

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

Table 1: Summary of Results by indicator and by typology							
Indicators	Target	Results					
		Total No.	Policies and Strategies	Programmes	Regulatory Legal Framework	Capacity Development	
						<i>Institutional Capacity</i>	<i>Data Collection and Analysis</i>
12.1. Number of member States that, with ILO support, strengthen social dialogue institutions and mechanisms in line with international labour standards	12 member States of which 3 in Africa, 3 in the Americas, 1 in Arab States, 2 in Asia, 3 in Europe	14 member States , of which 7 in Africa, 1 in Asia; 6 in the Americas				Burundi, Comoros, Guinea, Seychelles, South Soudan, South Africa, Uganda Samoa Argentina, Colombia, Honduras, Peru, Panama, Uruguay	
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	10 member States of which 2 in Africa, 1 in the Americas, 1 in Arab States, 3 in Asia, 3 in Europe	12 member States , of which 4 in Africa, 1 in the Americas, 3 in Asia, 4 in Europe				Botswana, Cape Verde, Seychelles, United Republic of Tanzania Saint Lucia Cambodia, China, Viet Nam Armenia, Bulgaria, former Yugoslav Republic of Macedonia, Ukraine	

Table 2: ILO results chain: Country examples		
Country	ILO contribution (outputs delivered by the Office)	Results (action taken by the country)
<i>Comoros</i>	<p>The ILO provided technical advice to the Labour Ministry, the social partners and the members of CCTE, through two missions to the country (November 2012 and April 2013) aiming at supporting the organization of capacity-building activities on strengthening social dialogue, tripartite institutions and the promotion of Convention No. 144.</p> <p>The ILO provided financial support and technical supervision to the drafting of a National Study on Tripartite Social Dialogue in the Union of Comoros, which has served as a basis for the discussion on the institutional strengthening of tripartism at national level; as well as financial support to the printing and dissemination of the National Study in all regions of the country.</p> <p>The ILO financially supported the appointment of a national resource person to draft the national study and co-organise the training activities.</p>	<p>The Decree on the organization and functioning of the Advisory Council of Labour and Employment (CCTE) was signed on 12 January 2012. Its members were appointed by Ministerial Decree of 9 March 2012. The CCTE was formally established and is operational since its meeting on 18 April 2013. The CCTE met in June 2013 for the adoption of its rules of procedure, the establishment of the executive office and the examination of four texts. The next meeting is scheduled before the end of the year.</p> <p>The National Study on Tripartite Social Dialogue conducted with the support of the ILO, including its recommendations on how to strengthen the CCTE and tripartite social dialogue at national level, was validated on a tripartite basis in April 2013.</p> <p>Moreover, since the ratification by the Comoros of Convention No. 144 (August 2013), the CCTE will also constitute the framework within which the consultations required by this instrument will be held.</p>
