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Social dialogue interventions: What works and why? Lessons learned from a synthesis review 2013–2016

September 2017

EVALUATION
OFFICE

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PREFACE

This report is prepared in advance of the recurrent discussion on the strategic objective of social dialogue and tripartism, which will take place at the 107th Session of the International Labour Conference. The International Labour Organization (ILO) Evaluation Office (EVAL) launched this study in response to the request of ILO constituents that recurrent reports should contribute to this process by presenting results and lessons learned from selected evaluations and relevant ILO publications in the social dialogue domain.

The review was carried out under EVAL's supervision by a research team coordinated by Maurizio Curta-relli, which included himself, Raquel de Luis, Angeli Jeyarajah and Maryam Shater Jannati of the Policy and Research Division at Ecorys UK; Kari Hadjivassiliou of the Institute for Employment Studies; and counted on the support of Elizabeth Tubito of the Policy and Research Division at Ecorys UK.

The report has benefited from input from several units and individuals inside the ILO, whom I would like to thank: The Governance and Tripartism Department (GOVERNANCE), the Bureau for Workers' Activities (ACTRAV), the Bureau for Employers' Activities (ACT/EMP), the Sectoral Policies Department (SECTOR), the Social Dialogue and Tripartism Unit (DIALOGUE), and the Fundamental Principles and Rights at Work Branch (FUNDAMENTALS).

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GUY THUIS
Director
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LIST OF ABBREVIATIONS

ACT/EMP	ILO Bureau for Employers' Activities
ACTRAV	ILO Bureau for Workers' Activities
ASEAN	Association of Southeast Asian Nations
ASEAN TRIANGLE	Tripartite Action to Enhance the Contribution of Labour Migration to Growth and Development in ASEAN
COHEP	Consejo Hondureño de la Empresa Privada
CPO	Country Programme Outcomes
DIALOGUE	Social Dialogue and Tripartism Unit
DWCP	Decent Work Country Programme
EC	European Commission
EESE	Enabling Environment for Sustainable Enterprise
EPZ	Export Processing Zone
EU	European Union
EVAL	ILO Evaluation Office
FPRW	Fundamental Principles and Rights at Work
FUNDAMENTALS	Fundamental Principles and Rights at Work Branch
GENDER	ILO Bureau for Gender Equality
GMS	Greater Mekong Subregion
GMS TRIANGLE	Tripartite Action to Protect Migrant Workers Within and from the GMS from Labour Exploitation
GOVERNANCE	ILO Governance and Tripartism Department
GSC	Global Supply Chain
ICT	Information and Communications Technology
ILO	International Labour Organization
ILS	International Labour Standards
MOMM	Ministry of Manpower and Migration
MSME	Medium Small and Micro Enterprise
NEP	National Employment Policies
NGO	Non-Governmental Organization

OSH	Occupational Safety and Health
PAMODEC	Project to Support the Implementation of Fundamental Principles and Rights at Work
RMG	Ready-Made Garment
SECTOR	ILO Sectoral Policies Department
SPF	Strategic Policy Framework
SURAC	Sub-Regional Advisory Committee
SWOT	Strengths, Weaknesses, Opportunities and Threats
TACKLE	Tackling Child Labour through Education
TC	Technical Cooperation
ToR	Terms of Reference
TVET	Technical and Vocational Education and Training
UN	United Nations
UNPAF	United Nations Partnership Framework
YE	Youth Employment

EXECUTIVE SUMMARY

This report presents the findings of a synthesis review of ILO interventions in the domain of social dialogue in the period 2013–16. The report, commissioned by ILO EVAL, is prepared in advance of the 2018 recurrent discussion of the International Labour Conference on Social Dialogue, and is meant as an accompanying piece to the recurrent discussion on the strategic objective of social dialogue and tripartism, which will be prepared by the ILO's Governance and Tripartism Department - GOVERNANCE. It is based on an extensive review of evaluations, project documents and studies related to ILO interventions in the field of social dialogue.

The aim is to contribute to the organizational learning on the effectiveness of ILO interventions in the domain of social dialogue, through the systematic analysis of the results, lessons learned and good practices of social dialogue interventions carried out by the ILO in the period 2013–16, based on existing relevant evaluations and studies. Findings from the analysis will strengthen the evidence base and inform the development and implementation of future social dialogue measures by the ILO and its constituents, as mentioned in the Terms of Reference (ToR).

The notion of social dialogue and tripartism is one of the four main pillars of ILO Decent Work Agenda, as mentioned in the *ILO Declaration on Social Justice for a Fair Globalization*.¹ Social dialogue describes the involvement of workers, employers and the government in the decision-making process with regard to employment and workplace issues. It includes all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating to economic and social policy. As such, it encompasses a number of different forms and types of dialogue: it can be bipartite, i.e. between workers and employers, or it can be tripartite, meaning with the direct and formal involvement of the government. Social dialogue, however, is not only a strategic objective of the ILO. It also underpins the other strategic objectives of the ILO's action, which should be informed by an integrated and holistic approach, as they are inseparable, interconnected and mutually reinforcing. In line with the Decent Work Agenda, the ILO strategic planning document for 2010–15² was built around four strategic objectives and 19 outcomes contributing to the achievement of the objectives. It is worth pointing out that, while a number of outcomes (namely Outcomes 9 to 14) appear to be strictly and directly related to tripartism and social dialogue, most of the outcomes under the other strategic objectives were designed and understood to involve or target tripartite constituents (government, employer and worker representatives). As such, social dialogue is not only a strategic objective,

¹ ILO: *ILO Declaration on Social Justice for a Fair Globalization*. International Labour Conference, 97th Session, Geneva, 2008, available at www.ilo.org/global/about-the-ilo/mission-and-objectives/WCMS_099766/lang--en/index.htm.

² ILO: *Strategic Policy Framework 2010–15*, Governing Body, 304th Session, Geneva, March 2009, GB.304/PFA/2(Rev.), available at www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_102572.pdf.

but also a cross-cutting issue in the Strategic Policy Framework (SPF), and is considered a key method of implementing the ILO's other strategic objectives. The more recent ILO strategic documents for 2016–17 confirm this approach.

The synthesis review focuses on social dialogue actors, institutions, projects and studies directly related to the topic, and also presents the integrated and interrelated nature of action and results. This means that the review not only covers projects and interventions expressly focusing on promoting and strengthening social dialogue, but also on ILO interventions which had a social dialogue-related component and/or in which social dialogue is embedded as a process.

The review was conducted using the methodology included in the ToR, which ensured a rigorous and systematic analysis and appraisal of the existing evaluations and research on the subject, by being transparent about review processes and decisions, while also taking into account the limited time and budget available for this task. Key elements of the approach were (a) the development of clearly-defined research questions; (b) the definition of a search strategy and protocol, defining parameters for inclusion, such as publication date, geographical scope, language, study type and research question; and (c) the screening and inclusion of the collected literature according to a set of defined parameters relating to the quality of the evidence. Criteria included (a) the degree of relevance of the study to the research questions; (b) the reputation of the sources (if other than ILO); (c) the robustness of research methods used (including consideration of sample sizes, and experimental and quasi-experimental methods); (d) the country of origin; and (e) the detailed appraisal, analysis and synthesis of the filtered literature, using a detailed recording grid, before summarizing the consolidated evidence base. The documents included in the review were primarily collected by the ILO through the ILO EVAL evaluation database and other sources. Documents included independent project evaluations, external evaluations, Decent Work Country Programmes' (DWCPs') reviews, high-level policy or strategy evaluation reports or studies. The final number of documents included in this review was 147, out of a total of 347 documents initially considered and screened. From a methodological point of view, it is important to highlight the main limitations of this exercise. The most relevant obstacle relates to the availability of extensive and good quality evaluative evidence, which could be used to address the research questions. Evidence in terms of impact was particularly scarce.

The analysis of the available evidence on ILO interventions related to social dialogue clearly displays the complexity and the extent of the Office's activity in this field, which is characterized by an extensive range of thematic areas and types of interventions. The evidence is presented in this report by strategic objective, with separate sections reserved to explore the link with DWCPs and ILO–European Union (EU) joint interventions. Overall, there is a **clear link between ILO work in the field of social dialogue and other areas of ILO intervention**. Most projects and activities developed in other key areas of intervention (e.g. employment, social protection, Fundamental Principles and Rights at Work (FPRW), occupational safety and health (OSH) and HIV/AIDS) present social dialogue as a component, by involving social partners in consultative or decision-making processes and creating forums for tripartite constituents to intervene in the design and implementation of projects, or as an outcome of specific activities. Similarly, projects aimed at promoting social dialogue as immediate objective often envisage social dialogue as an instrument to stimulate reforms in other areas of the ILO's action.

The evidence reviewed shows a widespread trend in the Office's interventions across all areas to seek to enhance the capacity of social partners and promote tripartite/bipartite social dialogue at national, regional, sectoral and/or local/enterprise levels. Capacity-building activities seem to be most recurrent in terms of promotion of tripartism and social dialogue. Activities which promote awareness, recognition of social partners and social dialogue mechanisms, as well as institutional capacity, are also widespread.

In the field of **employment promotion**, the evidence reviewed shows that most of the ILO's interventions evaluated in the period of the review have a social dialogue component in two main ways: (a) involving social partners in consultative or decision-making processes/structures linked to the development and implementation of interventions (e.g. steering committees, technical committees); and (b) including social

dialogue-related outcomes or activities. The latter mainly relate to (a) the creation of frameworks for cooperation among tripartite constituents at local and regional level; (b) policy dialogue; and (c) enhancing the capacity of constituents to assess and influence the development and implementation of policies in the field of employment, youth employment, vocational education and training and skills. To this purpose, activities included bipartite and/or tripartite workshops, dialogue sessions, meetings and training courses, peer review activities and study visits.

Similarly, in the field of **social protection**, the available evidence shows a number of ILO interventions where social dialogue facilitated the achievement of the objectives or where, in order to achieve objectives, the development of tripartite social dialogue was required. This relates to all fields covered by ILO under this strategic objective: social security, working conditions, OSH, labour migration and HIV/AIDS. Social dialogue components related mainly to the involvement of tripartite constituents in the implementation of project activities and capacity building aimed at enhancing their ability to influence and promote more advanced social protection policies. The interventions reviewed involved tripartite constituents in national consultations, training workshops and activities on specific issues (such as on domestic workers' rights and minimum wages, national OSH programmes and risk management for workplace level, and labour migration), awareness campaigns, validation activities and social dialogue meetings, as well as the provision of research, knowledge and tools to facilitate tripartite negotiations. Specific capacity-building activities were also targeted to existing tripartite bodies, such as migration councils, national committees, and economic and social councils.

When looking at **social dialogue as a strategic objective** per se, the available evidence shows that this is pursued mostly through strengthening of tripartite capacities, intended as the strengthening of workers' and/or employers' organizations, as well as other institutional capacities, such as labour administrations, including labour inspectorates, promoting labour dispute resolution mechanisms, and sectoral approaches.

The strengthening of the capacities of workers' and employers' organizations represents an essential prerequisite for effective and functioning social dialogue. In this context, the evidence available shows that ACT/EMP and ACTRAV have implemented a number of interventions targeting employers' and workers' organizations respectively, and aimed at strengthening both their institutional and technical capacity through a range of activities of capacity building, such as training, technical assistance and policy advice. The ILO's intervention in the period under review has also contributed to the development of relevant global products, such as resource guides and toolkits, which could facilitate social partners' effective engagement in social dialogue and policy development. Activities in this field also included awareness-raising campaigns. In the area of labour law compliance and administration, in most cases, the central aim of ILO's interventions has been the realization of improved institutional capacities to design, implement and manage labour law, and the enhancement of workers' understanding and exercise of their legal rights. The main types of activities reported in the available evidence are (a) capacity building; (b) the provision of technical assistance; (c) educational, awareness raising and outreach campaigns on labour rights and responsibilities; and (d) research activities and studies. The ILO also promotes social dialogue thanks to a sector-specific approach, which translates high-level policy advice into practice where impact is needed: the workplace. In this context, SECTOR actively promotes and supports social dialogue at sectoral level through a number of activities. One of the more long-standing activities aimed at strengthening social dialogue at sectoral level is the organization of sectoral meetings. These provide a forum for tripartite social dialogue on key and emerging issues in selected sectors, and their outcomes contribute to the development of national policies and programmes, while providing guidance to constituents. In addition to the sectoral meetings, a number of sectoral tools are developed to strengthen social dialogue in specific sectors and take the form of manuals, workbooks or other types of training/didactic materials.

In the field of **Fundamental Principles and Rights at Work**, the ILO's interventions that have a social dialogue component mainly relate to freedom of association and the right to collective bargaining. This is mainly because freedom of association is a fundamental right, but at the same time, it is clearly a

precondition for constructive social dialogue, collective bargaining and industrial relations. The main types of ILO interventions reported by the available evidence in this area are (a) *support to legislation development* aimed at improving the existing legal framework, including labour law, so that it is in line with international labour standards (ILS), protects fundamental labour rights, especially freedom of association and collective bargaining, establishes dispute resolution mechanisms, defines the right to strike and promotes labour–management cooperation; (b) *institutional capacity building*, including building a modern and effective labour administration and reforming labour law administration machinery; (c) *capacity building and promotion of tripartite/bipartite social dialogue* at national, sectoral and/or enterprise levels, including of national tripartite consultation bodies; (d) *communication, information and awareness-raising activities/campaigns* which can enhance understanding of freedom of association, rights at work, collective bargaining and social dialogue; and (e) *education and training programmes*. Within the area of FPRW, social dialogue has furthermore been occasionally embedded in ILO interventions on child labour. In this context, social dialogue components relate mainly to (a) the involvement of tripartite constituents in the development and implementation of the projects’ activities, including through the creation of tripartite committees and discussion forums; and (b) capacity-building activities such as training sessions to stakeholders at national level, improving their understanding of child labour, the relevant ILO Conventions, and strategies for preventing and withdrawing children from child labour.

The **DWCPs** promote decent work as a key element of national development strategies and ensure that ILO action takes place within a results-based framework that advances the Decent Work Agenda coherently and in line with the context of each country. Social dialogue and tripartism are crucial to DWCPs, both in terms of designing and implementing ILO action at national level and as cross-cutting issues and objectives that are integral to the ILO’s response. The evidence reviewed provided a number of examples of how ILO interventions are intertwined at national level and work towards national priorities, including and through social dialogue. Social dialogue is mainly embedded in DWCPs in two ways: (a) as tripartite constituents are – to different extents – involved in the development and implementation of the programmes, including through consultations and workshops during the preparatory works, tripartite committees and monitoring bodies; and (b) as a key priority of the ILO’s action at national level. The type of interventions covered depends on the national context, but overall covers the range of interventions available to the ILO, including policy advice on and technical assistance to national social dialogue mechanisms, including Social and Economic Councils, capacity building of the social partners, awareness-raising campaigns, research and dissemination activities.

Finally, the evidence reviewed shows that a number of interventions in the field of social dialogue in the period of the review have been carried out by **the ILO in partnership with the European Commission (EC) or through EU funding**. These interventions have mainly been implemented on the basis of an ongoing strategic partnership between the ILO and the EC, with the aim of promoting cooperation in social dialogue and industrial relations in EU States and EU candidate countries, especially against the backdrop of the economic crisis and in the post-crisis period. According to the evidence reviewed, the main activities carried out during ILO–EC joints projects were in-depth national and comparative studies, knowledge- and experience-sharing activities, as well as capacity building, including through seminars focusing on policy dialogue.

In terms of **outcomes and impacts**, the project evaluation reports vary widely in terms of their ability to present (and differentiate between) outputs, outcomes and actual impact. In most cases, the discussion is based around project outputs (presented often as the only project results) and often around outcomes in relation to project objectives, while impact is not always discussed in any great detail or on the basis of robust evidence. In addition, only very limited evidence or no evidence at all was found for a number of interventions where social dialogue represented a project component or method to achieve the project objectives. While it is important to bear this in mind, there is evidence of impact – sometimes significant – in a number of projects and across strategic areas of ILO’s action. Overall, interventions have contributed to (a) the development and reinforcement of social dialogue at national, local, regional and sectoral levels

in a range of thematic areas; (b) the support for the ratification of ILO Conventions; (c) the contribution to the development of national legislative texts, policies, programmes and strategic action plans across all fields of ILO mandate; (d) the contribution to stronger employers' and workers' organizations; and (e) increased awareness and ownership of tripartite constituents, as well as other stakeholders and beneficiaries (such as workers and employers). More specifically, the evidence available in the area of **employment protection** shows that interventions have often been brought to the development and reinforcement of social dialogue at national, local, regional and sectoral levels. Social dialogue was reported as a key tool to motivate social and economic sectors to sit down and discuss together issues and solutions-related employment policies, leading in several instances to the creation of a culture of active tripartite participation in political decision-making processes. When activities were carried out at local level through decentralized dialogue and actively involving local stakeholders, projects have succeeded in creating a local dynamic and implementing a decentralized job creation model. Similarly, in the field of **social protection**, the evidence reviewed shows that the establishment of tripartite bodies, tripartite meetings, workshops and discussions worked as an effective mechanism to enhance social dialogue and to achieve projects' objectives and expected outcomes. Projects activities facilitate the inclusion of social protection in the national policy agenda and allow tripartite constituents to discuss topics that would otherwise be an exclusive competence of the government. Similarly, the evaluative evidence also points to results in terms of outcomes and impacts in the field of working conditions and labour migration. In general terms, capacity-building activities of national constituents are reported to increase awareness and ownership around the concept of decent work, as well as with regard to drafting of legislation, policies and programmes in these areas. In the area of **social dialogue and strengthening tripartite constituents' capacities**, interventions were also reported to achieve positive results, especially with regard to social partners' engagement in social dialogue and improved capacities. Trade unions' capacity to fulfil their roles and responsibilities as organizations that promote the interests of workers was reported as strengthened. In terms of impact on institutional mechanisms, the available evidence shows that projects have helped revitalize or even launch tripartite bodies and promoted social dialogue, conflict prevention/settlement mechanisms and collective bargaining. In the field of FPRW, evidence of impact was registered in terms of stakeholder engagement and consensus on policy reforms, improved awareness and better understanding of labour rights, ratification of fundamental labour standards and overall improvement of social dialogue.

Furthermore, the evidence available shows positive results of the **collaboration of the EC and the ILO**. In particular, the capacity-building activities were deemed effective in facilitating dialogue and sharing experiences among tripartite constituents from participating countries. The lessons learned through these ILO–EC research and dialogue activities benefitted several EU and ILO member States, leading to developments in terms of labour legislation and reforms, and collective bargaining.

The findings also underlined **the importance of synergies, ensuring sustainability and focusing on the gender dimension**. With regard to the first aspect, the evidence reviewed shows that most projects, with varying degrees of success, sought to achieve some synergies with other ILO projects and/or other projects in the country/region of intervention. The findings of the evaluations reviewed highlight the positive effect of exploiting synergies between the themes of social dialogue, projects which are implemented under other strategic objectives and in the different fields, as well as among the actors who implement them.

In respect of sustainability, the evidence reviewed offers limited findings, showing overall little focus on the sustainability of project impacts within projects and/or evaluations reviewed. One of the aspects frequently cited as likely to ensure sustainability over time is the active involvement and participation of constituents and other stakeholders in all project phases, as this is seen as enhancing ownership and, therefore, ensures continuity and sustainability of activities once the interventions are completed. In the DWCPs' reviews analysed, it is *tripartism* and *social dialogue mechanisms* which are considered per se relevant to ensure sustainability of ILO action at national level. The findings show that tripartite coordination platforms, such as steering committees or overview boards, are often considered as good practices, which are worth replicating across projects to facilitate programmes' implementation and lasting results.

The gender dimension and gender equality were issues that were treated unevenly across the evaluated projects. In a significant number of projects, gender equality had not been integrated as a cross-cutting issue in their methodology, analysis and deliverables. In contrast, in a limited number of other projects, gender equality was mainstreamed mainly in the identification of target groups and beneficiaries. Overall, the link between gender equality and social dialogue appear to be rather weak. However, a number of good practices emerged from the review, in terms, for example, of collaboration between ILO programmes and projects with the ILO Bureau for Gender Equality (GENDER), as well as the successful and effective mainstreaming of the gender dimension into project strategies and activities in many countries and in some global component products. Notwithstanding this positive trend, the evidence reviewed very often concluded that more needed to be done to acknowledge women or to emphasize women's participation. Tangible outcomes are, however, limited in the documents reviewed.

The analysis of the available evaluative evidence allowed the identification of a wide range of **beneficiaries and target groups** of ILO interventions in the area of social dialogue, ranging from national government officials, decision-makers at national and local level, labour inspectorates, employers and employers' organizations, workers' organizations and workers themselves in a range of different economic sectors, civil society organizations, and also the general public and specific target groups.

In the majority of instances, constituents of the ILO were involved in the interventions in some capacity, e.g. as participants in capacity-building activities or on steering committees, and are the main target groups for ILO interventions/activities in the domain of social dialogue. In a number of projects, some of the activities targeting tripartite constituents were open to a broader group of stakeholders – such as civil society organizations, judges, media representatives and students – to increase the impact and added value of interventions. Sectoral and/or regional/local stakeholders were also targeted, as were specific groups such as women, younger workers or workers in particular sectors, including ready-made garment (RMG), rural/agriculture, export-oriented, informal economy/domestic work and mining sectors.

The evaluative reports analysed for this review draw out a number of key **success factors** in terms of effective promotion of social dialogue across a range of different projects, addressing a number of different aspects of interventions. The evaluative evidence clearly highlights, for example, the crucial nature for beneficiaries or stakeholders to access knowledge and knowledge sharing, as well as dissemination, regarding the area of intervention of projects and actions in order for them to develop awareness and the capacity to formulate proposals and express needs. Another success factor is the importance of a project design that takes into account and responds to needs of its stakeholders and beneficiaries. Having adequate, up-to-date and relevant information emerges as key to identifying relevant beneficiaries of projects and enabling social dialogue. Projects that successfully identified motivating factors and needs were then able to identify who would stand to benefit from their activities and encourage beneficiaries' involvement. Conducting needs assessments is thus one example of how projects can best identify potential motivating factors. Similarly, according to the evidence reviewed, flexibility helps make the project relevant to its environment, by adapting to the external environment and adjusting to the real needs of the partners on the ground. In line with the above, the adaptation of activities to the local context and culture is also deemed to be an enabling factor, together with selecting the most appropriate tools and measures in the design of the project and effective project management. The evaluations reviewed illustrate the great diversity in country contexts, and stress that generalizations are often dangerous in view of such diversity. Taking into account the objectives of the interventions, the needs of beneficiaries and the local context, the most appropriate tools and measures should be chosen. In the area of social dialogue, capacity-building activities are often seen as an essential component of strategies targeted at strengthening social dialogue.

In addition, the involvement of beneficiaries appears to be crucial for ensuring the effective design of the project, and to ensure sustainability over time. Most of the evaluations analysed for this review clearly pointed to the importance of involving beneficiaries and stakeholders already from the design phase of the project in order to develop commitment for and ownership of the project. In most projects, the commit-

ment of beneficiaries and stakeholders was key to enabling social dialogue, particularly at the leadership/management level, where strategic priorities were determined and would filter down the organization. Several interventions benefit from building on achievements from previous projects or synergies with other interventions. In an obvious sense, this builds on good work already done, takes work forward on outstanding issues and avoids duplication of effort. As a result, a number of projects have built on the achievement of other projects.

The “ILO brand” with its tripartite governance model also emerges as an element of success, as it generates trust among constituents, in light of the ILO’s unique status and authority to provide an open space for constructive dialogue and consultation, and for consensus building.

Finally, the external context in which the projects are implemented plays a crucial role in influencing their success. Favourable political will, the presence of strong institutions, and already existing social dialogue institutions and social dialogue processes are all factors that can have an impact on project results.

Nevertheless, the available evaluative evidence also indicates a number of **challenges** related to the implementation of the interventions. These include issues related to project design, implementation and timing, as well as insufficient funding, which are among the most common obstacles identified.

Another frequent challenge is an insufficient commitment of key actors, which can hamper an effective implementation of the interventions. Finally, lack of synergies and complementarities both within and between (relevant) projects, insufficient attention to gender equality, inhibiting political local context and issues of sustainability were also reported as obstacles for effective implementation of intervention in the field of social dialogue.

1. INTRODUCTION

1.1. INTRODUCTION AND STRUCTURE OF THE REPORT

This report presents the findings of a synthesis review of ILO interventions in the domain of social dialogue in the period 2013–16. The report is based on an extensive review of evaluations, project documents and studies related to ILO interventions in the field of social dialogue undertaken between May and August 2017.

This report is structured as follows:

- (1) **Chapter one** details the context for this review, along with the aims, objectives and methodology;
- (2) **Chapter two** provides a descriptive overview of the trends in interventions in the area of social dialogue, including how interventions relate to other ILO strategic objectives;
- (3) **Chapter three** summarizes what works and why for ILO interventions in the domain of social dialogue;
- (4) **Chapter four** provides the conclusions of the review based on the study evidence;
- (5) **Annex one** details the methodology guiding the review, including the search, coding and appraisal protocols;
- (6) **Annex two** includes the research tools (screening tool and coding template);
- (7) **Annex three** lists all the documents analysed, highlighting those included in the review; and
- (8) **Annex four** reports the ToR.

1.2. CONTEXT FOR THE REVIEW

The concept of Decent Work was formulated at the end of the 1990s by the ILO's constituents to identify and make explicit ILO major priorities. It implies “opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men”.³ To date, Decent Work has been recognized as a universal objective and key element to poverty eradication and equitable, inclusive and sustainable growth, becoming an integral part of the United Nations' (UN) 2030 Agenda for Sustainable Development.

The notion of social dialogue and tripartism is a central element within the Decent Work Agenda. It is one of the four strategic objectives for the implementation of the Agenda, as mentioned in the *ILO Declaration*

³ *Decent Work*, ILO, 2017, www.ilo.org/global/topics/decent-work/lang--en/index.htm [accessed 17 September 2017].

on *Social Justice for a Fair Globalization*⁴ – a “contemporary vision of the ILO’s mandate in the era of globalization”: (a) employment; (b) social protection; (c) social dialogue; and (d) FPRW.

It describes the involvement of workers, employers and the government in the decision-making process with regard to employment and workplace issues.⁵ It is defined as “includ[ing] all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating to economic and social policy”.⁶ As such, it encompasses a number of different forms and types of dialogue: it can be bipartite, i.e. between workers and employers, or it can be tripartite, meaning with the direct and formal involvement of the government.

However, social dialogue is not only a strategic objective of the ILO; it is also a tool to promote good governance and decent work in other areas in which it operates. In particular, according to the *ILO Declaration on Social Justice for a Fair Globalization* of 2008, social dialogue and tripartism should be promoted as the most adequate methods to:

- (1) Adapt the implementation of the four strategic objectives to the context of each country;
- (2) Promote social cohesion, translating economic development into social progress, and vice versa;
- (3) Facilitate consensus building on policies which have an impact on employment and decent work strategies or programmes; and
- (4) Make labour law and institutions effective in terms of (among other things) respect for employment relationship recognition, promotion of positive industrial relations, and promotion of effective labour inspection systems.⁷

The Declaration has further made the connection between social dialogue and the other three strategic objectives informing ILO action. This should be informed by an integrated and holistic approach as these objectives are inseparable, interconnected and mutually reinforcing. As such, social dialogue is of essential value to the ILO and is embedded in its method of work in a number of ways.

The concept of social dialogue is at the core of a number of **international labour standards**, which define its elements and the conditions for its development, as well as outlining the role of social partners and other actors in the promotion of social dialogue and an enabling environment. Social dialogue has been promoted through a number of Conventions and Recommendations, as shown in detail in section 2.2.

Social dialogue is also a central element of **ILO research programmes**, policy and training and other sectoral tools, as well as **technical cooperation** and **knowledge-sharing activities**, both in terms of content and process. In the past decade, the main focus of social dialogue interventions has been to (a) establish and strengthen the preconditions⁸ of solid social dialogue; (b) provide assistance to constituents to strengthen their capacity, including workers’ and employers’ organizations as well as labour administrations; (c) promote social dialogue institutions and mechanisms, including collective bargaining, information and consultation, labour dispute prevention and resolution, tripartite cooperation, overall and in specific sectors to promote consensus building on sector-specific decent work issues through the adoption of conclusions and recommendations for future action; (d) advocate for inclusion of social dialogue as a core element of the development agenda; and (e) strengthen the role social dialogue and tripartism in contexts

⁴ ILO: *ILO Declaration on Social Justice for a Fair Globalization*. International Labour Conference, 97th Session, Geneva, 2008, available at www.ilo.org/global/about-the-ilo/mission-and-objectives/WCMS_099766/lang--en/index.htm.

⁵ ILO: *Recurrent discussion under the ILO Declaration on Social Justice for a Fair Globalization*, Report VI, International Labour Conference, 102nd Session, Geneva, 2013, p. 5.

⁶ Ibid.

⁷ ILO: *ILO Declaration on Social Justice for a Fair Globalization*. International Labour Conference, 97th Session, Geneva, 2008, available at www.ilo.org/global/about-the-ilo/mission-and-objectives/WCMS_099766/lang--en/index.htm.

⁸ Preconditions necessary for effective social dialogue are: 1) Freedom of association and collective, 2) Strong, independent workers’ and employers’ organizations, 3) Appropriate institutional support, 4) Political will and commitment to engage in social dialogue.

of regional integration.⁹ Social dialogue, however, has also been used as a tool or element of interventions aimed at achieving outcomes under other strategic objectives. ILO, for example, has promoted a social dialogue approach to crisis responses, as well as in relation to topics such as FPRW, informal economy, gender equality and labour migration.

1.3. AIMS AND OBJECTIVES OF THE REVIEW

In order to facilitate discussion among the ILO members on the four strategic objectives reported above, also with a view to identifying possible areas for future work, a programme of recurrent discussions was launched by the ILO Governing Body in 2009. Discussions have so far covered all the objectives and have been based on a recurrent report aimed at creating a better understanding of the realities and needs of ILO constituents for each of the objectives covered. Since 2013, the recurrent report has been complemented by an accompanying piece prepared by EVAL, which focuses on synthesizing results and lessons learned.

