

**SHEHONG COUNTY GOVERNMENT STRATEGIC
PLAN 2008-2010**

***TO IMPROVE LABOUR AND RIGHTS SERVICES TO
MIGRANT WORKERS***

SHEHONG COUNTY
FEBRUARY 2008

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ACRONYMS

CIDA	Canadian International Development Agency
COA	Customer-oriented Approach
CSPT	County Strategic Planning Team
FCM	Federation of Canadian Municipalities
GE	Gender Equality
ICC	International Cooperation Centre (NDRC)
KRA	Key Result Area
MAG	Migrant Advisory Group (MLRP)
MERIS	Migrant Employment Rights Information System
MLRP	Migrant Labour Rights Project
NDRC	National Development and Reform Commission
PMF	Performance Measurement Framework
RBM	Results-based Management
RMB	Renminbi

1. INTRODUCTION TO THE STRATEGIC PLANNING WORKBOOK

1.1 Background

This Strategic Plan is meant to help the Shehong County Government improve its labour and rights services to migrant workers in the county. The Plan provides focus and direction to the county's efforts and the technical support provided by the Canada-China Migrant Labour Rights Project (MLRP).

The strategic planning process began in March 2007 with assessments of migrant workers' service needs and Shehong County's capacity to meet those needs. Chinese and Canadian experts conducted the assessments. In June 2007, members of the MLRP Migrant Advisory Group (MAG) met in Vancouver, Canada to review the assessments and to identify key result areas of action from the assessment reports. In August 2007, the 10-member Shehong County Strategic Planning Team and 12 representatives of stakeholder groups participated in a strategic planning workshop in Shehong to generate the contents of a draft plan. In October 2007, Shehong County representatives met with MLRP project managers in Quebec, Canada, to finalize the contents of the plan and negotiate funding arrangements. The Shehong County Leading Group approved the Strategic Plan and its budget in December 2007.

1.2 Contents of the Strategic Plan

Purpose of the Strategic Plan

The purpose of the strategic plan is to strengthen the Shehong County Government's capacity to provide labour and rights services to migrant workers.

Contents of the Strategic Plan

The Strategic Plan contains a framework of seven (7) Key Result Areas (KRAs) for the capacity building work, and descriptive passages and charts with information about expected results, activities, responsibilities, performance measures, and risk mitigation strategies in each KRA.

The key result areas are listed in Exhibit 1.

Exhibit 1 Key Results Areas in the Strategic Plan

	Key Result Areas
KRA 1	Provide Training to Frontline Migrant Services Staff
KRA 2	Provide Skills Training and Rights Training to Migrants
KRA 3	Improve Outreach of Information to Migrants
KRA 4	Improve Labour, Employment and Rights Services Delivery to Migrants
KRA 5	Strengthen Coordination of Migrant Services
KRA 6	Improve Data Collection and Management
KRA 7	Improve Rights Protection System for Migrants

Terms Used in the Strategic Planning Workbook

The Strategic Planning Workbook uses a number of terms that may require explanation. These include

- Strategic Planning
- Stakeholders
- Customer-oriented Approach
- Gender Equality
- Performance Management (Results-based Management)
- Public Participation
- Rights Approach

Definitions for these terms are found in Annex 1 to the Strategic Plan.

1.3 Context

Shehong County

Shehong County is located about 150 kilometers northeast of Chengdu in Sichuan Province. Together with two other counties and two urban districts, it composes the regional/city government of Suining. The County contains 30 township governments and over 592 villages.

The population of Shehong County is about 1,030,000 people. About 75% of the people live in rural areas. The rural labour force is about 450,000 people. In 2006, about 240,000 migrants worked in paid employment outside the County, while about 60,000 worked in the County.

Needs of Migrant Workers and Service Delivery Capacity

Farmers seeking work in cities have inadequate employment opportunities due to reasons attached to gender, age and skills etc. Migrants often have insufficient awareness of their rights and have limited channels to access information, and further migrant rights protection mechanism is still weak. Barriers of several kinds inhibit the participation of rural migrants in a fair and fully functioning labour market.

The County has made efforts to provide various services to help the rural migrants who are seeking integration in the labor market and protection against workplace discrimination and labor rights abuses. The conventional services provided to the migrant workers include employment information and skills training and more recently are starting to expand into those services aimed to prevent and redress labor rights abuses. However, the capacity and resources of the county government to deliver services tailored to the needs of the migrant workers, particularly in the domain of rights protection, are limited and need to be improved with technical assistance. The results of the assessment of the Shehong County Government capacity to meet these needs are summarized in Annex 3.

China's International Commitments

China has ratified a series of international conventions with the purpose of establishing and improving its policy system to protect labour rights and to promote non-discriminatory employment. These include the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the International Convention of Economic, Social and Cultural Rights (ICESCR).

The Government of China has approved several reforms that reflect the principles and objectives of labour rights contained in these conventions. Local governments in China are working with the central level to improve the working and living environment for rural migrants.

Relevant Policies, Laws and Regulations

The policies, laws and regulations that will have a high level of impact on the implementation of the Strategic Plan are listed in the exhibit.

Exhibit 2 Policies, Laws and Regulations affecting the Strategic Plan (as of August 2007)

Policy, Law or Regulation	Impact on Key Result Areas						
	1	2	3	4	5	6	7
Labour Law	M	H	L	H	L	L	H
Labour Contract Law	H	H	M	H	L	L	H
Safe Production Law	M	M	L	L	L	M	H
Guaranteed Income Supplement System	L	L	M	M	L	L	M
Visits and Letters Working Regulation	L	L	L	H	H	H	H
Legal Aid Regulation	L	H	L	H	L	L	H
State Council Notice No. 5 (2006)	L	L	L	H	M	L	M
Sichuan Labour Security Surveillance Regulation	M	L	L	H	L	L	M
Women Rights Protection Law	L	M	M	H	M	M	H

Acknowledgements

The Shehong County Strategic Planning Team (CSPT) is responsible for ensuring the successful implementation of the Strategic Planning process. The Shehong County Leading Team recognizes the good work of the County Team. The Migrant Labour Rights Project (MLRP) has provided Chinese and Canadian experts to support the County Team in their work. It will continue to provide technical support to the implementation of the Strategic Plans with a focus on the improving the quality of migrant services in the area of rights protection.

MLRP is a joint initiative executed by the Federation of Canadian Municipalities (FCM) and the Chinese National Development and Reform Commission (NDRC). The objectives of the project are to strengthen the capacity of the Government of China to meet, or when possibly exceed, its international labor rights commitments and to ensure that male and female rural migrants of various ethnic origins enjoy equal access the information necessary to protect themselves against workplace discrimination or rights abuses. MLRP is being implemented in China and Canada with the financial assistance of the Canadian International Development Agency (CIDA). Other Chinese and Canadian governments are also contributing financial and technical resources to the implementation of the project.

2. OVERVIEW OF THE STRATEGIC PLAN

2.1 Project Title

The project title is the Shehong County Government Strategic Plan (2008-2010) to Improve Labour Rights Services to Migrant Workers.

