



## Governing Body

326th Session, Geneva, 10–24 March 2016

GB.326/POL/4

Policy Development Section  
*Social Dialogue Segment*

**POL**

Date: 22 February 2016  
Original: English

### FOURTH ITEM ON THE AGENDA

## Follow-up to the recurrent discussion on social dialogue held at the 102nd Session of the International Labour Conference (2013) Implementation of the plan of action

#### Purpose of the document

The paper provides the main elements of the strategy followed by the Office in the implementation of the plan of action on social dialogue, as discussed and reviewed by the Governing Body at its 319th Session in October 2013, following the resolution adopted by the International Labour Conference at its 102nd Session in June 2013, and reports on the progress already made in its implementation.

The Governing Body is invited to discuss and provide guidance on the way forward (see the draft decision in paragraph 45).

**Relevant strategic objective:** Strengthen social dialogue and tripartism.

**Policy implications:** The guidance of the Governing Body will inform the second phase of implementation of the Plan of Action on Social Dialogue by the Office and will help shape the future strategic orientation and implementation of activities in this area.

**Legal implications:** None.

**Financial implications:** The plan of action will be carried out primarily within the existing budgetary allocations, relying also on extra-budgetary funding from donors and host governments.

**Follow-up action required:** The Office will take into account the guidance provided by the Governing Body.

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**Related documents:** GB.319/POL/3; GB.325/POL/INF/1.



## I. Introduction and rationale

1. At its 319th Session in October 2013, the Governing Body reviewed a four-year plan of action prepared by the Office to give effect to the conclusions concerning the recurrent discussion on social dialogue. The plan identified specific targets to be achieved by 2017, and activities to be undertaken in accordance with the framework for action included in the resolution adopted by the International Labour Conference (ILC) at its 102nd Session in June 2013.<sup>1</sup>
2. The Governing Body requested the Director-General to adapt the plan of action and the activity matrix in the light of the guidance provided in the Governing Body discussion, and to present a progress report to the 325th Session of the Governing Body.<sup>2</sup>
3. The Office submitted a progress report for information to the Governing Body at its 325th Session in November 2015.<sup>3</sup>
4. The present report builds on that report. It highlights the strategy followed by the Office, the main achievements, lessons learned and challenges encountered in the implementation of the plan of action covering the period from June 2013 to January 2016. A list of the main outputs and activities is provided in the appendix.
5. The main objectives of the plan of action are:
  - generating robust evidence-based technical advice and capacity-building services to help constituents address challenges they face at all levels in relation to social dialogue, collective bargaining and freedom of association; and
  - capitalizing on positive examples of the role of social dialogue in achieving social and economic progress.
6. The activities of the plan of action have been and will continue to be carried out within the framework of the Decent Work Agenda, taking into account the inseparable, interrelated and mutually supportive nature of the ILO's strategic objectives, and the role of international labour standards as a valuable means of achieving them.

## II. Strategy of implementation and main achievements

7. In order to strengthen social dialogue and tripartism in member States and provide an effective support to the tripartite actors of social dialogue, the Office has implemented a comprehensive strategy combining four key elements: promotional campaigns, knowledge generation and sharing, capacity development and enhancement of partnerships. This strategy is guided by the provisions of international labour standards, the Declaration on Fundamental Principles and Rights at Work, the Declaration on Social Justice for a Fair Globalization, the Global Jobs Pact and the 2002 resolution concerning tripartism and

<sup>1</sup> GB.319/POL/3.

<sup>2</sup> The revised plan of action may be found at: <http://ilo.org/global/topics/workers-and-employers-organizations-tripartism-and-social-dialogue/lang--en/index.htm>.

<sup>3</sup> GB.325/POL/INF/1.

social dialogue, as well as the conclusions concerning the recurrent discussion on social dialogue. It is also grounded in the effective implementation of the programme and budget priorities.<sup>4</sup>