<i>United Republic of Tanzania</i>	<p>Zanzibar</p> <ul style="list-style-type: none"> Two workshops held to support the operationalization of the Dispute Handling Unit (DHU) using the <i>new Guide on Labour Dispute Systems: Guidelines for improved performance</i>. Technical advice provided to the DHU on its internal policies and operating procedures. Assistance was also provided with the development of awareness raising material. Training workshops on <i>mediation/arbitration skills</i> and on <i>negotiation skills</i> were delivered for: a) mediators/arbitrators (8); b) members of the Tripartite Supervisory Committee (7) and; c) the social partners (25). <p>Mainland Tanzania:</p> <ul style="list-style-type: none"> Technical advice provided to the Commission for Mediation and Arbitration (CMA) to assist it to establish a case management system. This included support with the development and translation of the Case Management Guide Vol. 2 and associated awareness-raising material. Training workshops provided on: a) mediation and conciliation skills for mediators/ arbitrators (35) ; b) social dialogue and dispute resolution for the tripartite committees (25 members of LESCO and 15 members of LAB) and; c) negotiation and mediation skills for the social partners (32). Technical comments provided on the draft Essential Services Regulations. 	<p>Zanzibar</p> <p>A Dispute Handling Unit (DHU) was established for the resolution of labour disputes previously dealt with by labour officers in the Ministry of Labour. The DHU is fully operational and equipped with a registry system. Seven officials of the DHU were sworn in as Commissioners in 2012 and have conciliated or arbitrated labour disputes within the time limits specified by the law. Between June 2012 and April 2013, a total of 141 disputes have been registered of which 95 have been successfully resolved.</p> <p>Mainland Tanzania</p> <p>The Commission for Mediation and Arbitration (CMA) was revitalised, its effectiveness improved and its institutional capacity strengthened. The CMA is equipped with a case management database and registry with which it is able to track performance and produces summary reports on decisions. A total of 46,357 complaints have been filed at the CMA between 2008 and May 2013. Of these, 44,362 complaints have been successfully resolved with only 1995 complaints pending. In addition, Essential Services Regulations have been developed, published and gazetted by the Government. The CMA is now mandated to handle disputes emanating from the essential services</p>
<i>Viet Nam</i>	<ul style="list-style-type: none"> Technical comments and advice provided to government on the industrial relations system. Workshops held with tripartite partners on issues relating to collective bargaining and industrial relations. Seminars on comparative practices in sectoral bargaining held to assist parties in pilot initiatives at the provincial and lower levels, especially in garment sector. Technical advice to the Vietnam General Confederation of Labour (VGCL) on how to improve representational capacity and the coordination of wage bargaining. 	<p>The revised Labour Code which entered into effect on 1 May 2013 makes provision for collective bargaining to take place at different levels: the enterprise, sectoral or group of companies. The VGCL took part in multi-employer and individual enterprise wage bargaining with the active participation of workers and in a coordinated manner. A sectoral collective bargaining agreement was renewed in the garment sector covering 100 companies. A local-sectoral wage agreement was reached in the Binh Duong province covering 10 garment-manufacturing enterprises in one Industrial Zone. In the Dong Nai Province, between 3 and 5 collective agreements were reached at the enterprise level in the garment manufacturing, electronics, and machinery sectors. Trade union organisations at levels above specific enterprises, which act as "upper level organisations" and are in a position to mobilise the resources of the national trade union organisation, have begun to</p>