2.2 Project Champion

The Shehong County public servant who is team leader responsible for the successful implementation of the Strategic Plan is Mr. Wang Tongliang, Vice Executive-Chief, Shehong County Government.

2.3 Project Lead and Participating Departments

Mr. He Jianping, the Deputy Chief of Labour Development Office, is the lead of the project. The General Office of the County Government, Labour and Social Security Bureau, Employment Services Bureau, Justice Bureau, Education Bureau, Communications and Publicity Department, Women's Federation, Trade Union, Vocational School, Development and Reform Commission, Agriculture Bureau, Townships and other relevant departments/bureaus will participate in the project.

2.4 Project Principles and Vision

The project will be grounded in the following guiding principles:

(1) We are committed to providing services that respond to our customers' needs and preferences; and (2) We are committed to working with our partners to increase our ability to deliver service options that meet our customers' needs and preferences.

The County Government will make further efforts to understand the needs of migrant workers, and cooperate with other migrant-serving mass organizations or groups to provide labour and rights services to migrants with new approaches and methods.

The County Government will generate more resources in particular social resources to improve the living and habiting conditions of migrants.

The services provided by the governments will be more inclusive and open to serve various sub-groupings of population including women, seniors and disabled etc.

Civil society organizations will pay more attention to migrant issues and voluntarily support or provide services to migrants.

2.5 Project Duration

The Strategic Plan will be implemented over a 3-year period beginning in March 2008 and ending in December 2010.

2.6 Project Budget

The budget for the implementation of the Strategic Plan is RMB 23,900,000. This Budget is allocated to seven Key Results Areas identified by the county government to represent different priorities of services and support to the migrant workers.

Exhibit 3 Budget for Implementation of the Strategic Plan

	Key Result Areas	Budget (RBM)
KRA 1	Provide Training to Frontline Migrant Services Staff	1,580,000
KRA 2	Provide Skills Training and Rights Training to Migrants	12,700,000
KRA 3	Improve Outreach of Information to Migrants	1,800,000
KRA 4	Improve Labour, Employment and Rights Services Delivery to Migrants	2,800,000
KRA 5	Strengthen Coordination of Migrant Services	3,200,000
KRA 6	Improve Data Collection and Management	1,170,000
KRA 7	Improve Rights Protection System for Migrants	650,000

2.7 Project Outcomes

Successful implementation of the Plan will contribute to four outcomes for migrant workers.

1. Improved quality of life for migrant workers – Migrants will enjoy the benefits of their labour rights and human rights.
2. Improved working conditions for migrants – They will receive full-payment of their wages on time, and receive help when facing difficulties.
3. Improved skills of migrant workers – They will become more skilled, disciplined and competitive in their work in cities.
4. Increased equal employment opportunities for migrants – They will enjoy the same job opportunities, treatment and pay for equal work as urban workers and formal employees.

2.8 Crosscutting Approaches

The Shehong County government will integrate five (5) crosscutting approaches to the implementation of the Strategic Plan. It will integrate these five approaches into its work in the seven KRAs. Definitions of these themes are found in Annex 1.

Exhibit 4 Crosscutting Approaches in the Strategic Plan

	Crosscutting Approaches
Approach 1	Enable Public Participation
Approach 2	Align Services with Existing Policies
Approach 3	Promote Gender Equality
Approach 4	Tailor Government Services to Specific Migrant Groups (Customer-oriented approach)
Approach 5	Improve Performance Management (RBM)

2.9 Items beyond the Scope of the Strategic Plan

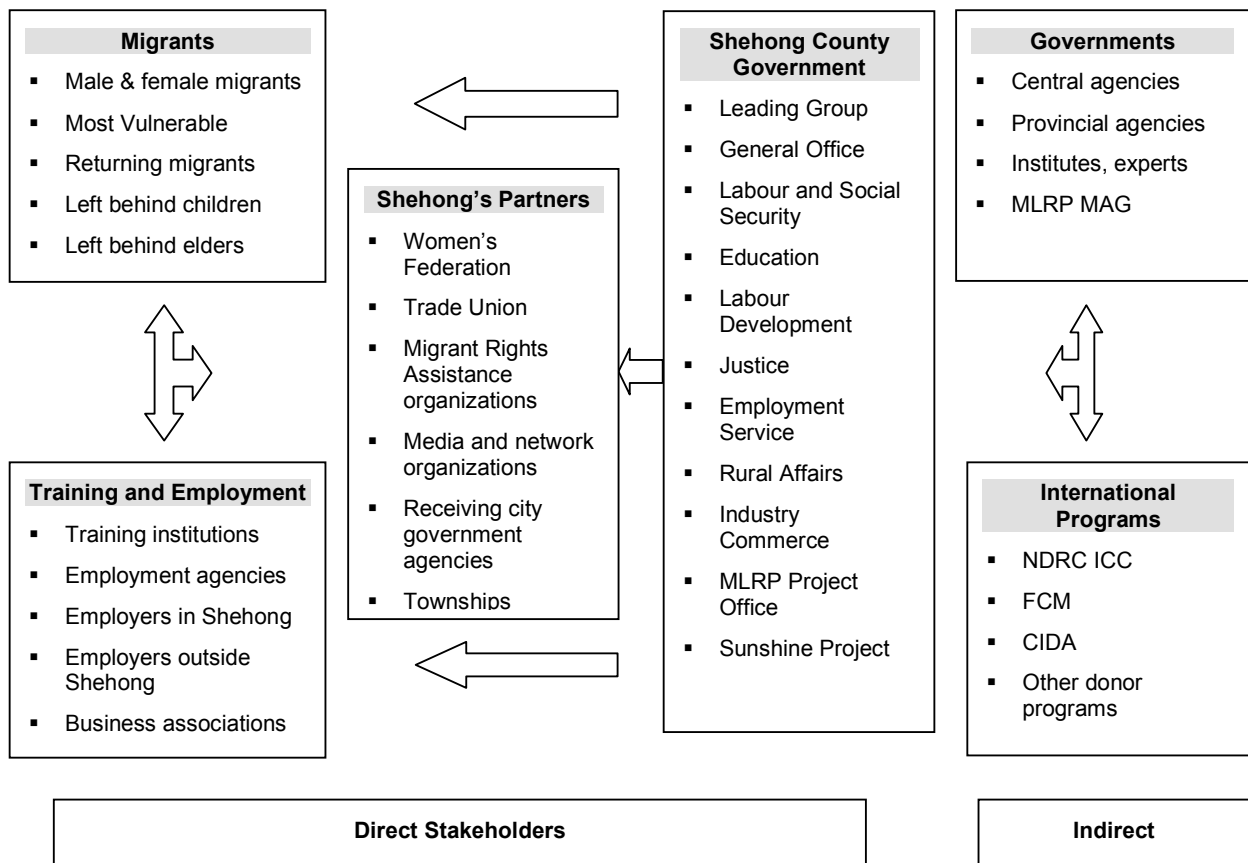
Some issues are relevant to the protection of migrant workers' rights, but beyond the scope of the Strategic Plan. These issues include:

1. Enabling the political participation of migrants;
2. Resolving issues related to the household registration system; and
3. Resolving issues related to migrants' identity as urban residents.