## Promotional campaigns

8. The Office reinforced efforts to achieve universal ratification of the fundamental Conventions, including the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98). It stepped up its efforts to promote the ratification and effective implementation of the governance Conventions, including the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144), in accordance with the plan of action 2010–16 adopted by the Governing Body.<sup>5</sup> The promotional efforts also targeted the Consultation (Industrial and National Levels) Recommendation, 1960 (No. 113), and the Tripartite Consultation (Activities of the International Labour Organisation) Recommendation, 1976 (No. 152). Six additional member States (Comoros, Morocco, Panama, Russian Federation, Tajikistan and Tunisia) have ratified Convention No. 144 since 2013, bringing the total number of ratifications to 139. The Office has provided technical support to countries which are currently considering ratification of this Convention (for example, Cameroon, the Islamic Republic of Iran, Sudan and Uzbekistan). The tools used for promotional campaigns include technical advice, dissemination of published materials and targeted workshops and training. Activities also addressed the comments of the ILO supervisory bodies for the effective implementation of the abovementioned Conventions (for example, Bangladesh, Belarus, Chad, Colombia, Philippines, Sri Lanka and Zambia).
9. Data and training tools were developed in a campaign to promote the ratification and effective implementation of the Labour Relations (Public Service) Convention, 1978 (No. 151), and the Collective Bargaining Convention, 1981 (No. 154), as part of the strategy to help member States reinforce collective bargaining and labour relations (for example, the Dominican Republic, the Philippines and Serbia). The campaign also targeted the Collective Agreements Recommendation, 1951 (No. 91), the Collective Bargaining Recommendation, 1981 (No. 163), and the Employment Relationship Recommendation, 2006 (No. 198). An updated explanatory brochure on Convention No. 154 was developed to support these efforts.<sup>6</sup> Five additional ratifications (Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Morocco, Russian Federation and Tunisia) were registered for Convention No. 151, and three (Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia and Tunisia) for Convention No. 154, bringing the total number of ratifications to 53 and 46, respectively. All these ratifications were achieved with technical support from the Office.

## Building and sharing knowledge

10. The Office has scaled up its research on social dialogue, collective bargaining and mechanisms for dispute prevention and resolution, and has produced policy and training tools and databases to underpin its policy advice and technical support to constituents.

<sup>4</sup> GB.326/PFA/1.

<sup>5</sup> GB.306/3/1.

<sup>6</sup> <http://ilo.org/global/topics/collective-bargaining-labour-relations/lang--en/index.htm>.

11. The Office produced guides on national tripartite social dialogue and on collective bargaining, the latter complemented by a series of fact sheets.<sup>7</sup> Together with the guide on labour dispute resolution published in 2012, these have proven valuable tools for policy advice, capacity building and knowledge sharing. The guide on national tripartite social dialogue, available in ten languages, presents good practices to create and operate effective institutions for tripartite consultations and consensus building and to promote a tripartite approach to labour market governance. It was used as a core training material in the first Academy on National Tripartite Social Dialogue held in the Turin Centre in 2014. Participants from 33 countries shared their experiences and best practices on social dialogue and tripartism as tools for building cohesive societies and sustainable economic development.
12. The Office, in cooperation with the International Association of Economic and Social Councils (AICESIS), built a database on national institutions of tripartite social dialogue covering 100 countries, to provide comparative information on key parameters of these institutions.<sup>8</sup> Data on trade union membership and collective bargaining<sup>9</sup> and a comparative legal database on industrial relations, “IR Lex”,<sup>10</sup> have been developed to provide up-to-date information on industrial relations for policy and lawmakers as well as social partners. The databases also allow the Office to assess the quality of social dialogue and industrial relations in member States. A number of issue briefs were published examining trends and good practices in respect of collective bargaining.<sup>11</sup>
13. The tools produced have improved the quality of advice and impact of ILO interventions at the country level, and have underscored the role of the ILO as a centre of excellence for social dialogue and industrial relations.
14. The Office is preparing a study on cross-border social dialogue and industrial relations, followed by a meeting of experts in 2016–17, to analyse contemporary trends and challenges. The Office has also initiated research on recent trends in social dialogue at the subnational level, including in France, India, Italy and Germany.

### **Developing the institutional capacity of ILO constituents**

15. The Office delivered extensive policy advice and technical assistance to constituents to support their engagement in social dialogue and collective bargaining to improve industrial relations and promote inclusive labour markets, taking into consideration the diversity of national systems of industrial relations. These efforts targeted fragile States (for example, Burundi and Haiti) and countries under political or economic transition (for example, Myanmar and South Sudan). In Greece, the Office supported tripartite social dialogue aimed at restoring trust among the constituents and reaching consensus on reforms regulating industrial relations in a context of structural adjustment. In Tunisia, the Office contributed to the establishment of social dialogue as a key aspect of smooth transition towards building a pluralistic democracy. The Office has also contributed to the

<sup>7</sup> <http://ilo.org/collectivebargaining>.

<sup>8</sup> <http://aicesis.org/database/>.

<sup>9</sup> <http://ilo.org/irdata>.

<sup>10</sup> <http://ilo.org/irlex>.