Social dialogue was first addressed in 2013 and will be the subject of the recurrent discussion again in 2018. While GOVERNANCE has been assigned to coordinate the preparation of the recurrent report on Social Dialogue and Tripartism, EVAL leads the preparation of a compendium piece to the report.

The aim of such a piece, which has been tendered by EVAL in the form of a *synthesis review*, is to contribute to the organizational learning on the effectiveness of ILO interventions in the domain of social dialogue, through the systematic analysis of the results, lessons learned and good practices of social dialogue interventions carried out by the ILO and selected international organizations in the period 2013–16, based on existing relevant evaluations and studies (see Annex 4).¹⁰ Findings from the analysis will strengthen the evidence base and inform the development and implementation of future social dialogue measures by the ILO and its constituents, as mentioned in the ToR.¹¹

The review focuses on social dialogue actors, institutions, projects and studies directly related to the topic and also presents the “integrated and interrelated nature of action and results” (as mentioned in the ToR). This means that the review not only covers projects and interventions expressly focusing on promoting and strengthening social dialogue, but also on those projects (a) which have a social dialogue-related component; and/or (b) in which social dialogue is embedded as a process.

The key **questions** to which the review provides an answer are listed here below. These are the result of a consultation with main stakeholders within ILO and informed the overall review, as shown in the following section, where the methodology used for this assignment is presented:

- (1) **Key question 1:** What are the trends and “good practices” in ILO social dialogue interventions at all levels?
- (2) **Key question 2:** Under what conditions do social dialogue interventions contribute most to strengthening the institutional capacities of the ILO constituents?
- (3) **Key question 3:** What are the external and contextual factors that can determine success or failure of ILO social dialogue-related interventions (e.g. fragile states, economic crisis, governance issues, institutional gaps, political will, massive and rapid transformations in the world of work, deepening regional integration, etc.)?
- (4) **Key question 4:** Social dialogue is a cross-cutting theme in the majority of ILO interventions and standards. To what extent do the social dialogue components – integrated in various ILO projects on different themes (e.g. employment promotion and income generation, social security/protection,

⁹ E. Voss, H. Gospel, A. Dornelas and K. Vitols: *What works and why? Results of a synthesis review of social dialogue interventions 2002–2012* (Geneva, ILO EVAL, 2013).

¹⁰ Annex 4 (referred in the text as “Terms of Reference” or “ToR”).

¹¹ Ibid.

promotion of freedom of association and collective bargaining, non-discrimination, etc.) – contribute to the implementation and outcomes of such projects?

- (5) **Key question 5:** How are synergies achieved between DWCPs and Technical Cooperation (TC) projects in this area? How does the absence of a specific policy outcome in the ongoing Programme and Budget affect such synergies?
- (6) **Key question 6:** To what extent is social dialogue in practice linked to the other ILO strategic objectives as stipulated in the 2008 ILO Declaration on Social Justice for a Fair Globalization? If there is none, what are the key challenges preventing such a linkage?
- (7) **Key question 7:** What is the evidence for the contribution of social dialogue to sustainable development, through ILO interventions?
- (8) **Key question 8:** What is the evidence for mainstreaming gender equality and strengthening women’s voices through ILO interventions?
- (9) **Key question 9:** What is the importance of having strong employers’ and workers’ organizations for effective social dialogue, and to what extent have the many TC projects whose aim is to strengthen the capacity of the social partners been successful?

In answering these questions, it is important to keep in mind the definition of social dialogue and other operational concepts. Table 1 provides a series of operational definitions in line with the ILO’s guidelines.¹²

Table 1. Operational definitions

Concept	Definition
Social dialogue	All types of negotiation, consultation or information sharing among representatives of governments, employers and workers or between those of employers and workers on issues of common interest relating to economic and social policy.
Tripartite social dialogue/ tripartism	Tripartism is one form of social dialogue. It can be defined as “the interaction of government, employers and workers (through their representatives) as equal and independent partners to seek solutions to issues of common concern” (ILO Thesaurus). A tripartite process may involve consultation, negotiation and/or joint decision-making, depending on arrangements agreed between the parties involved. These arrangements may be ad hoc or institutionalized.
Bipartite social dialogue/ bipartism	Bipartism involves two parties – employers and/or employers’ organizations, and workers’ organizations – which “exchange information, consult each other or negotiate together, without government intervention”. Bipartite social dialogue most commonly deals with working conditions and terms of employment as well as the relations between workers and employers. The objective is to improve labour relations and the organization of the labour process.
Collective bargaining	Collective bargaining is a form of bipartite social dialogue. It can be defined as all “negotiations taking place between an employer, a group of employers or one or more employers’ organizations, on the one hand, and one or more workers’ organizations on the other, for one or more of the following purposes: <ol style="list-style-type: none"> (1) Determining working conditions and terms of employment; (2) Regulating relations between employers and workers; (3) Regulating relations between employers or their organizations and a workers’ organization or workers’ organizations.”
“Tripartism plus” (“multi-party”, “civil dialogue”)	“Tripartite plus”, “bipartism plus”, “multi-party” and “civil dialogue” are some of the terms used to describe the inclusion of multiple interest groups in policy-making processes. They are, for instance, increasingly used to describe “situations where the traditional tripartite partners choose to open up the dialogue and engage with other civil society groups, to gain a wider perspective and consensus on issues beyond the world of work”.

Source: ILO: *National tripartite social dialogue: an ILO guide for improved governance* (Geneva, 2013).

The approach and methodology for answering these research questions is detailed in the subsequent section.

¹² ILO: *National tripartite social dialogue: an ILO guide for improved governance* (Geneva, 2013).

1.4. METHODOLOGY OF THE REVIEW

The synthesis review was conducted using the methodology suggested in the ToR, which ensured a rigorous and systematic analysis and appraisal of the existing evaluations and research on the subject, by being transparent about review processes and decisions, while also taking into account the limited time and budget available for this task. Key elements of the approach were:

- (1) The development of clearly defined research questions (based on the key questions outlined in the ToR and illustrated above, and developed further in consultation with the ILO EVAL team);
- (2) The definition of a search strategy (including the definition of key sources) and protocol, defining parameters for inclusion, such as publication date, geographical scope, language, study type and research question;
- (3) The screening and inclusion of the collected literature according to a set of defined parameters relating to the quality of the evidence. Criteria included the degree of relevance of the study to the questions, the reputation of the sources (if other than ILO), the robustness of research methods used (including consideration of sample sizes, and experimental and quasi-experimental methods) and the country of origin;
- (4) The detailed appraisal, analysis and synthesis of the filtered literature, using a detailed recording grid, before summarizing the consolidated evidence base.

More details on the methodology, search strategy and protocols can be found in Annex 1.

1.5. LIMITATIONS

It is important to highlight the main limitations of this exercise. The most relevant is related to the availability of extensive and good quality evaluative evidence, which could be used to address extensively and in full the research questions. Evidence in terms of impact of ILO interventions was particularly scarce, as it can rarely be caught by mid-term or final evaluations of projects.

2. RECENT ILO SOCIAL DIALOGUE INTERVENTIONS

2.1. INTRODUCTION

This chapter provides a descriptive overview of ILO interventions aimed at promoting social dialogue within the Decent Work Agenda in the period between 2013 and 2016. The chapter firstly contextualizes the interventions by providing a brief overview of ILO Conventions and Recommendations and ILO strategic documents of relevance to this subject area. It then describes the interventions in the social dialogue domain across a number of different thematic areas related to the main outcomes of the ILO Decent Work Agenda, and refers to any contextual factors that can be observed. To complement the evidence provided in the documents included in the in-depth review in Chapter 3, this chapter also makes reference to a wider body of ILO documentation for the purposes of contextualization and completeness of the analysis.

2.2. KEY CONVENTIONS AND RECOMMENDATIONS IN THE AREA OF SOCIAL DIALOGUE

As outlined in the introductory chapter, the principle of social dialogue has been at the core of ILO activity since its foundation and has been outlined as a strategic objective in the 2008 *ILO Declaration on Social Justice for a Fair Globalization* under the “Social Dialogue” pillar.¹³

International labour standards in the form of Conventions (legally binding) and Recommendations (non-binding guidelines) are central to ILO activities. These standards set out and ensure the basic principles of social dialogue and are supported by supervisory activities, as well as direct assistance to countries or clusters of countries through capacity-building activities, training, workshops and other relevant technical assistance to promote and facilitate social dialogue.

Social dialogue has been promoted through a significant number of Conventions and Recommendations.

Freedom of association and the right to bargain collectively are stipulated in 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), which are both among the eight Fundamental Conventions.

Other Conventions in the area of social dialogue promotion that are worth mentioning are: (a) the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144); (b) the Labour Relations

¹³ As stated in the Preface of the *ILO Declaration on Social Justice for a Fair Globalization* “The International Labour Organization unanimously adopted the ILO Declaration on Social Justice for a Fair Globalization on 10 June 2008. This is the third major statement of principles and policies adopted by the International Labour Conference since the ILO’s Constitution of 1919. It builds on the Philadelphia Declaration of 1944 and the Declaration on Fundamental Principles and Rights at Work of 1998. The 2008 Declaration expresses the contemporary vision of the ILO’s mandate in the era of globalization”, available at www.ilo.org/wcmsp5/groups/public/---dgreports/---cabinet/documents/genericdocument/wcms_371208.pdf.

(Public Service) Convention, 1978 (No. 151); (c) the Collective Bargaining Convention, 1981 (No. 154); (d) the Labour Administration Convention, 1978 (No. 150); (e) the Labour Clauses (Public Contracts) Convention, 1949 (No. 94); and (f) the Workers' Representatives Convention, 1971 (No. 135).

It is worth mentioning the following Recommendations as well, which have been adopted over time in the area of social dialogue: (a) the Tripartite Consultation (Activities of the International Labour Organisation) Recommendation, 1976 (No. 152); (b) the Collective Agreements Recommendation, 1951 (No. 91); (c) the Labour Administration Recommendation, 1978 (No. 158); (d) the Labour Relations (Public Service) Recommendation, 1978 (No. 159); (e) the Collective Bargaining Recommendation, 1981 (No. 163); (f) the Employment Relationship Recommendation, 2006 (No. 198); (g) the Workers' Representatives Recommendation, 1971 (No. 143); (h) the Co-operation at the Level of the Undertaking Recommendation, 1952 (No. 94); (i) the Communications within the Undertaking Recommendation, 1967 (No. 129); (j) the Labour Clauses (Public Contracts) Recommendation, 1949 (No. 84); (k) the Consultation (Industrial and National Levels) Recommendation, 1960 (No. 113); (l) and the Night Work of Women (Agriculture) Recommendation, 1921 (No. 13).¹⁴

At the same time, there are a number of other ILO Conventions that call for the consultation of representatives of employers' and workers' organizations, such as the Social Security (Minimum Standards) Convention, 1952 (No. 102) and the Employment Policy Convention, 1964 (No. 122).

2.3. SOCIAL DIALOGUE AND ILO STRATEGY

As mentioned earlier, social dialogue has been outlined as a strategic objective in the *ILO Declaration on Social Justice for a Fair Globalization* and is therefore one of the four strategic objectives in which the Decent Work Agenda is articulated (*employment, social protection, social dialogue and rights at work*). In order to pursue such objectives, the ILO adopted – covering the period 2010–15 – the *ILO Strategic Policy Framework 2010–2015*.¹⁵ The SPF was the ILO's medium-term strategic planning document providing the framework for delivering on the Decent Work Agenda, setting the ILO's constituents' priorities and ensuring effective use of resources. The SPF was built around four strategic objectives and 19 outcomes contributing to the achievement of the objectives. The strategic objectives and related outcomes are listed in Box 1.

It is worth pointing out that, while a number of outcomes (namely Outcomes 9 to 14) appear to be strictly and directly related to tripartism and social dialogue, most of the outcomes under the other strategic objectives were designed and understood to involve or target tripartite constituents. As such, social dialogue is not only a strategic objective, but also a cross-cutting issue in the SPF, and is considered a key method of implementing the ILO's other strategic objectives.

More recent ILO strategic documents for 2016–17¹⁶ confirm this approach. In the most recent ILO Programme and Budget document, social dialogue is dealt with and promoted as a cross-cutting issue to all the 10 outcomes in which the new proposed strategy is articulated, while only Outcome 10 (“Strong and representative employers’ and workers’ organizations”) appears to be directly related to social dialogue, as the strengthening of social partners is seen as a precondition for effective social dialogue.¹⁷

¹⁴ The Recommendations are available at www.ilo.org/dyn/normlex/en/f?p=1000:12010:::NO.

¹⁵ Available at www.ilo.org/gb/GBSessions/WCMS_102572/lang--en/index.htm.

¹⁶ Draft transitional strategic plan for 2016–17 and preview of the Programme and Budget proposals for 2016–17, available at www.ilo.org/gb/GBSessions/GB322/pfa/WCMS_313670/lang--en/index.htm.

¹⁷ The outcome listed in the ILO Strategic Plan 2016–17 can be listed as follows: Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects; Outcome 2: Ratification and application of international labour standards; Outcome 3: Creating and extending social protection floors; Outcome 4: Promoting sustainable enterprises; Outcome 5: Decent work in the rural economy; Outcome 6: Formalization of the informal economy; Outcome 7: Promoting workplace compliance through labour inspection; Outcome 8: Protecting workers from unacceptable forms of work; Outcome 9: Promoting fair and effective labour migration policies; Outcome 10: Strong and representative employers’ and workers’ organizations.

BOX 1

ILO Strategic Policy Framework 2010–15

Strategic objective 1: **Create greater opportunities for women and men to secure decent employment and income** (“Employment”)

Outcome 1: Employment promotion

Outcome 2: Skills development

Outcome 3: Sustainable enterprises

Strategic objective 2: **Enhance the coverage and effectiveness of social protection for all** (“Social Protection”)

Outcome 4: Social security

Outcome 5: Working conditions

Outcome 6: Occupational safety and health

Outcome 7: Labour migration

Outcome 8: HIV/AIDS

Strategic objective 3: **Strengthen tripartism and social dialogue** (“Social Dialogue”)

Outcome 9: Employers’ organizations

Outcome 10: Workers’ organizations

Outcome 11: Labour administration and labour law

Outcome 12: Social dialogue and industrial relations

Outcome 13: Decent work in economic sectors

Strategic objective 4: **Promote and realize standards and fundamental principles and rights at work** (“Rights at Work”)

Outcome 14: Freedom of association and the right to collective bargaining

Outcome 15: Forced labour

Outcome 16: Child labour

Outcome 17: Discrimination at work

Outcome 18: International labour standards

Outcome 19: Mainstreaming decent work

Source: ILO: *Strategic Policy Framework (SPF) 2010–15, Making decent work happen.*

The typologies of activities that ILO carries out to promote social dialogue and, therefore, achieve its strategic objectives and related outcomes are presented in the document *Follow-up to the discussion on social dialogue at the 102nd Session of the International Labour Conference (2013): Implementation of the plan of action*.¹⁸ The plan of action comprises five components and specific objectives: (a) *Promotional campaigns and policy* (objective: increasing ratification and improving implementation of relevant ILS through promotional campaigns and policy dialogue); (b) *Knowledge generation and dissemination* (objective: generating an evidence-based body of knowledge to increase the capacity of the Office to provide effective technical advisory and capacity-building services); (c) *Policy advice and technical services* (objective: strengthened institutions and processes of tripartite social dialogue, collective bargaining, workplace cooperation, dispute resolution and labour law development); (d) *Capacity building* (improved capacities of tripartite constituents to engage in all forms of social dialogue on employment-related and

¹⁸ The document is available at www.ilo.org/gb/GBSessions/GB325/pol/WCMS_414259/lang--en/index.htm.

labour-related matters); (e) *Partnership building* (partnerships with relevant research and policy institutions and networks to increase the delivery capacity and reach of the Office).

As shown in the following sections, these components have been designed and implemented across a number of ILO projects aimed at achieving the Decent Work Agenda's strategic objectives.

2.4. WHAT TYPE OF INTERVENTIONS?

The analysis of the available evidence on ILO interventions related to social dialogue clearly displays the complexity and the extent of the Office's activity in this area, which is characterized by an extensive range of thematic areas and types of interventions. As pointed out earlier, while social dialogue is clearly a strategic objective that ILO pursues through a range of activities, social dialogue can sometimes be a cross-cutting issue. As a result, it can be a component of ILO interventions in fields not immediately related to social dialogue or can itself be embedded in the implementation process of an intervention. ILO interventions related to social dialogue in the period 2013–16, that emerged from the reviewed documents, are presented below following a structure that overall reflects – although not rigidly – the strategic objectives and related outcomes outlined in the SPF 2010–15. This approach was taken also in consideration of the fact that most of the interventions analysed were designed, implemented or concluded in the same timeframe.¹⁹

ILO action in the social dialogue domain is presented in the following sections with each section divided, where relevant, in subsections:

- (1) Employment, skills development and youth;
- (2) Social protection;
- (3) Social dialogue as a strategic objective;
- (4) Standards and FPRW;
- (5) Decent Work Country Programmes; and
- (6) Joint EC–ILO interventions.

2.4.1. Employment, skills development and youth

The ILO's work in this area is structured along the lines of (a) the Human Resources Development Recommendation, 2004 (No. 195); (b) the 2008 International Labour Conference resolution concerning skills for improved productivity, employment growth and development; and (c) the 2005 International Labour Conference resolution concerning youth employment.²⁰ In particular, Recommendation No. 195 encourages members to “formulate, apply and review national human resources development, education, training and lifelong learning policies which are consistent with economic, fiscal and social policies, based on social dialogue”.²¹

The ILO works with ministries of labour, employers' organizations and trade unions to integrate skills development interventions into national and sectoral development strategies. The ILO's work with constituents in this field focuses primarily on three specific areas: (a) linking training to current labour market needs as well as anticipating and building competencies for the jobs of the future; (b) building quality

¹⁹ Even though the period covered by the review is 2013–16, available evidence relates mainly to the period up to 2015. At the time of the review (summer 2017), there was not yet evidence about ILO's interventions in 2016–17, so it was only possible to include some reports issued in 2016–17 referring anyway to projects carried out under the 2010–15 programming period.

²⁰ ILO: *Strategic Policy Framework 2010–15*, Governing Body, 304th Session, Geneva, March 2009, GB.304/PFA/2(Rev.), available at www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_102572.pdf.

²¹ ILO: *Human Resources Development Recommendation*, 2004 (No. 195), available at www.ilo.org/dyn/normlex/en/f?p=NORM_LEXPUB:12100:0::NO::P12100_ILO_CODE:R195.

apprenticeship systems and incorporating core skills into training for young people; and (c) expanding access to employment-related training in rural communities in order to improve livelihoods, reduce poverty, and equip women and men with the necessary skills to work in the formal economy.²²

In this field, available evaluative evidence of ILO interventions shows that social dialogue either contributed or facilitated the achievement of the objectives, or that the achievement of the objectives required developing tripartite/bipartite social dialogue. Several interventions have been identified and are presented below.

The review carried out in 2014 by the ILO on Decent Work results shows that most of the projects evaluated had, to different extents, a social dialogue component, in the sense that social partners are in most cases at least formally part of projects' steering groups and about a third of interventions mentioned activities or outcomes related to social dialogue.²³ According to the evaluation, ILO employment promotion interventions are strengthening social dialogue through two main activities: (a) involving social partners in consultative or decision-making processes/structures linked to the interventions (e.g. steering committees, technical committees); and (b) capacity-building activities, particularly on emerging themes or innovative approaches which are implemented in response to contemporary employment challenges.

An example where capacity building and involvement of social partners are used to promote employment is the project "Promoting productive employment and decent work for young people in Algeria, Morocco, Mauritania and Tunisia" (RAF/11/51/SPA, RAF/11/52/SPA, MAU/11/01/SPA and ALG/12/50/SPA). The project aimed to promote employment and decent work by reinforcing the capacity of institutions and social partners, and through the analysis and implementation of employment policies designed to take into account the needs and characteristics of young people. In Morocco, the project was carried out by adopting a tripartite approach. The collaboration among constituents began at the stage of the formulation of the project, which was led at national level by the Ministry of Employment and Social Affairs. Employers' representatives, the unions and the Federation of Chambers of Commerce, Industry and Services were part of this process. The main tripartite body was the National Advisory Committee, and one of the objectives was to develop a national employment strategy through the participatory and tripartite approach. Similarly, in Tunisia, tripartite constituents played a significant role during the entire development of the programme. The Ministry of Employment and Vocational Training, along with the main representatives of workers and employers, participated in decision-making processes – mainly through the Steering Committee – and were engaged in the implementation of programme activities. The evaluative evidence shows that, also in Mauritania and Algeria, the project incorporated a tripartite approach during the implementation phase, but details are not fully available.

Another example of intervention where social dialogue plays a key role is the project "Creation of employment and support for reintegration in the labour market by supporting the national mechanisms" (TUN/11/02/EEC). The objective of the project was to support economic growth and the reintegration in the labour market of young unemployed women and men, targeting mainly low qualified young people and promoting decent work. Such an objective was pursued through promotion of social dialogue and transparent and participatory governance in support of the process of democratization in Tunisia. The participation of public and private stakeholders and civil society took place at all key stages of the project and was part of a process of ownership and empowerment of the national partners. The following activities were carried out: mapping of relevant stakeholders, stakeholder consultations, creation of dialogue forums, defining of interventions through participatory processes and stakeholder engagement. Similarly, the project "Economic Development and Regional Action Plan for the Creation of Decent Work for Young People in Tunisia" (TUN/12/03/NET) was aimed at promoting local economic development at local level through social dialogue. The project included capacity-building activities for the public and private

²² Source: Skills and Employability Branch (SKILLS), available at www.ilo.org/skills/lang--en/index.htm.

²³ ILO: "Decent work results of ILO employment promotion interventions: lessons learned from evaluations, 2003–13" (EVAL, Geneva, 2014).

institutions as well as civil society, in order to promote the implementation of the action plans. At national level, the following activities were implemented: mapping of relevant stakeholders at regional level, training on solidarity and cooperative economy for the public and private sector partners, and organization of a tripartite conference on solidarity and cooperative economy. At regional level, the capacities of the regional steering committees were reinforced.

The project “Technical and Vocational Education and Training (TVET) Reform in Bangladesh” (BGD/06/01/EEC) aimed to introduce new approaches of competency-based training and assessment, structured apprenticeships and recognition of prior learning, together with quality vocational training, to help create pathways to decent work for all. Within the project, social dialogue was promoted to set a policy framework that focused on technical and vocational education and training to provide skills matching industry’s requirements. The partners who participated in the project implementation included, among others, the tripartite constituents: (a) the Government of Bangladesh, represented by the Ministry of Education and vocational education and training agencies and councils; and (b) employers’ and workers’ organizations, which had direct input into the national technical and vocational education and training policy development committee, skills standards drafting committees and the qualifications development committees. Industry Skills Councils were created in each of the priority sectors (information and communications technology, leather, transport (shipping), tourism and hospitality, and agro-food production), bringing together the representatives of different associations and key stakeholders to discuss sector development issues and provide guidance to the Technical and Vocational Education and Training Reform Project.

In the programme “ILO–Sida Partnership 2012–2013: National Employment Policies (NEP) and Youth Employment (YE)”²⁴ countries were supported in the development of their respective NEPs: Botswana, the Comoros, Lesotho, Liberia, Malawi, Mozambique, Cambodia, Sri Lanka, El Salvador, Kyrgyzstan and Yemen. On the YE side, four countries participated to the initiatives: El Salvador, Indonesia, Jordan and Zambia. Dialogue on policy options was a fundamental dimension of the strategy, and efforts were made at national level to enhance the capacity of tripartite constituents to apply innovative approaches, set priorities and influence the development and implementation of coordinated employment policies adapted to the diversity of local situations and contexts. Regarding the global products (GLO/11/53/SID and GLO/11/60/SID), one of the main objectives under Outcome 1 was to improve the ability of governments and social partners to develop and implement NEP. In the case of YE, the main product was the Training Package on Decent Work for Youth that was part of the Youth Employment Global Product. This course aimed at enhancing the capacity of ILO constituents to deal with youth employment problems and their potential solutions. Within the project, capacity building and tripartite social dialogue were among the main activities in El Salvador. For example, workshops between employers and the Government took place for the preparation of the “Diversification and Economic Transformation Policy”. The project organized group-specific dialogue sessions with workers and employers that included a diagnostic exercise that identified challenges and priorities of each group, workshops to validate the diagnostic and final position papers with the perspective of each constituent about what employment policy should include.

Similarly, the programme “Sida–ILO Partnership Programme 2014–17 Phase I (2014–15): ACI 2: Jobs and Skills for Youth”²⁵ consisted of ten country-level initiatives and included (a) an institutional development component that aims to assess policies and programmes, strengthen institutional capacity, reform existing policies or develop new ones, and develop strategies and/or plans of action for the implementation of policies and programmes; and (b) a direct support component for piloting youth employment interventions with a view to assessing results and expanding their scope and outreach. These initiatives

²⁴ The evaluation covered the following projects: GLO/11/53/SID (global product), INT/12/51/SID (Outcome 1 (indicator 1.1)), ELS/12/50/SID, INS/12/51/SID, JOR/12/51/SID, ZAM/12/52/SID and GLO/11/60/SID (global product).

²⁵ Projects evaluated: GLO/14/72/SID, BKF/14/50/SID, ECU/14/50/SID, JOR/14/50/SID, MOR/14/50/SID, SAM/14/50/SID, SRL/14/52/SID, SUD/14/50/SID, URU/14/50/SID, ZAM/14/54/SID and ZIM/15/50/SID.

were implemented through broad-based partnerships that involved several government institutions, the social partners and other actors. Within the project, activities such as in-country workshops, meetings and training courses at the national and global levels were aimed at strengthening the capacity of ILO's constituents and other national partners to address youth employment challenges and reinforced skills for engaging in the policy-shaping processes.

The project “Partnerships for Youth Employment in the Commonwealth of Independent States” (RER/12/01/LUK) also had a general objective to contribute to the creation of decent work for youth in the Commonwealth of Independent States countries. The project relied on interventions at regional, national and subnational levels. The subnational components focused on youth employment action in three pilot areas of the Russian Federation, with a view to creating a framework for cooperation among local institutions, the social partners and other actors. These partnerships would promote decent work for youth at the district level or other relevant local territories. At the regional level, the project aimed at developing the regional network on youth employment involving governments, trade unions and employers' organizations. The members of the network participated in a peer review training conducted in an ILO training centre in Turin, Italy, a subregional conference on Employment Services, a mutual peer review of employment policies, and a meeting and training seminar on pro-employment macroeconomic policies and their impact on youth employment. The knowledge imparted to the stakeholders through study tours and interregional meetings was used in the development of youth policies.

Another example of intervention with a social dialogue component is “Skills for Youth Employment and Rural Development in Western and Southern Africa (Zimbabwe Component)” (RAF/10/52/M/DAN, ZIM/10/01/DAN). The programme aimed at increasing opportunities for young women and men to find gainful and productive employment through strengthening systems for technical and vocational skills provision, with a focus on the informal economy. It focused on two main activities, depending on the area of intervention: (a) the TREE method²⁶ in predominantly rural areas; and (b) the Quality Informal Apprenticeship approach in more urban settings. The project aimed to enhance the capacity of stakeholders and institutions at the national level to apply tools, methodologies and strategies developed under the programme for broader outreach. A number of activities were planned for knowledge sharing, including workshops on lessons learned, good practices and policy measures, as well as site visits and study tours. Sixteen knowledge-sharing workshops were organized. The institutional framework and implementation mechanism of the project was headed by the tripartite National Steering Committee and its subcommittee at district level. The National Steering Committee was composed of government representatives of different ministries, trade unions, employers, civil society and youth organizations, and its purpose was to oversee the “Skills for Youth Employment and Rural Development” programme implementation and provide the required policy advice and guidance to the implementation structures and stakeholders.

2.4.2. Social dialogue and social protection interventions

The interventions carried out by the ILO in the period of the review under the strategic objective “Enhance the coverage and effectiveness of social protection for all” include a broad range of projects and other activities covering social security, working conditions, occupational safety and health, labour migration and HIV/AIDS (Outcomes 4 to 8 of the SPF 2010–15).

2.4.2.1. Social security and social protection

Social security systems provide for basic income in cases of unemployment, illness and injury, old age and retirement, invalidity, family responsibilities such as pregnancy and child care, and loss of the family

²⁶ The TREE method (Training for Rural Economic Empowerment) is a community-based technical and vocational skills development programme focusing on agriculture and rural development—primarily based on value chain development, skills upgrading and group enterprise community projects for the “out-of-school” youth.

breadwinner.²⁷ ILO standards on social security provide four different types of social security coverage under different economic systems and stages of development. Social security Conventions offer a wide range of options and flexibility clauses. Some of the main ILO instruments are the following: (a) the Social Security (Minimum Standards) Convention, 1952 (No. 102); (b) the Social Protection Floors Recommendation, 2012 (No. 202); (c) the Equality of Treatment (Social Security) Convention, 1962 (No. 118); and (d) the Maintenance of Social Security Rights Convention, 1982 (No. 157). In this field, the available evidence shows a number of ILO interventions where either social dialogue contributed to the achievement of the objectives, or where the development of tripartite/bipartite social dialogue was required.

A relevant example here is the project “South–South cooperation for the African countries in the fields of social dialogue and social protection” (RAF/15/15/DZA). The project aimed to share the experience of Algeria in social protection and social dialogue with African countries and support the National Institute for Union Studies and Research in sharing the Algerian experience in social dialogue and direction of African trade unions. During the project, the Economic and Social Councils of Mali and Guinea received capacity-building assistance on social dialogue in favour of an effective and sustainable social protection floor. In addition, trade unions in nine African countries strengthened their capacities on the role of social dialogue in decent work.

Another relevant example comes from the “Independent Evaluation of African Country Programme Outcomes (CPOs) funded from 2012–2013 [Regular Budget Supplementary Account] in the Thematic Area of Social Protection”, which shows the use of social dialogue as a crucial element towards achieving social security interventions objectives. The evaluation covered ILO interventions carried out in Botswana, Ethiopia, Mauritania and Senegal, and the CPOs of the four countries were related to Outcome 4 on Social Security. In all countries, tripartite constituents have been involved in the implementation of project activities. Tripartite constituents were members of the national platforms and working groups, and took part in the training workshops and awareness campaigns. For example, 60 executives from the National Social Security Fund and tripartite constituents were trained in Mauritania.