2.10 Stakeholders

The Shehong Strategic Plan has a range of direct and indirect stakeholders. The exhibit below provides a relationship map among the main stakeholder groups.

Exhibit 5 Stakeholder Map for the Strategic Plan



Direct stakeholders are those groups and individuals who are involved in the implementation of the plan or have a direct interest in its success and outcomes. These stakeholders include the Shehong County government and its partners, the migrant workers and their families, and training institutions, employers and business associations.

Indirect stakeholders are those groups and individual who support the implementation of the plan or who have some interest in its results. These stakeholders include central and provincial governments who provide policy and financial support to the delivery of services for migrants as well as international programs that provide financial and technical assistance.

3. KEY RESULT AREAS OF THE STRATEGIC PLAN

3.1 Key Result Area 1 – Training for Service Delivery Staff

KRA Objective

The objective in this key result area is to provide training to improve the quality of front-line service delivery staff.

KRA Result Statements

The expected results of completing the activities in this KRA are:

1. Shehong County has put in place a set of migrant service delivery standards and performance measurements.
2. Shehong front-line service delivery staff have increased their knowledge of migrant rights, labour laws, policies and regulations affecting migrant workers' rights as well as their knowledge and skills in promoting gender equality, public participation, results-based management, and taking a customer-oriented approach to service delivery.
3. Migrant training centres and institutes in Shehong have better trainers and better training curricula and materials for promoting migrant workers rights.
4. Shehong County has incorporated migrant service delivery training into the existing curriculum for the professional development of government employees.

Responsibility

The work unit responsible for this KRA is the Labour Development Office.

Budget

The budget for this KRA is RMB 1,580,000.

Description

The project supports two groups of activities in this key result area.

(1) The first group of activities helps build the knowledge and skills of service staff members through training. These training activities will follow a needs-based training plan covering a range of core areas including laws and regulations affecting migrant rights, gender equality, public participation, results management, and customer-oriented approaches to service delivery. The needs-based training plan could include a variety of training mechanisms and activities in China and Canada such as study tours, classroom training, on-the-job coaching, field visits, and sharing and exchange activities for peer-to-peer learning.

(2) The second group of activities helps strengthen the quality of training for frontline service delivery staff in Shehong. This includes establishing service delivery standards for migrant services, training the trainers who train service delivery staff, and incorporating migrant service delivery training into the existing curriculum for government employees.

Front-line service delivery staff include employees of partners such as the Trade Union and the Women's Federation, and those from local training institutes and employment agencies.

As well, local training centres and institutes will be involved in activities to strengthen training quality for ongoing excellence in service delivery. The lead and participating work units are listed in Exhibit 6 below.

Planned Activities

The main activities in the KRA are listed in the following chart. It also indicates the lead unit for each activity, the participants, the financial resources, and the implementation schedule.

Exhibit 6 KRA 1 – Training for Service Delivery Staff – Planned Activities

Activities	Lead	Participants	Budget (RMB)	Schedule
1.1 Conduct training needs assessment and service quality assessment of service staff, and develop training plan for frontline service delivery staff	Labor Office	Labor and Social Security Bureau, Employment Bureau, Justice Bureau, Women's Federation, Trade Union.	100,000	2008
1.2 Establish service delivery standards for front-line service delivery staff members	Labor Office	Labor and Social Security Bureau, Employment Bureau, Justice Bureau, Women's Federation, Trade Union.	100,000	2008
1.3 Deliver training on legislation and regulations affecting migrant rights, including Labour Contract Law	Justice Bureau	Labor and Social Security Bureau, Employment Bureau, Justice Bureau, Women's Federation, Trade Union.	160,000	2008
1.4 Deliver training to promote gender equality by service delivery staff	Women's Federation	Labor and Social Security Bureau, Employment Bureau, Justice Bureau, Trade Union.	100,000	2008—2010
1.5 Deliver training in public participation for service delivery staff	Labor Office	Labor and Social Security Bureau, Employment Bureau, Justice Bureau, Women's Federation, Trade Union.	100,000	2008—2010
1.6 Deliver training on knowledge and management approaches (RBM)	Labor Office	Labor and Social Security Bureau, Employment Bureau, Justice Bureau, Women's Federation, Trade Union.	300,000	2008—2010
1.7 Deliver training on customer-oriented approach to service delivery	Labor Office	Labor and Social Security Bureau, Employment Bureau, Justice Bureau, Women's Federation, Trade Union.	300,000	2008—2010
1.8 Deliver training on providing services to the most vulnerable migrant groups.	Labor Office	Labor and Social Security Bureau, Employment Bureau, Justice Bureau, Women's Federation, Trade Union.	400,000	2008
1.9 Monitor and evaluate services provided by front-line staff, and training provided by trainers	Labor Office	Labor and Social Security Bureau, Employment Bureau, Justice Bureau, Women's Federation, Trade Union.	20,000	2009

Risks and Risk Mitigation

The main risks and constraints to progress in the KRA are listed in the following chart.

Exhibit 7 KRA 1 – Training for Service Delivery Staff – Risks and Risk Mitigation

Risks and Constraints	Risk Rating		Mitigation Strategy
	Likelihood	Impact	
1. The funds available for training are insufficient to achieve all training objectives and results.	High	High	Ensure upper level of government provides funding Seek private funding Have employers purchase some training
2. Stability of people	Medium	Medium	County Government emphasizes importance of training and assigns people

3.2 Key Result Area 2 – Training for Migrant Workers

KRA Objective

The objective in this key result area is to provide skills training and rights training to migrant workers.

KRA Result Statements

The expected results of completing the activities in this KRA are:

1. Migrants in Shehong have increased their knowledge of migrant rights, labour laws, policies and regulations affecting workers' rights, gender equality and customer rights.
2. Female migrants have increased their knowledge of their rights and increased their skills in promoting self-protection.
3. Shehong County has incorporated migrant rights awareness training into the existing curriculum for vocational training.
4. Shehong County has put in place a set of training delivery standards for use by training institutions in the county.
5. Employers in Shehong County have increased the amount of funding they provide for skills training to migrant workers.
6. Migrant workers have improved their overall work quality.

Responsibility

The work unit responsible for this KRA is the Employment Service Bureau in cooperation with the Justice Bureau and the Education Bureau.

Budget

The budget for this KRA is RMB 12,700,000.

Description

The project supports two groups of activities in this key result area.

(1) The first group of activities helps build the awareness, knowledge and skills of migrant workers through training. Migrants will receive rights training and skills training in a range of areas as identified in a needs-based training plan.

(2) The second group of activities helps strengthen the training system in Shehong County. This includes establishing training standards, strengthening trainers' competencies, improving rights training services, and incorporating migrant rights training into the existing curriculum for vocational training. As well, the county government will implement advocacy activities that are intended to increase local employers' support to training activities for migrant workers.

The County government will take a range of measures to promote gender equality through activities in this KRA. It will support rights awareness training for women and children's rights, and self-protection training for women. It will try to expand women's employment

areas and support skills training relevant to women’s needs. It will establish and meet targets for women’s participation in the trainings.