<sup>11</sup> <http://ilo.org/collectivebargaining>.

development of tripartite commissions for resolving collective labour disputes (for example, Colombia, Guatemala and Panama).

- 16.** The organization of global and regional forums on tripartite social dialogue (for example, the Academy on Social Dialogue, ILO–AICESIS conferences, and workshops for the Community of Portuguese-Speaking Countries (CPLP) and the West African Economic and Monetary Union (UEMOA)) facilitated the exchange of knowledge on good practices in the area of social dialogue and industrial relations.
- 17.** As a result of technical advisory services and capacity building provided by the Office, supported by research and knowledge generation, more than 20 countries have taken measures to create or strengthen their national legal and institutional frameworks for social dialogue or to adopt tripartite agreements to address social, economic and labour market challenges and promote sustainable development.
- 18.** The Office promotes social dialogue as the most effective means to develop new or revised national labour legislation that both reflects the requirements of international labour standards and is well adapted to the interests and needs of all parties. The Office works to build the capacity of constituents to engage in effective social dialogue around labour law reforms. In some cases, such as Haiti, intensive support has been provided to each of the tripartite constituents separately, as well as to facilitate their tripartite consultations. Training on labour law and labour standards, the employment relationship and related topics is offered both at the Turin Centre and in concerned countries. The capacity of constituents is further enhanced by continuous knowledge development on labour law matters and its dissemination through key databases such as NORMLEX and EPLex.
- 19.** Social dialogue and tripartism have been mainstreamed into training courses and academies organized by the Office and the Turin Centre addressing other technical areas such as employment, gender equality, labour migration, HIV and AIDS, social protection, workplace compliance, wages and multinational enterprises (MNEs).
- 20.** The various activities implemented by the Bureau for Employers' Activities (ACT/EMP) and the Bureau for Workers' Activities (ACTRAV) also build the capacity of employers' and workers' organizations and contribute to the strengthening of social dialogue and tripartism.

### **Linkages with programme and budget policy outcomes**

- 21.** During the recurrent discussion on social dialogue, tripartite constituents underlined the important role of social dialogue and tripartism as key methods for implementing the ILO's strategic objectives. Accordingly, social dialogue is being mainstreamed in all programme and budget policy outcomes. The Office has developed "social dialogue markers" to monitor its effective mainstreaming as a cross-cutting policy driver.
- 22.** The Office has assisted member States in developing employment policies through tripartite consultation in accordance with the provisions of the Employment Policy Convention, 1964 (No. 122), taking into consideration the conclusions of the recurrent discussion on employment. This has in turn helped to improve the effectiveness of tripartite social dialogue in these countries (for example, Mongolia, Morocco, Uruguay and Zambia).
- 23.** Social dialogue is an essential tool for securing decent work for migrant workers. A report was prepared on social dialogue and labour migration to support international migration forums and regional integration in the Latin American and Caribbean region. A tripartite

dialogue process was set in motion on labour migration into certain Arab States, starting with a tripartite interregional experts' meeting held in Nepal in 2014.

24. As a follow-up to the adoption of the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204), the ILO organized four regional and one global knowledge-sharing forums in 2015.<sup>12</sup> These forums were designed as platforms for exchange of experiences and interactive discussion between public decision-makers, social partners and other institutional partners on lessons learned in such transition processes at national, regional and global levels and how social dialogue could help in this regard.
25. Various activities carried out under area of critical importance (ACI) 7 on workplace compliance fully integrated social dialogue both as a means and an outcome. They contributed to the establishment or improved operations of tripartite mechanisms in six pilot countries. Activities were implemented on the basis of priorities identified jointly by tripartite constituents.<sup>13</sup> The Office also developed a training of trainers tool for labour inspectors on HIV and AIDS, that promotes social dialogue for developing policies and programmes tailored to the specific needs of workplaces.
26. Last, but not least, all Decent Work Country Programmes (DWCPs) are designed and implemented with the engagement of tripartite constituents. Out of the 81 countries with DWCPs,<sup>14</sup> 62 have defined strengthening mechanisms or institutions of social dialogue as a priority, either directly or in relation to other outcomes.