The “Programme to support a social protection floor in the Andean region: [the Plurinational State of] Bolivia, Colombia, Ecuador and Peru” (RLA/14/03/SPA) is another example of using social dialogue to implement social security interventions. The objective of this programme was to contribute to increased coverage of social protection systems in the four countries, while one of the expected outcomes was to strengthen the constituents’ capacities of debate and consensus on social security policies. The project used permanent spaces of tripartite dialogue and strengthened its legitimacy. In Colombia, for example, policy proposals on social protection floor and complementary social services were validated in tripartite consultations, where the constituents had the chance to propose changes and observations that were incorporated into the policy papers.

In Thailand, social dialogue has been embedded in the policy-making of the social protection floor policies. In this country, social protection was chosen as one of the six key areas of partnership between the Government of Thailand and the UN system within the United Nations Partnership Framework (UNPAF). This partnership, for the period 2012–16, focused on enhancing Thailand’s capacity to provide universal basic social protection and higher levels of benefits through contributory schemes, with the overall objective of ensuring the system’s financial and institutional sustainability. An Assessment-Based National Dialogue exercise took place in the framework of the UNPAF on social protection. Its purpose was to understand the actual population coverage of the social protection floor and how it could be extended to all members of society in Thailand. The exercise included an inventory of existing social security, social protection and poverty alleviation programmes, together with an assessment of the costs and a ten-year projection. The recommendations were shared with government representatives, workers and employers and civil society organizations, with a view to validating the assumptions and recommendations, and

²⁷ Source: ILO, International Labour Standards on Social security, available at <http://ilo.org/global/standards/subjects-covered-by-international-labour-standards/social-security/lang--en/index.htm>.

preparing for the next steps. The exercise thus contributed to fostering the national dialogue on social protection with all key stakeholders in the country, while raising awareness on the social protection floor concept and increasing capacities in policy formulation and planning.²⁸

A final example of ILO intervention in the social protection domain is the project “Improving social protection and promoting employment” (INT/09/06/EEC). This initiative was defined as a joint effort between the ILO and the EC, whose main objective was to promote integrated social protection and employment policies based on national consensus. One of the project’s expected results was the development of a draft national action plan prepared through social dialogue and based on the integrated social protection–employment promotion approach through – inter alia – the establishment of national tripartite steering committees.

2.4.2.2. Working conditions

The promotion of Decent Work, defined as “productive work in conditions of freedom, equity, security and human dignity”, has been a priority for the ILO since 1999.²⁹ ILO’s 2008 *Declaration on Social Justice and a Fair Globalization* reaffirmed the commitment of tripartite constituents to promote decent work based on the four strategic objectives of the Decent Work Agenda reported in the SPF 2010–15, while within the SPF Outcome 5 it reflects the ILO’s effort in the area of working conditions. The available evidence regarding ILO interventions for the period 2013–16 in this area points to a number of projects and activities which had a component of social dialogue, which, in turn, contributed to the achievement of projects’ objectives.

In the project “Monitoring and Assessing Progress on Decent Work” (INT/07/15/EEC) – which was implemented in Bangladesh, Brazil, Cambodia, Indonesia, Niger, Peru, the Philippines, Ukraine and Zambia – capacity building to tripartite constituents was one of the planned activities that aimed at both strengthening the capacity of government, social partners and other stakeholders to carry out research related to decent work and to develop ownership of the concept of decent work itself. The project worked with government agencies, national statistical offices, workers’ and employers’ organizations and research institutions to strengthen the capacity of developing and transition countries to self-monitor and self-assess progress towards decent work. The activities included (a) national consultation workshops to identify Decent Work Indicators; (b) national social dialogue meetings to disseminate results of country studies; and (c) awareness-raising workshops and national social dialogue meetings, regional training, knowledge sharing and capacity building. Social dialogue meetings were organized to discuss and validate the national studies (Profiles) in all countries.

Another project in this area, which is a good example of how social dialogue helped the achievement of project objectives, is “Promoting Decent Work through Improved Migration Policy and its Application in Bangladesh” (BGD/11/01/SDC). This project aimed at contributing to the sustainable economic and social development of Bangladesh through the creation of decent employment opportunities and protection of male and female migrant workers and their family members. The intervention brought together for the first time several categories of stakeholders (government, trade unions, employers, recruitment agencies, international organizations, non-governmental organizations (NGOs), research institutions, etc.), which had only been engaged separately, at one time or another, in earlier projects on international migration. The project management team supported the national counterparts when required, by including ad hoc specific inputs in the project with the aim to progressively build their trust, customize a mutually beneficial modus operandi, and facilitate social dialogue. Tripartite constituents were represented in the Steering

²⁸ ILO: *Social protection assessment based national dialogue: Towards a nationally defined social protection floor in Thailand* (Geneva, 2013).

²⁹ ILO: Report of the Director-General: Decent Work (Geneva, 1999), available at www.ilo.org/public/english/standards/reim/ilc/ilc87/rep-1.htm.

Project Committee, which met twice a year during the project life. Additionally, in the framework of the project, several thematic workshops, biannual reviews and ad hoc reviews with tripartite plus constituents were organized to develop mechanisms to foster bilateral cooperation on migration. Other activities that targeted the tripartite constituents included (a) participation in national and international seminars; (b) subregional leadership level consultations among trade unions in South Asia and the Arab States; (c) work with the Kathmandu–South Asian Regional Trade Union Council towards the finalization of a Bangladesh trade union position paper on labour migration; (d) a session on labour migration for South Asian employers; and (e) extensive training and capacity building on selected labour migration topics, etc.

In this area of ILO work related to Outcome 5, available evidence shows that ILO pays special attention to domestic workers through the Domestic Workers Convention, 2011 (No. 189). The project “Outcome 5 – Thematic Funding for 2014–2015” (GLO/14/67/SID)³⁰ aimed to improve working conditions for domestic workers, and one of the tools to this end was building the commitment, capacity and cooperation of constituents’ organizations working on domestic workers’ rights. In particular, the project aimed at creating spaces for dialogue between ILO constituents on domestic workers’ rights and minimum wages, providing capacity-building activities to State technical bodies working on minimum wages and domestic workers’ unions, and providing research, knowledge and tools to the tripartite negotiations.

Another relevant example is the project “Making Decent Work a reality for domestic workers” (GLO/11/54/SID), which involved global products and interventions at country level in Paraguay, India, Zambia, the United Republic of Tanzania and the Philippines. The project was implemented through policy advice, capacity development and guidance to national constituents, with practical examples from elsewhere with relevant information previously obtained through the global product element of the project. ILO assistance in the countries was centred, among other activities, on bringing stakeholders together to develop tripartite recommendations related to extending social protection schemes, minimum wages, organizing or implementing a plan of action to improve decent work for domestic workers, and supporting stakeholders to organize awareness-raising campaigns on the plight of domestic workers. In Paraguay, social dialogue included round table discussions on law, campaigns to increase social security coverage for domestic workers, validation of a socio-demographic study on domestic workers, and bipartite discussions on the need for a domestic workers skills training course.

2.4.2.3. Occupational safety and health

Health and safety of workers has been a major concern for the ILO since its inception and is included in its original constitutional mandate of 1919. Occupational safety and health is a crucial element in ensuring decent working conditions and achieving a strong preventive safety and health culture in the workplace. Its importance as a central component of decent work is reflected in the Global Strategy on Occupational Safety and Health adopted during the 91st Session of the International Labour Conference (2003). Key Conventions in this area are the Occupational Safety and Health Convention, 1981 (No. 155) and the related Protocol of 2002 to the Occupational Safety and Health Convention, 1981, as well as the Occupational Health Services Convention, 1985 (No. 161). In 2006, the Promotional Framework for Occupational Safety and Health Convention, 2006 (No.187) was adopted with the purpose – Art. 2 of the Convention – of developing and maintaining a preventive safety and health culture, and the application of a systemic approach to OSH management at the national and establishment levels.³¹ OSH is also one of the outcomes (Outcome 6: Occupational safety and health) related to the achievement of the specific strategic objective

³⁰ The project was implemented in Cabo Verde, Costa Rica, El Salvador, the United Republic of Tanzania and Zambia, and involved the use of global products.

³¹ ILO: *Independent evaluation of the ILO’s strategy on occupational safety and health: Workers and enterprises benefit from improved safety and health conditions at work* (Geneva, 2013); Alli B. O. *Fundamental principles of occupational safety and health* (ILO, Geneva, 2008).

“Enhance the coverage and effectiveness of social protection for all”, and, more broadly, to the four strategic objectives of the SPF 2010–15.

In this area, the available evidence shows a number of ILO interventions where social dialogue facilitated the achievement of the objectives or where the development of tripartite social dialogue was required in order to achieve objectives.

For example, the *Independent evaluation of the ILO's strategy on occupational safety and health: Workers and enterprises benefit from improved safety and health conditions at work*, highlighted the link between social dialogue and achievements of the Global Strategy on Occupational Safety and Health. The strategy was implemented through an ILO action plan to cover five main areas: (a) promotion, awareness raising and advocacy; (b) ILO instruments; (c) technical assistance and cooperation; (d) knowledge development, management and dissemination; and (e) international collaboration. In this respect, as reported in the evaluation, “the OSH policy advice supported tripartite participation in the development of national OSH programmes, while training materials and courses in the design of national OSH programmes and risk management for workplace-level action have been used to promote the protection of workers’ safety and health. These activities aimed to strengthen the influence of the social partners and social dialogue (Outcomes 9, 10 and 12), and to respond to the Tripartite Consultative Advisory Group’s requests regarding sectoral OSH issues (Outcome 13)”. The growing importance of the link between social dialogue and OSH is also emphasized by the relocation of the SafeWork unit (responsible for implementing the Global Strategy on Occupational Safety and Health) from the Social Protection Department to GOVERNANCE in the new organizational structure of ILO headquarters.

The evaluation of the “Human Resources Development in Albania” project (EU IPA 2010) (ALB/11/01/EEC) also demonstrates a link between the project’s achievements and social dialogue. The evaluation shows that the modernization of the State Labour Inspectorate and the adoption of new OSH legislation aligned with EU OSH directives has formed a uniform basis for enforcement of OSH rules and inspection performance. It has also contributed to strengthening labour inspection capacity and – alongside other components of the project – contributed to increasing social dialogue in the country.

In the project “Occupational health and safety and social dialogue in the mining sector in Colombia” (COL/13/01/CAN), social dialogue has been strengthened in order to achieve the main objective of the project, which is to promote OSH in the mining sector in Colombia’s La Guajira Department. In order to do so, a number of activities of capacity-building and awareness-raising campaigns in the area of OSH were implemented. The aim was to strengthen the capacity of the *Subcomisión de Políticas Laborales y Salariales del Departamento de La Guajira* (“Subcommittee for Labour and Wage Policies of the La Guajira Department”), as a tripartite body in charge of promoting compliance of fundamental rights at work and the improvement of labour relations in prevention and dispute solving in the mining sector.

Similarly, the evaluative evidence available for the project “Improving safety and health at work through a Decent Work Agenda” (INT/09/08/EEC) – a joint EU–ILO project implemented by the ILO in Honduras, Malawi, the Republic of Moldova, Ukraine and Zambia, whose overall goal was “to contribute to a more inclusive and productive society through a reduction in occupational accidents and work-related diseases” – displays the importance of social dialogue to effectively promote OSH. To achieve its main objective, a number of activities – namely the establishment of national tripartite steering committees linked to existing tripartite mechanisms on OSH and tripartite workshops – aimed at strengthening social dialogue were carried out, in order to establish a national-level social dialogue process on OSH in the five pilot countries that would also continue after the conclusion of the project.

OSH was also promoted through social dialogue in the project “*Diálogo social para la generación de empleos productivos y trabajo decente en la agroindustria de la caña de azúcar, turismo y PYME*” (MEX/12/01/RBS), aimed at improving working conditions of workers in the sugar and tourism industries and in small and medium-sized enterprises in Mexico through a number of activities (including training activities carried out at the ILO–ITC centre in Turin) and tools (such as the SIMAPRO – Sistema

Integral de Medición y Avance en la Productividad – methodology) involving workplaces, government and workers’ organizations.

Finally, the evidence available for the project “Occupational Health and Safety in Non-Traditional Agro Export Sector in Peru” (PER/13/01/CAN) also shows that social dialogue has been an important tool towards achieving the project’s objectives. The overarching objective of the project was “the improvement of employment and working conditions in Peru through the promotion of a culture of risk prevention and OSH promotion, built upon social dialogue between government, employers and workers”. The immediate objective was the “reduction of risks and accidents in the companies of the agro-export sector in order to increase their productivity through the access to public and private OSH services, within the National Framework of OSH policies”.³² The activities carried out to strengthen social dialogue were capacity building, training and technical assistance.

2.4.2.4. Labour migration

The ILO’s fundamental objective is to protect migrant workers’ rights, while maximizing the development benefits of the international labour migration flows for both countries of origin and destination.³³ The strategy is informed by the principles and provisions of the 2004 International Labour Conference resolution concerning a fair deal for migrant workers in a global economy, the ILO Multilateral Framework on Labour Migration, and the provisions of Conventions on migration for employment. In particular, the ILO Multilateral Framework on Labour Migration³⁴ establishes that governments, in consultation with employers’ and workers’ organizations, should engage in international cooperation to promote managed migration for employment purposes. The Framework also sets up several guidelines for the achievement of the above principle, based on tripartite consultations and social dialogue, such as: (a) developing intergovernmental dialogue and cooperation on labour migration policy, in consultation with the social partners and civil society, and with migrant worker organizations; and (b) establishing mechanisms for tripartite consultations at regional, international and multilateral levels.

The ILO assists member States in developing and improving rights-based labour migration policies and institutions to reduce adverse effects, better protect migrant workers and promote development. It emphasizes integration in receiving societies and workplaces, paying special attention to women, and promotes social dialogue on labour migration. It works with governments and social partners, and involves migrants’ associations where appropriate.³⁵

In the area of labour migration, the available evidence shows that a number of ILO interventions with a component of social dialogue that contributed to the achievement of the project’s objectives were carried out.

For example, in the project “Improving the governance and protection mechanisms for labour migration in the Middle East and Advocacy Strategy on ILO’s Domestic Workers Convention in the Arab States” (RAB/12/05/SDC and RAB/12/01/SDC) – implemented in Bahrain, Oman, Saudi Arabia, Lebanon and Jordan – social dialogue was used as a component of the project. The overall objective of the project was to ensure decent work opportunities for men and women migrant workers to allow them to contribute to the development of their respective countries of origin and destination. As part of the multiple activities, an interregional expert meeting on “Realizing a Fair Migration Agenda: Labour flows between Asia and the Arab States” was held in Kathmandu in December 2014. It was organized in a tripartite setting and

³² ILO: *Productividad y Seguridad y Salud en el Trabajo en el Sector Agroexportador no Tradicional en el Perú 2013–2015 – Evaluación final* (Geneva, 2016).

³³ ILO: *Strategic Policy Framework 2010–15*, Governing Body, 304th Session, Geneva, March 2009, GB.304/PFA/2(Rev.), available at www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_102572.pdf.

³⁴ ILO: *ILO Multilateral Framework on Labour Migration* (Geneva, 2006), available at www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---migrant/documents/publication/wcms_178672.pdf.

³⁵ Ibid.

within the ILO's rights-based framework. The expert meeting explored issues and proposals around five key areas, arising from the identified challenges in Asia–Arab States labour flows: (a) fair recruitment, (b) decent employment and working conditions, (c) recognizing the skills of potential of returning workers, (d) increasing the development impact of migration, and (e) effective partnerships.

A similar example is the project “Development of a Tripartite Framework for the Support and Protection of Ethiopian Women Domestic Migrant Workers to the GCC States, Lebanon and Sudan” (RAF/12/09/EEC). It aimed at providing decent standards at work and protecting human rights of women migrant domestic workers from Ethiopia throughout the migration process – from their place of origin to their destination, all through their employment in private households in the Middle East and Sudan, and up until their return home. The Ethiopian Ministry of Labour and Social Affairs and the ILO jointly organized a national consultation workshop for the Revised Employment Exchange Services Proclamation 632/2009. Its objective was to better inform the revised proclamation through consultation with relevant partners from government and employers' and workers' organizations, and enhance the knowledge of the target audience in the area of Overseas Employment.

The project “Greater Mekong Subregion (GMS) TRIANGLE” (RAS/10/01/AUS and MMR/13/52/AUS) also fostered tripartite consultation. It was implemented in Cambodia, the Lao People's Democratic Republic, Malaysia, Thailand and Viet Nam, with activities in Myanmar that were initiated in 2013. The project aimed to strengthen the formulation and implementation of recruitment and labour protection policies and practices in the GMS to ensure safer migration that would result in decent work. During the project, according to the intermediate evaluation, tripartite consultation processes took place for all laws, policies and tools developed with project support, fostering the development of a culture of tripartism in all countries. Additionally, tripartite plus consultation processes took place in many instances, involving civil society, academia, etc.

The project “Tripartite Action to Protect Migrants from Labour Exploitation (ASEAN TRIANGLE) (RAS/12/01/CAN)” aimed to protect and promote the rights of migrant workers by strengthening regional policies and capacities related to the recruitment and labour protection of women and men migrants. In particular, social dialogue was used as a tool for the achievement of the following outcomes: (a) strengthened regional legal and policy framework to more effectively govern labour migration and protection of the rights of women and men migrant workers, in a gender responsive manner (Outcome 1); and (b) enhanced social partner capacity (Outcome 3).

Another relevant example of ILO intervention in this area was the “Effective Governance of Labour Migration and its Skill Dimensions” (RER/09/04/EEC) project, which aimed at addressing issues of labour migration under the ILO's overarching framework of decent work with its tripartite structure, involving governmental institutions, employers, trade unions and migrant workers from the Republic of Moldova and Ukraine. The overall objective of the project was to strengthen the capacity of these countries to regulate labour migration and promote sustainable return migration, with a particular focus on enhancing human capital and preventing skills waste. The project was largely based on capacity building, as one of its four components was the “delivering [of] technical assistance and building capacity to govern labour migration, enact relevant legislation and engage social partners”. The project contributed to supporting and providing capacity building to the tripartite structures “Migration Councils”, in Ukraine, and “National Committee on Population and Development”, in the Republic of Moldova, which had been recently created.

Finally, the project “Gender-sensitive Labour Mitigation Policies in the Nicaragua–Costa Rica–Panama and Haiti–Dominican Republic Corridors” (RLA/09/05/EEC) aimed at strengthening the capacity of policy-makers and social partners to adopt and implement policies, laws and the administration of gender-sensitive labour migration. In order to do so, one of its strategies was the establishment of strategic alliances and exchange of experiences among organizations in destination countries and countries of origin through tripartite seminars. It also foresaw capacity-building programmes for training and awareness campaigns aimed at unions and employers' chambers (national chambers of employers in the construction and agriculture sectors in Costa Rica, Panama and the Dominican Republic).

2.4.2.5. HIV/AIDS and the world of work

The HIV/AIDS pandemic represents one of the most critical workplace issues for a number of reasons. First and foremost, the pandemic affects mostly women and men of working age, with a consequent devastating impact not only on their lives, but also on their families and dependents. HIV/AIDS also affects the world of work in other ways: people affected by HIV/AIDS are often stigmatized and discriminated against, and this threatens fundamental rights at work, undermining and reducing the opportunities of accessing decent work and sustainable employment. The ILO has mainly considered and looked at social partners and social dialogue to effectively promote decent work and employment opportunities for people living with or affected by HIV/AIDS and their families. The importance of social dialogue has been clearly stated in the HIV and AIDS Recommendation, 2010 (No. 200):³⁶

38. Implementation of policies and programmes on HIV and AIDS should be based on cooperation and trust among employers and workers and their representatives, and governments, with the active involvement, at their workplace, of persons living with HIV.

39. Organizations of employers and workers should promote awareness of HIV and AIDS, including prevention and non-discrimination, through the provision of education and information to their members. These should be sensitive to gender and cultural concerns.

The ILO pursues this objective by providing “technical advisory services and capacity building at national level to ensure the active participation of the social partners in the bodies responsible for coordinating HIV/AIDS responses”.³⁷

For example, the project “Strengthening HIV Prevention, Care, Treatment and Social Protection in the World of Work” (GLO/13/06/OPE) was funded in 2013–15 and carried out in seven target countries: Ethiopia, Kenya, Senegal, the [Plurinational State of] Bolivia, Haiti, Honduras and Paraguay. It was developed by bipartite or tripartite HIV/AIDS workplace committees, integrated the ten key principles of the ILO’s code of practice on HIV/AIDS and the world of work, and included specific measures to address non-discrimination, gender equality, healthy work environment, social dialogue, no screening, and confidentiality. Social dialogue was promoted by bringing together trade unions and workers, employers’ federations and individual enterprises to discuss the fight against HIV/AIDS. In Honduras, for example, the evaluative evidence shows how the project improved the relationship between the trade unions and the employers: the dialogue helped both parties to understand that addressing HIV/AIDS in the workplace is a “win–win” situation, and this allowed them to work productively together on the issue. It is also reported that this improved relationship would be beneficial when discussing other issues.

The evaluative evidence available for the project “Countries and global programmes respond effectively to HIV and AIDS in the world of work including social protection coverage in the informal economy” (GLO/12/63/NOR) shows the importance of social dialogue and social partner involvement in fighting HIV/AIDS.³⁸ One of the four immediate objectives of the project was “Capacity of tripartite plus constituents strengthened to implement workplace HIV and AIDS interventions in prevention and access to treatment, care and support”. To achieve the objective, a number of capacity-building activities were carried out and tripartite constituent representatives, as well as civil society groups (such as those of people living with HIV), had significant roles in the design and implementation of project activities in all the countries with a positive impact for the project results. Nevertheless, in countries where “tripartite plus”

³⁶ Available at www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:2551501.

³⁷ E. Voss, H. Gospel, A. Dornelas and K. Vitols: *What works and why? Results of a synthesis review of social dialogue interventions 2002–2012* (Geneva, ILO EVAL, 2013), p. 27.

³⁸ The project activities covered 20 countries from Africa (11), Asia and the Pacific (4), Latin America and the Caribbean (3), and Europe and Central Asia (2). Specific targeted activities were implemented to achieve key results in line with the Programme and Budget 2012–13, DWCPs and CPOs. The project included two Global Research Products, which also covered an additional six countries. The Global Products were partially supported with additional funding from the Regular Budget Supplementary Account.

constituents could be involved to a lesser extent, such as Guatemala, where trade unions are weak and not representative of the workers due to the contingent political situation, social dialogue could not really progress and benefit the overall project.

2.4.3. Social dialogue as a strategic objective

The ILO promotes social dialogue and pursues the objectives of the Decent Work Agenda also through the strengthening of workers' and employers' organizations, as well as other institutional capacities such as labour administrations, including labour inspectorates. This section presents ILO interventions related to social dialogue as a strategic objective per se ("Strengthen tripartism and social dialogue" in the SPF 2010–15), pursued mostly through the strengthening of tripartite capacities as described by the existing relevant evaluative evidence for the period 2013–16. The section is structured reflecting Outcomes 9–13 of the SPF 2010–15 (strengthening employers' and workers' organizations, strengthening labour administration and labour law, social dialogue and industrial relations, and sectoral social dialogue).

2.4.3.1. Strengthening tripartite constituents

The strengthening of the capacities of workers' and employers' organizations represents an essential prerequisite for effective and functioning social dialogue. For such reason, ILO constituents have included the strengthening of workers' and employers' organizations within the priorities of the SPF 2010–15 (Outcome 9: Employers' organizations; and Outcome 10: Workers' organizations) and the Strategic Plan 2016–17 (Outcome 10: Strong and representative employers' and workers' organizations). The available evidence for the period covered by this review shows that ILO's ACT/EMP and ACTRAV have implemented a number of interventions targeting, respectively, employers' and workers' organizations across several countries and aimed at strengthening their capacity through a range of activities of capacity building, such as training, technical assistance and policy advice.

Strengthening employers' organizations

Norway and Sweden have jointly funded a number of ILO multi-country interventions under an ILO–Norway and an ILO–Sida partnership aimed at supporting the implementation of Outcome 9 between 2012 and 2016 (GLO/12/60/SID, GLO/12/56/NOR, GLO/14/73/SID, GLO/14/59/NOR and RAS/14/58/NOR).³⁹ The Norwegian-funded programme aimed at strengthening the capacity of employers' organizations in policy development and developing new and improved services to enable membership recruitment and retention. Mainstreaming gender and promoting women in business was an important element of the programme. On the other hand, the Swedish-funded programme focused on enhancing the employers' organizations capacities to participate in the policy dialogue with the government and other actors on sustainable enterprises' development and job-rich growth. The activities carried out in both programmes included tailored capacity building (e.g. support to develop a strategic plan and support to strengthen services), and both programmes supported the development or the improvement of global products such as the resource guide "Greening Economies, Enterprises and Jobs: The role of employers' organizations in the promotion of environmentally sustainable economies and enterprises",⁴⁰ the global

³⁹ GLO/12/60/SID and GLO/12/56/NOR have been implemented between 2012 and 2014 in Armenia, Bangladesh, Cambodia, Fiji, Georgia, India, Indonesia, the Lao People's Democratic Republic, the Republic of Moldova, Montenegro, Myanmar, Nepal, Albania, Bosnia and Herzegovina, Botswana, the former Yugoslav Republic of Macedonia, Honduras, Malawi, Serbia, Swaziland, Vanuatu and Zambia, while GLO/14/73/SID, GLO/14/59/NOR and RAS/14/58/NOR have been implemented between 2014 and 2016 in Botswana, Cambodia, Honduras, Indonesia, the Lao People's Democratic Republic, Malawi, Swaziland, Vanuatu, Viet Nam and Zambia.

⁴⁰ The guide was developed under the ILO–Norway Partnership Agreement and is available at www.ilo.org/wcmsp5/groups/public/---ed_emp/---gjp/documents/publication/wcms_459948.pdf.

product “Women in business and management”,⁴¹ and the “Enabling Environment for Sustainable Enterprise (ESEE)”⁴² toolkit.

The ESEE toolkit, which combines diagnostic techniques, data collection and the tailored formulation of policy recommendations based on social dialogue, has also been used in the Norway-funded project “Developing the capacity of Employers’ Organisations in the Arab Region to contribute to job-rich growth through effective policy and social dialogue” (RAB/12/50/NOR).⁴³ In this 18-month project, which was finished at the end of 2015, the ESEE toolkit was used to enable employers’ organizations “to develop proactive national policy agendas, to create employment through enterprise policies, and to equip them with the capacity to engage in effective policy and social dialogue”, as stated in the project objective 2 – Improved policy capacity. To achieve the other project objective, “to provide participating national employers and business organisations (‘Chambers’) with a clear understanding of their basic roles and responsibilities in an emerging and new context” (Objective 1 – Improved governance and structural reform), a range of capacity assessments, training events and communication strategy advice were carried out.

Strengthening workers’ organizations

In the period under observation, ILO–Norway and ILO–Sweden (Sida) partnerships supported as well ILO–ACTRAV interventions aimed at strengthening workers’ organizations. Specifically, the ILO–Norway Partnership project “Trade Unions for Social Justice – Phase II” (GLO/14/60/NOR) – which covered Latin America, Armenia, India, Kazakhstan, Kenya, Lebanon, the Republic of Moldova, Nepal, Somalia and Swaziland – paid attention to capacity building and campaigns for ratification and implementation of ILO’s core Conventions. The aim was to increase trade unions’ influence over national policy on labour issues and strengthen trade union platforms in countries where trade union fragmentation is a challenge. The ILO–Sida Partnership funded a project concerned with “Strengthening International Labour Standards in Global Supply Chains and Export Processing Zones” (GLO/14/75/SID), which was carried out in Bangladesh, Brazil, Costa Rica, Indonesia, Myanmar, Panama, Paraguay, the Philippines, Sri Lanka, Uganda and Zimbabwe. The project aimed at (a) developing knowledge and research capacity of workers’ organizations in the area of cross-border social dialogue, Global Supply Chain (GSCs) and Export Processing Zone (EPZs); (b) strengthening the ability of workers’ organizations to promote freedom of association and collective bargaining and organize GSC and EPZ workers; and (c) delivering advanced labour education programmes and curricula for workers’ representatives in GSCs and EPZs.

Other examples of interventions focusing on workers’ organizations include the project “Strengthening of Workers’ Organizations in the Arab Countries through Economic, Social and Legal Literacy” (RAB/11/02/USA), which was designed immediately before the start of the Arab Spring in 2011 and implemented between 2012 and 2015.⁴⁴ Its aim was to develop the capacity of workers’ organizations to participate effectively in policy debates, influence public decisions and defend workers’ rights and interests. The specific objectives of the project were the strengthening of both institutional and technical capacity of workers’ organizations as well as the support of workers’ organizations in advocacy on FPRW. The main activities carried out consisted of support to develop a needs assessment methodology, together with strategies and action plans, training events and workshops, meetings, thematic literacy briefs on informal economy, migration and social protection and the preparation of advocacy materials.

⁴¹ The product was developed under the ILO–Norway Partnership Agreement and is available at www.ilo.org/public/english/dialogue/actemp/whatwedo/wibpubs/wibm_globalproducts_2017.htm and www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_316450.pdf.

⁴² Available at www.ilo.org/empent/units/boosting-employment-through-small-enterprise-development/eese/lang--en/index.htm.

⁴³ The project initially covered Jordan, Lebanon, Oman, Occupied Palestinian Territory, Yemen, Bahrain and Saudi Arabia, although these latest two eventually discontinued their involvement.

⁴⁴ The project covered Jordan, Lebanon, Oman, Occupied Palestinian Territory, Yemen, and Bahrain.