The main beneficiaries of activities in this KRA are migrant workers. As well, various service delivery partners will benefit. As well, county government leaders and department heads will be involved in activities to strengthen institutional processes and employers will be involved in advocacy efforts to increase their levels of funding and support to training activities. The lead and participating work units are listed in Exhibit 8 below.

Planned Activities

The main activities in the KRA are listed in the following chart.

Exhibit 8 KRA 2 – Training for Migrant Workers – Planned Activities

Activities	Lead	Participants	Budget (RMB)	Schedule
2.1 Conduct training needs assessment and develop training plan for migrants	Labor Affairs Office	Employment Bureau, Justice Bureau, Education Bureau, Labor and Social Security Bureau, Women’s Federation, Trade Union	100,000	2008
2.2 Deliver rights awareness training on labour laws, policies and regulations affecting migrants	Employment Bureau	Justice Bureau, Education Bureau, Labor and Social Security Bureau, Women’s Federation, Trade Union.	300,000	2008–2010
2.3 Deliver rights awareness training for women and children’s rights, and self-protection training for women	Women’s Federation	Labor and Social Security Bureau, Employment Bureau, Justice Bureau, Trade Union, Education Bureau.	150,000	2006–2010
2.4 Deliver skills training for migrants as per needs identified in training plan	Labor and Social Security Bureau	Employment Bureau, Justice Bureau, Women’s Federation, Trade Union, Education Bureau.	9,000,000	2008–2010
2.5 Promote employers’ provision of training and funding of training for migrant workers	Labor and Social Security Bureau	Employment Bureau, Trade Union, Women’s Federation, Justice Bureau.	3,000,000	2008–2010
2.6 Monitor and evaluate rights training program for migrants and trainers capabilities in Shehong	Labor Affairs Office	Labor and Social Security Bureau, Justice Bureau, Employment Bureau, Women’s Federation, Trade Union.	150,000	2008–2010

Risks and Risk Mitigation

The main risks and constraints to progress in the KRA are listed in the following chart.

Exhibit 9 KRA 2 – Training for Migrant Workers – Risks and Risk Mitigation

Risks and Constraints	Risk Rating		Mitigation Strategy
	Likelihood	Impact	
1. Funding for training is insufficient to achieve training objectives linked to increasing awareness of migrant rights.	High	Medium	Increase government funding and collect resources from the society
2. Number of trainers available is insufficient to achieve objectives.	Medium	High	Have back-up trainers available.
3. Awareness of migrants of training is not high enough. Some might not want to participate.	Medium	Medium	Intensify communication /information education

3.3 Key Result Area 3 – Information Outreach to Migrants

KRA Objective

The objective in this key result area is to improve the outreach of information to migrant workers about labour laws and their rights.

KRA Result Statements

The expected results of completing the activities in this KRA are:

1. Shehong County government employees enjoy a consensus on migrants' needs for rights and employment information, and a set of strategies for meeting these needs.
2. Shehong government employees have accurate, up-to-date information on migrant rights and employment opportunities.
3. Shehong County has a wide and deep range of outreach products in its communications tool chest for promoting rights awareness and protection.
4. The County, its townships and villages have increased capacity for communication and outreach through information dissemination networks.
5. Migrants have increased awareness and knowledge of their rights according to law.

Responsibility

The work unit responsible for this KRA is the Labour Development Office.

Budget

The budget for this KRA is RMB 1,800,000.

Description

Information outreach is the provision of information to migrant workers. Shehong also call this 'communication education' for migrants.' In this service area, the county government provides migrant workers with information related to their legal and labour rights, and the labour market and employment opportunities.

Activities in this key result area are grouped into three areas: (1) Developing a strategy for information outreach, and monitoring and evaluating its effectiveness. (2) Developing the information base for sharing and use in the development of the content of outreach products such as brochures and radio programs. (3) Developing and disseminating the outreach products. The products are viewed in terms of print products, telecommunications channels and media programs.

The County government will promote gender equality through its information outreach activities. It will ensure communications products are gender sensitive and include special programs and materials to address women's needs and preferences. In addition, it will sensitize village-level organizations on gender issues and disseminate rights and employment training information for female migrants through these organizations.

Planned Activities

The main activities in the KRA are listed in the following chart. It also indicates the lead unit for each activity, the participants, the financial resources, and the implementation schedule.

Exhibit 10 KRA 3 – Information Outreach to Migrants – Planned Activities

Activities	Lead	Participants	Budget (RMB)	Schedule
3.1 Assess current information outreach activities and develop strategy for information outreach	Labor Affairs Office	General Office of the County, Department of Communication, Broadcast and TV Bureau, Labor and Social Security Bureau, Employment Bureau, Justice Bureau, Women's Federation, Trade Union.	100,000	2008
3.2 Gather information and generate content about migrants rights, labour laws, and rights protection channels	Labor Affairs Office	Department of Communication, Broadcast and TV Bureau, Labor and Social Security Bureau, Employment Bureau, Justice Bureau, Women's Federation, Trade Union.	100,000	2008–2010
3.3 Develop print products such as cards, brochures, pamphlets, ads, employment guide, newspaper articles, bulletin boards	Labor Affairs Office	Department of Communication, Labor and Social Security Bureau, Employment Bureau, Justice Bureau, Women's Federation, Trade Union.	200,000	2008–2010
3.4 Develop telecommunications channels such as regional hotlines, phone lines, cell phone messaging, and improve information network at township level.	Labor Affairs Office	Department of Communication, Labor and Social Security Bureau, Employment Bureau, Justice Bureau, Women's Federation, Trade Union.	1,000,000	2008
3.5 Develop media broadcast and advertising programs for radio, TV, news shows, village broadcasting	Department of Communication	Labor Affairs Office, Justice Bureau, Labor and Social Security Bureau, Women's Federation, Trade Union, Employment Bureau.	300,000	2008–2010
3.6 Monitor and evaluate the effectiveness of information outreach strategy and activities	Labor Affairs Office.	Broadcast and TV Bureau, Trade Union, Women's Federation, Employment Bureau, Labor and Social Security Bureau.	100,000	2008–2010

Risks and Risk Mitigation

The key risks in the KRA are listed and rated in the chart, which includes mitigation strategies.

Exhibit 11 KRA 3 – Information Outreach to Migrants – Risks and Risk Mitigation

Risks and Constraints	Risk Rating		Mitigation Strategy
	Likelihood	Impact	
1. Education level of migrants is too low for information to have an impact.	High	Medium	Intensify '9-year compulsory education' and 'literacy program' in rural areas
2. Publicity staff is not responsible.	Low	Low	Strengthen performance appraisal of publicity staff
3. Limited number of data sources compromise accuracy of information.	Medium	High	Collect information through multiple channels

3.4 Key Result Area 4 – Migrant Services Delivery System

KRA Objective

The objective in this key result area is to improve labour, employment and rights services delivery to migrant workers in Shehong County.

KRA Result Statements

The expected results of completing the activities in this KRA are:

1. Shehong service delivery providers and agencies have a shared understanding of the vision for service delivery excellence and the changes that are needed to improve the current services delivery system.
2. Shehong County has established a functioning Rights Protection Team to resolve issues for improved rights services to migrants.
3. Shehong County government employees are organized into multi-disciplinary teams for tackling issues for improved labour and employment service delivery.
4. Migrant workers have a better understanding of the services available to them.