## Partnerships

27. The Office strengthened its partnerships with external institutions on social dialogue. Such institutions include the European Commission (EC) and the European Foundation for the Improvement of Living and Working Conditions (EUROFOUND), AICESIS, the International Labour and Employment Relations Association (ILERA), the International Society for Labour and Social Security Law (ISLSSL) and national dispute resolution agencies, such as the Workplace Relations Commission (WRC) in Ireland, the Fair Work Commission (FWC) in Australia and the US Federal Mediation and Conciliation Service (FMCS). This enabled the Office to enhance its research capacities, strengthen the impact of its work at country level, as well as increase its influence in global policy debates.
28. An enhanced partnership with the EC led to the implementation of a six-year programme of cooperation involving research and capacity building aimed at effective use of social dialogue as a tool to ensure sustainable policy reforms.
29. The ILO has also made an important contribution to the Group of Twenty (G20) which endorsed the essential role of social dialogue in addressing inequality and achieving inclusive growth.<sup>15</sup> Collaboration with the World Bank has contributed to its explicit

<sup>12</sup> The four tripartite regional forums were organized by the Office in Peru, Montenegro, Nepal and Senegal, and the Global Forum in the Turin Centre.

<sup>13</sup> GB.325/POL/4.

<sup>14</sup> This figure includes DWCPs that ended in 2013.

<sup>15</sup> G20 Leaders' Communiqué, Antalya Summit, November 2015; G20 Labour and Employment Ministerial Declaration, Ankara, Turkey, September 2015.

recognition of the essential role of social dialogue and tripartism in the development and implementation of labour regulations.<sup>16</sup>

- 30.** The inclusion of Goal 8 (decent work and economic growth), as well as Goal 10 (reduced inequalities) and Goal 16 (peace and justice), in the 2030 Agenda for Sustainable Development signals a clear recognition by the global community of the importance of decent work and thereby social dialogue. Numerous events were organized over the last two years to enhance broader recognition within the UN system of ILO policy responses on a range of issues, including financing for development, green jobs, women's empowerment, forced labour, indigenous people, labour migration, child labour and the Ebola epidemic. Social dialogue was a central aspect in all these discussions.
- 31.** Enhanced collaboration both with the AICESIS and with national bodies, such as the economic and social councils of Spain and the Netherlands and the Economic and Social Development Commission of the Republic of Korea, led to the organization of three international conferences in 2013–15.<sup>17</sup> Participating institutions adopted joint declarations committing themselves to promote social protection floors and advocate for better workplace compliance. These events assisted in building the capacity of more than 250 participants, including from the social partners, to pursue the Decent Work Agenda.
- 32.** Global research on the performance of individual labour disputes resolution systems is under way. In 2014–15, more than 50 country studies in all regions were commissioned and discussed at national and subregional workshops. Engagement with national dispute resolution agencies facilitated this research in countries such as Australia, Bosnia and Herzegovina, Bulgaria, Ireland, Montenegro, Mozambique, Serbia, South Africa, Swaziland, United Kingdom, United Republic of Tanzania and United States. Collaboration with the Japan Institute for Labour Policy and Training (JILPT) enabled studies on selected Organisation for Economic Co-operation and Development (OECD) countries which will be published as a book in 2016.
- 33.** The Office further collaborated with regional and subregional institutions, such as the Arab Labour Organisation, Association of Southeast Asian Nations (ASEAN), Caribbean Community (CARICOM), the CPLP, Economic Commission for Latin America and the Caribbean (ECLAC), Economic Community of Western African States (ECOWAS), Common Market of the Southern Cone (MERCOSUR), Southern African Development Community (SADC) and the UEMOA. Such cooperation helped the Office to reach out to broader audiences, promote South–South cooperation and achieve better results in terms of building institutional and technical capacity in social dialogue.
- 34.** A public–private partnership with H&M on “Promoting sustainable global supply chains in the garment industry”, which includes collaboration on industrial relations and wages, led to the development of technical cooperation projects supported by the Swedish International Development Cooperation Agency (SIDA). This aims to improve industrial relations and wages in ILO member States. Similar projects have been developed with the support of the Government of Germany.

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<sup>16</sup> A. Kuddo, D. Robalino, M. Weber: “Balancing Regulations to Promote Jobs: From Employment Contracts to Unemployment Benefits”, World Bank Group, Washington, DC, 2015.

<sup>17</sup> Information on conferences in Madrid (Spain) in 2013, Seoul (Republic of Korea) in 2014 and The Hague (Netherlands) in 2015 may be found at: <http://ilo.org/global/topics/workers-and-employers-organizations-tripartism-and-social-dialogue/lang--en/index.htm>.

35. On the specific issue of labour migration, support was provided for the annual high-level ASEAN Forum on Migrant Labour, the only tripartite forum to discuss labour migration issues at the ASEAN level in order to advance the ASEAN Declaration on the Protection and Promotion of Migrant Workers (Cebu Declaration).