BOX 2

Organizing workers in the informal economy: An ILO ACTRAV Policy Brief

ILO ACTRAV promotes the strengthening of workers' organizations, among other ways, through the preparation and dissemination of policy briefs, which can be considered a tool to indirectly promote social dialogue. The "Organizing workers in the informal economy" policy brief, published in 2016, is a good example of such activity. The aim of this policy brief is – as stated in the introduction – "to assist workers' organizations in understanding and tackling the injustices and decent work deficits associated with employment in the informal economy". The brief provides information, data, definitions related to the informal economy, analyses the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204)⁴⁵ and proposes strategies and recommendations that can be useful in organizing, protecting and promoting the rights and interests of informal economy workers. Several concrete examples of workers' organizations currently engaged in organizing workers of the informal economy in several countries (e.g. the Sierra Leone Labour Congress, the Congress of South African Trade Unions, the Fiji Trade Union Congress or the Korean Construction Workers Union) are presented in the brief. The policy brief is available on the ILO webpage www.ilo.org/actrav/info/fs/WCMS_516526/lang--en/index.htm and its content is also disseminated through a specific video available on the ILO channel on YouTube, available at www.youtube.com/watch?v=rWfJFKFwjfQ.

Source: *ILO/ACTRAV: Organizing Workers in the Informal Economy – Policy Brief* (Geneva, 2016), available at: http://www.ilo.org/actrav/info/fs/WCMS_516526/lang--en/index.htm.

Strengthening tripartite capacity

A number of other ILO interventions have been targeting the tripartite constituents simultaneously. The project "Strengthening tripartite social dialogue" (ARM129, AZE803, KAZ129, GEO803) was carried out in Armenia, Azerbaijan, Kazakhstan and Georgia in 2014–15, and was funded through the Regular Budget Supplementary Account. The project objective was to strengthen employers' and workers' organizations in order to develop their capacity to engage in effective social dialogue through a number of specific activities. Project activities targeting employers' organizations, consisted of (a) training senior management on such issues as design and implementation of sound governance practices, drafting sustainable business plans, design and implementation of advocacy and communication strategies, and income generation mechanisms; (b) support to develop new services for members – mostly training in a number of areas and topics; and (c) support to develop technical capacity to fully engage in social dialogue on labour and social issues. With regard to activities aimed at strengthening workers' organizations, the focus was on developing greater expertise of trade union leaders on national policy issues through support and advice on a number of thematic areas (collective bargaining, freedom of association, migration and gender equality). In the European Neighbourhood Policy Instrument/EU-funded project "Promoting Labour Relations and Social Dialogue in Georgia" (GEO/14/01/EEC) in addition to employers' and workers' organizations, the ILO also targeted the Ministry of Labour, Health and Social Affairs/Department of Labour and Employment Policy and the Chancellery of Georgia responsible for supporting the Tripartite Social Partnership Commission/Human Rights Secretariat, in order to strengthen social dialogue in a genuine tripartite way. A number of activities were carried out between January 2016 and February 2017, including training programmes and workshops, activities to support the development of strategic planning capacity and technical assistance targeting the Tripartite Social Partnership Commission on the one hand, and specific training activities and workshops to promote bipartite social dialogue at the workplace level on the other. The project also supported focus groups and SWOT (Strengths, Weaknesses, Opportunities and Threats) analyses to identify needs.

⁴⁵ Available at www.ilo.org/ilc/ILCSessions/104/texts-adopted/WCMS_377774/lang--en/index.htm.

Moreover, the available evaluative evidence related to the ILO support to strengthening the capacity of employers' and workers' organizations in Asia and the Pacific in the period 2010–13 shows that training was the preferred and prevalent method in supporting the strengthening of the social partners capacity, although other relevant activities carried out also included knowledge sharing, experiential learning and coaching/mentoring.⁴⁶ Such types of activities were carried out by ILO's ACT/EMP and ACTRAV bureaux in order to contribute to Outcomes 9, 10 and 12 within the SPF 2010–15.

2.4.3.2. Labour law compliance and administration

The ILO recognizes the key importance of an effective legislative system to ensure that workers are sufficiently protected and the labour market is appropriately regulated.⁴⁷ Labour administration ties in with the cross-cutting ILO aim of ensuring ILS are maintained, and is guided in part by the Labour Administration Convention, 1978 (No. 150).⁴⁸ Labour administration and labour law are outlined as part of a key ILO outcome, wherein the importance of an “efficient and well-coordinated system of labour administration” is deemed critical for the creation and implementation of effective labour policies and laws that comply with ILS.⁴⁹ In order to realize this outcome, the ILO commits itself to helping member countries to strengthen their labour administration systems, so that they are up to date and in line with recognized good practices. It also looks to help foster coordination on the part of different labour administration bodies so they can most effectively deliver services related to “labour legislation, employment, industrial relations, labour inspection and social security” to employers, workers and their associated organizations.⁵⁰ Social dialogue is a key part of this process, for example as a means to foster organizational coordination, engage all tripartite partners, communicate labour rights to workers and allow workers to voice complaints to their employers or representative organizations, if their labour rights are breached.

The available evaluative evidence shows a number of ways in which the ILO has been active in the area of labour law compliance and administration. In most cases outlined below, the central aim has been the realization of improved institutional capacities to design, implement and manage labour law, and the enhancement of workers' understanding and exercise of their legal rights. For example, the US Department of Labour-funded project “Strengthening Labour Law Governance in Afghanistan” (AFG/10/01/USA) aimed to reform labour law administrative machinery, revise labour laws and regulations in line with ILS, formulate mechanisms for labour law implementation and create an effective consultative structure for effective social dialogue between all tripartite actors. This was realized through the principal project activities, which included improving labour law administration by conducting a needs assessment of the Ministry of Labour, revising the systems for labour dispute and labour inspection, and establishing the practice of institutionalized social dialogue. Additional activities focused on revising labour laws through enhancing the capacity of tripartite social partners to participate in labour law reform, training and awareness raising, drafting a new legal framework and the production of a Handbook on Islamic Labour Law Principles and International Labour Standards, among other activities. The capacity-building component of the project was significant and included training workshops for Ministry of Labour staff and workers' and employers' organizations. Between 60 and 100 people were trained at each workshop, and women were encouraged to participate.⁵¹

⁴⁶ ILO: *Independent Thematic Evaluation of ILO support to strengthening the Capacity of Employers' and Workers' Organizations in Asia and the Pacific Region* (Geneva, 2015).

⁴⁷ ILO: *Strategic Policy Framework 2010–15*, Governing Body, 304th Session, Geneva, March 2009, GB.304/PFA/2(Rev.), available at www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_102572.pdf.

⁴⁸ ILO: *Draft Transitional Strategic Plan for 2016–17 and Preview of the Programme and Budget Proposals for 2016-17* (Geneva, 2014).

⁴⁹ ILO: *Strategic Policy Framework 2010–15*, Governing Body, 304th Session, Geneva, March 2009, GB.304/PFA/2(Rev.), available at www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_102572.pdf.

⁵⁰ Ibid.

⁵¹ ILO: *Strengthening Labour Law Governance in Afghanistan* (Geneva, 2014).

A similar, albeit smaller scale, project was the “Improving Labour Law Compliance and Building Sound Labour Practices in the Export Oriented Shrimp Sector in Bangladesh Project” (BGD/13/01/BGD).⁵² The project aimed to support tripartite actors in improving labour practices and compliance with labour standards within the Bangladeshi shrimp processing industry. Its central aims were to increase awareness and build cooperation between national and international stakeholders on labour compliance, improve the knowledge and understanding among workers and employees of their labour rights and responsibilities in relation to labour law, and improve the ability of Government and management-level organizations to comply with labour law functions. A range of quite practical actions were implemented as part of the project, with the aim of realizing the objectives outlined above. These included educational and outreach campaigns on labour rights and responsibilities enacted in factories. Particularly creative approaches were adopted, including the use of a painted banner, performances featuring songs, dancing and acting to help engage the audience on the issue of labour rights. Combined with these measures were capacity-building activities to help participants become more knowledgeable of labour-related legislation.

Two projects based in Viet Nam also focused on labour law compliance and administration. As with the other two projects outlined above, their objectives largely focused on strengthening labour legislation and improving the capacity of tripartite partners to understand, implement and engage with protective laws. The “Vietnam Labour Law Implementation Project” (VIE/12/01/USA) aimed to facilitate the drafting and adoption of labour regulations and decrees,⁵³ increase education and general awareness of the new Vietnamese labour code and trade union law, improve the ability of trade unions’ to more effectively represent workers, help develop a system of minimum wage fixing and promote the use of collective bargaining and the signing of collective bargaining agreements.⁵⁴ Activities included (but were not limited to) the restructuring of trade unions, capacity building for minimum wage fixing, signing of master plans on industrial relations, employer round tables, bulletins, networking opportunities and a labour code guidebook for workers (this was nearing completion at the time of the evaluation). Like the “Improved Labour Dispute Settlement” project,⁵⁵ “study tours” also feature as part of project implementation. Trips were taken to the Minimum Wage Councils of the Republic of Korea and Singapore as part of project efforts to facilitate the development of a minimum wage fixing and determination system.⁵⁶

“Increasing Workplace Compliance through Labour Inspection in Viet Nam” (VIE/13/02/NET) was a project launched by the ILO following a request for a needs assessment from the Vietnamese Ministry of Labour, Invalids [sic] and Social Affairs.⁵⁷ The two main objectives of the project were to improve both the Ministry’s institutional and technical capacities and workplace compliance through better law enforcement and the development of prevention measures and better industrial relations. The project subsequently placed emphasis on training, awareness raising and the development of capacity-building tools.⁵⁸

Other examples in this field are the projects “Law–Growth Nexus II” and “Law–Growth Nexus III”, and “Labour Law and the Enabling Business Environment for Medium Small and Micro Enterprises (MSMEs)

⁵² ILO: *Improving Labour Law Compliance and Building Sound Labour Practices in the Export Oriented Shrimp Sector in Bangladesh* (Geneva, 2016), available at www.ilo.org/dhaka/Whatwedo/Projects/WCMS_390359/lang--en/index.htm.

⁵³ According to the evaluation, 13 implementation decrees issued can be at least partially causally linked to the project’s activities (ILO, 2015, available at www.ilo.org/eval/Evaluationreports/WCMS_435489/lang--en/index.htm).

⁵⁴ ILO: *Independent Mid-Term Evaluation of a Technical Assistance Project: The Vietnam Labour Law Implementation Project* (Geneva, 2015).

⁵⁵ ILO: *Enhancing Collective Bargaining and Amicable Settlement of Labour Dispute Mechanisms in Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia and [the Republic of] Moldova Project* (Geneva, 2015).

⁵⁶ ILO: *Independent Mid-Term Evaluation of a Technical Assistance Project: The Vietnam Labour Law Implementation Project* (Geneva, 2015).

⁵⁷ ILO: *Increasing workplace compliance through labour inspection – Final Evaluation* (Geneva, 2015).

⁵⁸ Ibid.

in Kenya (and Zambia in Law–Growth Nexus II)” (RAF/10/09/NAD and RAF1303MNAD), which were focused on two economic subsectors. The projects’ overall development objective was to contribute to a more enabling policy environment for MSME development, while one of the specific objectives was “strengthening the capacity of ILO constituents to engage in social dialogue on the nexus between Labour Law compliance and MSME development and to facilitate sector-specific regulatory reform”. Participation of the tripartite partners was strong in Law–Growth Nexus III, with tripartite partners involved in planning, oversight and implementation of the project. Tripartism transcended to the subsectors with the involvement of workers’ and employers’ organizations in the two sectors. In addition, the project provided opportunities for entrenching social dialogue on issues related to labour and employment policy and legislation affecting labour and employment in the priority sectors. In particular, it provided capacity building to the employees’ and employers’ federations to increase understanding on best practice in facilitating an enabling policy environment for MSME growth.

Finally, the Project on promotion of social dialogue and strengthening labour governance in Tunisia (TUN/12/01/NOR) was launched by the ILO in the aftermath of the revolution of January 2011.⁵⁹ The project, which was in its first phase (2012–15) funded by Norway, sees the promotion of social dialogue as the key element to put in place those employment policies and social reforms necessary to bring Tunisia out of the period of transition which followed the revolution and address the social demands stemming from it. In other words, the promotion of social dialogue is the main objective of the project, but is also the main instrument to stimulate reforms that can be agreed upon by tripartite constituents and to fuel a positive change in the country. The project had two immediate objectives:

- (1) Promote social dialogue at the national, regional and sectoral level by developing the capacity of the labour administration, as well as of employer and worker associations, for them to play a more effective role in the social dialogue process; and
- (2) Strengthen labour market organization by reforming labour legislation, modernizing labour market mechanisms and developing labour institutions.

According to the evidence reviewed, the project has been implemented through about 50 activities, including research activities and studies, training and capacity building actions.⁶⁰ While all activities targeted tripartite constituents, a number of actions involved a larger audience of stakeholders, such as judges, media and students. Phase 2 of the project has been launched for the period 2015–16 (TUN/14/02/NOR) in order to consolidate the results achieved during Phase 1 and to support the tripartite negotiation on the reforms foreseen within the Social Contract signed by constituents in 2013.⁶¹

2.4.3.3. Social dialogue and industrial relations

In line with Outcome 12 of the SPF 2010–15, “effective social dialogue and sound industrial relations represent a key instrument of labour market governance and promotion of decent work for all”.⁶² To this end, the ILO supports the strengthening of “the mechanisms for social dialogue in all its forms including: tripartite cooperation, collective bargaining, information and consultation, labour disputes prevention and consultation”.⁶³

⁵⁹ *Projet de Promotion du dialogue social et renforcement de la gouvernance du travail en Tunisie Phase I: 2012–2015*, also “Social Dialogue” Project, funded by Norway (US\$ 908,271).

⁶⁰ ILO: *Promotion du dialogue social et renforcement de la gouvernance du travail en Tunisie – Évaluation finale (2012–2015)* (Geneva, 2015).

⁶¹ TUN/14/02/NOR.

⁶² ILO: *Strategic Policy Framework 2010–15*, p. 18, Governing Body, 304th Session, Geneva, March 2009, GB.304/PFA/2(Rev.), available at www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_102572.pdf.

⁶³ *Ibid.*

The available evaluative evidence illustrates a number of ways in which collective bargaining and labour disputes settlement have been promoted and actively supported by the ILO. For example, the report on “Enhancing Collective Bargaining and Amicable Settlement of Labour Dispute Mechanisms in Bosnia and Herzegovina, [the former Yugoslav Republic of] Macedonia and [the Republic of] Moldova Project”⁶⁴ (SBU/12/02/RBS) examines the way in which work to support collective bargaining processes has helped enhance labour dispute resolution mechanisms. A lack of “effectiveness and coordination of collective bargaining processes” is attributed in part to the failure to establish effective ways to settle labour disputes. The intervention in question sought to enhance the ability of social partners in Bosnia and Herzegovina, [the former Yugoslav Republic of] Macedonia and the Republic of Moldova, to develop mechanisms to help them settle labour disputes. Specifically, the evaluation assesses the outcomes of the “Improved Labour Dispute Settlement” project, which was operational in the period 2012–15. Interventions included capacity-building activities, opportunities for exchange of knowledge and experience, and the provision of technical assistance to social partners in the selected countries.

An additional evaluative example where collective bargaining is a central focus includes the *Final Internal Evaluation Report* for the project “Improving Collective Bargaining and Labour Law Compliance in Ukraine 2011–2012” (UKR/11/01/CAN). Deemed by ILO EVAL to be an “extremely efficient” initiative, the project aimed to “address gaps in the effective realization of the right to organize and bargain collectively”.⁶⁵ Like the “Improved Labour Dispute Settlement” project outlined above, emphasis was placed on enhancing the capacity of social partners to engage in collective bargaining. Coupled with this were efforts to increase the levels of enforcement of national legislation and collective agreements by focusing on the operation of an effective labour inspection system.⁶⁶

Finally, the “Promoting Social Dialogue” project (TC-MKD/13/02/MKD) also references collective bargaining, here in the context of a broader set of aims related to advancing social dialogue.⁶⁷ The project aimed to enhance the institutional capacity of stakeholders managing tripartite and bipartite social dialogue in order to facilitate the involvement of all relevant actors (especially social partners) in policy-related decision-making. It also aimed to strengthen social partnership including through the creation of effective mechanisms for collective bargaining and labour dispute settlement. To this end, it also aimed to train mediators for collective bargaining.

2.4.3.4. Promoting social dialogue at sectoral level

The ILO promotes social dialogue to pursue the Decent Work Agenda’s strategic objective *Strengthen tripartism* and social dialogue also thanks to a sector-specific approach, as outlined in *Outcome 13: Decent work in the economic sector* in the SPF 2010–15. The justification behind this is that “industries and services have their own specific set of issues, just as individuals have when tackling occupational challenges. Recognizing this principle, the ILO pursues a sectoral approach that translates high-level policy advice into practice where impact is needed: the workplace. Sectoral work will focus on reinforcing the integration of economic, social and environmental dimensions. Central to this strategy will be the involvement of constituents”.⁶⁸

ILO SECTOR actively promotes and supports social dialogue at sectoral level through a number of activities. One of the more long-standing activities aimed at strengthening social dialogue at sectoral level is the organization of sectoral meetings. Sectoral meetings, held since 1927, have contributed to the

⁶⁴ ILO: Geneva, 2015.

⁶⁵ ILO: *Final Internal Evaluation Report for the Project “Improving Collective Bargaining and Labour Law Compliance in Ukraine 2011–2012”* (Geneva, 2013).

⁶⁶ Ibid.

⁶⁷ ILO: *Report on the Midterm Internal Evaluation of the Promoting Social Dialogue Project* (Geneva, 2016).

⁶⁸ ILO: *Strategic Policy Framework 2010–15*, p. 19, Governing Body, 304th Session, Geneva, March 2009, GB.304/PFA/2(Rev.), available at www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_102572.pdf.

strengthening of tripartite social dialogue. Currently, these meetings have the form of Sectoral Tripartite Meetings, Global Dialogue Forums and Meeting of Experts.^{69, 70}

They provide a forum for tripartite social dialogue on key and emerging issues in selected sectors, and their outcomes – in the form of conclusions, resolutions or points of consensus – contribute to the development of national policies and programmes, while providing guidance to constituents. Meetings of Experts can lead – based on tripartite consensus – to the adoption of tools such as codes of practice or guidelines. The outcomes of the meetings are submitted to the ILO Governing Body for its endorsement for the ILO to follow up on the recommendations made by the tripartite constituents. SECTOR prepares issue papers and draft guidelines to inform these meetings.

In the period covered by this review, SECTOR hosted and organized several meetings and other activities covering a range of sectors and topics. In the biennium 2012–13, five Global Dialogue Forums and three Meetings of Experts were hosted. In May 2013, delegates at the Work in Fishing Convention, 2007 (No. 188) discussed current challenges in the implementation of Convention No. 188. Additional Global Dialogue Forums took place in December 2012 (“Future needs for skills and training in the Oil and Gas industry”), February 2012 (“Effects of the global economic crisis on the Civil Aviation industry”), and November 2013 (“OSH, corporate social responsibility and social dialogue in the Chemical industry”). A joint Global Dialogue Forum and Meeting of Experts on “Early Childhood Education” also took place. Another Meeting of Experts was held in September 2013 on “Shipping: Guidelines on the training of ships’ cooks”. A number of regional and subregional meetings and workshops were also organized.⁷¹

In the biennium 2014–15, SECTOR organized a significantly higher number of meetings. These included (a) Global Dialogue Forums on “Employment Relationships in Retail Commerce: their Impact on Decent Work and Competitiveness”; (b) “Good Practices and Challenges in Promoting Decent Work in Construction and Infrastructure Projects”; (c) “Adaptability of Companies to Deal with Fluctuating Demands and the Incidence of Temporary and Other Forms of Employment in Electronics”; (d) “Challenges to Collective Bargaining in the Public Service”; (e) “Employment Relationships in the Media and Culture Sector”; (f) “Employment Relationships in Telecommunications Services and in the Call Centre Industry”; (g) “Wages and Working Hours in the Textiles, Clothing, Leather and Footwear Industries”; and (h) “Safety and Health in the Road Transport Sector”. A session of the joint ILO/United Nations Educational, Scientific and Cultural Organization Committee of Experts on the Application of the Recommendations concerning Teaching Personnel took place. In addition, a session of the Subcommittee on Wages of Seafarers of the Joint Maritime Commission and four regional and subregional workshops were also organized.⁷² In 2016, SECTOR hosted one Global Dialogue Forum on the “Challenges and Opportunities of Teleworking for Workers and Employers in the Information and Communications Technology Services (ICTs) and Financial Service Sectors” and two Meetings of Experts to adopt “Policy Guidelines for the Promotion of Sustainable Rural Livelihoods Targeting the Agro-food Sectors” and a “Revised Code of Practice on Safety and Health in Ports”.⁷³

⁶⁹ Global Dialogue Forums were introduced in 2008 following a decision of the Governing Board in 2007 to enable the ILO to respond more promptly and efficiently to the needs of constituents. This new format is reportedly an important means of addressing, in a timely manner, specific issues in specific sectors most affected by change also as a consequence of the global economic crisis. E. Voss, H. Gospel, A. Dornelas and K. Vitols: *What works and why? Results of a synthesis review of social dialogue interventions 2002–2012*, p. 9 (Geneva, ILO EVAL, 2013).

⁷⁰ ILO SECTOR (2015): *Sectoral Policies Department – Highlights 2014–15*, available at www.ilo.org/sector/Resources/publications/WCMS_468059/lang--en/index.htm.

⁷¹ ILO SECTOR: *Sectoral Activities Programme 2012–2013. The Biennium in Review*, available at www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---sector/documents/publication/wcms_310641.pdf.

⁷² ILO SECTOR (2015): *Sectoral Policies Department – Highlights 2014–15*, available at www.ilo.org/sector/Resources/publications/WCMS_468059/lang--en/index.htm.

⁷³ ILO/SECTOR: *Sectoral meetings held in 2016 and proposals for sectoral work in 2017 and 2018–19*, available at www.ilo.org/gb/GBSessions/GB329/pol/WCMS_545606/lang--en/index.htm.

In addition to the sectoral meetings, it is worth mentioning the sectoral tools which are developed to strengthen social dialogue in specific sectors and take the form of manuals, workbooks or other types of training/didactic materials.⁷⁴ In the biennium 2014–15, for example, a number of such tools with a specific focus on social dialogue were developed. In relation to the public services sector, it is worth mentioning the tools “Promoting Collective Bargaining and Dispute Resolution in the Public Sector – An ILO training workbook”⁷⁵ and “Promoting Constructive Approaches to Labour Relations in the Public Service: Examples from Collective Agreements. A Supplement to the Manual on Collective Bargaining in the Public Service”,⁷⁶ while in relation to the transport/railway sector the “Manual on Social Dialogue in the Railway Sector” was developed.⁷⁷

Finally, SECTOR also promotes social dialogue at sectoral level through research and knowledge development activities, which in some cases focus on social dialogue and related topics, and take the form of working or issues papers in preparation for the sectoral meeting discussions. Examples⁷⁸ here are the working papers “Collective Bargaining in Public Service in the European Union, 2015. Working Paper n° 309”⁷⁹ or “The Glass Industry: Recent Trends and Changes in Working Conditions and Employment Relations. Working Paper n° 310”,⁸⁰ while a good example of an issues paper is “Collective bargaining in the public service: Bridging gaps for a better future”, prepared in support of the discussion at the Global Dialogue Forum on “Challenges to Collective Bargaining in the Public Sector”, which took place in 2014.⁸¹

2.4.4. Standards and Fundamental Principles and Rights at Work

The *ILO Declaration on Social Justice for a Fair Globalization* confirms the centrality of labour standards in the Decent Work Agenda, which are closely intertwined with social dialogue, as already highlighted in the 1998 *ILO Declaration on Fundamental Principles and Rights at Work*.⁸² Freedom of association, for example, is a fundamental right, but at the same time it is clearly a precondition for constructive social dialogue, collective bargaining and industrial relations. ILO is committed to promoting freedom of association as a means of promoting constructive social dialogue across a number of countries where a lack of democratic participation is still an obstacle to it. In this section, ILO interventions related to standards and FPRW (carried out by ILO within the strategic objective “Promote and realize standards and fundamental principles and rights at work” in the SPF 2010–15) are presented, based on the existing relevant evaluative evidence for the period 2013–16. The section focuses almost entirely on Outcome 14, “Freedom of association and the right to collective bargaining”, given the extensive work carried out in this area and the related availability of evaluative evidence. Nonetheless, some ILO interventions are also presented in relation to Outcome 16, “Child labour”, which were found to have a component of social dialogue, which facilitated the implementation of the project and the achievement of its results.

2.4.4.1. Freedom of association and the right to collective bargaining

Freedom of association and the right to collective bargaining are identified as a key outcome in the ILO’s SPF 2010–15, although collective bargaining forms a component in the realization of a number of its other identified outcome objectives. Forming an “undeniable cornerstone of the ILO” due to its link to

⁷⁴ ILO/SECTOR training materials cover a range of topics not necessarily related to social dialogue. All the training materials drafted and provided by ILO/SECTOR are available at www.ilo.org/sector/Resources/training-materials/lang--en/index.htm.

⁷⁵ Available at www.ilo.org/sector/Resources/training-materials/WCMS_242838/lang--en/index.htm.

⁷⁶ Available at www.ilo.org/sector/Resources/training-materials/WCMS_433916/lang--en/index.htm.

⁷⁷ Available at www.ilo.org/sector/Resources/publications/WCMS_449886/lang--en/index.htm.

⁷⁸ The SECTOR publications are available at www.ilo.org/sector/Resources/publications/lang--en/index.htm.

⁷⁹ Available at www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---sector/documents/publication/wcms_429795.pdf.

⁸⁰ Available at www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---sector/documents/publication/wcms_442086.pdf.

⁸¹ Available at www.ilo.org/sector/Resources/publications/WCMS_237279/lang--en/index.htm.

⁸² The text of the Declaration is available at www.ilo.org/declaration/lang--en/index.htm.

the advancement of human rights and social and economic development, the right to freedom of association and collective bargaining is nevertheless identified as the least ratified of the eight fundamental ILO Conventions.⁸³ In practice, vulnerable workers (including agricultural, domestic and migrant workers) still regularly fall short of being able to fully exercise their rights to freedom of association and collective bargaining, particularly resulting in significant failings pertaining to the labour and social rights of women.⁸⁴ To overcome this challenge, and regarding freedom of association and collective bargaining as elements “at the heart of social dialogue”, the ILO has affirmed the importance of mainstreaming social dialogue and tripartism in policy outcomes, through (a) strengthening social dialogue actors and institutions; (b) promoting the ratification and implementation of ILO Conventions that relate to social dialogue; and (c) emphasizing the role of tripartism and social dialogue in realizing the ILO’s strategic objectives.⁸⁵

The extensive available evaluative evidence demonstrates a number of ways of how the ILO promotes and actively supports FPRW, especially in the area of freedom of association and collective bargaining. The main types of ILO interventions are outlined below:

- (1) *Support to legislation development* aimed at improving the existing legal framework, including labour law, so that it is line with ILS, protects fundamental labour rights, especially freedom of association and collective bargaining, establishes dispute resolution mechanisms, defines the right to strike and promotes labour–management cooperation;
- (2) *Institutional capacity building*, including building a modern and effective labour administration and reforming labour law administration machinery;
- (3) *Capacity building and promotion of tripartite/bipartite social dialogue* at national, sectoral and/or enterprise level;
- (4) *Communication, information and awareness-raising activities/campaigns*; and
- (5) *Education and training programmes* aimed at, inter alia, workers, employers (and managers) and their associations and representatives at national, regional, sectoral and local/enterprise levels, administrators/civil servants, especially labour administration officials, legal officers, including employment tribunal officers and judges, etc.

The evaluative evidence shows that, in many cases, the starting point of the intervention was an in-depth assessment, including a gap analysis of the existing legal framework/legislation. For example, the “Promoting Fundamental Principles and Rights at Work in Bangladesh” (BGD/11/50/USA) project sought to address the shortcomings in the Bangladesh Labour Act 2006, especially regarding freedom of association and collective bargaining rights by (a) undertaking a diagnostic assessment study which, inter alia, highlighted shortcomings/dysfunctions regarding freedom of association in the ready-made garments sector; (b) producing reports on freedom of association and collective bargaining; and (c) contributing to the National Action Plan 2012–13 and the amendment of laws which are more in line with ILS. Moreover, it sought to address specific labour standard challenges faced by Bangladesh’s social partners by building local capacity in relation to freedom of association and collective bargaining. For example, in order to appreciate the level of capacity and mode of operation of unions/workers’ organizations in the RMG industry, the project conducted a mapping and needs analysis which would inform training provision aimed at supporting effective union action at the enterprise level in this sector. Second, it sought the regular collection and management of trade union and employer organization registrations. Third, it also implemented a capacity-building programme with identified local union structures, whose main purpose was to (a) provide capacity development support to area-based trade union structures and workers’ organizations; (b) orient officials of newly formed trade unions on workers’ rights and related responsibilities and

⁸³ ILO: *Strategic Policy Framework 2010–15*, p. 20, Governing Body, 304th Session, Geneva, March 2009, GB.304/PFA/2(Rev.), available at www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_102572.pdf.

⁸⁴ Ibid.

⁸⁵ ILO: *Draft transitional strategic plan for 2016-17 and preview of the Programme and Budget proposals for 2016-17*, p.26 (Geneva, 2014).

industrial relations; (c) enhance leadership skills among female trade union organizers; and (d) enhance coordination among national and sectoral trade union organizations. Fourth, it implemented an outreach education programme on rights and responsibilities.

The “Promoting Fundamental Principles and Rights at Work and Labour Relations in Export Oriented Industries in Bangladesh” (BGD/13/05/NOR), designed as a follow-up to the “Promoting Fundamental Principles and Rights at Work in Bangladesh” (BGD/11/50/USA) project, focused on mass media information, education and outreach campaigns on workers’ rights at the national and sectoral levels, and education programmes on labour rights and obligations for both workers and employers to improve their knowledge and understanding of these rights.

The three-year project “Promoting Fundamental Principles and Rights at Work in the Maldives” (MDV/10/01/USA) also sought to improve the legal framework in order to, inter alia, protect freedom of association and collective bargaining. To this end, it set up a tripartite task force on labour law reform and ensured tripartite agreement that the project’s technical assistance focus on drafting a draft law on trade unions and industrial relations. Similarly, the project “Promoting Freedom of Association and Social Dialogue in Myanmar” (MMR/13/06/NOR) worked with the Government on labour law reform.