Responsibility

The work unit responsible for this KRA is Labour and Social Security Bureau and Justice Bureau.

Budget

The budget for this KRA is RMB 2,800,000.

Description

Activities in this key result area are meant to bring service providers and service delivery agencies together under one strategy for improving the migrant rights protection system, and the labour and employment service delivery system. The strategy will include developing a multi-disciplinary “Employment and Social Security Service Team” to provide labour and employment services, and forming a multi-disciplinary ‘Rights Protection Team’ to resolve issues affecting rights protection services.

The County will also bring more equity to the rights services system. It will improve migrants’ access to employment service, social security service, and legal aid services. In order to increase migrant access to public services, the KRA will include implementing a media advocacy campaign to build migrants’ understanding of the services available to them.

Planned Activities

The main activities in the KRA are listed in the chart below.

Exhibit 12 KRA 4 – Migrant Services Delivery Systems – Planned Activities

Activities	Lead	Participants	Budget (RMB)	Schedule
4.1 Conduct analysis of performance and constraints of service delivery systems to meet migrants needs	Labor Affairs Office	Labor and Social Security Bureau, Employment Bureau, Justice Bureau, Women's Federation, Trade Union.	100,000	2008
4.2 Set up Rights Protection Team to provide improved rights protection services to migrants	Justice Bureau	Employment Bureau, Justice Bureau, Women's Federation, Trade Union.	1,500,000	2008—2010
4.3 Improve Employment and Social Security Service Team to provide labour and employment services to migrants	Labor and Social Security Bureau	Justice Bureau, Employment Bureau, Women's Federation, Trade Union.	900,000	2009
4.4 Improve legal aid service for migrant workers	Justice Bureau	Labor and Social Security Bureau, Employment Bureau, Women's Federation, Trade Union.	150,000	2009
4.5 Strengthen employment agency organization and regulation	Labor and Social Security Bureau	Employment Bureau, Justice Bureau, Women's Federation, Trade Union.	150,000	2008—2010

Risks and Risk Mitigation

The main risks and constraints to progress in the KRA are listed in the following chart. The chart also provides ratings for these risks, and identifies appropriate mitigation strategies.

Exhibit 13 KRA 4 – Migrant Services Delivery Systems – Risks and Risk Mitigation

Risks and Constraints	Risk Rating		Mitigation Strategy
	Likelihood	Impact	
1. Funding is insufficient to achieve expected results in this area.	Medium	High	Central, provincial, municipal and county governments all allocate special budget. Donations and overseas support
2. Intra-governmental cooperation is too weak to achieve expected results in this area.	High	Medium	Establish intra-governmental cooperation/collaboration relationship

3.5 Key Result Area 5 – Coordination of Migrant Services

KRA Objective

The objective in this key result area is to strengthen the coordination of services and government support to migrants.

KRA Result Statements

The expected results of completing the activities in this KRA are:

1. Shehong County departments, bureaus and offices have improved coordination of migrant rights services and employment services.
2. Shehong County government organizations, non-government organizations and other service delivery partners have improved coordination of efforts and services offered to migrants.
3. Shehong County government, township government departments, and Sichuan government have improved coordination of migrant services and information sharing.

Responsibility

The unit responsible for this KRA is the General Office of the Shehong County Government.

Budget

The budget for this KRA is RMB 3,200,000.

Description

This key result area integrates three separate concerns linked to the coordination of services and support to migrant workers. The first concern is improving the coordination of migrant services being offered by various county government departments in Shehong. The second is improving the coordination of services being offered by county government departments and their non-governmental service delivery partners. The third is improving the coordination of services and support being offered by various levels of government—including the county, its townships and the province.

The first component involves establishing a Shehong Coordination Team and other inter-departmental coordination mechanisms to enable coordination among government departments. The Coordination team would identify the roles, responsibilities and resources use strategies for the departments to take a coordinated, customer-oriented, goal-based approach to service delivery and management. The horizontal coordination mechanisms would help the departments to enhance training, awareness raising and education in such areas as gender equality, employment information, policies, laws and regulations, and rights protection, in order to strengthen the self-protection awareness of migrants.

The second component involves establishing partners' network for improved coordination between the county government, non-government organizations and its partners. This would include training institutions, employment agencies, employers and business organizations, and mass organizations such as the Trade Union and the Women's Federation. In addition to promoting coordinated service provision, the partners' network

would also provide opportunities for dialogue and consultation in policy making by the local government in areas affecting migrant workers and their rights protection.

The third component involves establishing intra-governmental coordination mechanism to enable coordination among government departments. The vertical coordination mechanism would help the county coordinate its efforts with township governments, villages and with receiving city governments.

The coordination mechanisms are opportunities to promote gender equality through migrants' rights services. The Women's Federation will play a strong role in the partners' network especially as the policy dialogue and consultation will make a priority of gender equality.

Planned Activities

The main activities in the KRA are listed in the following chart.

Exhibit 14 KRA 5 – Coordination of Migrant Services – Planned Activities

Activities	Lead	Participants	Budget (RMB)	Schedule
5.1 Set up Coordination Team, including female staff, to lead County in taking coordinated, goal-based approach to service delivery	General Office of the Shehong County Government	Relevant County bureaus, offices and departments delivery frontline services	50,000	2008
5.2 Improve a Shehong inter-departmental network to clarify roles and resources for customer-oriented service delivery	General Office of the Shehong County Government	Relevant County bureaus, offices and departments delivery frontline services	900,000	2008–2010
5.3 Establish a Shehong partners' network at the county level	General Office of the County Government	NGOs, mass orgs, employment agencies, training centres, employers, Industry Commerce Bureau	300,000	2008–2010
5.4 Set up liaison and coordination meeting mechanism for partners including receiving city governments in migrants' rights protection	General Office of the County Government	Receiving city government departments, County government departments and related organizations/offices	900,000	2008–2010
5.5 Improve Shehong grassroots network at township level to enhance migrant rights protection	Labor Affairs Office	Townships	300,000	2008–2010
5.6 Set up labour affairs service stations in places where migrants concentrate	Labor Affairs Office	Employment Bureau, Women's Federation, Trade Union, Justice Bureau	750,000	2008–2010

Risks and Risk Mitigation

The key risks in the KRA are listed and rated in the chart, which includes mitigation strategies.

Exhibit 15 KRA 5 – Coordination of Migrant Services – Risks and Risk Mitigation

Risks and Constraints	Risk Rating		Mitigation Strategy
	Likelihood	Impact	
1. County government does not provide sufficient funding for setting up and maintaining networks	High	High	Government should include coordination in fiscal budget in advance
2. County departments are not interested in cooperation and coordination	Medium	High	Government should publicize the benefits that a network coordination mechanism can bring departments.
3. County government is unwilling to have NGOs' active participation in Partners' Network	Medium	Medium	Government should increase awareness and intensify the check/appraisal system
4. NGOs lack enthusiasm for Partners' Network because don't see benefits of their participation	Low	Low	Intensify advocacy and reporting Set up financial award or rewarding mechanism for NGOs participation
5. Receiving city governments are not cooperative	High	High	Labour affairs liaison stations, Trade Union network, and other dispatching agencies can play a bigger role. Liaison and coordination meetings should be regularized.