		address challenges in representational capacity in two aspects: providing active support to the enterprise level trade unions to improve representational capacity, and developing a representational role appropriate to their organisational level.
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Lessons learned

Constituents are increasingly interested in receiving technical /policy advice and capacity building services on social dialogue, tripartism and collective bargaining in a timely manner and supported by strong evidence. This requires strong research capacity as well as a close coordination HQ-field offices to enable rapid responses to member States. The crisis has accelerated this trend including from developed countries (e.g. EU countries). The latter are excluded from RBSA allocation. This is a challenge given the limited resources of the Office. This trend may require the review of RBSA use as well as a more active resource mobilisation by the Office to respond to these new demands.

The development of training tools complemented by practical manuals / guides along with strategic partnerships with other public and research institutions has dramatically increased the capacity of the Office to provide effective technical advisory and capacity building services. These practical tools need to be backed by a solid knowledge base including comparative research on trends, innovative practices and evidence on impact and outcomes.

Working together with other units and ITC/ Turin is a prerequisite for delivering comprehensive and integrated services to constituents. Partnerships with regional and international institutions are key in view of promoting ILO values and enhancing policy coherence at national level.

Table 3: Summary of most significant outputs by typology	
Knowledge generation and dissemination	<ul style="list-style-type: none"> • The Recurrent Item Report on Social Dialogue was prepared and served as a basis for the tripartite discussion on social dialogue at the 102nd session of the ILC (June 2013) and its follow-up (resolution, conclusions and a plan of action). The Report has also been presented and disseminated beyond the constituents, notably to research and policy circles. • The Guide entitled: “National Tripartite Social Dialogue: An ILO Guide for Improved Performance” published in 2013 aims at strengthening the role and impact of tripartite institutions for social dialogue and participatory governance in the current context of global economic and jobs crisis. It is also used to reinforce social dialogue priorities embedded in DWCPs (e.g. in India and Tanzania) and in training workshops on social dialogue and tripartism. • Database on tripartite social dialogue institutions The database (legal and institutional) on tripartite social dialogue institutions has focussed so far on 202 institutions examined in 160 countries: Africa (58 inst. in 43 countries), the Americas (38 inst. in 33 countries), Asia and the Pacific (38 inst. in 27 countries), Arab States (13 inst. in 11 countries), and Europe and Central Asia (55 inst. in 46 countries). The information collected is used to draw comparative trends and innovative practices, including on how to improve gender equality in the composition and working method of tripartite institutions for social dialogue (e.g. Technical Brief on Gender Equality in Tripartite Social Dialogue in Europe and Central Asia (2013); information available on 40 countries in the region). • IRData: A statistical, legal and institutional database. New methodology for the collection and computation of data on trade union density and collective bargaining integrated into ILOSTAT. Data available on trade union density for 79 countries and on collective bargaining coverage for 65 countries. The computation of this data is enhanced by the development of a legal database on organizational rights, collective bargaining and information sharing and consultation rights (information available for 39 countries by the end of 2013) which supports policy advice, for example on the extension of collective agreements. • Research on the role of collective bargaining in reducing wage inequality and in negotiating parity for non-standard workers published as journal articles, book chapters and working papers. The knowledge used to guide technical advisory services to constituents on effective strategies and in training activities. • Manual on Social Dialogue in Latin America: In the framework of a technical cooperation project funded by the Government of Spain, the ILO developed this manual for training of trainers in social dialogue. The manual includes communication skills, conflict resolution and leadership from a conceptual development of decent work, gender-sensitive. The manual was presented and validated on a tripartite basis and has been provided to organizations of workers, employers and governments in the region to develop their internal training processes.

Policy advice and technical services	<ul style="list-style-type: none"> • Methodology for providing technical advice to support the establishment of labour dispute resolution systems developed and used to deliver technical advice and support in the Former Yugoslav Republic of Macedonia, Moldova, and Bosnia and Herzegovina.
Capacity building	<ul style="list-style-type: none"> • Training on labour dispute prevention and resolution using training developed in the last biennium (Mediation and Conciliation skills; Joint Union / Management Negotiations skills) delivered to 250 participants (of which 35 per cent were women) in 6 member States in collaboration with the International Training Centre. Using the new guide (<i>Labour Dispute Systems: Guidelines for improved performance</i>) training provided to constituents from 23 member states and in one regional workshop for the European region in collaboration with the International Training Centre.
Policy dialogue and advocacy	<ul style="list-style-type: none"> • Implementation of a TC project (co-financed by European Commission and the ILO) on social dialogue, economic adjustment and crisis recovery in six Eurozone countries (Cyprus, Greece, Ireland, Italy, Portugal, Spain). 5 Country studies have been conducted and used as background papers for national policy forums (Dublin December 2012, Lisbon May 2013, Athens June 2013, Nicosia November 2013) involving Troika (IMF, ECB and EC/DG ECFIN) representatives, tripartite constituents alongside ILO experts. Three Eurozone countries (Portugal, Greece and Cyprus) turned to the ILO for a more targeted technical advice aimed at strengthening social dialogue including dispute resolution systems to help boost economic and labour market recovery and enhance social cohesion. • Policy dialogue on the impact of the legislative reforms on Industrial Relations and collective bargaining in Romania involving the Romanian tripartite constituents, the ILO, the IMF, the World Bank and the European Commission (DG Employment and DG Finance).