Institutional capacity building, including building a modern and effective labour administration and reforming labour law administration machinery, feature prominently as common interventions in most of the evaluated projects. For example, the already mentioned “Promoting Fundamental Principles and Rights at Work and Labour Relations in Export Oriented Industries in Bangladesh” (BGD/13/05/NOR) sought to improve the capacity of Government authorities and labour courts by, inter alia, delivering technical sessions on the practical means of enforcing the Bangladesh Labour Act 2006, enforcing the labour rules of 2015 and using the trade union registration and anti-union discrimination tools and law as well as undertaking renovation and modernization of Industrial Relations Institute training facilities.

Likewise, the “Promoting Fundamental Principles and Rights at Work in the Maldives” (MDV/10/01/USA) project also sought to reform the labour law administration machinery, as part of which it conducted an in-depth technical assessment of the current structure and capacity of the labour administration, which resulted in an action plan about the required reform. The project “Promoting Good Labour Market Governance and Fundamental Rights at Work in Morocco” (MOR/12/02/USA)⁸⁶ also sought to enhance the capacity of labour administration/labour inspection to improve compliance with existing labour laws, which themselves should be in line with ILS. To this end, it sought, inter alia, to ensure that the labour inspectorate acquired new tools and skills to improve compliance with national labour legislation in selected sectors, including the rural sector, and carried out inspection campaigns. The project “Promoting Freedom of Association and Social Dialogue in Myanmar” (MMR/13/06/NOR) sought to upgrade the skills and knowledge of labour inspectors and conciliators and/or arbitrators so as to make them more effective in their respective roles.

The project “Promoting the effective recognition and implementation of the fundamental rights of freedom of association and collective bargaining in the Philippines” (PHI/11/04/USA) also sought to ensure that the labour authorities are better equipped to promote and realize the rights of freedom of association and the effective recognition of the right to collective bargaining through, inter alia, the provision of skills training to Government officials. Similarly, the project “Creating a Conducive Environment for the Effective recognition and Implementation of Fundamental Principles and Rights at Work in Egypt” (EGY/11/03/USA) also sought to enhance the capacity of the labour administration to promote and implement public policies, national labour legislation and effective industrial relations.

The Swedish-funded project “Freedom of Association and Collective Bargaining in the Rural, Export Processing and Domestic Work Sectors” (GLO/11/57/SID and GLO/12/59/NOR) which was targeted at

⁸⁶ ILO: *Good practices on the promotion of freedom of association and collective bargaining rights in Morocco*, International Labour Office, Fundamental Principles and Rights at Work Branch (FUNDAMENTALS) (Rabat, 2016).

rural areas, export processing sectors and the domestic work sectors in a number of countries and, inter alia, aimed at raising awareness about freedom of association and collective bargaining and promoting the actual exercise of these rights. Crucially, this project was designed to build on the successes of the first phase (2009–11), during which it developed a systematic, sociological method for diagnosing these challenges. In its second phase, the project refined the diagnostic process for the rural and export processing sectors and extended it to the domestic work sector, at the same time as implementing it in a number of countries (Bangladesh, the Philippines, South Africa, Indonesia, Malawi, Jordan and Brazil). Sweden also funded the complementary project, “Global Diagnostic Tools on Freedom of Associations and Collective Bargaining Rights in the Rural, Export Processing and Domestic Work Sectors”, whose aim was to assist in the development of global diagnostic tools for the three sectors.

The projects in the area of freedom of association and collective bargaining often also contain a component or activities to *strengthen the capacity of constituents*. As it has been pointed out, “a crucial precondition of sound industrial relations and strong social dialogue is that social partners’ organizations should have sufficient capacities, and be institutionally recognized by business and political actors”.⁸⁷ Indeed, the review of the evaluative evidence showed a widespread and consistent trend in seeking to enhance the capacity of social partners and promote tripartite/bipartite social dialogue at national, regional, sectoral and/or local/enterprise levels, as already extensively displayed in section 2.4.3.1. Linked to this, there has also been an effort to foster effective workplace cooperation and labour-management collaboration, as well as dispute resolution mechanisms, at this level. For example, the project “Promoting Freedom of Association and Social Dialogue in Myanmar” (MMR/13/06/NOR) sought to strengthen the capacity of social partners to represent their members and engage in bipartite and tripartite consultations at all levels. In particular, it developed a tripartite process at the national level, and engaged employers and trade unions in bipartite dialogue while supporting relevant capacity building. Moreover, it began institutionalizing a new system of industrial relations. The “Promoting Fundamental Principles and Rights at Work in the Zambian Mining Sector” project (ZAM/14/01/USA) also sought to promote tripartite trust and effective social dialogue in the mining sector by, inter alia, providing technical support regarding freedom of association and social dialogue, and establishing a social dialogue structure. For example, it helped establish a Tripartite Partnership Committee for the Mining Sector. In addition, it sought to strengthen the capacity of the tripartite constituents to promote sound industrial relations and comply with ILS in that sector as well as to enhance trade union capacity so that trade unions are better trained and equipped for effective workplace cooperation, collective bargaining, and the prevention and resolution of labour disputes.

The “Promoting Fundamental Principles and Rights at Work in Bangladesh” project (BGD/11/50/USA) sought to address specific labour standard challenges faced by Bangladesh’s social partners by building local capacity in relation to freedom of association and collective bargaining. The “Promoting Fundamental Principles and Rights at Work in the Maldives” project (MDV/10/01/USA) also sought to improve the capacity of social partners to engage in effective workplace cooperation and labour-management relations, and actively participate in social dialogue by, for example, providing technical assistance and helping towards the setting up of a bipartite structure for sectoral social dialogue.

One of the two main objectives of the project “Promoting Good Labour Market Governance and Fundamental Rights at Work in Morocco” (MOR/12/02/USA) was to promote and extend effective tripartite social dialogue through support to the national tripartite consultation bodies and the establishment of tripartite bodies at regional and sectoral levels. The “Creating a Conducive Environment for the Effective recognition and Implementation of Fundamental Principles and Rights at Work in Egypt” project (EGY/11/03/USA) also focused on developing the capacity and coaching of emerging independent trade unions following the 25 January revolution. The project also tapped into the improved relations between

⁸⁷ E. Voss, H. Gospel, A. Dornelas and K. Vitols: *What works and why? Results of a synthesis review of social dialogue interventions 2002–2012* (Geneva, ILO EVAL, 2013).

the ILO and the Federation of Egyptian Industries to help with awareness raising and capacity building as regards the Federation.

A number of projects reviewed sought to increase awareness and promote as well as enhance understanding of freedom of association, rights at work, collective bargaining and social dialogue by launching communication, information and awareness-raising campaigns and/or undertaking other outreach activities. In addition, some projects supported campaigns to, inter alia, promote effective enforcement of and compliance with national laws and ILS.

For example, the “Creating a Conducive Environment for the Effective Recognition and Implementation of Fundamental Principles and Rights at Work in Egypt” project (EGY/11/03/USA) ran a major national public campaign on freedom of association and rights at work, while social partners also launched communication and outreach strategies. Similarly, most of the activities of the “Promoting Fundamental Principles and Rights at Work and Social Dialogue in Egypt” project were about awareness raising.⁸⁸ As the “Outcome 10 independent evaluation” found, Norwegian funding for Outcome 10 supported trade union campaigns for ratification and implementation of fundamental labour Conventions as well as campaigns promoting the effective enforcement of national laws and ILS in India, Malaysia, Nepal, Thailand and Viet Nam.⁸⁹ The project “Promoting Good Labour Market Governance and Fundamental Rights at Work in Morocco” (MOR/12/02/USA) provided technical assistance to regional labour inspection offices to design a communication campaign aimed at promoting compliance with labour laws in selected sectors, including the rural sector. Similarly, the project “Promoting Freedom of Association and Social Dialogue in Myanmar” (MMR/13/06/NOR) also sought to raise awareness by targeting employers, workers and the general public to promote the value of cooperation and tripartite social dialogue.

The vast majority of the evaluated projects included an education and training component. The education and training programmes aimed at, inter alia, workers, employers (and managers) and their associations and representatives at national, regional, sectoral and local/enterprise levels, administrators/civil servants, including labour administration officials and labour inspectors, legal officers, including employment tribunal officers and judges, etc. For example, the “Promoting Fundamental Principles and Rights at Work and Labour Relations in Export Oriented Industries in Bangladesh” project (BGD/13/05/NOR), ran capacity-building programmes on labour relations and effective workplace cooperation which involved a five-module training package on workplace cooperation aimed at mid-level managers and workers, as well as Government representatives. It also provided training and support for the implementation of OSH improvements in target sectors such as the RMG industry. Likewise, the “Promoting Fundamental Principles and Rights at Work in Bangladesh” project (BGD/11/50/USA) sought to improve labour–management cooperation at the enterprise level through training programmes and enterprise level agreements in the RMG industry. To this end, the project developed training provision on the subject of “Interest-Based Negotiation and Joint Problem Solving” in Bangladesh.

The project “Promoting Freedom of Association and Social Dialogue in Myanmar” (MMR/13/06/NOR) had a very strong training component, involving a bipartite three-level training programme. This was comprised of training workshops, modular courses, follow-up education and training visits, programmes for farmer unions and the training of educators to form a skilled educators group – the last of these deemed important in reaching out to the social partners. It also included leadership programmes for employers’ and workers’ organizations.

The “Creating a Conducive Environment for the Effective recognition and Implementation of Fundamental Principles and Rights at Work in Egypt” project (EGY/11/03/USA) also had a very strong training

⁸⁸ ILO: *Independent Evaluation of the ILO’s Decent Work Country Programme Strategies and Activities in North Africa: 2010–2013* (Geneva, 2013).

⁸⁹ ILO: *Outcome 10 Independent Evaluation: Workers Have Strong, Independent and Representative Organizations – Trade Unions for Social Justice*, (Geneva, November 2013).

component which, in this case, also involved training specifically targeted at women, with a view to helping them enter or return to the labour market. Likewise, the project “Promoting Good Labour Market Governance and Fundamental Rights at Work in Morocco” (MOR/12/02/USA) involved collective bargaining-related training for tripartite partners as well as training on OSH for labour inspectors. Similarly, the project “Promoting the effective recognition and implementation of the fundamental rights of freedom of association and collective bargaining in the Philippines” (PHI/11/04/USA) also involved training for both Government officials and trade unionists, including negotiation training.

2.4.4.2. Child labour

As pointed out in the ILO SPF 2010–15, “the continued existence of child labour represents a major obstacle to the realization of decent work for all” and experience shows that where child labour is practiced, respect for other human rights at work is weak. Experience also shows that children can be protected from labour with political will, the active support of the ILO’s tripartite constituents, and access to funds. The ILO promotes universal ratification of the Minimum Age Convention, 1973 (No. 138)⁹⁰ and the Worst Forms of Child Labour Convention, 1999 (No. 182),⁹¹ provides technical assistance to implement these Conventions, and enhances the capacity of the tripartite constituents to develop effective policies and programmes for the elimination of child labour and provision of education for all, paying particular attention to the situation of girls and the African region. The ILO International Programme on the Elimination of Child Labour, created in 1992, plays a key role in the ILO’s work towards eliminating child labour. Social dialogue has been occasionally embedded in ILO interventions in this field in order to facilitate the achievement of project objectives, as shown by the available evidence.

A relevant example is the “National Plans for the Prevention and Elimination of Child Labour and the Protection of Adolescent Labour in Argentina in the periods 2006–2010 and 2011–2015” (JP/ARG/08/001). A national committee (CONAETI) was created for the implementation of these plans, with representatives from the Government, trade unions, employers’ associations and civil society. Additionally, a decentralization strategy was implemented through the creation of similar committees at local level that received technical assistance and training on prevention and elimination of child labour. Within the national plans and the projects implemented in Argentina, the social partners participated in workshops, training and seminars on prevention and eradication of child labour, and the CONAETI and the local committees were spaces for exchange of information and debate. In 2006, the Network of Enterprises against Child Labour was created, with the participation of companies, CONAETI and the Ministry of Labour.

Also, the “Tackling Child Labour through Education (TACKLE)” project (INT/0524/EEC), implemented in 11 countries, is another example of a project where social dialogue was one of its components. Its overall objective was to contribute towards poverty reduction in the least developed countries by providing equitable access to basic education and skills development to the most vulnerable children. TACKLE provided several training sessions to stakeholders at national level, strengthening capacities of understanding the nature and extent of child labour in the national contexts, the relevant ILO Conventions, and strategies for preventing and withdrawing children from child labour. The main beneficiaries of this training were labour inspectors and school inspectors, as well as other members of tripartite partner organizations. The multi-stakeholder nature of TACKLE was widely recognized as a strong point of the project. It had steering committees in most countries, where the stakeholders met with some regularity and where partners took joint responsibility for its implementation.

Finally, another example of utilizing social dialogue in the field of child labour is the project “Testing methodologies to support informal economy workers and small producers to combat hazardous child

⁹⁰ Available at www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C138.

⁹¹ Available at www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C182.

labour in their own sectors” (GLO/13/57/IRL-16), implemented in Benin, Ghana, Zambia and India. The overall objective was to contribute to the elimination of hazardous child labour in the informal economy in selected sectors and countries by strengthening social dialogue and social partners’ capacity, and testing methodologies that will empower women workers. Some activities included in the project were workshops with the constituents and training and awareness campaigns to the trade union members.

2.4.5. Social dialogue and Decent Work Country Programmes

DWCPs are the main tool for the delivery of ILO support at national level to implement the Decent Work Agenda. They promote decent work as a key element of national development strategies, and ensure that ILO action takes place within a results-based framework that advances the Decent Work Agenda coherently and in line with the context of each country. The Resolution on Advancing Social Justice through Decent Work, adopted in June 2016 by the International Labour Conference, establishes that the ILO should “ensure that all DWCPs comprise integrated and balanced strategies to promote all the strategic objectives and the cross-cutting issues in a set of priorities identified by national tripartite constituents; contain measurable, realistic and achievable outcomes; and should have tripartite steering committees or similar fora to ensure ownership and increase impact”.⁹²

Social dialogue and tripartism are thus crucial to DWCPs, both in terms of designing and implementing ILO action at national level and as cross-cutting issues and objectives that are integral to ILO’s response. On the one hand, social dialogue is central to ILO governance. As such, tripartite constituents need to be fully involved in the identification of national priorities and the development, implementation, monitoring and evaluation of DWCPs. At the same time, social dialogue is one of the cross-cutting issues resulting from the ILO’s objectives and standards that the Office is mandated to uphold and promote in any country.

To date, 43 countries have finalized their respective DWCPs, while 59 are in the process of drafting them or consulting with tripartite constituents.⁹³ Documents reviewed in the context of this assignment with regard to DWCPs include reviews of DWCPs and evaluations of ILO’s DWCPs’ strategies in a number of subregions. The evidence provides a number of examples of how ILO interventions are intertwined at national level and work towards national priorities, including and through social dialogue. These examples reflect the significance of social dialogue for country programmes both as a process and a priority.

Caribbean

According to the *Independent Evaluation of the ILO’s Decent Work Country Programmes, strategies and actions in the Caribbean (2010–2015)*, ILO has worked extensively in this subregion to enhance the ratification and reporting of Conventions so as to strengthen tripartism and social dialogue.⁹⁴ All DWCPs developed in the region included priorities linked to social dialogue and made clear reference to ILO’s previous work with national tripartite constituents as a starting point for future programmes. At the same time, preparatory work for the development of national programmes in the region was based on a tripartite process, including consultations and workshops with tripartite constituents or – in certain instances – with broader groups of stakeholders, such as civil society organizations, as well as members of the UN country or system teams.

⁹² International Labour Conference, 105th Session, Resolution on Advancing Social Justice through Decent Work, 8 July 2016, available at www.ilo.org/ilc/ILCSessions/105/texts-adopted/WCMS_497583/lang--en/index.htm.

⁹³ ILO (2017) Status of Decent Work Country Programme Development by Region (as at 15 May 2017). Available at www.ilo.org/wcmsp5/groups/public/@ed_mas/@program/documents/genericdocument/wcms_561090.pdf.

⁹⁴ ILO: *Independent evaluation of the ILO’s Decent Work Country Programmes, strategies and actions in the Caribbean (2010–2015): final report* (Geneva, 2015).

Europe and Central Asia

In Europe and Central Asia, the *Decent Work Country Programme of the Republic of Moldova* elaborated for the period 2012–15 was developed according to the priorities of ILO constituents and in line with the regional agenda. The improvement of labour market governance was set as a clear priority for the country, to be achieved through three outcomes: (a) an enabling legal and institutional environment, leading to a functioning social dialogue; (b) an increased institutional capacity of employers' and workers' organizations; and (c) labour legislation better reflecting ILS.

In the Western Balkans, notwithstanding the relatively developed industrial relations structures existing in this subregion, after the economic crisis, governments remained the main players in terms of policy formulation, while the bargaining power of social partners remained constrained.⁹⁵ In this context, the *Independent Evaluation of the ILO's Decent Work Country Programme Strategies and Actions in the Western Balkans 2012–2015* notes that all DWCPs developed in this subregion included social dialogue and strengthened labour market governance as priorities at country level. In the period of the evaluation, ILO's interventions in the field of social dialogue included legal advice on and technical assistance to national social dialogue mechanisms, including Social and Economic Councils, and capacity building of the social partners.

Examples of activities in this area can be found in Bosnia and Herzegovina, where the ILO organized workshops to develop constituents' capacity with regard to various aspects of collective bargaining, and the capacity of employers to engage more effectively in economic and social forums.⁹⁶ Tripartite social dialogue was supported by the ILO in the country, in order to also promote pension reforms and their implementation, through the creation of a forum for policy discussion, awareness-raising activities and sharing the experiences of other countries.⁹⁷ Regarding the development and implementation of DWCPs, according to the evidence reviewed, the participatory process used to develop the DWCPs has evolved over time in the Balkans.⁹⁸ First-generation DWCPs were developed using a top-down approach with little consultation of constituents, while second- and third-generation DWCPs, which fall within the period of review, were developed with the full involvement of tripartite constituents. The aim was to promote joint ownership of the documents and actions to be taken at national level. In the biennium 2014–15 in particular, the ILO increased its efforts to strengthen the ownership of the constituents with regard to DWCPs. In four (Albania, Bosnia and Herzegovina, Serbia and [the former Yugoslav Republic of] Macedonia) out of the five countries covered by the Evaluation, DWCP Overview Boards were established in 2013. These are national tripartite steering committees involved in monitoring the progress of the DWCP implementation. In the DWCP for Bosnia and Herzegovina for the period 2012–15, ownership of the DWCP process was linked to the development of a DWCP Board consisting of members and deputy members, who could also play the role of focal points in their respective organizations.⁹⁹ In the document, it was further noted that the creation of the Board would facilitate tacking stock of the achieved results, as well as of the challenges faced, which could be reflected in the DWCP and guide the constituents in the development of the next DWCP.¹⁰⁰

⁹⁵ ILO: *Independent evaluation of the ILO's Decent Work Country Programme Strategies and Actions in the Western Balkans 2012–2015* (Geneva, 2016), covering Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Montenegro and Serbia.

⁹⁶ *Decent Work Country Programme Document 2012–2015 – Bosnia and Herzegovina*.

⁹⁷ Ibid.

⁹⁸ ILO: *Independent evaluation of the ILO's Decent Work Country Programme Strategies and Actions in the Western Balkans 2012–2015* (Geneva, 2016).

⁹⁹ *Decent Work Country Programme Document 2012–2015 – Bosnia and Herzegovina*.

¹⁰⁰ Ibid.

Africa

In the African region, ILO work on DWCPs has focused on responding to decent work deficits in the area.

The *Strategy for North Africa 2011–2015* emphasized the strategic importance of “empowering social partners and other stakeholders through social dialogue” pursuing improvement in “governance through a bottom-up approach with enhanced social dialogue, and ‘strengthened’ civil society and communities”.¹⁰¹ As pointed out in the *Independent Evaluation of the ILO’s Decent Work Country Programme Strategies and Activities in North-Africa: 2010–2013*, the unevenness of tripartite participation in the development of existing strategies for DWCPs was identified as an issue of immediate attention in this subregion between 2010 and 2013. ILO’s North Africa programming, however, only included two projects aimed at promoting social dialogue in that period.¹⁰² Other entry points for building social dialogue in this subregion included actions on (a) legislative reforms, (b) the development of national employment strategies, (c) social pacts, and (d) the establishment of minimum wage policies.¹⁰³

The *Malawi Decent Work Country Programme 2011–2016* was developed by the Government of Malawi in collaboration with its social partners and other stakeholders, with ILO support. The improved capacity and service delivery of social partners for effective social dialogue is one of the outcomes envisaged by the document in line with national development strategies (under Priority 3: Building the capacities of government and social partners to improve service delivery).¹⁰⁴ In this respect, ILO supported social partners in the country, among other things, in the development of new strategic plans for mobilization of their respective members. At the operational level, a DWCP Implementation Committee was established under the name of Tripartite Labour Advisory Committee to monitor the implementation of the programme. The DWCP evaluation conducted in 2015 reports that the responsibilities of each partner within the Committee were indicated in the programme, assigning tripartite constituents a role in achieving expected outcomes within the programmatic period.¹⁰⁵

The *2010–2014 Namibian Decent Work Programme* (extended to 2016) was developed through a participatory planning process, which brought together all tripartite constituents in the country.¹⁰⁶ In addition, other relevant Government ministries, the UN system, bilateral and multilateral cooperating partners and civil society were consulted. The programme focuses on three priorities, set by tripartite consensus and relating to Decent Work Agenda for Africa: employment generation, social protection and social dialogue, the last of these including four outcomes related to labour administration, stronger social partners, strengthened tripartism and labour market governance. A Decent Work Steering Committee – already organized in 2011 – meets every six months to monitor and implement the DWCP based on the principle of tripartism and social dialogue.

The *Decent Work Country Programme of Benin for the period 2010–2015* is also linked to the priorities of the Decent Work Agenda for Africa and reflects the four strategic objectives of ILO’s action as set in its SPF 2010–15. The programme is based on three priorities: strengthening social dialogue, employment generation and enhanced social protection. The social dialogue priority envisaged two main outcomes: (a) establishing a Social Dialogue Charter, which takes into consideration human rights – for both men and women – and an implementation body; and (b) strengthening the capacity of tripartite constituents to ratify and apply ILS. The programme further provides for 11 outputs to be produced in the DWCP’s

¹⁰¹ ILO: *Strategy for North Africa 2011–2015: Employment for Stability and Socio-Economic Progress in North Africa* (Geneva, 2010).

¹⁰² ILO: *Independent Evaluation of the ILO’S Decent Work Country Programme Strategies and Activities in North Africa: 2010–13* (Geneva, 2014).

¹⁰³ Ibid.

¹⁰⁴ ILO: *Malawi Decent Work Country Programme M–DWCP 2011–2016* (Geneva, 2015).

¹⁰⁵ Ibid.

¹⁰⁶ Ministry of Labour and Social Welfare, the Namibian Employers’ Federation, and the National Union of Namibian Workers, as well as the Trade Union Congress of Namibia.

period of implementation of DWCP (2010–13) in order to achieve the expected outcomes.¹⁰⁷ In order to monitor and keep track of the implementation of the programme, a national committee (*Comité National de Suivi, de Contrôle et d'Evaluation du Programme Pays pour le Travail Décent*) was established in 2013. This was, however, still inactive in 2014, as its composition was questioned by social partners. Interventions in the field of social dialogue in the country were limited until 2014, given general hostility and mistrust among tripartite constituents.

The *2010–2014 South Africa Decent Work Country Programme* was developed through a participatory process involving all constituents in South Africa through the mechanism of the National Economic Development and Labour Council. The DWCP focused on four priorities and nine outcomes closely in line with the global decent work framework. Outcome 9 on social dialogue comprises six outputs. According to the Review of the DWCP carried out in 2015, the work of ILO and constituents prioritized until 2014 outputs relating to social dialogue and support to workers' and employers' organizations in the field of collective bargaining.¹⁰⁸ Activities included capacity-building workshops and training for social partners and Council staff, as well as research and awareness-raising activities. The programme is implemented through a steering committee based on a "tripartite plus" approach, whereby tripartite constituents are supplemented by the community constituency.

Asia

In the Asia region, Indonesia was the first country to develop a DWCP broadly based on tripartite constituents' participation, first for the period 2006–10 and then for the period 2012–15. Indeed, this is considered to be one of the main achievements of social dialogue in the country.¹⁰⁹ The DWCP was drafted through a number of consultations. Through the development of the DWCP, constituents jointly undertook a situation and needs analysis, and established the priorities for promoting decent work in the country. Social dialogue was one of the cross-cutting themes embedded across all priorities in the DWCP 2012–15.

In Viet Nam, governance priorities in the DWCPs are linked to the achievement of two sets of outcomes: (a) "strengthening industrial relations through effective employers' and workers' organizations and social dialogue institutions and mechanisms"; and (b) strengthening State tools, relevant to labour market governance.¹¹⁰ Even though the progress achieved by the ILO in terms of these outcomes is influenced significantly by the country's political context, in the period of implementation of the DWCP, social partners – the Viet Nam Chamber of Commerce and Industry and the Viet Nam General Confederation of Labour – were involved in all policy-oriented activities, workshops and seminars organized by the ILO. The latter also supported them in piloting bottom-up representation and providing capacity building aimed at improving the provision of services to their members.¹¹¹

2.4.6. Joint EC–ILO interventions

The EU has prioritized social dialogue as a means of maintaining employment rights and conditions. The EC's commitment to social dialogue was re-emphasized in March 2015 with the launch of a "New

¹⁰⁷ According to Annex 3 to the DWCP review, outputs include: (a) strengthening of social partners' capacity; (b) a forum on social dialogue, elaboration and adoption of the Charter; (c) implementation of the Charter by a managing body; (d) sectorial social dialogue initiatives; (e) elaboration and implementation of a national employment policy; (f) strengthening of the institutional capacity of social dialogue structures (e.g. *Conseil du Travail* – Labour Council); (g) enhancement of the respect of constitutional obligations; (h) the enhancement of the implementation of ratified Conventions; (i) the progression of the ratification of Conventions; (j) the elaboration of a national policy aimed to improve equality in the labour market; (k) the improvement of the ability of tripartite constituents to implement ILS.

¹⁰⁸ South Africa Decent Work Country Programme, Country Programme Review.

¹⁰⁹ Labour Institute Indonesia, *Examples of Social Dialogue in Indonesia (2004–15) and Its Contribution to Development* (2016).

¹¹⁰ Tajzman D. and Vinh D. Q. (2016) *Decent Work Country Programme Review Vietnam 2012–2016*.

¹¹¹ Ibid.

Start for Social Dialogue”, through which social partners and the EC formally agreed on the importance of involving and providing sufficient support to social partners in decision-making related to the creation of EU laws and policy.

The current political programme of President Jean-Claude Juncker has a particular focus on social dialogue, and the EC has focused on strengthening social dialogue over recent years, stressing its importance in the context of economic recovery as well as for the development of the European social dimension.¹¹²

The economic crisis indeed has challenged social dialogue, causing it to break down in some EU Member States. While weakening social dialogue in some countries, however, the crisis has not heralded a uniform breakdown of such relations throughout the EU. In some Member States, social dialogue has been an active and critical component of economic and social recovery.¹¹³ European social dialogue has also endured in spite of the crisis.¹¹⁴ A gradual shift towards more EU-level tripartite concertation has led to a broad recognition of the need to enhance the role of the social partners in EU governance and to make concerted efforts to bolster existing spaces for social dialogue.¹¹⁵ Despite these efforts to strengthen social dialogue through supporting social partners, the key importance of trust between social partners, the EC and other EU institutions remains ever-relevant in terms of moving forward post-crisis.¹¹⁶

In this context, the EC and ILO are strategic partners in the field. An EC–ILO Joint Management Agreement was signed in November 2013 as part of a pre-established strategic partnership between the two institutions. Its main aim was to promote cooperation in social dialogue and industrial relations in EU States and EU candidate countries against the backdrop of the financial and economic crisis.¹¹⁷

The 2013 Joint Management Agreement constitutes the third and final phase of a pre-existing project, the first phase of which was implemented in October 2011–September 2012 and the second in November 2012–November 2013. The focus of these first two phases was on the impact of the economic and financial crisis on national tripartite social dialogue, and labour market institutions and actors. Utilizing the ILO’s global expertise on issues related to social dialogue and industrial relations in the EU, the project involved carrying out in-depth national studies as well as capacity-building seminars in selected countries. These seminars had a strong focus on policy dialogue, and brought together for the first time, not only the tripartite constituents of the countries targeted, but also the International Monetary Fund, the European Central Bank and the European Commission Directorate-General for Economic and Financial Affairs (the so-called Troika of creditors), as well ILO and the European Foundation for Working and Living Conditions (Eurofound).¹¹⁸ The aim was to assess the labour and industrial relations situation of Southern Europe and Ireland, and discuss the benefits of social partnership as a component of sustainable recovery.¹¹⁹

¹¹² ILO: *Building a Strong Pillar for European Convergence* (Geneva, 2016).

¹¹³ ILO: *Talking through the Crisis: Social Dialogue and Industrial Relations Trends in Selected EU Countries* (Geneva, 2017).

¹¹⁴ As a concept, European social dialogue can refer to discussions, negotiations and joint actions at a European level involving social partners. These are actors who represent each side of industry, so typically this includes the participation of employers’ and workers’ organizations (i.e. trade unions). Thematically, such activities may cover a broad range of social and work-related issues, linked to the promotion of economic competitiveness, fairness and prosperity, as well as social well-being.

Much like the ILO, different types of European social dialogue are defined along two main strands, depending on the actors involved: in the case of tripartite social dialogue, representatives from the EU institutions (European Commission, European Council, Council of the EU) engage with representatives from workers’ and employers’ organizations on the issues outlined above. In contrast, bipartite social dialogue largely involves interaction between European employers’ and workers’ organizations. In these instances, they may receive assistance from the EC as a moderator or facilitator.

¹¹⁵ European Commission: *Industrial Relations in Europe 2014* (2015).

¹¹⁶ Ibid.

¹¹⁷ ILO: “Strengthening sectoral social dialogue in New Member States and Candidate Countries of the European Union in Industrial sectors: Final Narrative Report November 2013–14” (Geneva, 2015).

¹¹⁸ Ibid. Seminars took place in Geneva, Dublin, Lisbon, Athens and Nicosia.