3.6 Key Result Area 6 – Data Collection and Management

KRA Objective

The objective in this key result area is to improve data collection and management.

KRA Result Statements

The expected results of completing the activities in this KRA are:

1. Shehong County has improved data management processes and tools.
2. Shehong County has improved analytical capacity in relation to migrant employment and rights information.
3. Shehong County has improved data release and information dissemination channels.
4. Migrant service providers and migrant employers have greater access to better information affecting migrant employment and rights protection.

Responsibility

The work unit responsible for this KRA is the Labour Development Office.

Budget

The budget for this KRA is RMB 1,170,000.

Description

The activities in this key result area focus on establishing a Migrant Employment and Rights Information System (MERIS). This labour resource database will contain information on employers, industries and occupations; migrant employment, unemployment, and personal income; migrants families; and migrants' rights. It will function as an employment registry.

The activities will introduce data gathering techniques for improved information and data collection, analysis and release. The emphasis will remain on the use of this information within MERIS for management and service delivery among the networks and service delivery agencies and providers strengthened through other KRAs in the Strategic Plan.

As per the design specifications for the system, the County will incorporate gender perspectives into data collection and analysis processes. Data collected will be disaggregated along gender lines for use in policy, management and service delivery discussions and decision-making.

Planned Activities

The main activities in the KRA are listed in the following chart.

Exhibit 16 KRA 6 – Data Collection and Management – Planned Activities

Activities	Lead	Participants	Budget (RMB)	Schedule
6.1 Conduct situation analysis of existing related information systems, capacity, connectivity and networks	General Office of the County Government	Labor Affairs Office, Employment Bureau, Labor and Social Security Bureau, Justice Bureau, Statistics Bureau, Trade Union, Women's Federation.	100,000	2008
6.2 Determine information needs and establish specifications for MERIS	Labor Affairs Office	Labor and Social Security Bureau, Employment Bureau, Justice Bureau, Statistics Bureau, Trade Union, Women's Federation.	100,000	2008
6.3 Design MERIS ("labour resource database") to contain migrant employment and rights information	Labor Affairs Office	Statistics Bureau, Labor and Social Security Bureau, Justice Bureau, Trade Union, Women's Federation, Employment Bureau.	300,000	2008 – 2010
6.4 Develop and test MERIS software with modules for data entry, analysis and reporting	Labour Development Office	Statistics, Labour, Justice, Trade Union, Women's Federation, Employment	70,000	2009
6.5 Incorporate gender perspectives into data collection and analysis processes	Women's Federation	Statistics Bureau, Employment Bureau, Trade Union.	300,000	2008 – 2010
6.6 Strengthen follow-up research, evaluation and training for migrants	Labor Affairs Office	Statistics Bureau, Labor and Social Security Bureau, Justice Bureau, Trade Union, Women's Federation, Employment Bureau	300,000	2008 – 2010

Risks and Risk Mitigation

The main risks and constraints to progress in the KRA are listed in the following chart.

Exhibit 17 KRA 6 – Data Collection and Management – Risks and Risk Mitigation

Risks and Constraints	Risk Rating		Mitigation Strategy
	Likelihood	Impact	
1. Funding support for MERIS is too limited to implement the information system.	Low	High	Ensure County government allocates funding in conjunction with MLRP.
2. Information in MERIS is low quality, which affects its use by County government staff.	High	High	Establish guidelines to improve the quality control for information gathering and data entry

3.7 Key Result Area 7 – Migrant Rights Protection System

KRA Objective

The objective in this key result area is to increase enforcement of and compliance with labour laws by local employers so as to reduce right violation cases against migrants and to protect their rights.

KRA Result Statements

The expected results of completing the activities in this KRA are:

- Shehong County government has greater access to timely information about the working conditions facing migrants.
- Migrants have improved access to legal assistance to protection their rights.
- Migrants have improved protection of their right to timely and full payment for their labour.
- Female migrants have improved labour protection.
- Local enterprises are better equipped to comply with labour laws.

Responsibility

The work unit in the County government that is responsible for this KRA is the Labour and Social Security Bureau.

Budget

The budget for this KRA is RMB 650,000.

Description

The key result area focuses on improving aspects of the rights protection system for migrants. The rights protection system is defined in practice by the abilities and approaches taken by the County government to monitoring and enforcing compliance with labour laws by local enterprises.

The activities begin with the formulation of a long-term plan to put in place or improve a defined set of protection mechanisms. The plan will cover training for the County government's enforcement staff members and enterprises' human resources managers.

The KRA will establish a rewards program for employers who are exemplary in their compliance with labour laws and protection of migrants' rights in the workplace.

The County will address women's special needs in these KRA activities. All trainings will include gender equality concerns. Training for enterprises' human resources staff will expand their understanding of the laws and regulations guaranteeing women's rights and the vulnerabilities that women face in the workplace.

Planned Activities

The main activities in the KRA are listed in the exhibit.

Exhibit 18 KRA 7 – Migrant Rights Protection System – Planned Activities

Activities	Lead	Participants	Budget (RBM)	Schedule
7.1 Assess existing rights protection mechanisms and develop a long term plan to improve mechanisms	Labor and Social Security Bureau	Employment Bureau, Women's Federation, Trade Union, Labor Affairs Office.	100,000	2008
7.2 Train human resources staff of employers on compliance with labour laws and policy	Labor and Social Security Bureau	Employment Bureau, Justice Bureau, Women's Federation, Trade Union.	300,000	2008—2010
7.3 Improve monitoring procedures for site inspections and checking of migrants working conditions	Labor and Social Security Bureau	Employment Bureau, Justice Bureau, Women's Federation, Trade Union,	150,000	2008—2010
7.4 Set up rewards program for exemplary employers	General Office of the County Government	Labor and Social Security Bureau, Employment Bureau, Women's Federation, Trade Union.	100,000	2008—2010

Risks and Risk Mitigation

The main risks and constraints to progress in the KRA are listed in the following chart.

Exhibit 19 KRA 7 – Migrant Rights Protection System – Risks and Risk Mitigation

Risks and Constraints	Risk Rating		Mitigation Strategy
	Likelihood	Impact	
1. An insufficient number of employers are willing to participate in the rights protection training and rewards program to make a difference in the working conditions affecting migrants in the county.	High	Medium	Provision of training for employers.
2. The County government doesn't enforce labour laws because they lack resources or personnel or for other reasons.	Low	Medium	Allocation of specialized staff

Annex 1 – Definition of Terms Used in the Plan

Strategic Planning

This is a process for identifying county government priorities for service delivery, and the strategies to use in addressing priorities and achieving results. The Shehong Strategic Plan (2008-2010) focuses on priorities for the delivery of labour rights services to migrant workers. It describes who does what, where, when, how, why and with what resources.

The Strategic Plan was developed through a participatory planning process involving three groups of stakeholders – (1) senior government officials, (2) county government public servants and their partners in service provision, and (3) service users or customers including migrant workers and employers.

