



International
Labour
Organization

DECENT WORK: AN ALLIANCE FOR THE FUTURE

ILO public-private partnerships on social dialogue

Social dialogue between governments and employers' and workers' organizations fosters socio-economic progress, social equity and stability. It also plays a vital role in promoting democratic decision-making and managing the globalization process. The first PPP on social dialogue and industrial relations was signed in 2008.

Since then, a further 65 projects (accounting for nearly 26 per cent of the total number of PPPs) have been signed in this area, with a total budget in the region of US\$ 14 million (19.07 per cent of the total budget). Four major areas are covered: social dialogue and industrial relations; labour administration and labour law; decent work in economic sectors; and employers and workers' organizations.

What is social dialogue?

Social dialogue includes all types of negotiation, consultation and exchange of information between representatives of governments, employers and workers on issues of common interest.

Social dialogue plays a critical role in achieving the ILO's objective of advancing opportunities for women and men to obtain decent and productive work in conditions of freedom, equality, security and human dignity. The ILO has a number of tools to support the effective development of social dialogue, allowing both workers and employers to participate fully in discussions and to find solutions that benefit all.

Social dialogue and industrial relations

Well-functioning social dialogue and industrial relations are increasingly seen as an effective and sustainable way to address issues such as wages and working conditions in very different sectors. Companies operating at the international level particularly indicate that these two factors contribute to more reliable production markets, showing that there is a clear business case for supporting this area of work.

Promoting sustainable global supply chains in the garment industry:

Cooperation between the ILO and H&M Hennes & Mauritz AB (H&M) dates back to 2001, when H&M joined the ILO's Better Factories Cambodia project. Between 2013 and 2015, cooperation has been expanded to address industrial relations and wages as well as skills training – as part of a more comprehensive and strategic partnership – in Bangladesh, Cambodia, Ethiopia and Myanmar. This decision stems from the realization that challenges in the ready-made garment (RMG) supply chain are systemic and require actions that can improve governance and develop effective frameworks and practices. The partnership particularly focuses on industrial relations and wages, and also includes a component on skills development. In addition, all the country interventions benefit from the financial and technical support of the Swedish International Development Agency (SIDA). The partnership adopted a multi-pronged approach, implying that governments and the

social partners are involved at the enterprise, national and global levels, thereby creating ownership and improvements that are sustainable in the longer term.

Social dialogue and industrial relations in

Morocco: The OCP Group (Office Chérifien des Phosphates), Morocco's largest company and the world's leading exporter of phosphates and its derivatives, joined in a partnership with the International Training Centre of the ILO (ITC-ILO) in Turin, to develop tailor-made training activities to strengthen the negotiation skills of their management and workers' representatives. Ten one-week workshops were held for OCP Group staff members in Turin. One hundred and sixty-five workers' representatives and safety and health officers, as well as 20 OCP management representatives, attended. The training contributed towards a better understanding of the advantages of social dialogue in the workplace – and of the forms it can take. It also increased the participants' capacity to adopt a cooperative attitude between workers' and management representatives, and enhanced their negotiation and consensus-building skills.

Labour administration and labour law

Enhancing labour law compliance in Paki-

stan: To ensure the application of labour laws through the active engagement of the textile industry in order to guarantee the continuity of Pakistan's exports to the global market, the Government of Pakistan developed an

"We see the cooperation as a great opportunity to further strengthen our work towards the establishment of well-functioning industrial relations in all our strategic production markets. The ILO, with its unique tripartite composition, is the perfect partner for addressing issues such as wages and training and skills development in the textile industry."

Mr Karl-Johan
CEO-H&M



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International Labour Standard (ILS) Compliance and Reporting Programme, together with the ILO, to improve workplace practices in the textile industry in 2014. A part of this project is implemented with financial support from the Pakistan Textile Exporters' Association (PTEA). The ILO helps in identifying gaps in norms, improving the regular supervisory system, and providing technical assistance on legislation and practice with a view to bringing Pakistan into line with international labour standards. A total of 210 factories and enterprises will be supported to ensure their compliance with international labour standards for better productivity. The new trade status granted to Pakistan's textile industry – due to improvements in labour law compliance – foresees growth of almost 15 per cent in the textile and garment sector combined for the 2014-15 period, which will add approximately US\$ 1.5 billion to Pakistan's total exports.

Decent work in economic sectors

Improving working conditions and promoting competitiveness in global supply chains:

Better Work is a technical programme that was jointly developed by the ILO and the International Finance Corporation (IFC). The programme has obtained a firm commitment from more than 30 companies, which include major buyers in the textile sector, to pursue continuous processes of change and improvement in their supply chains. It is active in Bangladesh, Cambodia, Haiti, Indonesia, Jordan, Lesotho, Nicaragua, and Viet Nam, and covers almost 1,300 factories. Assessments of participating factories in Jordan, Viet Nam, and Cambodia show significant improvements in their compliance with fundamental rights at work – more particularly with respect to: coercive practices, methods of payment, overtime wages, employment contracts, chemicals and hazardous substances, health services and first aid, welfare facilities, documentation and protection of young workers, interference and discrimi-

nation, collective bargaining, discipline and disputes, emergency preparedness, occupational safety and health management systems, and worker protection. Improvements in occupational safety and health standards have made suppliers more likely to retain buyers, reduce staff turnover and enhance productivity.

Employers' and workers' organizations

Empowering union participation to strengthen the role of trade unions in Viet Nam:

The partnership with the Levi Strauss Foundation aimed to provide workers, employers and the public with a better understanding of the representative role that trade unions play at the enterprise level in the apparel sector in Viet Nam. It had the following results: a training kit for enterprise-level union participants was developed; 214 people who received training on performance improvement were able to apply their knowledge at the factory level; 27 trainers developed key skills in collective dispute resolution, communication, negotiation and collective bargaining; 1,744 workers in apparel factories had access to information sessions on the role of trade unions; 30 enterprises participated in training on negotiation skills, recruitment, and dispute settlement.

The PPP on job evaluation and the design of an occupational certification process in the construction industry in Uruguay brought together the national employers' and workers' organizations in a joint project with the ILO. The project resulted in an agreement on occupational structures and job descriptions, and the design of an occupational certification process. It also led to the development of a series of technical products, and increased the capacities of the Bipartite Job Evaluation Commission and of workers' and employers' organizations to work together with a view to developing and updating job descriptions and certification processes.