

Outcome 12: Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations.

Indicators	2014-15 targets	2014-15 results					
		Total No.	Africa	Americas	Arab States	Asia-Pacific	Europe-Central Asia
Indicator 12.1: Number of Member States that, with ILO support, strengthen social dialogue institutions and mechanisms in line with international labour standards.	13 member States	12 member States	Burkina Faso Burundi Côte d'Ivoire Madagascar Morocco Rwanda Sudan Tunisia	Argentina Trinidad and Tobago	Oman	Viet Nam	
Indicator 12.2: Number of Member States that, with ILO support, strengthen the machinery for collective bargaining and labour disputes settlement, in line with international labour standards, and in consultation with the social partners.	11 member States	16 member States	Niger Rwanda South Africa United Republic of Tanzania Togo Zambia	Bahamas Colombia	Jordan	Cambodia China Indonesia Mongolia Viet Nam	Romania The former Yugoslav Republic of Macedonia

Social dialogue, collective bargaining and dispute prevention and resolution mechanisms provide an important underpinning for stable and productive industrial and employment/work relations. In line with the strategy for 2014-15 and the requirements of the Plan of Action on social dialogue, endorsed by the Governing Body,¹ the Office enhanced its research capacity and provided or facilitated the exchange of comparative knowledge on good practices and innovations in these three areas in order to enhance the quality and impact of its advisory services.

¹ GB.319/POL/3.

Area of focus 1 on strengthening the role of tripartism, social dialogue and collective bargaining in effective labour market governance and crisis responses that promote stable, inclusive and balanced recovery

During the biennium, with ILO support, 12 countries (Argentina, Burkina Faso, Burundi, Côte d'Ivoire, Madagascar, Morocco, Oman, Rwanda, Sudan, Trinidad and Tobago, Tunisia and Viet Nam) established or strengthened the framework for national tripartite social dialogue in order to better address labour market challenges and promote sustainable reform and recovery based on tripartite consensus.

One country (Indonesia) established or revitalized mechanisms and processes designed to prevent and settle labour disputes and established reformed or revitalized frameworks and mechanisms for collective bargaining.

Five countries (the Bahamas, Colombia, the former Yugoslav Republic of Macedonia, Romania and the United Republic of Tanzania) established or revitalized mechanisms and processes designed to prevent and settle labour disputes without the need for adjudication or industrial action.

Ten countries (Cambodia, China, Jordan, Mongolia, Niger, Rwanda, South Africa, Togo, Viet Nam and Zambia) established, reformed or revitalized collective bargaining frameworks in order to ensure that they were inclusive and contributed to fair wage policies and sound industrial relations.

A number of other countries (Greece, the Philippines, Romania, Serbia and the former Yugoslav Republic of Macedonia) sought substantive technical advice from the ILO in respect of strategies for promoting and strengthening collective bargaining.

Area of focus 2 on enhancing the capacity of constituents to support the development of social protection floors through effective tripartite governance of social security systems

30 Economic and Social Councils and similar social dialogue institutions undertook to establish social protection floors in their policy agendas in line with the Social Protection Floors Recommendation, 2012 (No. 202). They called on the ILO and the International Association of Economic and Social Councils (AICESIS) to provide support for their efforts to strengthen social dialogue on the issue of social protection. Their commitment is set forth in the Seoul Declaration on the promotion of national social protection floors for all by economic and social councils and similar institutions, adopted in November 2014.²

How the strategy delivered support to constituents

To underpin its policy advice to member States, the Office produced guides on national tripartite social dialogue and collective bargaining and an updated annotated guide to the Collective Bargaining Convention, 1981 (No. 154). It also developed databases on industrial relations and social dialogue to provide up-to-date and comparable information on industrial relations to constituents and policy-makers.

Two of these guides have been translated into several languages and disseminated to constituents. In 2014, in collaboration with the ILO International Training Centre (ILO-ITC) in Turin, the Office organized an Academy on National Tripartite Social Dialogue with participants from 33 countries, who learned to set up, resource and monitor the outcomes of social dialogue institutions with a view

² Available online at: http://www.ilo.org/secsoc/information-resources/publications-and-tools/conference-documents/WCMS_384793/lang-en/index.htm.

to effective labour market governance. This event was replicated in 2015 for Portuguese-speaking countries in cooperation with the secretariat of the Community of Portuguese Language Countries.

The publication, *Collective Bargaining: A Policy Guide*, was used to support the delivery of technical advice on policies that promote collective bargaining and strengthen related institutions (for example, in China, the Philippines, Rwanda and Sri Lanka). Fact Sheets on issues related to collective bargaining were published as a complement to the guide.

The Office enabled or facilitated the exchange of good practices. In June 2014, a delegation from the South African Local Government Bargaining Council benefitted from a discussion on labour relations and collective bargaining with ILO experts in Geneva and constituents in Germany and Norway.

The delivery of advisory services and real-time comparative information on legal frameworks for labour relations was enhanced by the establishment of a database on industrial relations (IRLex), which provides one-stop access to key legislation.