Stakeholders

Stakeholders are groups or individuals who are involved in, or have an interest in, the development of the strategic plan and the delivery of migrant services.

In this case, stakeholders include national, provincial and local government leaders, public servants and service providers; policy makers, research institutes and legal specialists; county government service delivery partners including the trade union and women's federation; employers and their representatives and associations; international programs and multilateral institutions; and migrant workers and their families.

Customer-oriented Approach

This is an approach to the delivery of public services that emphasizes the needs and preferences of service customers or citizens. For the Strategic Plan, the customers are migrant workers, their families and employers. The customer-oriented approach (COA) ensures that public servants deliver the services that their customers want using the service delivery channels their customers prefer.

The COA recognizes the differing needs and preferences of the various sub-groupings of customers, including, for example, men and women migrants, young and older migrants, married and unmarried migrants, migrating couples and families, left-behind children and elders, city dwellers and rural residents, and the more vulnerable migrant groups.

Gender Equality

Gender equality means that women and men enjoy the same status in society. It means that women and men have equal conditions for realizing their full labour rights and potential to contribute to national, political, economic, social and cultural development, and to benefit from the results.

Achieving gender equality means that society equally values the similarities and differences between women and men, and the varying roles that they play. The objectives of supporting gender equality are (1) to advance women's equal participation with men as decision-makers in shaping the development of their societies; (2) to support female migrants in the realization of their full human rights; and (3) to reduce gender inequalities in access to and control over the resources and benefits of development.

Gender equity is the process of being fair to women and men. To ensure fairness, measures must often be available to compensate for historical and social disadvantages that prevent women and men from otherwise operating on a level playing field. Equity leads to equality.

Performance Management (Results-based Management)

RBM is an approach to the delivery of government services that emphasizes the benefits of the services to customers or citizens. In this case, county government public servants identify the benefits they want to create for migrant workers, the targets for service provision to ensure these benefits, and the systems and capabilities required to deliver the services to meet its targets. Following this, the public servants plan their work activities to achieve these short-term and long-term results.

RBM uses a performance measurement approach to track progress toward expected short-term and longer-term results. Public servants use performance indicators to collect information about results achievement. They collect information on a regular basis, which they use to confirm or adjust their strategies for results achievement. They report their progress toward expected results to government leaders and service customers.

Public Participation

Public participation is an approach in which governments and citizens communicate, collaborate and make choices in the delivery of public services. The approach usually involves public servants collecting information from citizens about their needs, priorities and preferences through surveys, hearings and other feedback mechanisms; and sharing information with citizens about government plans and services through media, public meetings and notices.

Public participation also involves governments and citizens making choices about service delivery and resource use through shared representation on special bodies, advisory boards and committees overseeing selected service areas; and collaborating in service delivery through the use of alternative service delivery mechanisms or other funding arrangements in which non-governmental organizations deliver services on behalf of the government.

Rights Approach

The rights approach is the means by which the County government strikes a balance between the employment-related services and the rights protection-related services being offered to migrants. In the context of the Strategic Plan, the rights approach emphasizes migrant workers' labour rights and human rights in county government discourse, service planning, resource allocation, service delivery and service outcomes.

Labour Rights

In the context of this Strategic Plan, "Rights" refers to "Labour Rights". Workers enjoy the right of equal opportunities of employment and choice of jobs, the right to labour remuneration, the right to rest and vacation, the right to labour safety and health protection, the right to vocational and skills training, the right to social insurance and benefits, the right to settlement of labour disputes and other labour rights as provided by law.

Annex 2 – Performance Measurement Framework

Purpose of the Performance Measurement Framework

The purpose of the PMF is to help the Shehong County Government to measure the performance of its provision of labour and rights services to migrant workers.

Performance measurement will help determine the extent to which the county is reaching its performance targets and achieving the expected results of implementing the Strategic Plan.

The performance information gathered will help the county determine whether its approaches are effective in results achievement or whether they should be modified to improve service performance.

As the MLRP priorities overlap with certain KRAs of the Strategic Plan, certain performance indicators in the strategic plans are useful for measuring the achievement of target results in the MLRP. The shaded blocks in the chart show the indicators connected to the MLRP LFA. The data collected to measure these indicators will be shared with the NDRC and FCM for use in the performance evaluation of the MLRP.

Performance Measurement and the Customer Approach

Measuring performance is an integral part of the customer oriented approach to public service delivery. It is a way of gathering feedback from customers on their satisfaction with the type and quality of services provided.

Management and Implementation of the PMF

The County MLRP Project Office is responsible for the implementation of the PMF. It will coordinate the various efforts by county offices

involved in data collection. It will provide timely reporting on performance to the County Leading Group and the MLRP project management team.

Data Collection Methods and Instruments

Performance measurement will take place using a variety of methods and instruments. The PMF includes surveys of customers, employers and staff members, and reviews of offices' records of service users. It also includes a small number of special evaluation exercises.

Data Collection Schedule

The schedule for data collection depends on the selection of indicators in the PMF. Some indicator values will change more frequently than others. Most indicators will be measured every three months, while some will be measured annually or periodically.

Reporting

The County MLRP Project Office will compile and report the implementation results of the Strategic Plan every three months. Quarterly reporting will facilitate ongoing monitoring and evaluation of the quality of service delivery.

Quarterly reporting will also facilitate MLRP reporting to CIDA and MOFCOM. The PMF indicators that are relevant to MLRP reporting requirements are shaded in the tables to follow.

Support from MLRP

MLRP will provide support to the development of data collection approaches and tools for use in the implementation of the PMF.

KRA 1 – Training for Service Delivery Staff						
No.	Performance Indicator	Target	Data Source	Method/Instrument	Schedule	Responsible
1.1 300.2	Training events carried out according to training plan	100% adherence to training plan	Training records	Compare training records to training plan	Quarterly	Labour Development Office
1.2 300.2	Ratio of male to female trainees	Equivalent to staff gender ratio	Training records	Count male vs. female trainees and compare to HR records	Quarterly	Labour Development Office
1.3	Frontline service staff learn new knowledge and skills	90% of service staff trained report having new skills	Service staff	Training evaluation forms	Per training event	Labour Development Office
1.4 400.2	Quality of front-line staff services	Improved	Evaluators	Evaluation of service delivery	Annual	Labour Development Office
1.5 400.2	Customer satisfaction with services	70% of migrants give good feedback	Migrants	Customer surveys	Periodic	Service Units
KRA 2 – Training for Migrant Workers						
No.	Performance Indicator	Target	Data Source	Method/Instrument	Schedule	Responsible
2.1 400.1	Training success rate	95% of trainees receive relevant diplomas	Records of training institutes	Compare migrants who register with migrants who receive training certificates	Quarterly reporting	Employment Service Bureau
2.2	Use of migrant skills in workplace	80% of migrant workers put to use the skills learned through training	Migrants Employers	Customer surveys Employer surveys	Periodic	Employment Service Bureau
2.3 400.2	Customer satisfaction with training	95% of trainees are satisfied with training	Migrants	Customer surveys	Periodic	Employment Service Bureau
2.4	Level of employers' funding for training for migrant workers	95% of migrant workers receive relevant training	Employers	Employer surveys	Annual	Labour and Social Security Bureau