¹¹⁹ Ibid.

The third and final phase, launched in 2013, entailed the production of an edited volume designed to outline the main results of the collaborative project overall, drawing on the national studies and seminars conducted in selected countries.¹²⁰ In this phase, the ILO followed up on the national seminars of phases I and II, providing technical assistance to the constituents of the selected countries, based on their needs. In Greece, for example, the ILO provided support to social partners in the renewal of the national collective agreement. In Cyprus, the ILO made a proposal for a “follow-up mission to assess social dialogue in the context of policy reforms that have an impact on industrial relations and to make recommendations to the government for a longer-term collaboration”.¹²¹ The outcomes and impacts of these actions are further discussed in section 3.2.1.

Following the completion of this overall project, a new ILO–EC cooperation programme for 2014–16 was agreed. Activities under this programme similarly related to post-crisis social dialogue across the 28 Member States, looking for best practice measures and examples.¹²²

In a similar vein to the collaborative work that preceded it, the EC and the ILO worked together on a jointly funded project between 2014 and 2017, with the aim of documenting and analysing emerging trends and good practices in social dialogue and industrial relations across EU Member States. The project focused on the post-crisis recovery period, i.e. approximately from 2013 onwards, and involved analytical studies and research workshops in selected EU Member States. The studies built on the results of previous collaborative work between the ILO and the EC, and sought to explore the function of national tripartite social dialogue mechanisms and institutions, as well as the role of the social partners in coming up with policy responses. They also examined post-crisis developments in industrial relations with an emphasis on collective bargaining mechanisms. In 2016, shortened versions of the 11 country studies produced from this joint work were presented at a Tripartite Knowledge-Sharing Conference in Paris.¹²³

A new project was also carried out on the effects of changes in the world of work on inequalities, with a particular focus on the middle class. This was the natural continuation of the previous EC–ILO project on the European Social Model (2013–14) that had emphasized an erosion of the middle class in Europe, something that may not only undermine the sustainability of the European Social Model, but also put Europe’s sustainable recovery at risk.¹²⁴ This new project provided a comparative overview of inequalities and middle-class trends in EU countries, and provided new evidence on the direct relationship between the growth of inequalities/polarization and the erosion of the middle class – or on the reverse between the decline in inequalities and the expansion of the middle class – a process that was studied by high-level national experts through mobility between income groups but also through specific case studies in European countries.¹²⁵ This led to a major conference in Brussels on 28–29 February 2017 in which government, employers’ and workers’ highest representatives participated with, notably, a round table of seven ministers and State secretaries about the future of the middle class in their country and in Europe. This work also directly contributed to the work of the EC on the inequalities and social dialogue.

The EC and the ILO also work together to run a database of transnational company agreements (hosted by the EC). The collaborative partnership was first established in 2013 and contains transnational company

¹²⁰ Ibid. The final outputs of this projects are (a) ILO: “The governance of policy reforms in Southern Europe and Ireland: social dialogue actors and institutions in times of crisis, International Labour Office”, Konstantinos Papadakis and Youcef Ghellab (eds.), (Geneva, 2014); (b) ILO: *Talking through the crisis: Social dialogue and industrial relations trends in selected EU Countries*, Igor Guardiancich and Oscar Molina (eds.), (Geneva, 2017).

¹²¹ Ibid.

¹²² Ibid.

¹²³ ILO: “Contribution to Social Dialogue 2016-2017” (Geneva, 2016).

¹²⁴ ILO, Edward Elgar: *The European Social Model in Crisis – Is Europe losing its Soul?* (D. Vaughan-Whitehead, ed.) (Geneva, 2015).

¹²⁵ ILO, Edward Elgar: *Europe’s Disappearing Middle-Class? Evidence from the World of Work*, (D. Vaughan-Whitehead, ed.), (Geneva, 2016).

agreements identified and catalogued by the EC and the ILO, broadly aiming to enhance knowledge of transnational social dialogue.¹²⁶

In relation to more country-specific collaboration, the Promoting Social Dialogue Project is a technical cooperation initiative which the EU funded through the Government of the [former Yugoslav Republic of] Macedonia. The project, which started in October 2014 and ended in September 2016, aimed to bolster bipartite and tripartite social dialogue as a means of boosting economic growth and social progress in [the former Yugoslav Republic of] Macedonia.¹²⁷

2.5. RECENT ILO SOCIAL DIALOGUE INTERVENTIONS: A SUMMARY

The analysis of the available evidence clearly displays the complexity and the extent of ILO interventions in the field of social dialogue.

In line with previous reviews, it is clear that most of the Office's interventions include a social dialogue element. There is a clear link between ILO work in the field of social dialogue and other areas of ILO intervention. Most projects and activities developed in other key areas of intervention (employment, social protection, FPRW, OSH, HIV/AIDS) indeed present social dialogue as a component, by involving social partners in consultative or decision-making processes and creating forums for tripartite constituents to intervene in the design and implementation of projects or as an outcome of specific activities, e.g. capacity building of social partners with regard to specific thematic areas. Similarly, projects aimed at promoting social dialogue as an immediate objective often envisage social dialogue as an instrument to stimulate reforms in other areas of ILO's action.

¹²⁶ ILO: "Development of the international dimension of the database on transnational company agreements (TCAs) (II): Final Report March 2014–Feb. 2015" (Geneva, 2015).

¹²⁷ ILO: *Report on the Midterm Internal Evaluation of the Promoting Social Dialogue Project* (Geneva, 2016).

3. WHAT WORKS AND WHY

3.1. INTRODUCTION

Based on an extensive cross-analysis of the evaluative evidence and evidence-based reports selected for the review, this section presents an overview of what works, for whom and – most importantly – why, including good practice examples. The evidence reviewed shows a widespread trend in the Office’s interventions across all areas to seek to enhance the capacity of social partners and promote tripartite/bipartite social dialogue at national, regional, sectoral and/or local/enterprise levels. Overall, capacity-building activities seem to be most recurrent in the promotion of tripartism and social dialogue. Activities of this type target mainly bipartite/tripartite constituents, bringing together – in some countries or areas of intervention – actors who previously had only been engaged separately. Activities that promote awareness, recognition of social partners and social dialogue mechanisms, as well as institutional capacity, are also widespread. In this regard, ILO’s work in promoting freedom of association and the right to collective bargaining are fundamental, as these are preconditions to having representative employers’ and workers’ organizations. Specific attention is paid to contextual factors and conditions, while outcomes related to sustainability and gender mainstreaming are also taken into account. As such, we begin this chapter by setting out the main outcomes and impacts of the interventions highlighted in the evaluations and reports, including their contribution to wider goals such as gender equality, before exploring the reasons behind these impacts and outcomes. The chapter concludes with an exploration of the key factors that contributed to the success of the interventions, together with a consideration of the main obstacles and inhibiting factors. Some good practice examples are highlighted throughout the chapter.

3.2. WHAT WORKS?

In this section, we present key aspects of the functioning and results of ILO interventions in the area of social dialogue, both as strategic objective and project component, for which evaluative evidence exists, including their contribution to wider goals such as gender equality. Firstly, examples of ILO interventions’ outcomes and impacts have been grouped by thematic area as described in Chapter 2, and are presented along the same lines. Secondly, specific aspects of the functioning of the projects, such as the development of synergies, as well as their contribution to sustainability and gender equality, are analysed and illustrated by good practice examples.

3.2.1. Outcomes and impact

This section presents the main outcomes and impacts of the ILO interventions for which evaluative evidence was available. It is worth mentioning that the project evaluation reports vary widely in terms of their ability to present (and differentiate between) outputs, outcomes and actual impact. In most cases, the

discussion is based around project outputs (presented often as the only project results) and often outcomes in relation to project objectives, while impact is not always discussed in any great detail or on the basis of robust evidence. In addition, only very limited evidence or no evidence at all was found for a number of interventions where social dialogue represented a project component or method to achieve the project objectives. Nevertheless, the key outcomes from across a range of interventions – including Decent Work Country Programmes – are presented below.

Employment and skills development

The available evaluative evidence shows that, in the projects implemented by the ILO, the area of employment, skills and skills development, in which social dialogue was a project component, proved to be an effective tool in ensuring project effectiveness. For example, according to the evaluation of the project “ILO–Sida Partnership 2012–2013: National Employment Policies and Youth Employment”,¹²⁸ the capacity-building activities and workshops were one of the most effective ways to ensure the involvement of constituents and stakeholders in the projects. Social dialogue involving tripartite (government, employers and workers)/bipartite (employers and workers) partners became a key tool to motivate social and economic sectors to sit down and discuss together employment issues and solutions. The evaluation found that tripartite dialogue was strongly supported in all the countries during the project, and played a fundamental role in El Salvador in the validation of the National Human Resources and Employment Policy and the preparation of the position papers from workers and employers. The involvement of tripartite constituents through the project activities also played an important role in Zambia in the development of a National Internship Programme and a Youth Programme to promote decent work for youth. In the project “ILO–Sida Partnership Programme 2014–17 Phase I (2014–15): ACI 2: Jobs and Skills for Youth”,¹²⁹ a number of examples illustrate well the project achievements where social dialogue – according to the available evaluative evidence – played a fundamental role:

- (1) In 2014, the Government of Zambia, social partners and civil society organizations – supported by the 2012–13 ILO–Sida partnership – formulated a National Action Plan on Youth Employment. Based on this plan, the Government decided to review the National Employment and Labour Market Policy and assign priority to youth employment;
- (2) In Sudan, the project supported the Government and social partners in mainstreaming youth employment in the national development frameworks and building national capacities to inform policy dialogue; and
- (3) In Uruguay, the project supported the development and enforcement of the Youth Employment Law. The ILO provided technical inputs to the youth employment law regulatory decree, including capacity building for social partners and their participation in social dialogue forums on youth training and employment policies, and promoting collaboration and coordination among government agencies with responsibilities on training and employment.

The evaluative evidence of the programme “Promoting productive employment and decent work for young people in Algeria, Morocco, Mauritania and Tunisia” (RAF/11/51/SPA, RAF/11/52/SPA, MAU/11/01/SPA, ALG/12/50/SPA) highlights that the ILO’s tripartite mandate was essential to provide a legal framework and obligation for the Government of Morocco to focus the project on the drafting of the National Strategy for Employment. According to the evaluation, the tripartite meetings exceeded a merely informative nature and focused on decision-making throughout the formulation of the strategy, in line with the ILO’s tripartite mandate. This approach was highly valued by the national stakeholders and contributed to ensuring greater ownership of the Strategy by the stakeholders. Similarly, in Tunisia – according to the

¹²⁸ Projects evaluated: GLO/11/53/SID (global product), INT/12/51/SID (Outcome 1 (indicator 1.1), ELS/12/50/SID, INS/12/51/SID, JOR/12/51/SID, ZAM/12/52/SID and GLO/11/60/SID (global product).

¹²⁹ Projects evaluated: GLO/14/72/SID, BKF/14/50/SID, ECU/14/50/SID, JOR/14/50/SID, MOR/14/50/SID, SAM/14/50/SID, SRL/14/52/SID, SUD/14/50/SID, URU/14/50/SID, ZAM/14/54/SID and ZIM/15/50/SID.

evaluative evidence – the ILO practice of establishing a steering committee throughout the programme life cycle was highly valued by the national counterparts. Two main outputs are of particular relevance: the creation of a culture of tripartite active participation in political decision-making processes, and the possibility to adapt the programme to the changing needs of the national representatives through the inclusion of new activities during the steering committee meetings. An additional outcome that was achieved through this participatory approach was the creation of an online platform on vocational training, whose content was informed by a participatory process that involved representatives from the constituents, technical experts and youth. Finally, in Algeria, the creation of the Monitoring Committees and the participatory approach used in conducting the studies contributed to promote the tripartite work with workers' and employers' representatives, as well as within inter-institutional work.

The evaluative evidence of the project “Economic Development and Regional Action Plan for the Creation of Decent Work for Young People in Tunisia” (TUN/12/03/NET) showcased the fact that, through decentralized dialogue and ownership, as well as active participation of local stakeholders, the project succeeded in creating a real local dynamic and implementing a fully decentralized job creation model. According to the evaluation, the intervention strategy has proved to be effective in establishing local dialogue and engaging the local stakeholders. Experience shows that a participatory approach at regional level may have an impact on local development, employment creation and fight against poverty.

Social protection

In the area of social protection, it is worth mentioning the project “Improving social protection and promoting employment” (INT/09/06/EEC). The initiative was defined as a joint effort between the ILO and the EC, with the main objective of promoting integrated social protection and employment policies based on national consensus. One of the project's expected results was the development of a draft national action plan prepared through social dialogue and based on the integrated social protection–employment promotion approach. To this end, the following activities were implemented with the participation of the tripartite constituents: (a) establishment of tripartite national steering committees; (b) diagnostic studies; (c) validation workshops; (d) training sessions; (e) steering committee review of action plans; and (f) national dialogue. By the end of the project, all the countries had a final document with “elements for the formulation of a social protection extension and employment promotion integrated policy”, which will be one of the critical inputs for the future preparation of national social policy. According to the final evaluation, both the establishment of national steering committees to promote social dialogue, ownership and dissemination of results and the training programme played critical roles in the successful completion of the work. The evaluative evidence pointed out that the Steering Committees worked as an effective mechanism to enhance tripartite social dialogue and achieve the project's objectives and expected outcomes. In this sense, social dialogue was a critical success factor in countries where multisectoral negotiation is not the rule. This puts the social protection–employment promotion issue high on the policy agenda priorities. In addition, the technical inputs of the project provided the foundations for future policy.

Social dialogue allows the tripartite constituents to discuss topics that would otherwise be an exclusive competence of the government, according to the evaluative evidence of the “Programme to support a social protection floor in the Andean region: [the Plurinational State of] Bolivia, Colombia, Ecuador and Peru” (RLA/14/03/SPA). In particular, social dialogue has proven to be an effective tool in discussing aspects such as social protection floor, social security and social protection from a tripartite perspective in Colombia. Similarly, in Peru, the workshop on guarantees on social protection floor and gender allowed the participants to improve their knowledge on these issues, and created dialogue spaces (bipartite and tripartite) to formulate, apply and monitor public policies on social protection and security.

Working conditions and domestic work

In the area of *decent work and domestic work*, the evaluative evidence also points to results in terms of outcomes and impacts.

An example here is the “Monitoring and Assessing Progress on Decent Work” (INT/07/15/EEC) project. In general terms, the capacity-building activities of national constituents increased awareness and ownership on the concept and dimensions of decent work and its measurement and enhanced their capacities regarding all aspects of decent work, decent work indicators and profiles. These are, in turn, key tools that were used in several countries to inform labour, development and/or poverty reduction strategies and policies. According to the evaluation, coordination and social dialogue between government agencies, workers’ and employers’ organizations improved through the participatory processes. Beyond the intended use of the decent work country profile as a tool for advocacy on decent work indicators and joint advocacy in the programming of decent work strategies, the evaluation found that tripartite consultations nationally were considered significant and valuable outcomes. The consensus-building tripartite process used by the project was an important factor of its success.

BOX 3

Collective agreements and innovative approaches as tools for the protection of domestic workers

Domestic workers are among those with the least voice and representation, and are commonly at risk of unacceptable forms of work. Strengthening their voice and representation through collective organizations, collective bargaining and other forms of negotiation has proven successful in enhancing domestic workers’ bargaining position and improving labour standards. Nevertheless, domestic workers are not commonly represented by trade unions. Evidence from ILO sources shows that different approaches exist to protect domestic workers’ rights. In France and Italy, collective bargaining agreements have been negotiated between the national trade union centre and the domestic employers’ associations for decades. In Uruguay, the Government facilitated the agreement reached between the domestic workers’ union and the *Liga de Amas de Casa*, which the Government had invited to act as employer counterpart.¹³⁰ When the national conditions do not allow for national collective bargaining, domestic workers have adopted other, innovative means of setting collective standards. Domestic workers’ organizations have explored two types of innovative approaches: (a) setting collective standards, through coordinated action, that are implemented through an intermediary at the point of hire; and (b) setting collective standards or collective bargaining structures at the municipal, neighbourhood, or building block level. These efforts are all in their early stages; while results are yet to be assessed, the initiatives show promise.¹³¹ For example, in Zambia, domestic workers’ organizations negotiated a code of conduct now used by intermediary agencies as a standard for setting contractual terms. The Zambian Congress of Trade Unions, the Federation of Free Trade Unions of Zambia, the Ministry of Labour and Social Security and the Ministry of Home Affairs negotiated the Code of Conduct, covering minimum wages, working time, sick leave, maternity leave, severance pay and more, based on the 2011 statutory protections for domestic workers.¹³² Intermediary agencies distribute the Code of Conduct to employers, refer to it when setting contractual terms at the point of hire, and have agreed to negotiate salaries above the minimum wage and to enforce the contracts.¹³³ An example of initiatives at neighbourhood level can be found in New York City, where a local domestic workers’ organization, Domestic Workers United, engaged in an experiment in informal neighbourhood-based bargaining to raise standards in the industry above the relatively low level of State-mandated standards. The organization brought together domestic workers who worked in the neighbourhood with a small network of progressive employers that had been organized by an allied Jewish social justice organization, Jews for Racial and Economic Justice for “kitchen table dialogues”. These dialogues were used to draft a “Code of Care”, setting higher standards for the industry in the neighbourhood, including paid vacation, notice of termination, a living wage and a written work agreement. The Code of Care was launched in the neighbourhood in September 2013.¹³⁴

¹³⁰ ILO: *Domestic workers organize – but can they bargain? Mapping collective bargaining and other forms of negotiation in the domestic work sector, ILO’s work in progress* (Geneva, 2015).

¹³¹ ILO: *Domestic work policy brief 8: Domestic work voice and representation through organizing* (Geneva, 2015).

¹³² ILO: *Zambia Enacts New Domestic Work Legislation*. Developments in Law and Practice, TRAVAIL (Geneva, 2011), available at www.ilo.org/wcmsp5/groups/public/@ed_protect/@protrav/@travail/documents/publication/wcms_154419.pdf.

¹³³ Ibid.

¹³⁴ ILO: *Domestic work policy brief 8: Domestic work voice and representation through organizing* (Geneva, 2015).

The project “Outcome 5 – Thematic Funding for 2014–2015” (GLO/14/67/SID) sought to improve working conditions for domestic workers and low-wage workers in several countries. In Zambia, the Federation of Employers facilitated the development of a standard contract of employment for domestic workers that was endorsed by the tripartite constituents. Additionally, high-level advocacy work has already been conducted for its inclusion in the domestic work statutes as part of the ongoing labour law reform. One reported key impact of the project was creating (or strengthening) tripartite spaces for dialogue, such as core tripartite bodies (e.g. the National Wages Council in Costa Rica), and tripartite bodies that also include members beyond the core tripartite constituents, where these are weak or not the only relevant actors (e.g. the Tripartite-plus Technical Working Group in Zambia). The project has also been effective in relation to the capacity building of tripartite organizations, as it has built the capacity of relevant national organizations to lobby for the rights of domestic workers and low-wage workers.

Similarly, social dialogue in Paraguay played an important role in ensuring the effectiveness of the project “Making Decent Work a reality for domestic workers” (GLO/11/54/SID). The available evaluative evidence shows that the project supported and enhanced ownership of the drafting of legislation to regulate domestic work on equal terms to other workers; it also ensured consensus between employers and workers on the design and implementation of a professional training programme for domestic workers, within the national training system. The evaluative evidence highlights the importance of tripartite structures to oversee activities and interventions on domestic workers, a process that helps ensure ownership among all constituents. Although workers’ organizations do not always represent domestic workers as a category of workers, ways of working with organizations that actually provide voice to domestic workers are essential. Results of this project show the importance of social dialogue in the national context. For example, in the United Republic of Tanzania, the Labour Ministry and social partners adopted a tripartite action plan, which promoted decent work for domestic workers. Domestic workers were represented among tripartite constituents in the development of this action plan and got involved in discussions. The employers’ organization ATE underlined how joining forces brought about this positive result. In April 2014, the Zanzibar tripartite partners drafted a Plan of Action to promote decent work for domestic workers in Zanzibar, and at the time the evaluation was carried out, the constituents had agreed to finalize it.

Labour migration

In the area of *labour migration*, ILO interventions are reported to have achieved results also thanks to the social dialogue component of the projects. For example, according to the evaluative evidence of GMS TRIANGLE (RAS/10/01/AUS and MMR/13/52/AUS), the project has consistently advocated tripartite consultation and involvement in legislative and policy drafting, which has shaped successful policy outcomes over the life of the project. In particular, the project has made a considerable impact in designing and instituting the notion of tripartite consultation regarding drafting legislation and policies around labour migration. For example, in Cambodia, tripartite constituents and other stakeholders reported excellent institutionalization of tripartite consultation regarding all labour migration laws, policies and tools since project inception. Similarly, the Lao Women’s Union in the Lao People’s Democratic Republic thought that a majority of their suggestions for improvements on women migrants’ labour rights could be incorporated into the draft Labour Law. During the evaluation, the Lao Federation of Trade Unions expressed its appreciation for the tripartite consultation that took place for the Labour Law, noting that the unions were able to persuade the Government to increase the level of protection for migrant workers in several articles of the law, even if this did not reach an ideal level. Finally, in Viet Nam, unions reported that they now have a member who sits in the drafting committee for any labour-related laws, that the Legal Department of the Ministry for Labour, Invalids and Social Affairs always sends a first draft to the General Confederation of Labour for written consultation, and that the National Assembly always checks that unions have been consulted before passing a law.

The project also fostered dialogue at regional level. The Sub-Regional Advisory Committee (SURAC) has served as an ILO platform for tripartite constituents to share information, experiences and provide

guidance on migration management and anti-trafficking since 2001.¹³⁵ In 2015, SURAC participants considered the priorities for the proposed second phase of GMS TRIANGLE. SURAC members had the opportunity to feed into the ongoing relationship between GMS TRIANGLE country constituents and the broader Tripartite Action to Enhance the Contribution of Labour Migration to Growth and Development in Association of Southeast Asian Nations - ASEAN TRIANGLE project.¹³⁶ The evaluative evidence of ASEAN TRIANGLE (RAS/12/01/CAN) highlights that the involvement of tripartite partners and civil society in policy discussions, training sessions and formal meetings has not only put the migration debate on the map in the ASEAN region, but has also substantially enhanced dialogue, knowledge sharing, sense of ownership and thus commitment. The project has clearly succeeded in putting the migration debate on the map in the ASEAN region, and has also opened up new avenues for engagement with ASEAN for the social partners; these include, in particular, the yearly ASEAN Forum on Migrant Labour, training seminars, the joint bipartite meeting, and the joint workshops on specific topics, such as labour inspection and economic integration within ASEAN.

Strengthening constituents

The available evidence on ILO projects related to the *strengthening workers' and employers' organizations* to promote social dialogue, points to interventions in all regions that have contributed towards enhancing constituents' structures, improving their institutional and technical capacities, and their capacities to engage in evidence-based policy processes.

The evidence related to the ILO multi-country interventions under the ILO–Norway and the ILO–Sida partnerships aimed at supporting the implementation of Outcome 9 between 2012 and 2016 (GLO/12/60/SID, GLO/12/56/NOR, GLO/14/73/SID, GLO/14/59/NOR, RAS/14/58/NOR) shows positive results related to CPOs and global products. CPO targets for Indicator 9.1 (internal management structures and practices), Indicator 9.2 (strengthening services to existing or potential employers' organizations members) and Indicator 9.3 (improved capacity for policy advocacy) were all substantially achieved in all countries. The objectives for the global products employed (the resource guide “Greening Economies, Enterprises and Jobs: The role of employers' organizations in the promotion of environmentally sustainable economies and enterprises”,¹³⁷ the global product “Women in business and management”,¹³⁸ and the EESE¹³⁹ toolkit) are reported to have also been achieved. In terms of impact, the evaluative evidence suggests that, even if at the time of the evaluation it was not possible to assess properly the impact of the interventions (capacity-building interventions take time to produce effects and impact) in terms of change of behaviour of the employers' organizations influencing public policy and engaging in social dialogue,

¹³⁵ SURAC – which in principle meets every 18 months – was first established in 2001 as an informal meeting among senior advisors, to provide guidance on anti-trafficking interventions and promote subregional initiatives. At the third SURAC meeting, in 2005, the Committee was reconstituted as a tripartite mechanism to coordinate country-specific actions against human trafficking. At the eighth meeting of SURAC, in 2013, a total of 58 representatives from governments, employers' and workers' organizations, civil society organizations and research institutions participated, including, for the first time, representatives from Myanmar. Here it was decided that it would be beneficial to expand participation beyond the GMS region. The 10th meeting (held in 2016) involved tripartite constituents from eight countries (Cambodia, the Lao People's Democratic Republic, Indonesia, Malaysia, Myanmar, the Philippines, Thailand and Viet Nam) and participants from the Association of Southeast Asian Nations (ASEAN) regional workers' and employers' groups: the ASEAN Confederation of Employers and the ASEAN Trade Union Council. Civil society representatives working closely with the project in recent years were also involved. In addition, international organizations working closely with the ILO (IOM and UN Women) attended, as did the donor Governments (Australia and Canada).

¹³⁶ Both TRIANGLE projects share similar objectives, with GMS TRIANGLE focusing on national level interventions in six countries, and ASEAN TRIANGLE on the regional approach covering ten countries.

¹³⁷ The guide was developed under the ILO–Norway Partnership Agreement, and is available at www.ilo.org/wcmsp5/groups/public/---ed_emp/---gjp/documents/publication/wcms_459948.pdf.

¹³⁸ The product was developed under the ILO–Norway Partnership Agreement and is available at www.ilo.org/public/english/dialogue/actemp/whatwedo/wibpubs/wibm_globalproducts_2017.htm and www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_316450.pdf.

¹³⁹ Available at www.ilo.org/empent/units/boosting-employment-through-small-enterprise-development/eese/lang--en/index.htm.

positive and encouraging results could be noted. In Cambodia, for example, where the ILO supported the Cambodian Federation of Employers and Business Associations – through capacity-building programmes, support to develop new services for members and improve internal structure, and development of research and advocacy materials – the evaluative evidence considers that such activities are having an impact (e.g. ensuring competitiveness) and will also continue in the future. In Honduras, where the ILO programme is funded by Norway and Sweden partnerships, this is considered particularly successful. ACT/EMP worked closely with the ENTERPRISES Department to support the COHEP (*Consejo Hondureño de la Empresa Privada*), which is reported to have started engaging successfully in influencing policy-making, for example, in the discussions related to the minimum wage or the abolition of the requirement to use a notary for new business registrations. COHEP is now considered to be an example worth following by the Business Council of Nicaragua.

The interventions aimed at strengthening workers' organizations (Outcome 10), GLO/14/60/NOR and GLO/14/75/SID, funded by the ILO–Norway and ILO–Sweden partnerships, are reported to have achieved their CPOs and targets and strengthened the capacity of trade unions to fulfil their roles and responsibilities as organizations that promote the interests of workers. In the 22 countries covered, the project provided direct support to workers' organizations at national, regional, global and sectoral levels, in line with DWCPs, adopted in 12 of 22 of the project countries.

Activities were successfully delivered within the project “Strengthening of Workers’ Organizations in the Arab Countries through Economic, Social and Legal Literacy” (RAB/11/02/USA). In spite of a difficult political situation in the countries covered by the project in the aftermath of the Arab Spring, and the strong interference from national governments, the evaluative material shows that the project objectives were achieved. For example, action plans with trade unions were delivered in all the targeted countries, new workers' organizations were established in Jordan and Lebanon, by-laws of workers' organizations in Lebanon and Oman were revised, and general assemblies were conducted in Oman, Bahrain and Jordan without external interference. In addition, a comprehensive training-of-trainers programme was designed and successfully delivered, while knowledge products and thematic briefs were also produced. Nevertheless, impacts could not be measured due to the lack of a system in place to measure impact, as stated in the evaluation report.

The evaluative evidence of the project “Strengthening tripartite social dialogue” carried out in Armenia, Azerbaijan, Kazakhstan and Georgia in 2014–15 (ARM129, AZE803, KAZ129, GEO803) shows that it achieved its main objectives: “major impacts – measured through both institutional results (e.g. revitalizing of national tripartite commissions) and capacity-building indicators (e.g. strengthening collective bargaining capacity) – have been achieved”. In terms of impact on institutional mechanisms, the available evidence shows that the project helped revitalize or even launch the “National Tripartite Commissions”, which was one of its key objectives in all the four countries covered. In addition, it points out that the project achieved strengthened social dialogue, a conflict prevention/settlement mechanism and collective bargaining – in particular in major economic sectors. Tripartite General Agreements were also signed, exemplifying the effectiveness of ILO support within this project. For example, a General Collective Agreement for 2014–15 has been signed among the Azerbaijan Council of Ministers, Azerbaijan Trade Unions Confederation and Azerbaijan National Confederation of Business (Employers) Organizations, stating the obligation of the tripartite signatories “to hold regular consultations on the main directions of socio-economic policy”. A number of training courses, technical advice activities and a range of other activities – spanning from study visits to informative materials – were provided to both employers' and workers' organizations in all countries.

ILO support to strengthening the capacity of employers' and workers' organizations in Asia and the Pacific in the period 2010–13 (*Independent Thematic Evaluation of ILO support to strengthening the Capacity of Employers' and Workers' Organizations in Asia and the Pacific Region – 2015*) delivered a significant number of activities (mostly training activities targeting the tripartite constituents in the region), and

positive results were produced, contributing to Outcomes 9, 10 and 12 of the Strategic Policy Framework 2010–15. Nevertheless, the impact of the project activities is either unclear or not supported by evidence. The impact of training activities, in particular, cannot be assessed due to the lack of specific systematic evaluation activities.

According to the evidence available, ILO's interventions in the context of the project "Occupational health and safety and social dialogue in the mining sector in Colombia" (COL/13/01/CAN) contributed to increasing the institutional capacity and social dialogue for the promotion of FPRW, health and safety, and working conditions in La Guajira. These results were achieved thanks to capacity building and technical assistance on dispute resolution, dissemination activities, and resources on decent work, which targeted in particular the Subcommittee for Labour and Wage Policy in the region (*Subcomisión de Políticas Laborales y Salariales del Departamento de La Guajira*). The project was particularly successful in promoting the capacity of the individual members of the Committee. However, the evaluation of the project was not as positive with regard to the results achieved in terms of strengthening the tripartite participation of the body and in terms of visibility and positioning of the Committee with regard to the general public in the region. Impact was registered in terms of better working conditions at enterprise level.

