Applied Political Economy Analysis (PEA)

Illustrative Statement of Work/Terms of Reference

There is no perfect SOW. However, each SOW should contain a title that indicates the purpose of the study, a background section that orients the study; a purpose statement; section on the key core and supporting questions that will animate the research; key tasks, activities and deliverables; and, the level of effort of the people involved in the research process, a research timeline is advisable but not imperative at the SOW stage as it is likely to change when the actual process begins

SAMPLE
Statement of Work

BANGLADESH - POLITICAL ECONOMY ANALYSIS ON LABOR CONDITIONS IN READY-MADE GARMENT INDUSTRY

Background

With approximately, 4,000 factories and an estimated 3.5 million workers, Bangladesh has become the world's second largest apparel producer. The sector is the most significant source of off-farm employment for the country's enormous and growing workforce, particularly for the country's young women, and is the country's largest export industry.

Two tragic industrial accidents, the 2012 Tazreen RMG factory fire and the 2013 collapse of Rana Plaza, a building containing several RMG factories, galvanized widespread attention to longstanding problems of inadequate labor protections in the apparel sector and catalyzed several governmental and private sector initiatives:

- On June 27, 2013, President Obama announced his decision to suspend Bangladesh's trade benefits under the Generalized System of Preferences (GSP) in view of insufficient progress by the Government of Bangladesh in affording Bangladeshi workers internationally recognized worker rights. That decision followed an extensive, interagency review under the GSP program of worker rights and worker safety in Bangladesh during which the U.S. Government encouraged the Government of Bangladesh to implement needed reforms. The United States provided Bangladesh with a 16-Point Action Plan outlining the steps the GOB could undertake in support of a petition for reinstatement of GSP benefits. Periodic reviews since 2013 have failed to show substantial progress on the actions outlined, and Bangladesh has continued to appear on the list of countries suspended from GSP benefits.
- In July 2013, the Government of Bangladesh, European Union, United States of America and the International Labour Organisation (ILO) (and later joined by Canada) announced a Sustainability Compact to promote improved labour standards and responsible business conduct in the ReadyMade Garment (RMG) and knitwear industry in Bangladesh.
- The Accord on Fire and Building Safety in Bangladesh (the Accord) was signed in May

2013. It is a five year independent, legally binding agreement between global brands and retailers and trade unions designed to build a safe and healthy Bangladeshi Ready Made Garment (RMG) Industry.
- In 2013, leading U.S. brands, led by Walmart and Gap, created the Alliance for Bangladesh Worker Safety (Alliance), a five-year commitment to improve safety in Bangladeshi RMG factories.
- In 2013, the Government of Bangladesh and representatives of Bangladesh employers' and workers' organizations today signed an integrated National Tripartite Plan of Action on Fire Safety and Structural Integrity in the garment Sector of Bangladesh (NTPA).

Applied Political Economy Analysis at USAID

Applied Political Economy Analysis is an approach to better explaining why things happen in a given development context, through improving understanding of underlying power dynamics and relationships. Within USAID the methodology seeks to support the development of approaches at different stages of the program cycle, including strategy development, project/activity design, or implementation. The goal is to engage in PEA not as a theoretical exercise, but as part of a broader effort to advance Thinking and Working Politically (TWP) and adaptive programming within USAID programs.

Purpose

The purpose of this Statement of Work (SOW) is to utilize USAID's Applied Political Economy Analysis (PEA) methodology in order to better understand the source of challenges associated with empowering workers within the RMG industry. The reaction of the ruling party and of various government offices and police/industrial police to real and perceived labor unrest in the RMG industry and to efforts to engage in social dialogue and other tripartite efforts is one of the key factors that need to be better understood. This analysis will influence the design and implementation of current and future labor activities.

Core and Supporting Questions
Through the Political Economy Analysis, the team will identify core questions and sub-questions to guide the research. Initial questions are listed here, but are anticipated to be refined, and finalized, in the course of the pre-PEA workshop. Data collection activities derive from these questions.
<u>Core question</u>:

- *(Knowledge Goal) What are the challenges and opportunities associated with the ability of workers within the RMG industry to represent themselves and advance their interests?*

- *(Operational Question) What approaches offer the best prospects for advancing constructive, sustainable industrial relationships that represent workers' interests?*

<u>Supporting Questions</u>:
- *(Knowledge Goal) What are the main challenges to creating an environment where RMG workers can constructively engage in dialogue with management in Bangladesh today?*

What helps to understand/explain these challenges?