2.5 300.2	No. of employers' training activities for migrant workers	Numbers increase annually for 3 years	Employers	Employer surveys	Annual	Labour and Social Security Bureau
KRA 3 – Information Outreach to Migrants						
No.	Performance Indicator	Target	Data Source	Method/Instrument	Schedule	Responsible
3.1 300.2	Number of information dissemination channels for migrants	85%	Office of Publicity and Communications	Review records of Office of Publicity and Communications	Quarterly reporting	Labour Development Office
3.2 400.1	Number of communication or advocacy activities	At least once a month	Office of Publicity and Communications	Review records of Office of Publicity and Communications	Quarterly reporting	Labour Development Office
3.3 400.1	Number of people reached in information outreach activities	90% of the rural population in County	rural population	Conduct social investigation through surveys	Periodic	Labour Development Office
3.4 400.1	Level of migrants' awareness of labour laws and their rights	Increased	Migrants	Conduct social investigation through surveys	Periodic	Labour Development Office
3.5 400.1	Amount of targeted employment information for women migrants	40% of information is for women	Government service agencies	Review records of government service agencies	Quarterly reporting	Employment Service Bureau
KRA 4 – Service Delivery Systems						
No.	Performance Indicator	Target	Data Source	Method/Instrument	Schedule	Responsible
4.1	Number of issues reviewed by Rights Protection Team	Over 80% of cases received are dealt with	Reports by Rights Protection Team	Reporting by Employment Service Bureau Reports by Rights Protection Team	Quarterly reporting	Labour and Social Security Bureau
4.2 400.2	Quality and satisfaction level of the Employment and Social Security Service Team	Team operational in 2008 90% of the target population is satisfied with services	County government documentation Migrants	Review of government documentation Customer survey	Quarterly reporting	Labour and Social Security Bureau

4.3 30.1	Evidence of funding and human resources in place for county government's migrant protection network	All townships involved in network	County government documentation	Review of government documentation	Quarterly	Labour and Social Security Bureau
4.4 500.2	Efficiency of Legal Aid Service	20% of aid requested is provided	Justice Bureau	Review records of Justice Bureau to measure ratio of aid provided to aid requested	Quarterly reporting	Justice Bureau
KRA 5 – Coordination of Migrant Services						
No.	Performance Indicator	Target	Data Source	Method/Instrument	Schedule	Responsible
5.1 200.1	Existence of Coordination Team, Partners' Network, Grassroots Network, and Liaison and Coordination meeting mechanism	All four mechanisms exist	Records of meetings	Review of records of meetings	Quarterly reporting	General Office
5.2 40.1	Functioning of coordination mechanisms	Meet regularly	Records of meetings	Review of records of meetings	Quarterly reporting	General Office
5.3	Provision of information by coordination mechanisms	Regular provision	Review of information products	Review of information products	Quarterly reporting	General Office
5.4 40.1	Completion of review of coordination mechanisms	Review done in 2010	Evaluator	External evaluation methodology	Once in 2010	General Office
KRA 6 – Data Collection and Management						
No.	Performance Indicator	Target	Data Source	Method/Instrument	Schedule	Responsible
6.1	MERIS is operational	Operational in 2009	Labour Development Office	County employment bureau reporting	Quarterly reporting	Labour Development Office
6.2	MERIS information is accessible	Info is accessible as per system specifications	Users of system	User surveys	Quarterly surveys	Labour Development Office

6.3 40.1	MERIS information is being shared between county and townships and among depts.	Info being shared as per system specifications	Users of system	User surveys	Quarterly surveys	Labour Development Office
6.4 400.1	MERIS information meets needs of key users of system	Satisfaction of 90% of key users	Users of system	User surveys	Quarterly surveys	Labour Dev't Office
6.5	Follow up training taking place	As per analysis of information in system	Training records	Review training records of training institutes	Quarterly	Labour Dev't Office

KRA 7 – Migrant Rights Protection System

No.	Performance Indicator	Target	Data Source	Method/Instrument	Schedule	Responsible
7.1	No. of HR departments of enterprises/employers trained in compliance with labour laws	90% of all enterprises receive training	Labour and Social Security Bureau	Labour and Social Security Bureau reporting	Quarterly reporting	Labour and Social Security Bureau
7.2 500.2	No. of inspections made of enterprises/migrants working conditions	All enterprises inspected quarterly	Bureau making inspections	Review reports by bureau making inspections	Quarterly reporting	Labour and Social Security Bureau
7.3 500.2	Compliance rate of enterprises with labour laws	95% of all enterprises comply with labour laws	Bureau making inspections	Review reports by bureau making inspections	Quarterly reporting	Labour and Social Security Bureau
7.4 500.1	No. of comparative right violation cases reduced	10% reduction annually from previous year	Bureau making inspections	Review reports by bureau making inspections	Quarterly reporting	Labour and Social Security Bureau
7.5 500.1	No. of comparative right violation cases against female migrants reduced	15% reduction annually from previous year	Bureau making inspections	Review reports by bureau making inspections	Quarterly reporting	Labour and Social Security Bureau
7.6	No. of awards given to exemplary enterprises reaching benchmark	5 enterprises given awards by 2010	Labour and Social Security Bureau	Review reports by Labour and Social Security Bureau reporting	Quarterly reporting	Labour and Social Security Bureau

Annex 3 – Shehong County Government Capacity

The main findings of the assessment of Shehong County government capacity are as follows:

Shehong strengths in its management and service delivery to protect migrant labour rights are:

- Clear leadership structure at both political and administrative levels;
- Strong management and service delivery links with other levels of government;
- Channels for coordination with other levels of government, the private sector and mass organizations;
- Partnership with private sector service delivery agents;
- Integration of many services to rural migrants at the Employment Centre;
- Several initiatives to inform rural people about labour rights;
- A specific budget allocation for rural labour development and labour rights initiatives;
- A strong tradition of performance reporting and evaluation at both the bureau and the individual employee levels; and
- A dedicated staff.

Shehong needs to strengthen its capacity in certain important respects:

- Ensuring a consistent focus on the employment rights of rural migrants on the part of County and Township staff and partner agencies;
- Reinforcing the orientation, knowledge, and skills of service-delivery staff regarding the labour rights of migrants;
- Developing additional methods for outreach to and education of the rural labour force about labour rights;
- Developing structured methods for obtaining feedback from service client groups, including women, and tailoring both the services and the means of delivering them to the needs of those client groups;
- Developing additional service performance measures to assist in service management, including measures of service effectiveness and reach, perceived service quality, and differentiation among client groups; and
- Reviewing the allocation of migrant service responsibilities among County bureaus, as well as the opportunities for additional point-of-contact integration of service delivery.

Shehong should work with the Province and other parties to address important capacity issues which are not fully within the County's control:

- Reviewing the roles and cooperation between the County and the Provincial government, and with the all-China Trade Union, in order to ensure more effective jurisdiction for the protection and redress of migrant employment rights in receiving cities outside the County;
- Exploring all potential avenues for augmenting the County's resources for promoting and protecting migrant labour rights; and
- Establishing regular forums for counties within Sichuan to share their ideas and results regarding migrant labour services.