### III. Lessons learned and challenges

36. Scaling up research on social dialogue and collective bargaining serves to position the ILO as a centre of excellence on industrial relations, and to enhance its policy advice in this area. It has also allowed the Office to better understand and document the current transformations taking place in member States and the challenges they face in the area of social dialogue.
37. Global and regional events bringing together tripartite delegations from various countries to share good practices and experiences in social dialogue have proven a very valuable component within wider programmes to build the capacity of the ILO's tripartite constituency. Maintaining and broadening partnerships and networking with external institutions has helped to enhance policy coherence and has strengthened the impact of the ILO's work at country, regional and global levels.
38. Ever-increasing demand from the tripartite constituents is being experienced by the Office for policy advice, capacity building and knowledge generation and sharing in social dialogue.
39. The significant results achieved in promoting social dialogue should nonetheless not hide the fact that there remain too many places where the exercise of freedom of association and the right to collective bargaining are not fully realized. In many countries, tripartite institutions for social dialogue remain weak and play a marginal role in policy making, and the role of the social partners is not always respected. The effective implementation of ratified Conventions remains a challenge for many countries. All these call for strengthened and targeted action by the Office.
40. Recent experiences of labour law reforms in some countries, which were characterized by a lack of genuine consultation among the tripartite partners, suggest the need for continuous advocacy and support by the Office in this area. Close collaboration with ACT/EMP and ACTRAV, as well as with the International Trade Union Confederation (ITUC) and the International Organisation of Employers (IOE), is important in this respect.
41. Despite some progress, promoting gender equality in social dialogue remains a challenge in many countries. Comparative data show that women represent, on average, less than 20 per cent of members of national social dialogue institutions in most regions, including in many of the G20 countries. The monitoring of progress in this respect is constrained by the absence of sex-disaggregated statistics at national level. Commitments from social dialogue actors to progress towards achieving a gender balance within their membership constitute an important way to ensure that gender equality issues are incorporated in social dialogue agendas.
42. The measurement of the impact of the Office's interventions in promoting social dialogue, in particular through the definition and monitoring of relevant indicators, remains challenging. Further work would be done to build upon the social dialogue markers which have already been defined by the Office. In addition, external constraints, such as political crises and changes, can affect or delay the results of Office's interventions.

## **IV. Conclusions**

43. The ILO's work to promote and enhance the impact of social dialogue is extensive, encompassing promotional campaigns, research, capacity building, policy development and partnerships. The Office has made effective use of all available resources to support these efforts.
44. To further enhance the impact of its interventions, the Office will continue to scale up its activities to promote social dialogue as a cross-cutting policy driver across all programme and budget outcomes.

### ***Draft decision***

45. *The Governing Body requests the Director-General to take into account its guidance when pursuing the implementation of the plan of action on social dialogue.*

## Appendix

### List of main outputs and activities <sup>1</sup>

Components and activities	Outputs
<b>Promotional campaigns and policy</b>	
1. Campaign to promote international labour standards relevant to social dialogue	<ul style="list-style-type: none"> <li>– Guide on Convention No. 144 published in five languages and used for promoting ratification and implementation of Convention No. 144</li> <li>– Annotated guide to “Promoting collective bargaining: Convention No. 154 and Recommendation No. 163” published in three ILO working languages</li> <li>– Regional campaign and workshop on improving the regulation of freedom of association and collective bargaining which targeted the Plurinational State of Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala and Panama</li> <li>– Regional workshop on promoting freedom of association and collective bargaining in the public sector organized for several countries of Latin America and the Caribbean</li> </ul>
2. Promote the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) <sup>1</sup>	<ul style="list-style-type: none"> <li>– New implementation strategy of the promotion and follow-up of the MNE Declaration includes awareness raising, capacity building and country-level support on the approach and recommendations of the MNE Declaration, with focus on enhancing regional and national tripartite social dialogue on policies related to MNE operations</li> <li>– Comparative study prepared on “The involvement of national social dialogue institutions in policy-making and dispute resolution concerning operations of multinational enterprises”</li> <li>– Turin Centre training course on “Multinational enterprises, development and decent work: The approach of the MNE Declaration” included a session on social dialogue</li> <li>– National workshops organized on promoting fundamental principles and rights at work in MNEs in various sectors (Lesotho, Mozambique, South Africa, Swaziland and Zambia)</li> </ul>
3. Policy dialogue	<ul style="list-style-type: none"> <li>– Global Dialogue Forum on Wages and Working Hours in the Textiles, Clothing, Leather and Footwear Industries, held in Geneva in 2014</li> <li>– Global Dialogue Forum on Challenges to Collective Bargaining in the Public Service in 2014 attended by 127 participants</li> <li>– National policy dialogue forums on social dialogue and the governance of policy reforms organized in five EU countries (Cyprus, Greece, Ireland, Portugal and Spain), with participation of experts from the ILO, European Commission (EC), International Monetary Fund and European Central Bank</li> </ul>
<b>Knowledge generation and dissemination</b>	
1. Expansion of quantitative and qualitative research and tools on national institutions for tripartite social dialogue	<ul style="list-style-type: none"> <li>– Policy brief on “Promoting social dialogue in the rural economy” prepared in the three ILO official languages</li> <li>– Technical brief prepared on strengthening tripartism based on mapping successful practices</li> <li>– Fact sheets prepared on national tripartite agreements and their social and economic outcomes, and disseminated in trainings and workshops</li> <li>– Guide on representativeness of workers’ and employers’ organizations in social dialogue processes in preparation</li> </ul>