- *(Operational Question) What are the implications of the above for whether and how USAID can support the formation of independent workers' organizations?-*
- *(Knowledge Goal) What are the main challenges to improving the ability of workers to represent themselves and advance their interests? What factors explain these challenges?*
- *(Operational Question) Who are the critical stakeholders who can affect or impede change? What are their concerns/interests? To what incentives might they respond?*
- *What factors explain the GOB's advances with respect to improving building safety? Why has the GOB not taken similar steps to advance freedom of association around labor issues?*
    - *Given these cases, under what circumstances will international pressure lead to action from the GOB?*
- *(Operational) What are the implications from the above questions for how USAID has sought to support independent workers' organizations, particularly unions, in Bangladesh over time and whether and how it should continue to do so?*
- *What factors help to explain the nature of the Government of Bangladesh's responses to labor strikes in the RMG industry?*
- *of sorting points of view? Which stakeholder groups actually hold power to effect/impede change?*

Level of Effort (LOE) / Key Roles and responsibilities/Timeline

- Lead Research Coordinator(s) (Mission). Coordinate field researchers and participate in research activities through the study period. Review and approve all data collection, stakeholder analysis, and interview guides, tools and materials; analyze data, focal group meetings and coordinate drafting of final report or other outputs.
- USAID/Washington PEA Lead (DCHA DRG)-lead PEA training, participate in applied PEA research, analyze data, draft findings and recommendation
- PEA Expert Advisor (PEA Fellow) -- help facilitate PEA training, participate in applied PEA research, analyze data, draft findings and recommendations
- Technical Expert on Labor (DCHA/DRG). Provide expert guidance and help to prepare DRG PEA lead and PEA fellow on labor issues in Bangladesh, follow up with the Mission on PEA findings and recommendations .
- Local Labor Expert Advisor -- Undertake literature review, stakeholder mapping, identify key stakeholders PEA to interview; contribute to findings and recommendations
- Field researchers (ILO, Mission Economist, Partner staff, Embassy Labor Officer, etc.) Responsible for conducting field research in accordance with Lead Research coordinator, and supporting analysis according to technical and programmatic expertise.

- Administrative assistant/local fixers to help get meetings with key stakeholders
- Translators. One or two as needed to support research teams. Translators should be familiar with the terminology used in the garment industry.

Key Tasks, Activities and Deliverables

- Conduct a Desk/Literature Review Refine questions for the fieldwork on the basis of findings in the literature (through phone calls and email exchanges)
- Develop Interview Protocol, including customization for different types of actors/stakeholders as needed.

- Identify an initial list of key stakeholders for interviews and focus groups and schedule accordingly (2-3 meetings daily).
- Participate in 2-3 day workshop to confirm methodology, clarify initial questions, and develop research plan.
- Conduct in-brief with key Mission and Embassy leadership and other stakeholders not included within core PEA team.
- Undertake semi-structured interviews with key stakeholders, including additional stakeholders identified in the course of the research.
- Design, organize and carry out Focus Group with garment workers in Dhaka.
- Participate in 1-2 day synthesis workshop to address initial findings.
- Outbrief on initial findings and next steps with Mission and Embassy leadership, and others TBD.
- Document findings (form to be determined).
- Determine specified check-in points for exchange and follow -up on the PEA experience, in order to support learning related to the impact of the PEA on programming.
- Also worth reflecting on implications and recommendations that will emerge from study and how those will be shared/socialised, and ideally how the PEA process will be tracked over time to see whether and how it does help not only to think differently but also to work differently

Illustrative Research Time Line:

PEA Illustrative Activities and Timeline	Dates Dead-line	LOE – Team Leader	LOE –researchers	LOE days – logisticians	Deliverables
Literature review					
PEA Workshop					
Design interview guide					
Partners consultations					
internal review					
Researchers conduct consultations stakeholders					
Synthesis and analysis of initial					

findings					
Interim draft findings					
Mission and Embassy Outbriefs					
Draft final PEA report for					

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