Human Capital](#)

<p>through digital stories and other means for generating a better narrative on Good and Better Jobs in India.</p> <p><b>Policy Briefs and Synthesis Report:</b> The findings from primary and secondary data analysis, including actionable recommendations, will be summarised in a series of policy briefs and a synthesis report, including possible quantification of expected gains for stakeholders in terms of indicators like costs saved by adopting the recommendations</p>	<ul style="list-style-type: none"> <li>-Reports of the discussions</li> <li>-Policy Briefs</li> <li>-Approach Notes on the sectors and cities selected for study</li> <li>-Analysis of results gathered via primary and secondary research</li> </ul> <p>These will be published highlighting the key messages and recommendations. There will be targeted dissemination with key stakeholders.</p> <ul style="list-style-type: none"> <li>-New knowledge generation on the existing situation about the linkage between investment flows and worker’s welfare and skills development</li> </ul>	<p><b><u>Secondary Research:</u></b></p> <p>Data analysis and literature review</p>	<p>Analysis of existing data will help in the narrative building and discourse mapping</p>
<p><b><u>Inputs/Activities</u></b></p> <ul style="list-style-type: none"> <li>-Conferences</li> <li>-Project Advisory Committee Meetings</li> <li>-Stakeholder Meetings</li> <li>- Pilot Study</li> <li>- Extensive field research</li> <li>- Secondary desk research</li> <li>- RTI Application</li> </ul>	<p><b><u>Secondary Research</u></b></p> <p>Review of select policies and investment decisions including sources such as investment funds from the point of view of worker’s welfare and skills development</p> <p><b><u>Primary Data Collection and Stakeholder Outreach/</u></b></p>	<p><b><u>Primary Research:</u></b></p> <p>Analysing industry policies on worker welfare and employee benefits</p> <p>Analysing government initiatives and public finance flows into worker welfare</p> <p>Analysing private investment flows through</p>	<p>Data will be collected via publicly available sources and through discussions with key stakeholders</p> <p>Analysis of existing data will help in the narrative building and discourse mapping</p>

<ul style="list-style-type: none"> <li>- Policy briefs</li> <li>-Outreach</li> <li>Dissemination</li> <li>-Working Papers</li> <li>-Analysis Reports</li> </ul>	<p style="text-align: center;"><b><u>Consultations</u></b></p> <p>Sector-intensive fieldwork including key informant interviews and focus group discussions with enterprises, implementing agencies, workers, investors, market stakeholders, and other relevant stakeholders</p>	<p>industries</p> <p>Discussions and questioning stakeholders, industry experts and officials.</p> <p><b><u>Secondary Research:</u></b></p> <p>Data Analysis and literature review</p>	
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