<sup>1</sup> For more information, see GB.325/POL/INF/1.

Components and activities	Outputs
2. Research on social dialogue in countries undergoing political transition	<ul style="list-style-type: none"> <li>– Report on “Strengthening social dialogue in Egypt” to be published in 2016</li> <li>– Research inputs on the role of social dialogue in facilitating political transition included in the ILO guide on “National Tripartite Social Dialogue” and used in policy advice provided to Tunisia and other Arab countries undergoing political transition and experiencing emerging trade union pluralism</li> </ul>
3. Research on the role of social dialogue in the context of the economic and financial crisis	<ul style="list-style-type: none"> <li>– Research on the role of social dialogue in promoting a sustainable recovery in EU Member States receiving temporary financial support conducted in cooperation with the EC; publication of a volume, five country papers and a chapter in the 2015 EC report on industrial relations in Europe</li> <li>– Joint ILO–EC research on “Post crisis social dialogue – Best and innovative practices in the EU-28” launched in 2015 (11 national studies, a comparative survey and experts’ meetings)</li> <li>– Chapter on industrial relations, role of the government and crisis included in the book “Labour administration in uncertain times”</li> </ul>
4. Research on trends in social dialogue and collective bargaining and socio-economic outcomes	<ul style="list-style-type: none"> <li>– IR Data, an online database released to provide comparative statistics on the two industrial relations indicators (trade union density and collective bargaining coverage) for 98 countries <sup>2</sup></li> <li>– IR Lex, a comparative legal database on industrial relations covering collective bargaining, tripartite social dialogue and labour disputes: 31 country profiles prepared and the extension of coverage under way</li> <li>– Policy briefs published on “Trends in collective bargaining: Stability, erosion or decline?”, “Negotiating decent work for domestic workers” and “Negotiating security and parity for non-standard workers”</li> <li>– Fact sheets prepared on “What is collective bargaining?”, “Subjects for collective bargaining”, “Representativity and recognition for collective bargaining” and “The application of collective agreements”</li> <li>– Guide on labour relations in the public sector published</li> <li>– Research conducted on practices in respect of the application and extension of collective agreements and the inclusion of vulnerable workers and SMEs (nine country papers, a technical meeting, a policy brief prepared and an integrative report to be published by 2016)</li> <li>– Supplement to the “Manual on collective bargaining and dispute resolution in the public service”, based on collective agreements, prepared for publication in several languages in 2015</li> <li>– Background document prepared for the 12th Session of the ILO/UNESCO Committee of Experts on the Application of Recommendations on Teachers in 2015 “Social dialogue in the education sector: The continuing challenge”</li> <li>– Paper on “Unions, collective bargaining and inequality” published in J. Berg (ed.): “Labour market institutions and inequality: Building just societies in the 21st century” (Edward Elgar and ILO)</li> <li>– ILO blog on “Want to tackle inequality? Shore up collective bargaining” and info-story on “Can collective bargaining create a fairer economy?”</li> <li>– Studies prepared on the role of minimum wages and collective bargaining in determining wages and working conditions in major garment-producing countries</li> </ul>