The project "Increasing Workplace Compliance through Labour Inspection in Viet Nam" (VIE/13/02/NET) also contributed to the achievement of its objectives: improve the Ministry's institutional and technical capacities and workplace compliance through better law enforcement and the development of prevention measures and better industrial relations. In particular, as a result, the Ministry institutional and technical capacities to effectively operationalize labour inspections have clearly improved. In particular, on the basis of a "Labour Inspectors' Training Needs Survey and Evaluation", a capacity development strategy for the labour inspection system for the period 2012–20 was officially completed and endorsed by the Ministry.

Similarly, the project "Strengthening Labour Law Governance in Afghanistan" (AFG/10/01/USA) – which aimed to reform labour law administrative machinery, revise labour laws and regulations in line with ILS, formulate mechanisms for labour law implementation and create an effective consultative structure for effective social dialogue between all tripartite actors – was also found effective in many ways. The project has empowered the tripartite constituents to engage in ongoing social dialogue with respect to labour issues, including the drafting of the new labour law and regulations. It has laid the groundwork for the tripartite constituents to train their staffs and members in what they learned through capacity-building workshops, and brought to increased awareness of the general public, the Government and the social partners about fundamental rights and labour issues. In particular, training-the-trainer workshops proved a positive impact in terms of sustainability of project activities, as were replicated by beneficiaries in the provinces of the country.

Freedom of association and collective bargaining

In the area of *freedom of association and collective bargaining*, the discussion is in most cases based around project outputs and often outcomes in relation to project objectives, while impact is not always discussed to any great detail or on the basis of robust evidence. That said, there is evidence of impact – sometimes significant – in a number of projects. As expected, the projects varied widely in terms of their outcomes and impact. For example, the "Promoting Fundamental Principles and Rights at Work in Bangladesh" (BGD/11/50/USA) made a significant contribution to the amendment of Bangladesh Labour Act (2006) which, indeed, resulted in the 2013 Bangladesh Labour (Amended) Act. This made a large number of amendments to the 2006 Act, including in relation to provisions on social dialogue, trade unions and dispute resolution. Likewise, the "Promoting Fundamental Principles and Rights at Work and Labour Relations in Export Oriented Industries in Bangladesh" (BGD/13/05/NOR) has had a positive short-term and medium-term impact at individual, enterprise, institutional and policy levels through (a) contributing to a better understanding of labour rights, sound labour relations and social dialogue among workers and

employers in the RMG industry, shrimp processing and shoe and leather sectors; (b) promoting workplace cooperation, raising awareness of and training on OSH; (c) improving the enabling environment for social dialogue through advocacy; and (d) enhancing the technical capacities of national partners.

The impact of the “Promoting Freedom of Association and Social Dialogue in Myanmar” (MMR/13/06/NOR) project is significant, as reported in the evaluative documents. Specifically, the project played a major role in strengthening the trade union movement and assisted the process of setting up employer organizations in Myanmar. In particular, it helped develop a number of trade union organizations, especially in the agriculture and garment sectors, and the registration of the labour confederation and federations. Project activities made a significant contribution to tripartite and bipartite social dialogue with the meaningful engagement of all constituents, and the formal recognition of trade unions as tripartite partners. The “Project to Support the Implementation of Fundamental Principles and Rights at Work (PAMODEC III)” has also had significant impact in the recipient countries, throughout the implementation of FPRW at national level.

The “Promoting Fundamental Principles and Rights at Work in the Zambian Mining Sector” project (ZAM/14/01/USA) also delivered significant results in promoting freedom of association and rights at work, as well as in improving industrial relations in the mining sector through (a) the establishment of a social dialogue structure in the form of the Tripartite Partnership Committee for the Mining Sector; (b) capacity building of employers’ and workers’ organizations on needs-based negotiations and of institutions mandated to undertake labour and OSH-related inspections; (c) institutionalization of systems, model, concepts and tools to promote sound industrial relations in the sector; and (d) the implementation of relevant ILO labour standards. Likewise, the “Outcome 10 Evaluation” report (GLO/11/57/SID, GLO/12/58/NOR) shows that the programme has had significant impact in terms of strengthening workers’ organizations, especially in India and Nepal. For example, thanks to the programme’s activities, a large number of trade union leaders at all levels, and workers, including women, now have a much-improved understanding of ILS, social dialogue, effective ways of organizing and gender issues. As far as senior and mid-level trade union leaders are concerned, this has improved the effectiveness of their lobbying and advocacy efforts, allowing trade unions to win support and influence policy debates across the country, including in relation to the ratification of freedom of association and collective bargaining-related Conventions. This increased capacity is also demonstrated by unions’ increased support from legislative assembly members in the state of Tamil Nadu, and influencing the debates on the Constitution and relevant legislation in Nepal. By strengthening workers’ organizations, the programme has also helped workers to better and more effectively participate in national tripartite social dialogue. In some cases, this has contributed to the inclusion in several DWCPs of ratification of fundamental labour standards, and improved social dialogue. For example, there has been genuine involvement of trade unions in Nepal in the formulation of the Constitution, labour law and other laws and policies impacting on workers, such as those dealing with migration or employment. Overall, the evaluation concluded that both the Norwegian and Swedish programmes have made important contributions to Outcome 10.

The project “Promoting Good Labour Market Governance and Fundamental Rights at Work in Morocco” (MOR/12/02/USA) covered a variety of activities which produced a range of outcomes. For example, the project prepared the ground for a new regional tripartite social dialogue consultation mechanism through extensive consultations and awareness raising of regional social partners, and by proposing a new organizational model. Thanks to training provided by the project, the development of a comparative analysis of existing agreements in the agricultural sector, and the development of a collective agreement template, social partners in the three project target regions are also more knowledgeable of collective bargaining techniques and have a ready-made tool to help them draw up a collective agreement. As an outcome, new collective agreements are now in the preliminary stages of negotiation in the agriculture sector. Both “Creating a Conducive Environment for the Effective recognition and Implementation of Fundamental Principles and Rights at Work in Egypt” (EGY/11/03/USA) and “Promoting Fundamental Principles and Rights at Work and Social Dialogue in Egypt” projects have contributed towards building the capacity of

newly established trade unions and workers' federations, while the exchange of experiences and provision of international expertise have helped Egyptian trade unions develop their internal systems and structures, and paved the way for other interventions relating to freedom of association in Egypt to continue.

Both the Swedish-funded “Freedom of association and collective bargaining in the Rural, Export Processing and Domestic Work Sectors” (GLO/11/57/SID) and the Norwegian-funded “Promoting freedom of association and collective bargaining” projects (GLO/12/58/NOR, GLO/12/59/NOR) have also achieved significant impact, while both projects contributed to the achievement of Outcome 14. For example, the Norwegian-funded “Promoting freedom of association and collective bargaining” (GLO/13/43/NOR) has contributed to ensuring stakeholder agreement about required changes to policy and legal framework for collective bargaining in China and Jordan. It also appears to have achieved an impact in terms of improved awareness among the tripartite partners on dispute prevention and resolution in China, including changes in the mindsets of the social partners, by bringing in experiences from other countries and regions, as was the case of freedom of association and collective bargaining in Jordan, and compliance in the Philippines, through discussions on a strategy to strengthen labour inspection in the National Tripartite Industrial Peace Council.

In the case of the Swedish-funded project “Freedom of association and collective bargaining in the Rural, Export Processing and Domestic Work Sectors” (GLO/11/57/SID), the diagnostic process and toolkit it involves as the basis for the formulation of a tripartite national plan of action has already had an unexpected direct impact. This takes the form of improved knowledge on rights to freedom of association and collective bargaining, and better awareness of the benefits that exercising these rights could bring to the workplace by workers and employers who participated in the project's surveys, particularly those who are non-organized. Tripartite national discussions may also have strengthened social dialogue on strategic issues, by using institutionalized dialogue as in the case of South Africa. Here, informed by the project's diagnostic methodology and toolkit, the national plan of action on freedom of association and collective bargaining in the rural sector was adopted by the tripartite constituents, with the same taking place in Bangladesh regarding the export processing sector.

The evaluative evidence regarding the “Improving Collective Bargaining and Labour Law Compliance in Ukraine” project (UKR/11/01/CAN) shows that it involved a range of activities and outputs, including workshops, training courses (including the production of training materials and guidebooks based on international good practice), discussions and a draft of a new nationwide collective bargaining General Agreement.¹⁴⁰ According to the evaluation, the project was successful in enhancing the capacity of the Government and social partners to engage in collective bargaining. Training was deemed useful and relevant, while internal training capacity was developed by the Labour Inspectorate thanks to the project. It was also deemed to have been successful in more generally promoting the right to collective bargaining. Technical inputs, including the dissemination of knowledge on collective bargaining and support in formulating policy recommendations, led to the adoption of a new law on social dialogue, amendments to the law on collective agreements and the modernization of the new national collective-bargaining agreement, which had a ripple effect across sectoral and regional agreements. Overall, the Labour Inspectorate saw a shift from a “punitive to preventive approach” to its work.¹⁴¹

Finally, the “Promoting Social Dialogue” project (TC – MKD/13/02/MKD) was reportedly effective in promoting social dialogue to address socio-economic challenges in [the former Yugoslav Republic of] Macedonia. The project would have been more effective, however, if it had more proactively tried to engage and foster the commitment of all its beneficiaries. The evaluation also found that visibility of the National Economic and Social Committees and the partner organizations was improved, although there

¹⁴⁰ On 23 August 2016, the Cabinet of Ministers of Ukraine, the Federation of Employers of Ukraine and the Federation of Trade Unions of Ukraine signed the first-ever general bargaining agreement regulating social and labour relations in Ukraine.

¹⁴¹ ILO: *Final Internal Evaluation Report for the Project “Improving Collective Bargaining and Labour Law Compliance in Ukraine 2011–2012* (Geneva, 2013).

was still work to do in terms of creating awareness on the newly strengthened mechanism for the amicable settlement of labour disputes.¹⁴²

Decent Work Country Programmes

The available evaluative evidence for DWCPs shows mixed results with regard to the social dialogue aspect of the strategy; these depend on a number of factors, including the political and economic context in which the programmes have been implemented.

According to the *Independent Evaluation of the ILO's Decent Work Country Programmes, strategies and actions in the Caribbean (2010–2015): final report*, ILO has been effective in addressing issues related to social dialogue and tripartism in that region in the period of the review.¹⁴³

In North Africa, ILO's action has overall responded to decent work deficits. The *Independent Evaluation of the ILO's Decent Work Country Programme Strategies and Activities in North-Africa: 2010–2013*, however, notes that the subregion's demands exceeded most efforts, and ILO interventions were thus not as effective as expected at their inception. This was largely due to weak tripartite involvement, although this was not the only contributing factor.¹⁴⁴ In the area of social dialogue, in particular, the evaluative evidence reported ILO as only partially effective in this subregion until 2013, even though the Office was able to achieve some milestones in the period. At the same time, ILO's achievements in the context of specific projects were considered as evidence that social dialogue is a very effective device for social development. The success achieved by the Tunisia Social Contract in 2013, for instance, was reported as an indicator of effectiveness.

In [the former Yugoslav Republic of] Macedonia, at the end of the programming period 2010–13, a review of the DWCP was conducted to assess progress achieved with regard to national priorities.¹⁴⁵ With regard to *Priority 1: Capacity of government institutions and the social partners is strengthened to improve the governance of the labour market*, the review established that progress was made towards three of the four outcomes expected. More specifically, the review established that the capacity and services of the Economic and Social Council established in 2010 were improved thanks to ILO technical assistance. The progress report prepared by the EC in 2014 noted that “the Economic and Social Council has continued to lead the tripartite social dialogue between the government, employers and trade unions”. Tripartite constituents agreed on the role of the ILO as being indispensable for the achievements in this regard. By 2014, however, work was still required to improve transparency and strengthen the role of social partners within the Economic and Social Council.¹⁴⁶ According to the evidence reviewed, the ILO's interventions up until 2013 were also pivotal in increasing the value of social partners for their membership through the provision of better services.¹⁴⁷ As a result of training activities, for example, the Organization of Employers of [the former Yugoslav Republic of] Macedonia began to offer training to its members in 2014 on a commercial basis. Trade unions also more actively participated and demonstrated leadership in the promotion of social dialogue at local level, the initiation of ILO Conventions' ratification, as well as advocacy for changes in the national legislation. Social partners' capacity was strengthened, for example, with regard to youth employment and working conditions reform. As a result, workers' and employers' organizations were able to actively participate in the policy formulation processes, which led to the formulation of a National Action Plan for youth employment and the regulation of minimum wage. Overall, the review

¹⁴² ILO: *Report on the Midterm Internal Evaluation of the Promoting Social Dialogue Project* (Geneva, 2016).

¹⁴³ ILO: *Independent Evaluation of the ILO's Decent Work Country Programmes, strategies and actions in the Caribbean (2010–2015): final report* (Geneva, 2015).

¹⁴⁴ The evaluation covered ILO's action in Egypt, Eritrea, South Sudan, Algeria, Libya, Morocco and Tunisia.

¹⁴⁵ Nashokovska, M. 2015. *The Decent Work Country Programme (DWCP) for [the former Yugoslav Republic of] Macedonia – 2010–2013 Final Internal Review*.

¹⁴⁶ Ibid.

¹⁴⁷ Ibid.

concludes “stronger social partners and a well-functioning Economic and Social Council contribute to economic and social development of the country”.

The evidence reviewed for Malawi’s DWCP shows that ILO’s assistance to tripartite constituents in strengthening their capacity in terms of providing more valuable service and with the aim to enhance social dialogue has achieved only partial results.¹⁴⁸ The review of Malawi’s DWCP reports clearly that resource constraints of the tripartite constituents – together with their weak capacities – hampered the successful implementation of the country programme. The implementation of Malawi’s DWCP for the period 2011–16 required the Government, in cooperation with social partners and with the ILO’s support, to mobilize resources, and was designed in a way so that each tripartite partner would have a role for achieving the activities under its responsibility.¹⁴⁹ The social partners are involved and engage in the national development processes, but their engagement is limited to their secretariats and still hampered by resources constraints.¹⁵⁰

Furthermore, a number of operational challenges were reported across all tripartite constituents with regard to their ability to implement the programme. These include (a) weak coordination between the Ministry of Labour with other ministries and departments; (b) inadequate human resources and funding; (c) poor communication structures; (d) lack of equipment; and (e) lack of research and funding for raising skills.¹⁵¹ The ILO has provided support to social partners to align their strategic plans with the DWCP. The implementation of these plans, however, remained in 2015 a challenge, due to lack of financial resources. The review reports that targets for the social partners under the DWCP were ambitious. For example, it was expected that 100 collective bargaining agreements would be signed and each social partner would establish research and policy analysis units within their organizations; yet, social partners do not have the qualified human resources to achieve these ambitious targets. It was noted, however, that the commitment of social partners’ leadership is critical in helping organizations achieve more and have impact. With regard to the Committee that was established under the name of Tripartite Labour Advisory Committee to monitor the implementation of the programme, the review also found that the national social dialogue meetings are organized mainly with social partner support, but are rarely organized and, as a result, are very irregular.

In Viet Nam, the review of the DWCP for 2012–16 measured progress towards *strengthening industrial relations by way of effective employers’ and workers’ organizations and social dialogue institutions and mechanisms* (Outcome 5 of the DWCP). Positive progress is reported in the Evaluation, as workers’ and employers’ organizations are moving closer to being able to represent the interests of their members, even though Viet Nam’s national context is still characterized by a continued absence of social partners who can freely engage in industrial relations.¹⁵² The situation of these organizations, social dialogue institutions and mechanisms are indeed significantly influenced by factors external to the ILO’s interventions. According to the review, however, measuring results based on evidence of movement towards reforms shows that the ILO’s interventions had positive results in the country. Both the Viet Nam Chamber of Commerce and Industry and the Viet Nam General Confederation of Labour are now offering more effective services to their members and are involved in decision-making with the Government. The Viet Nam General Confederation of Labour reports having extended their member services in terms of training on the functioning of trade unions, social dialogue and negotiation, for which ILO support has been very important. The Viet Nam Chamber of Commerce and Industry reports that it can now offer advisory services to employers with regard to forced and child labour, workplace risk assessment, business association development and management.

¹⁴⁸ ILO: *Country Programme Review Report: Malawi Decent Work Country Programme* (Geneva, 2015).

¹⁴⁹ Ibid.

¹⁵⁰ Ibid.

¹⁵¹ Ibid.

¹⁵² Tajgman, D. and Vinh, D.Q. 2016. *Decent Work Country Programme Review Vietnam 2012–2016*.

Joint EC–ILO interventions

The evidence available highlights the positive results of the collaboration of the EC and the ILO. In particular, the capacity-building seminars held in 2012–13 in the context of the joint EC–ILO efforts to promote “a balanced and inclusive recovery from the crisis in Europe through sound industrial relations and social dialogue” were reported as particularly effective in facilitating dialogue and sharing experiences among tripartite constituents from participating countries.¹⁵³ The lessons learned through these ILO–EC research and dialogue activities benefitted several EU and ILO member States. In Greece, for example, as a result of the ILO’s support to social partners, the National General Collective Agreement was signed on 26 March 2014, marking the return of the employers’ organization (SEV) to the negotiating table (after it had not signed the agreement in 2013 for the first time in its history), and thus the revival of the Agreement. According to the evidence available, the agreement refers explicitly to the role of the ILO with “reference to the Common Action project of the social partners on social dialogue”.¹⁵⁴

In addition, building on the work commenced during this project, a “Letter of Intent” was signed between the Greek Ministry of Labour, Social Security and Welfare, the European Commission’s Task Force for Greece, the World Bank and the ILO, putting forward a specific request for the ILO to provide assistance on the design, implementation and monitoring of reforms in the field of social dialogue, social protection and labour inspection in the country.¹⁵⁵ This letter triggered several ILO projects on labour market reforms funded by the EC and Greece. An example is provided by the ILO’s work on collective dismissals, which led to the publication of a report in 2016, co-financed by the Government of Greece and the EU.¹⁵⁶ Similarly, as a result of these efforts, a “National Social Partners’ Joint Action Programme” was established with, for example, the aim to restore social partners’ confidence and enable their effective participation in social dialogue.¹⁵⁷

3.2.2. Synergies

Most projects, with varying degrees of success, sought to achieve some synergies either with other projects and/or ILO projects. For example, in March 2013, following the expressed interest of the Norwegian Embassy, the project “Promoting Fundamental Principles and Rights at Work in Bangladesh” (BGD/11/50/USA) developed a proposal that expanded the project’s capacity-building activities to include the shoe and leather and shrimp sectors as well as the EPZs. Moreover, the simultaneous project start-up had created important synergies, while access to additional funding from the Government of Norway increased overall project resources and allowed the project to enter other sectors as well. Likewise, the “Promoting Fundamental Principles and Rights at Work and Labour Relations in Export Oriented Industries in Bangladesh” project (BGD/13/05/NOR) was effective in ensuring synergies with other ILO projects active in Bangladesh (RMG Programme, Promoting Fundamental Principles and Rights at Work project, ILO Shrimp project).

The Norwegian-funded project “Promoting Freedom of Association and Collective Bargaining” (GLO/13/43/NOR) also developed important synergies with projects in the various countries (Jordan, the Philippines, Sri Lanka, Viet Nam and Zambia) in which interventions were undertaken, and was technically efficient, often using existing ILO products. Linkages with DWCPs’ objectives, where these existed, were also made. The project contributed to ongoing DWCP objectives to strengthen social dialogue or

¹⁵³ ILO: “Strengthening sectoral social dialogue in New Member States and Candidate Countries of the European Union in Industrial sectors: Final Narrative Report November 2013–14” (Geneva, 2015).

¹⁵⁴ Ibid.

¹⁵⁵ ILO: “Productive Jobs for Greece” (Geneva, 2014).

¹⁵⁶ ILO: Report on collective dismissals. A comparative and contextual analysis of the law on collective redundancies in 13 European countries, Nicola Countouris, Simon Deakin, Mark Freedland, Aristeia Koukiadaki, Jeremias Prassl (Geneva, 2016).

¹⁵⁷ Ibid.

respect for FPRW in China, Malawi, Niger, Rwanda, the Philippines, Sri Lanka and Zambia. At the same time, in Jordan, Sri Lanka, Zambia and Viet Nam, project activities were able to leverage other ongoing ILO programmes with similar or compatible objectives. Moreover, in China, the Philippines and Morocco, the project was able to build on relevant ILO projects. A major contributory factor was the project's strategy, which supported synergies between global and national level interventions. Likewise, the implementation of PAMODEC III has created synergies with other ILO programmes, including the International Programme on the Elimination of Child Labour and ADMITRA¹⁵⁸, which improved its efficiency and effectiveness. However, again the results are less clear cut, with reports of a lack of synergies with other ILO programmes, including ACT/EMP and ACTRAV.

The “Fundamental Principles and Rights at Work in the Zambian Mining Sector” project (ZAM/14/01/USA) has also sought to create synergies in a variety of ways. To this end, its strategic coherence is demonstrated by the level of engagement and collaboration at various levels in that the project is linked to a number of strategic frameworks. The project has benefitted from technical support from ACT/EMP, ACTRAV and Social Dialogue through the Decent Work Team specialists. At the same time, the project has also leveraged resources from the Norwegian-funded project “Promoting Freedom of Association and Collective Bargaining” (GLO/13/43/NOR), which focused on promoting the effective recognition and implementation of freedom of association and collective bargaining rights.

The “Creating a Conducive Environment for the Effective recognition and Implementation of Fundamental Principles and Rights at Work in Egypt” (EGY/11/03/USA) and “Promoting Fundamental Principles and Rights at Work and Social Dialogue in Egypt” have also been successful in creating synergies with other ILO projects through strategic and continuous coordination, cooperation and collaboration, in order to increase its effectiveness, efficiency and impact. For example, it has successfully established effective communication with other ILO projects in Cairo.

A second key strategy adopted by the project was to pursue integration between itself and the “Promoting Fundamental Principles and Rights at Work and Social Dialogue in Egypt” project (EGY/11/03/USA), since their first three objectives were similar – but not identical. Moreover, since the project “Creating a Conducive Environment for the Effective recognition and Implementation of Fundamental Principles and Rights at Work in Egypt” (EGY/11/03/USA) started after the “Promoting Fundamental Principles and Rights at Work and Social Dialogue in Egypt” project, the ILO sought to capitalize on the existing resources, and both projects were cost-shared until June 2014. In an attempt to increase collaboration and cohesion between these two projects, they had the same Chief Technical Advisor.

Examples of synergies and collaboration between the ILO and other international organizations or UN agencies are the project “Improving social protection and promoting employment” (INT/09/06/EEC) – a joint effort between the ILO and the EC, with the main objective of promoting integrated social protection and employment policies based on national consensus – or the involvement of the ILO in the United Nations Partnership Framework to embed social dialogue in the policy-making of the social protection floor policies in Thailand within the partnership between the Government of Thailand and the UNPAF. This partnership, for the period 2012–16, focused on enhancing Thailand's capacity to provide universal basic social protection and higher levels of benefits through contributory schemes. Another relevant example of synergies between the ILO and other UN agencies is the Better Work Programme, which is presented – with a focus on the social dialogue component of the programme – in Box 4.

¹⁵⁸ Programme de modernisation de l'administration et de l'inspection du travail pour cinq pays d'Afrique.

BOX 4

The Better Work Programme

The ILO and the International Finance Corporation, a member of the World Bank Group, joined forces and developed synergies working in collaboration on the Better Work Programme. The Programme aims to improve compliance with ILO labour standards and national labour law as well as increase competitiveness of major apparel business.^{159, 160} The Programme combines assessments of labour standards compliance in factories with training and capacity building.¹⁶¹ It grew from the ILO's Better Factories Cambodia programme, which started in 2000,¹⁶² and now operates in seven countries (Cambodia, Indonesia, Viet Nam, Jordan, Bangladesh, Nicaragua and Haiti), affecting 1.9 million workers in 1,450 factories.¹⁶³ Better Work utilizes social dialogue and tripartism as key functional mechanisms. Each Better Work country creates a national tripartite Project Advisory Committee with government and social partners; this tripartite committee approves a labour standards compliance assessment tool. Better Work then facilitates dialogue within the tripartite committee and between the tripartite committee members and global garment companies. These dialogues frequently result in greater awareness of structural weaknesses, including inadequate labour laws and poor law enforcement.¹⁶⁴

Better Factories Cambodia and Better Work Indonesia are two country projects of the Better Work Programme which exhibit the centrality of social dialogue and tripartism. The Better Factories Cambodia project became the first Better Work Programme. One of its objectives is to “develop tripartite and sustainable systems to support the ongoing operation of Better Factories Cambodia” with one of its core services being the “facilitation of social dialogue between the social partners and international buyers”.¹⁶⁵ Two-thirds of the 37 staff members are involved in factory outreach, with key stakeholders consisting of the Government and employers’ and workers’ associations. Better Work Indonesia was launched in 2011 following a request of the tripartite partners: the Government, unions and employers. Better Work Indonesia achieved its objectives through working closely with the Indonesian Ministry of Manpower and the Director General of Industrial Relations and Social Security to develop its compliance assessment tools and train enterprise advisors to become certified trainers in labour norms. They also promote social dialogue at the factory level between labour unions and employers in Performance Improvement Consultative Committees to discuss problems within the factories, and their solutions. Finally, they have partnered with factories and manufacturers, brands and retailers to increase business performance and maximize impact by, for example, reducing duplicate audits.^{166, 167}

Five Better Work project evaluation reports were included in this review: (a) “Better Work Indonesia – Phase II Internal Mid-Term Evaluation”,¹⁶⁸ (b) “Independent Evaluation of ILO Better Factories Cambodia Programme”,¹⁶⁹ (c) “Final Evaluation of the Better Factories Cambodia II”,¹⁷⁰ (d) “Final Independent Evaluation of Better Work Jordan, Phase I”,¹⁷¹ and (e) “Better Work Viet Nam, Phase II”.¹⁷² The available evaluative reports agree that Better Work has increased overall labour standard compliance within factories, thereby improving working conditions. Indonesia Better Work was the only project that fell short of improving compliance rates, which enterprise advisors attributed to factory managers pressuring them to offer quick solutions to improve factory compliance rates. There is yet to be substantial evidence that the Better Work Programme increases competitiveness of the garment industry. However, as reported in

¹⁵⁹ Better Work. 2017. “The Programme – Better Work”, available at <http://betterwork.org/about-us/the-programme/>.

¹⁶⁰ ILO: ILO at work: *development results 2010–2011. Social dialogue for good governance, the rule of law and decent work, 2010* (Geneva, 2012), available at www.ilo.org/legacy/english/pardev/development-results/2010-2011/pdf/05.pdf.

¹⁶¹ ILO: “ILO, IFC link with Business for Social Responsibility (BSR) to promote Better Work in global supply chains” (Geneva, 2007), available at www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_084045/lang-en/index.htm.

¹⁶² ILO: *Update on the Better Work Programme*, Governing Body, 320th Session, Geneva, 2004, GB.320/POL/6, available at www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_235406.pdf.

¹⁶³ ILO: “Better Work – Better for All”, (Geneva, 2017), available at <http://betterwork.org/>.

¹⁶⁴ ILO: *Update on the Better Work Programme*, Governing Body, 320th Session, Geneva, 2004, GB.320/POL/6, available at www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_235406.pdf.

¹⁶⁵ Nycander. L. and Ichinohe., Y. 2015. *Final Evaluation of the Better Factories Cambodia II*.

¹⁶⁶ *Better Work Indonesia: Our Partners – Better Work*, available at <http://betterwork.org/where-we-work/indonesia/bwi-our-partners/>.

¹⁶⁷ Gonzalez Arroyo., M. and Umaira., W. 2014. *Better Work Indonesia – Phase II Internal Mid-Term Evaluation*.

¹⁶⁸ Ibid.

¹⁶⁹ Haile, J., Sok, S., Srinopnikom, S. and Pringsulaka, P. 2013. *Independent Evaluation of ILO Better Factories Cambodia Programme*.

¹⁷⁰ Nycander. L. and Ichinohe., Y. 2015. *Final Evaluation of the Better Factories Cambodia II*.

¹⁷¹ Ammari, B. and Abbadi, S. 2013. *Final Independent Evaluation of Better Work Jordan – Phase I*.

¹⁷² Murray and Tabbara, R. 2015. *ILO Evaluation, Better Work Vietnam, Phase II*.

the Better Work Viet Nam project evaluation, impact studies indicate that decent working conditions improve competitiveness. Some projects note the influence of external factors, whether that helps to reach objectives, such as by improved economy in Cambodia, or which inhibit success, such as by underestimated early factory hesitancy to engage in Better Work Jordan.

The evaluations largely attribute the outcome achievements to **capacity building** as a result of social dialogue and tripartism approaches, rendering the programme sustainable or on the path to sustainability. Capacity building often takes the form of advisory and training services improving the ability of all members of the tripartite to address non-compliance through the use of social dialogue. For example, the Better Work Jordan programme attributes its outcome success to the provision of advisory services in a “partnership approach”. Furthermore, Better Work Indonesia found that its capacity-building efforts were highly effective with tripartite stakeholders and partner organizations, including labour, Government, employer and buyer sectors.

Capacity building is often cited as leading to **behaviour and policy change** among workers, employers and in the government. For example, Better Work Viet Nam has been influential in national labour law reforms, which incorporate social dialogue as modelled by Better Work. Better Work Jordan has spurred the creation of the Collective Bargaining Agreement and the National Strategy for the Jordanian Garment Sector. Furthermore, Cambodia has influenced the writing of a ministerial declaration of the prevention of hiring/using underage workers in factories by working with the Ministry of Labour and Vocational Training. Better Work Viet Nam similarly finds that Better Work impacts behaviour change in leading brands, as evidenced by some buyers now allowing time for social dialogue during strikes, rather than pushing for immediate resolution. Indeed, Better Work Viet Nam and Jordan specify that social dialogue has acted as an effective bridge between management and workers.