The Office continued to provide technical assistance with the establishment and strengthening of legal frameworks, institutions and procedures for the prevention and settlement of labour disputes. During the biennium, greater emphasis was placed on information and case management systems in order to promote voluntary dispute settlement and workplace compliance.

ILO technical advice on draft legal frameworks for labour dispute resolution led to the establishment or revitalization of dispute resolution mechanisms and processes in the former Yugoslav Republic of Macedonia. With the Office's assistance, new information and case management systems were adopted in the former Yugoslav Republic of Macedonia and the United Republic of Tanzania.

The publication, *Labour Dispute Systems: Guidelines for improved performance* (available in ten languages) was used to help member States assess their systems and to provide a framework for an annual ITC-ILO course on Building Effective Dispute Resolution Systems.

With regard to Area of focus 2, under Area of Critical Importance (ACI) 3, the Office implemented a project in cooperation with the AICESIS and the Republic of Korea's Economic and Social Development Commission with funding from the Regular Budget Supplementary Account (RBSA). The project combined a survey of 100 economic social councils and similar institutions (ESCs-SIs) with a global forum, held in Seoul in November 2014 with 100 participants from the International Monetary Fund (IMF), the World Bank, the Asian Development Bank (ADB), the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), the International Organisation of Employers (IOE) and the International Trade Union Confederation (ITUC). The project increased national institutions' capacity for social dialogue to promote social protection floors.

Under ACI 7 and in cooperation with AICESIS and the Dutch Economic and Social Council, the Office implemented a second project, also using RBSA funding, to build the capacity of ESCs-SIs to promote workplace compliance, including in global supply chains. On 30 October 2015, 31 ESCs-SIs adopted a Declaration at the Hague in order to promote work place compliance.³ This project helped Burkina Faso, Colombia, Nicaragua, Turkey, Uganda, the United Republic of Tanzania and Viet Nam to build tripartite consensus on designing a national work place compliance strategy.

How the strategy helped to address gender equality and non-discrimination

The Office advocated for better inclusion of vulnerable groups in tripartite bodies with a view to policy consultation, social dialogue, collective bargaining and dispute resolution and continued to collect sex-disaggregated data on the composition of such bodies. The data gathered from 71

³ Available online at: http://www.ilo.org/global/about-the-ilo/media-centre/press-releases/WCMS_420198/lang-en/index.htm.

countries was used to produce technical briefs that promote gender balance in tripartite bodies in Europe, Central Asia and the Group of 20 (G20) countries. It also collected information on good practices in collective bargaining and gender equality in order to enhance its capacity-building and technical advice and published available data on the collective bargaining coverage of men and women in an issue brief.⁴

Global research on effective individual labour dispute resolution systems pays specific attention to bodies that handle discrimination disputes. The findings of a thematic comparative study on effective dispute resolution for domestic workers led to the development of a new training manual on dispute resolution in domestic work.

Significant external partnerships that have helped in delivering the strategy

The partnership with AICESIS and national bodies, such as the Republic of Korea's Economic and Social Development Commission and the Dutch Economic and Social Council, helped the ILO to improve its outreach and to strengthen the impact of tripartite institutions on policy making.

In cooperation with the European Commission, the Office strengthened its research capacities and produced publications on the role of social dialogue in promoting sustainable economic and job recovery in crisis-affected European Union countries. It contributed a chapter to the Commission's Report on Industrial Relations in Europe.

The Office signed a framework for cooperation with Eurofound, including in the area of industrial relations, and participated as an expert in a Eurofound project, Collective bargaining in the 21st century in the EU.

Partnerships with regional groupings such as the West African Economic and Monetary Union (WAEMU) (8 Member States) and the Community of Portuguese Language Countries (9 Member States) helped to pilot the guide on national tripartite social dialogue and promote South-South cooperation.

The Office's collaboration with the International Labour and Employment Relations Association (ILERA) has been strengthened through the Association's regional Congresses and 2015 World Congress in South Africa.

Partnerships with dispute resolution agencies and labour courts/tribunals

The Office signed a memorandum of understanding with Ireland's Workplace Relations Commission, adding to those already signed with Australia's Fair Work Commission and the United States of America's Federal Mediation and Conciliation Service. It also maintained its strong connection with other national agencies, including the United Kingdom's Advisory, Conciliation and Arbitration Service and South Africa's Commission for Conciliation, Mediation and Arbitration. Representatives of these and other agencies participate in the annual ITC-ILO course on Building Effective Dispute Resolution Systems, and have contributed to ILO capacity-building on mediation/conciliation skills in Romania, Sri Lanka and the former Yugoslav Republic of Macedonia. Representatives of various dispute resolution institutions contributed to the Office's research on individual dispute resolution systems.

Research collaboration with academics and external research institutions

Research collaboration with the Japan Institute for Labour Policy and Training (JILPT) led to a series of studies on the settlement of individual labour disputes in selected Organization for Economic Co-

⁴ Available online at: www.ilo.org/irddata.

operation and Development (OECD) countries. The original papers were delivered at an ILO-JILPT joint seminar and will subsequently be published as chapters in a book.