Components and activities	Outputs
5. Knowledge sharing on cross-border social dialogue	<ul style="list-style-type: none"> <li>- Study on “Cross-border social dialogue and industrial relations” under preparation</li> <li>- Online database on transnational company agreements released in collaboration with the European Commission <sup>3</sup></li> <li>- Preparation of the report for general discussion on decent work in global supply chains at the International Labour Conference in 2016</li> <li>- Interregional tripartite dialogue on labour migration initiated between South Asia and the Middle East with the view of the ILO convening an interregional ministerial meeting on fair migration</li> <li>- ILO’s ASEAN TRIANGLE project hosted in 2015, the first bipartite regional dialogue on labour migration between the ASEAN Trade Union Council (ATUC) and the ASEAN Confederation of Employers (ACE), with the support of the Bureau for Employers’ Activities (ACT/EMP) and the Bureau for Workers’ Activities (ACTRAV)</li> <li>- Annual high-level tripartite ASEAN Forum on Migrant Labour (AFML) organized and supported by the Office</li> <li>- Bureau of the African Union’s Specialized Technical Committee on Social Development, Labour and Employment (STC–SDLE) endorsed the composition and terms of reference of the tripartite plus African Union Labour Migration Committee (AU–LMAC) which will report to the ministerial level STC–SDLE</li> <li>- Economic Community of Western African States (ECOWAS) Social Dialogue Forum on Labour Migration organized in Dakar in 2015</li> <li>- Tripartite bi-national meetings on labour migration organized in Africa and Latin America</li> </ul>
6. Research on labour disputes resolution systems and their performance	<ul style="list-style-type: none"> <li>- Global research launched to analyse the performance of dispute prevention and resolution mechanisms and processes with a focus on individual labour disputes</li> <li>- Fact sheets and report on the functions of the Special Commission for Collective Labour Disputes (CETCOIT) prepared, and its dispute resolution model disseminated in some regions of selected Latin American countries (Colombia, Guatemala and Panama)</li> </ul>
<b>Policy advice and technical services</b>	
1. Enhance the role of social dialogue actors and institutions	<ul style="list-style-type: none"> <li>- Policy advice and technical assistance on establishing/strengthening tripartite social dialogue institutions provided to: Argentina, Azerbaijan, Botswana, Burkina Faso, Chad, Georgia, India, Kenya, Lithuania, Madagascar, Republic of Maldives, Morocco, Namibia, Oman, Occupied Palestinian Territory, Peru, Rwanda, Sudan, Tajikistan, Trinidad and Tobago, Tunisia and Viet Nam</li> <li>- The General Confederation of Enterprises of Morocco (CGEM), with the support of the ILO, signed in 2013 a social pact with trade unions to promote social cohesion and social dialogue</li> </ul>
2. Support the effective participation of social partners in labour law development through tripartite consultations	<ul style="list-style-type: none"> <li>- Country studies prepared to identify gaps between labour legislation and international labour standards and to launch tripartite discussions on labour law reforms (Lesotho, the former Yugoslav Republic of Macedonia, Morocco, Myanmar, Serbia and Viet Nam)</li> <li>- Tripartite social dialogue on labour law reforms supported by the ILO (Cambodia, Chile, Haiti, India, Jordan, Lesotho, Republic of Maldives, Paraguay, Sri Lanka and Zambia)</li> </ul>