Significant outputs	
Knowledge generation and management	<p>The following outputs were produced within the framework of the ILO Plan of Action on Social Dialogue:⁵</p> <ul style="list-style-type: none"> • Translation of the ILO guide for improved governance into ten languages and its dissemination at national and global tripartite forums⁶ • Publication of <i>The Governance of Policy Reforms in Southern Europe and Ireland: Social dialogue actors and institutions in times of crisis</i>, which examines the role of social dialogue in promoting sustainable economic and job recovery in Greece, Ireland, Italy, Portugal and Spain⁷ • Upgrading of the AICESIS-ILO Database on National Tripartite Social Dialogue Institutions as a web-based, dynamic database covering 106 countries⁸ • IRData, an online comparative statistical database on trade union density and collective bargaining coverage for 79 countries⁹ • Issue Brief No. 1: <i>Labour Relations and Collective Bargaining: Policy briefs providing a review of collective bargaining trends, innovative practices in collective bargaining for non-standard workers and the role of collective bargaining in respect of Domestic Workers</i> • Publications on the role of trade unions and collective bargaining in reducing inequality, including: <ul style="list-style-type: none"> Hayter, S. 2015. "Unions and Collective Bargaining", in J. Berg (ed.): <i>Labour Markets, Institutions and Inequality: Building Just Societies in the 21st Century</i> (Cheltenham, UK, ILO and Edward Elgar). iPad App - Infostory on the role of collective bargaining in creating a fairer economy, which has been downloaded in 47 countries, including China, Kuwait, Nigeria and Paraguay Blog - "Want to tackle inequality? Shore up collective bargaining" on the role of collective bargaining in reducing inequality¹⁰ ILO Infostory: "Can collective bargaining create a fairer economy?" (App from iTunes) A series of publications on the role of collective bargaining in linking wages to productivity growth in Argentina, Japan, the Philippines, South Africa and Uruguay. • Dispute resolution: Launch of a global research programme on the performance of systems for the prevention and resolution of individual labour disputes. The Office commissioned studies on selected countries in all regions and facilitated the holding of research workshops to examine the findings, which will be reported to the Governing Body in late 2016.
Upstream policy advice	<ul style="list-style-type: none"> • The ILO and the AICESIS, in partnership with the Economic and Social Development Commission of Korea (ESDC), launched an international Conference on "The role of economic and social councils and similar institutions (ESC-SIs) and social dialogue in the implementation of social protection floors for all", held in Seoul from 20 and 21 November 2014 and culminating in the adoption of the Seoul Declaration. • The ILO, AICESIS and the Economic and Social Council of the Netherlands organized a tripartite international conference on "Promoting Workplace Compliance including in Global Supply Chains: The role of Economic and Social Councils and similar social dialogue institutions", held at The Hague on 29 and 20 October 2015. The resulting Hague Declaration will feed into the discussion on global supply chains at the 105th Session of the International Labour Conference in June 2016.
Capacity development	<ul style="list-style-type: none"> • Academy on National tripartite Social Dialogue (2014): participants from 33 countries shared experience and best practices on the operation of effective institutions for policy concertation. • In the context of its technical advisory services, training on collective bargaining and negotiation

⁵ GB.319/POL/3.

⁶ Available online at: http://www.ilo.org/ifpdial/information-resources/publications/WCMS_231193/lang-en/index.htm.

⁷ Available online at: http://www.ilo.org/ifpdial/information-resources/publications/WCMS_362565/lang-en/index.htm.

⁸ Available online at: <http://www.aicesis.org/database/map/>

⁹ Available online at: www.ilo.org/irdata.

¹⁰ Available online at: <http://iloblog.org/2015/03/03/want-to-tackle-inequality-shore-up-collective-bargaining/>.

	<p>skills was delivered to 1,955 participants, half of them women, in eight countries). In addition, through the Turin Centre, the Office delivered capacity building on collective bargaining and negotiation skills to 120 participants, 32 per cent of them women, from 20 countries (Armenia, Botswana, Burkina Faso, Cameroon, Côte D'Ivoire, Egypt, France, Ghana, Jordan, Kenya, Morocco, Nigeria, Papua New Guinea, Seychelles, South Africa, Tunisia, Uganda, the United Republic of Tanzania, Zambia and Zimbabwe).</p> <ul style="list-style-type: none"> • The Office developed a new practical guide on conciliation skills in collaboration with Ireland's Workplace Relations Commission. The Turin Centre provided certification courses on conciliation/mediation of labour disputes for 31 participants, 16 of them women, from 16 countries. It also provided in-country training in India and the former Yugoslav Republic of Macedonia.
Strategic normative support	<ul style="list-style-type: none"> • Guides on implementation of the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144) and the Collective Bargaining Convention, 1981 (No. 154) and on collective bargaining, dispute resolution and tripartite social dialogue, as well as the relevant ILO databases, are used to promote the ratification and implementation of Conventions Nos. 144 and 154 and of the Labour Relations (Public Service) Convention, 1978 (No. 151).