Components and activities	Outputs
3. Evidence-based policy advice to strengthen institutional frameworks for collective bargaining and workplace cooperation	<ul style="list-style-type: none"> <li>– “Collective bargaining: A policy guide” developed to assist constituents and practitioners to promote collective bargaining</li> <li>– Technical advice provided on labour law reform in relation to labour relations and collective bargaining (Albania, Algeria, Armenia, Bahamas, Colombia, Egypt, El Salvador, Gabon, Greece, Haiti, India, Mali, Mongolia, Myanmar, Occupied Palestinian Territory, Romania, Rwanda, Serbia and the former Yugoslav Republic of Macedonia)</li> <li>– National and regional activities (studies and workshops) for trade unions organized by ACTRAV, to strengthen social dialogue and collective bargaining on occupational safety and health (OSH), child labour, precarious work in Asia and the Pacific, Africa, Latin America and Occupied Palestinian Territory</li> <li>– Support to social partners to promote sectoral bargaining in Kenya (hotel industry), Jordan (garment), Philippines (utilities) and Vanuatu (tourism)</li> </ul>
4. Understand the impact of structural adjustments on social dialogue in EU countries	<ul style="list-style-type: none"> <li>– Contribution to the EU report “Industrial relations in Europe” related to social dialogue in member States receiving temporary financial support</li> <li>– Working papers produced on Greece, Ireland, Italy, Portugal and Spain on the impact of the crisis on social dialogue and industrial relations and used as a basis for the edited volume published in 2014</li> </ul>
5. Assist countries to mainstream gender equality in social dialogue	<ul style="list-style-type: none"> <li>– Technical briefs prepared on social dialogue and gender equality in Europe and Central Asia and G20 countries (collection of information for Africa under process)</li> <li>– Guidelines developed to prevent and address, through social dialogue, violence and sexual harassment against women workers in export processing zones (EPZs)</li> <li>– Code of conduct on sexual harassment in the workplace for Viet Nam developed by the tripartite constituency, endorsed in 2015</li> <li>– IR Data’s questionnaire for trade union membership and collective bargaining coverage asked for sex-disaggregated data</li> <li>– Report published in 2014 on “Gender equality in collective bargaining” (analysis of collective agreements in Central America and the Dominican Republic)”</li> </ul>
6. Improve access to and performance of labour judiciary and dispute resolution agencies	<ul style="list-style-type: none"> <li>– Policy advice and technical assistance to establish/strengthen dispute resolution mechanisms provided (Albania, Algeria, Bosnia and Herzegovina, Colombia, Haiti, Lao People’s Democratic Republic, Republic of Moldova, Mongolia, Montenegro, Romania, Rwanda, Serbia, United Republic of Tanzania, the former Yugoslav Republic of Macedonia and Viet Nam)</li> </ul>
<b>Capacity building</b>	
1. Strengthen the capacities of constituents	<ul style="list-style-type: none"> <li>– “National tripartite social dialogue: An ILO guide for improved governance” published and translated into ten languages and disseminated in all regions as a policy and training tool</li> <li>– Two-week Global Academy on national tripartite social dialogue</li> <li>– Regional workshop on national tripartite social dialogue for Portuguese-speaking countries organized in cooperation with the secretariat of the Community of Portuguese-Speaking Countries (CPLP) in 2015, which led to the adoption of a joint declaration</li> <li>– HealthWISE training manual and trainers’ guide developed for engaging social dialogue in the health sector, with translation into Chinese, French and Portuguese for tripartite or bipartite social dialogue in Asia, Africa and the Americas</li> <li>– Training organized for the tripartite constituency on social dialogue and collective bargaining, including in technical areas such as OSH and HIV and AIDS, in Cambodia, Colombia, Côte d’Ivoire, India, Kazakhstan, Kenya, Kyrgyzstan, Myanmar, Russian Federation, Rwanda, Senegal, South Africa, Tajikistan and Viet Nam</li> </ul>
2. Empower social partners to participate in labour law development	<ul style="list-style-type: none"> <li>– Preliminary draft labour law reform toolkit prepared</li> <li>– Booklet on international labour standards to guide trade unions for labour law reforms prepared for Latin America</li> </ul>

Components and activities	Outputs
3. Assist social dialogue mechanisms in the framework of regional and subregional integration	<ul style="list-style-type: none"> <li>– Technical support provided to the Tripartite Commission for Labour and Social Dialogue (JEMOA), the Tripartite Social Dialogue Forum (ECOWAS) and the Standing Committee for Tripartite Social Dialogue (SADC)</li> <li>– With the ILO's support, a subregional conference on "Social dialogue and law in OHADA countries" was organized in 2015</li> </ul>
4. Promote social dialogue and the active involvement of social partners across the UN system	– High-level meeting was organized in 2014 on the side of the General Assembly to highlight the potential of tripartism for the design and implementation of the new 2030 Development Agenda
<b>Partnerships building</b>	
1. Build and strengthen partnerships with relevant research and policy institutions and networks	<ul style="list-style-type: none"> <li>– Memorandums of Understanding signed with the Labour Relations Commission (LRC) in Ireland, adding to those already signed with the Fair Work Commission (FWC) in Australia and the US FMCS (Federal Mediation and Conciliation Service)</li> <li>– Public-private partnership (PPP) agreement signed with H&amp;M on industrial relations and wages (for Cambodia, Ethiopia and Myanmar) with support of the Swedish International Development Cooperation Agency (SIDA)</li> <li>– Cooperation strengthened with EUROFOUND: EUROFOUND involved in ILO research on social dialogue and crisis recovery; the Office participated in an experts group on a EUROFOUND project on "Collective bargaining in the 21st century"</li> <li>– Research network strengthened through partnerships with the Labour Law Research Network, the International Labour and Employment Relations Association (ILERA), the International Society for Labour and Social Security Law (ISLSSL) and other research institutions (e.g. JILPT)</li> </ul>

<sup>1</sup> See GB.326/POL/8. <sup>2</sup> <http://ilo.org/ilostat>. <sup>3</sup> <http://ec.europa.eu/social/main.jsp?catId=978>.