There is evidence of obstacles and challenges in relation to Better Work and its utilization of social dialogue. The evaluations reveal the need country projects feel to increase their **advocacy and marketing**, promoting something other than social dialogue, and indicates a potential **slowness** and **bias** with the process. More than half of interviewed factory managers, employers’ groups and Government officials stated that Better Work Indonesia needs to market something that buyers want; as one interviewee said, buyers are not interested in the idea of social dialogue. Jordan similarly focused on the need to better market their training programme among factories, as they are still perceived as auditors. Finally, the evaluations indicate that perceived bias towards or against a party can inhibit the social dialogue process. For example, in Cambodia in 2013, trade unions and employers both charged Better Factories Cambodia with bias. The Viet Nam evaluation found that many felt that the social dialogue process was too slow in resolving non-compliance issues.

Although the social dialogue processes pose some challenges, as outlined above, the Better Work Programme evaluations also treat **social dialogue** as a solution to the obstacles and challenges they face. For example, when various partners criticized Better Factories Cambodia for having a narrow approach to monitoring, which lacked transparency and usability, the 2013 evaluation of Better Factories Cambodia emphasized that the necessary solution was for tripartite constituents and buyers to revise the monitoring tool and process through social dialogue. Likewise, when Better Work Viet Nam recognized the need to better support the institutionalization of the Better Work approach, they recommended the use of social dialogue by leveraging support via the tripartite Project Advisory Committee and Better Work Viet Nam donors. Finally, when the Better Work Jordan evaluation identified that local labour was not significantly increasing in response to its programme, it proposed the use of social dialogue in the form of local community focus groups to explore ways of increasing local labour in the garment industry.

In conclusion, the Better Work Programme – a good example of collaboration of the ILO with other UN agencies – has shown positive outcomes in achieving increased compliance and better worker conditions through the use of social dialogue. Capacity building has led to behaviour and policy change among workers, employers and governments. Social dialogue is not without challenges, and has been accused of slowness, while it can inhibit project progress with perceived bias towards or against one of the involved parties. However, social dialogue is also seen as a solution to other challenges faced by Better Work programmes, such as regarding monitoring and transparency. The evaluations clearly show how social dialogue is intrinsic to the function of the Better Work programme.

A certain level of synergy should furthermore have been sought after and guaranteed in those countries which have Decent Work Programmes in place, as they are aimed to provide a strategic framework for ILO interventions at the national level, seeking coherence in ILO action, alignment with national development strategies and with other actors’ interventions. Overall, and beyond the field of social dialogue, challenges are faced in ensuring synergies. In Viet Nam, for example, ILO constituents rely on the support of several development partners who, because of silo-ing, may not be able to exploit potential synergies. The documents available, however, do not present evidence with regard to obstacles and challenges linked to interventions in the field of social dialogue.

3.2.3. Sustainability

Ensuring sustainability of ILO interventions in the social dialogue domain is discussed in a number of evaluation reports analysed for this review, although the scope of the evidence provided is relatively limited. This might be due to the fact that the evaluations are carried out at mid-term or at the end of the project, when little can be said about the sustainability of an intervention. Nevertheless, frequently the evaluator points out elements that could ensure sustainability of the results over time.

One of the aspects frequently cited as likely to ensure sustainability over time is the active *involvement and participation of constituents and other stakeholders* in all project's phases, in order to enhance ownership of the project and its results and, therefore, ensure continuity and sustainability of activities once the interventions are completed.

For example, the evaluative evidence of the project “Creation of employment and support to reintegration in the labour market by supporting the national mechanisms” (TUN/11/02/EEC) highlights the importance of defining a participatory approach in the interventions from the design through to implementation phase of the projects.¹⁷³ In addition, the evaluation notes the importance of capacity building in order to facilitate the ownership of the projects by the partners and the transfer of responsibilities to the national partners once the project ends.¹⁷⁴

According to the final evaluation of the project “Law–Growth Nexus III: Labour Law and the Enabling Business Environment for Medium Small and Micro Enterprises in Kenya” (RAF1303MNAD), the involvement of stakeholders in project implementation created a feeling of ownership among them. In addition, the project contributed to building local partners' capacity to sustain some of the project's interventions and results over time. As reported in the evaluation, all the stakeholders that had received capacity-building assistance to promote labour law compliance expressed a strong desire to continue with the interventions. The mid-term evaluation of the same project, however, suggested that bringing on board other stakeholders to the decision-making process would increase the ownership and sustainability of the project.

The evaluative evidence of Law–Growth Nexus II (RAF/10/09/NAD) also highlights that one of the strongest project results appears to be the functioning of the technical committee and the National Action Committee structures in Kenya, which is also promising for the sustainability of project actions. The “Increasing Workplace Compliance through Labour Inspection in Viet Nam” project (VIE/13/02/NET) evaluation notes that the sustainability could have been further enhanced by having included all three tripartite partners in the project from inception onwards, thereby underlining the value of stakeholder “buy-in” when it comes to securing a project's lasting impact.¹⁷⁵

Despite lacking an overall sustainability plan and having a weak exit strategy, the “Fundamental Principles and Rights at Work in the Zambian Mining Sector” project (ZAM/14/01/USA) seems to have made important inroads towards ensuring its results are sustainable. This was achieved by adopting a holistic approach to participation by the tripartite and other relevant stakeholders (tripartite plus approach) in all project interventions which are clearly linked to the day-to-day mandates/functions of all tripartite partners and a significant number of sector players. One of the key results of the project has been to secure political commitment by stakeholders to improve industrial relations in the mining sector, while evidence of ownership of the results can be seen in the establishment of social dialogue institutions and the implementation of needs-based negotiations.¹⁷⁶

¹⁷³ ILO: *Création d'emplois et accompagnement à la réinsertion en complétant les dispositifs de l'Etat en Tunisie – Final evaluation* (Geneva, 2016).

¹⁷⁴ Ibid.

¹⁷⁵ ILO: *Increasing workplace compliance through labour inspection in Viet Nam – Final Evaluation* (Geneva, 2016).

¹⁷⁶ ILO: *Promoting Fundamental Principles and Rights at Work in the Zambian Mining Sector – Internal Evaluation* (Geneva, 2016).

In the DWCPs' evaluations, it is *tripartism and social dialogue mechanisms* which are considered per se relevant to ensure sustainability of ILO action at national level. According to the *Independent evaluation of the ILO's Decent Work Country Programme Strategies and Actions in the Western Balkans 2012–2015*, DWCP overview boards in particular have great potential for contributing to the effectiveness and sustainability of the ILO's work in the countries where they are established. Boards indeed can be pivotal in identifying the best prospects for achieving continuity of interventions piloted or launched with ILO assistance. Similarly, the *Independent Evaluation of the ILO's Decent Work Country Programme Strategies and Activities in North Africa: 2010–13* identifies tripartite coordination platforms, such as steering committees, as good practice, which are worth replicating across projects to facilitate the programmes' implementation. Work is, however, required to increase capacity and empowerment of the existing boards and support their establishment where they do not yet exist. Moreover, these boards can work only when tripartite constituents demonstrate a certain level of engagement and cooperation. The Review of the DWCP for Benin 2010–14 reports the weakness of that country's tripartite committee for the implementation of the country programme, caused by the unwillingness of social partners to be involved in it, as they contested the process followed by the Government for the establishment of the Committee. Another key factor linked to the sustainability of interventions in the social dialogue domain are the *capacity-building and training activities* for constituents. Capacity-building activities administered and then retaught within organizations (e.g. training-of-trainers approach) were considered an effective way of securing the ongoing impact of a project. The creation of policies and practices, as well as the development of capacity-building skills, were also seen as key factors in project sustainability in the Increasing Workplace Compliance through Labour Inspection in Viet Nam project.

The evaluation of the “Improved Labour Dispute Settlement” project (SBU/12/02/RBS) makes significant reference to the cross-cutting issue of sustainability, noting that the project may be considered particularly effective in this regard, given its emphasis on bolstering local capacity to resolve labour market disputes. By training people to “continue with the education of future mediators and arbitrators”, the project helped to create a more lasting impact.¹⁷⁷ PAMODEC III also scores high in terms of sustainability, since it led to institutional capacity building, ownership of tools and knowledge and the adoption of new behaviours and new laws by national partners.

In the project “Strengthening of Workers' Organizations in the Arab Countries through Economic, Social and Legal Literacy” (RAB/11/02/USA), some training activities were carried out by trade unions as a consequence of the training-of-trainers activities, which enabled trade unions to deliver training courses. In a context where political instability is a clear threat for the future sustainability of democratic and independent unions, enhancing training capacity of trade unions could result in project sustainability over time.

Sustainability is ensured, according to the evaluative evidence available for the project “Strengthening tripartite social dialogue” carried out in Armenia, Azerbaijan, Kazakhstan and Georgia (ARM129, AZE803, KAZ129 and GEO803), by the project activities themselves. In all cases, the interventions are considered – as stated in the evaluation report – “from medium- to long-term ‘investments’ and often triggered a national follow-up with political, administrative and sometimes financial involvement of constituents. ... The capacity-building component of the projects has been of particular impact potential since it helped to gradually generate a new culture of industrial relations and provided practical examples and opportunities of social dialogue.”

Other elements that are mentioned as associated to sustainability are the following:

- (1) *The link between projects and wider strategies such as the DWCP:* According to the “Outcome 10 evaluation” (GLO/11/57/SID, GLO/12/58/NOR), the establishment of links between the Swedish and Norwegian programmes and national DWCPs, CPOs and existing ILO strategies has contributed to the sustainability of achievements of workers' organizations;

¹⁷⁷ ILO: *Enhancing Collective Bargaining and Amicable Settlement of Labour Dispute Mechanisms in Bosnia and Herzegovina, the [f]ormer Yugoslav Republic of Macedonia and [the Republic of] Moldova Project* (Geneva, 2015).

- (2) *The specific characteristics of the interventions:* In the case of the Swedish-funded project “Freedom of association and collective bargaining in the Rural, Export Processing and Domestic Work Sectors” (GLO/11/57/SID), its diagnostic methodology was, in and of itself, a sustainable model, requiring initial tripartite buy-in and a tripartite agreement for the national plans of action. In those countries where there was momentum to work on specific sectors, the project was successful in gaining buy-in, such as the export processing sector in Bangladesh, domestic work in Brazil or the rural sector in South Africa. Similarly, a number of activities of the Norwegian-funded project “Promoting Freedom of association and collective bargaining” (GLO/12/59/NOR) have achieved sustainable results by changing the existing framework for freedom of association and industrial relations, and integrating new processes in labour administration. Examples here include the new collective agreement for the textile and garment sector in Jordan and the establishment of a computerized system of labour law compliance in the Philippines;
- (3) *Access to improved knowledge:* The “Improving Collective Bargaining and Labour Law Compliance in Ukraine” project (UKR/11/01/CAN) led to an increase in the knowledge base of participating stakeholders and more tangible legal and policy framework developments. These are highlighted as ways in which the project outcomes will be maintained going forward;
- (4) *Consider the constituents’ capacity and ability to be involved in wider programmes:* For example, constituents’ capacities should be taken into consideration in the development of DWCPs. When agreeing on priorities and outcomes, the ILO should consider more accurately the capacities and commitment of constituents to contribute actively to implementation and take over achievements for further development, as pointed out in the review of Malawi and in the Balkan DWCPs; and
- (5) *Ensure alignment between ILO and social partners’ priorities:* to ensure partners’ commitment and ILO’s interventions and DWCP sustainability, the contribution of decent work programmes to the achievements of partners’ goals should be made clear and mainstreamed in their strategic plans, driving their interest to participate in the tripartite arrangements of the country programme, as displayed by the Malawi DWCP review.

3.2.4. Gender equality

The gender dimension and gender equality were issues that were treated unevenly across the evaluated projects. In a significant number of projects gender equality had not been integrated as a cross-cutting issue in their methodology, analysis and deliverables. In contrast, in a limited number of other projects, gender equality was mainstreamed mainly in the identification of target groups and beneficiaries. Nevertheless, as the examples below suggest, the link between gender equality and social dialogue appear to be rather weak.

The project “Creating a Conducive Environment for the Effective recognition and Implementation of Fundamental Principles and Rights at Work in Egypt” (EGY/11/03/USA) had a strong gender focus. Specifically, three of its six objectives aimed at promoting women’s fundamental rights and employment opportunities, through policy support and direct interventions at the national, local and individual levels. The “Outcome 10 evaluation” (GLO/11/57/SID, GLO/12/58/NOR) also highlighted a number of good practices in relation to gender equality. For example, there was good collaboration between the programme and the ILO Bureau for Gender Equality (GENDER). This was facilitated by a strategic decision that GENDER would concentrate its efforts in countries where two or more CPOs were being funded under the Norway–ILO Partnership Programme. Nepal was a particularly strong example where this worked well.

Likewise, the cluster evaluation of Norway’s and Sweden’s Outcome-Based Funding in relation to the projects aimed at promoting freedom of association and collective bargaining (GLO/13/43/NOR and GLO/14/30/SID) found that gender was mainstreamed into project strategies and activities effectively in many countries and in some global component products. Some countries – such as Sri Lanka, China,

the Philippines and Malawi – were purposeful in mainstreaming gender into programme activities by focusing on discrimination and sexual harassment. Similarly, PAMODEC III paid attention to the gender dimension by, inter alia, seeking to eliminate discrimination in employment and occupation, and ensuring that women could participate in the proposed activities. Given women’s predominant role and lower worker representation in the RMG sector, one of the aims of Bangladesh’s project “Promoting Fundamental Principles and Rights at Work” (BGD/11/50/USA) was to achieve a more balanced representation in that sector. For example, it provided women leaders with training.

Within the ILO–Norway and the ILO–Sida partnerships aimed at supporting the implementation of Outcome 9 (Strengthening employers’ organizations) between 2012 and 2016 (GLO/12/60/SID, GLO/12/56/NOR, GLO/14/73/SID, GLO/14/59/NOR, RAS/14/58/NOR) ACT/EMP is reported to have successfully been able to mainstream gender: most employers’ organizations are reported to be thinking about gender, are undertaking specific gender-focused projects, are collaborating with women’s associations, or are incorporating a gender perspective into their research and policy positions. The overall conclusion is that gender equality mainstreaming has been achieved. In particular, the “Women in business and management” had an important role in (a) strengthening the knowledge base of employers’ organizations through research and documentation of good practices and strategies shared between employers’ organizations within and across regions; (b) promoting the business case for advocating gender equality and supporting the employers in playing a key role in this respect; (c) supporting national policy development on gender equality and the participation of women in decision-making in the private sector; (d) assisting companies at country level to respond better to rapidly changing gender roles and advance women in the workplace and in management; and (e) assisting women entrepreneurs to start and expand their businesses through national level initiatives in Armenia, Georgia and Fiji.

According to the evaluation project “Improving Collective Bargaining and Labour Law Compliance in Ukraine” (UKR/11/01/CAN), there was a good gender balance in the project events. The project built on knowledge derived from the ILO Gender Equality project, through which it included relevant elements in the materials (e.g. training materials) produced by the project. Gender was also addressed in the draft of the new nationwide collective bargaining General Agreement that was achieved.

While gender equality was at times emphasized as a critical element or at least recognized as part of several projects, often the conclusion was that more needed to be done to acknowledge women. It should be noted that the report *Increasing Workplace Compliance through Labour Inspection in Viet Nam* concluded that awareness of gender issues had improved greatly and had put gender “on the map”; however, other projects faced challenges in this regard. For example, the *Strengthening Labour Law and Governance in Afghanistan* evaluation notes that, among the lessons learnt from the project, there is recognition that “women’s participation needs to be emphasized in male dominated societies”. However, apart from this important recognition, there is no real sense of any tangible outcome in this regard in the project being evaluated. The *Improving Labour Law Compliance and Building Sound Labour Practices in the Export Oriented Shrimp Sector in Bangladesh* project found that despite “[taking into] account gender mainstreaming aspects wherever applicable”, the pre-existing gender imbalance in the shrimp sector (where permanent workers are typically male) meant that the project’s capacity-building activities mainly involved men. While gender had not really been a central component to this project, the “Viet Nam Labour Law Implementation” project (VIE/12/01/USA) did take gender as a key element of the intervention. The evaluation, however, found that gender was “often not [stakeholders’] first priority”, with most needing to be prompted to discuss the issue during interviews.¹⁷⁸ In sum, it appears that gender has at least been acknowledged during some instances of project design, but more tangible outcomes in this regard are limited.

¹⁷⁸ ILO: *Independent Mid-Term Evaluation of a Technical Assistance Project: The Vietnam Labour Law Implementation Project* (also known as the Industrial Relations Project), (Geneva, 2015), p. xvi.

BOX 5

Gender equality, social dialogue and decent work in ILO interventions

Gender equality and non-discrimination are critical to achieving decent work for all and central to all four strategic objectives of the ILO's SPF 2010–15. In addition to being a cross-cutting theme for all interventions, some projects implemented by ILO specifically address gender equality, and in these interventions, social dialogue can play an important role.

The review carried out by the ILO on decent work interventions *Decent work results of ILO employment promotion interventions. Lessons learned from evaluations, 2003–2013*¹⁷⁹ suggested that the participation of women in social dialogue could be triggered by mechanisms implemented in the framework of employment promotion interventions, such as capacity development of women entrepreneurs and institutionalizing mechanisms for women's participation.

An example is the project “Promoting Fundamental Principles and Rights at Work through Social Dialogue and Gender Equality” (MOR/11/03/CAN). Its main objective was to contribute to democratization and non-discrimination in Morocco through the promotion of the ILO 1998 Declaration on Fundamental Principles and Rights at Work, focusing specifically on strengthening social dialogue and engaging women in the process of social dialogue and collective bargaining. The project had a strong focus on raising awareness on these issues among ILO social partners, other influential groups and the general public. In addition, it carried out activities focused on building the capacity of trade union gender committee members and women workers by improving their knowledge of basic principles and rights at work. The evaluation found that the project was effective in raising awareness and facilitating discussion and debate on social dialogue and non-discrimination among trade union representatives, who seemed to have participated in project activities in relatively greater numbers than other ILO constituents. Some of the good practices identified in the evaluation were (a) the extension of knowledge of FPRW among trade union stakeholders who had not previously been given opportunities to learn about ILS or about the rights and responsibilities enshrined in their own labour code; and (b) the activities to raise journalists' awareness on FPRW, that contributed to increased media coverage of this topic. However, the evaluation also found that, although project awareness-raising and capacity-building activities were designed to also benefit employers, the employers' association did not attend many tripartite meetings and workshops.

3.3. FOR WHOM?

In most cases, the main target groups for ILO interventions/activities in the domain of social dialogue were ILO tripartite constituents (governments, employers and workers): workers' organizations, employers' organizations, governments – notably ministries of labour – and their relevant agencies, e.g. labour inspectorates, labour administration officials. In a number of projects, sectoral and/or regional/local stakeholders were also targeted, as were specific groups such as women, younger workers or workers in particular sectors, including RMG, rural/agriculture, export-oriented, informal economy/domestic work and mining sectors. For example, the “Promoting Fundamental Labour Rights at Work in Bangladesh” project (BGD/13/05/NOR) targeted the ILO tripartite constituents and workers in export-oriented sectors such as the RMG sector – a large proportion of whom are women or younger workers. The project “Creating a Conducive Environment for the Effective recognition and Implementation of Fundamental Principles and Rights at Work in Egypt” (EGY/11/03/USA) was, to some extent, explicitly targeted at women, while one of the aims of PAMODEC III was to increase the proportion of female beneficiaries.

All the interventions aimed at strengthening employers' or workers' organizations were obviously targeting social partners, and those aimed at strengthening the tripartite constituents' capacity were also targeting governments and public authorities or agencies. Examples are the ILO multi-country interventions under the ILO–Norway and the ILO–Sida partnerships aimed at supporting the implementation of Outcome 9 between 2012 and 2016 (GLO/12/60/SID, GLO/12/56/NOR, GLO/14/73/SID, GLO/14/59/NOR, RAS/14/58/NOR) or the “Strengthening tripartite social dialogue” carried out in Armenia, Azerbaijan, Kazakhstan and Georgia in 2014–15 (ARM129, AZE803, KAZ129, GEO803).

¹⁷⁹ ILO: *Decent work results of ILO employment promotion interventions. Lessons learned from evaluations, 2003–2013* (Geneva, 2014).

Both the Swedish-funded “Promoting freedom of association and collective bargaining in the Rural, Export Processing and Domestic Work Sectors” (GLO/11/57/SID) and the Norwegian-funded “Promoting freedom of association and collective bargaining” projects (GLO/12/59/NOR) targeted decision-makers in the various countries as well as staff of the ministries of labour and the employers’ organizations and trade unions, together with their respective members.

A final example is the “Promoting Fundamental Principles and Rights at Work in the Maldives” project (MDV/10/01/USA), which also targeted the national labour law administration machinery (as well as workers’ and employers’ organizations). In a similar vein, the project Promoting Good Labour Market Governance and Fundamental Rights at Work in Morocco (MOR/12/02/USA) targeted, inter alia, labour inspectors in order to train them on OSH. The project “Promoting Freedom of Association and Social Dialogue in Myanmar” (MMR/13/06/NOR) sought to upgrade the skills and knowledge of labour inspectors and conciliators and/or arbitrators so to make them more effective in their respective roles.

3.4. WHY?

In this section, we present key success factors and the most common challenges of ILO interventions related to social dialogue emerging from the available evaluative evidence.

3.4.1. Enabling and success factors for social dialogue

The evaluative reports analysed for this review draw out a number of key success factors in terms of effective promotion of social dialogue across a range of different projects, addressing a number of different aspects of interventions. These have been grouped and are illustrated below.

1. Access to knowledge, and knowledge sharing and dissemination

A number of evaluations point to the importance for tripartite constituents, in their role of beneficiaries or stakeholders, to have access to knowledge (and share such knowledge) regarding the area of intervention of projects and actions in order for them to develop awareness and the capacity to formulate proposals and express needs.

For example, the available evaluation documents for the ILO–Norway and ILO–Sida partnerships aimed at supporting the implementation of Outcome 9 between 2012 and 2016 (GLO/12/60/SID, GLO/12/56/NOR, GLO/14/73/SID, GLO/14/59/NOR, RAS/14/58/NOR) report that it is “increasingly clear that Employers’ Organizations cannot simply rely on connections and networks to influence government, at least if they want their reforms to last: rather they need to undertake (or commission) excellent and objective research and need to be able to prepare persuasive policy position papers. They can then use both the research evidence and the argumentation when they advocate reform.”

The evaluation of the “Improved Labour Dispute Settlement” project (SBU/12/02/RBS) places particular emphasis on the knowledge-sharing aspect of the project, making reference to the value of networking opportunities for social partners and a “study tour” which saw [the former Yugoslav Republic of] Macedonian social partners visit Ireland to observe functional labour dispute mechanisms in practice as a particularly valuable aspect of the project. The evaluation recommended that more trips of similar educational nature be implemented, and also noted that the “practice of mixed interventions” lent itself particularly well to boosting capacity in finding alternative solutions to labour disputes (p. 35).¹⁸⁰

Some evaluation reports also stress the importance of disseminating the information about the project and social dialogue to a wider audience. Beneficiaries can be active actors of such activity: by involving bene-

¹⁸⁰ ILO: *Enhancing Collective Bargaining and Amicable Settlement of Labour Dispute Mechanisms in Bosnia and Herzegovina, [the former Yugoslav Republic of] Macedonia and [the Republic of] Moldova Project* (Geneva, 2015), p.35.

ficiaries in project design, campaigns, focus groups and discussions, some projects were able to promote awareness around the benefits and importance of social dialogue. The same could be said about the use of media, particularly in contexts where such awareness had been previously lacking. For example, the evaluation report for the project “Promoting Fundamental Labour Rights in Bangladesh” (BGD/13/05/NOR) concluded that, in these cases, “the media may come in as an important transmission belt in reaching out for many more people than any project can do. A media component appears to be a must for all the projects of this type.”

2. Project design and flexibility in implementation to adapt to needs

Projects designed according to an accurate knowledge of needs so that they can best respond to them are more likely to succeed. Having adequate, up-to-date and relevant information emerges as key to identifying relevant beneficiaries of projects and enabling social dialogue. In the project “Promoting Good Labour Market Governance and Fundamental Rights at Work in Morocco” (MOR/12/02/USA), for example, this was a key condition for tailoring technical assistance to the local and sectoral context. Part of the process of identifying relevant beneficiaries, however, is also about identifying who would benefit from social dialogue.

Projects which successfully identified motivating factors and needs were then able to identify who would stand to benefit from their activities and encourage their involvement. Conducting needs assessments such as those carried out by projects funded by Norway and Sweden (GLO/13/43/NOR and GLO/14/30/SID) is one example of how projects went about identifying potential motivating factors, but there is also evidence of projects such as the “Promoting Fundamental Principles and Rights at Work in the Zambian Mining Sector” project (ZAM/14/01/USA) championing the benefits of sound labour relations and protection in order to engage beneficiaries. Here, the project also delivered specific outputs for beneficiaries and stakeholders as a means of demonstrating benefits for the sector and creating further change.

A component that led to the success of the “Improving Collective Bargaining and Labour Law Compliance in Ukraine” project was the extent to which its flexibility helped make the project relevant to its environment, through “adapting to the external environment and adjusting to the real needs of the partners on the ground” (p. 8). A similar degree of flexibility through which the actions were able to most effectively adapt to the needs of the beneficiaries was also highlighted as an important good practice in the “Promoting Social Dialogue” project (p. 12).

Drawing on regional expertise to help come up with contextually workable solutions was highlighted as an effective practice in the “Improved Labour Dispute Settlement” project.¹⁸¹

3. Adapting to the local context and culture

In part related to the previous success factor, in this case the evaluations emphasize not only the importance of taking into account local needs, but also the characteristics and specificities of local context from a cultural and institutional point of view. For example, one of the basic insights from the available evaluation documents for the ILO–Norway and ILO–Sida partnerships aimed at supporting the implementation of Outcome 9 between 2012 and 2016 (GLO/12/60/SID, GLO/12/56/NOR, GLO/14/73/SID, GLO/14/59/NOR, RAS/14/58/NOR) is the importance of adjusting support to employers’ organizations to the specific country context where these operate. The evaluation illustrates the great diversity in country contexts, and stresses that generalizations are often dangerous in view of such diversity. At the same time, the design and management of employers’ organization support must be prepared to adjust flexibly to a dynamic country context. The evaluation offers several interesting examples of activities which successfully have seized opportunities that have emerged in the specific local context and at a certain point in time.

¹⁸¹ Ibid.

The evaluative evidence of the project “Developing the capacity of Employers’ Organizations in the Arab Region to contribute to job-rich growth through effective policy and social dialogue” (RAB/12/50/NOR) stresses the importance of understanding and respecting the local culture – and more specifically the local governance culture – to succeed in building governance institutions. As reported in the evaluation report:

ILO’s mandate is to introduce universal workplace standards which can ensure productive profitable enterprises and employment growth commensurate with social protection, international standards of labour and expressed through tripartite institutions and processes. However, the “modern” “international” institutions of social dialogue are not introduced in a *vacuum*. There are existing patterns of communication, influence, and representation that arise from some centuries of tradition. As long as leaders in business and government feel that these previous ways of doing things are still sufficient for current purposes, modern institutions may be set up, but there is no guarantee that they will be used actively and possibly rather treated with only lip service.

Available evidence about ILO support for strengthening the capacity of employers’ and workers’ organizations in Asia and the Pacific in the period 2010–13 (Independent Thematic Evaluation of ILO support to strengthening the Capacity of Employers’ and Workers’ Organisations in Asia and the Pacific Region – 2015) shows that adapting activities to the local contexts – e.g. adapting training programmes and other materials to the local context – results in a virtuous cycle of continued interest in the subject matter and, therefore, ensure traction and uptake of project activities.

On the other hand, even if the importance of taking into account local culture and specificities is recognized as crucial, in the project “Strengthening of Workers’ Organizations in the Arab Countries through Economic, Social and Legal Literacy” (RAB/11/02/USA), the sharing of successful and unsuccessful experiences and methods from other countries and regions that deal with lack of freedom or interferences in setting up democratic workers’ organizations, as well as the interregional dialogue between workers’ organizations, is reported as a valid option to ensure a successful project.

4. Selecting the most appropriate tools and measures

Taking into account the objectives of the interventions, the needs of beneficiaries and the local context, the most appropriate tools and measures should be chosen. In the area of social dialogue, capacity-building activities are seen as an essential component of strategies targeted at strengthening social dialogue across a number of evaluations. For example, the review carried out by the ILO on decent work interventions¹⁸² concluded that capacity building is an essential component for strengthening social dialogue, and suggested adapting it to the specific needs and interests of the different partners.

In the project “Strengthening of Workers’ Organizations in the Arab Countries through Economic, Social and Legal Literacy” (RAB/11/02/USA), the high-quality training-of-trainers provision based on robust pedagogical methodology produced very good results. It led to the establishment of teams of trained volunteer trainers, able to deliver substantial local and national training events for members and activists with very little further support or assistance. This represents a good basis of a sustainable trade union education and training programme appropriate for unions with limited resources.

The review of the DWCP for [the former Yugoslav Republic of] Macedonia for the period 2010–13 established that facilitation of social dialogue by the ILO – with respect for the views of each party – is important for building trust among social partners. Similarly, it established that tripartite functional bodies are powerful mechanisms to achieve results and trigger change in areas of interest for tripartite constituents.

¹⁸² ILO: *Decent work results of ILO employment promotion interventions. Lessons learned from evaluations, 2003–2013* (Geneva, 2014)

The Review concludes that “stronger social partners and a well-functioning Economic and Social Council contribute to economic and social development of the country”.

The available evidence about interventions aimed at strengthening workers’ organizations (Outcome 10) under GLO/14/60/NOR and GLO/14/75/SID is a good example of activities tailored to the needs of beneficiaries: training activities in Indonesia and Kenya both benefitted enormously from short breaks (e.g. two weeks, one month) in the programme, when participants were able to return to their workplaces or organizations to undertake practical assignments, followed by review and discussion back at the training venue.

Sometimes, the adoption of a “mix” of measures through a project is deemed to be an effective mechanism, such as in the case of the “Improved Labour Dispute Settlement” project (SBU/12/02/RBS), with the evaluation noting that this varied approach, which saw a combination of capacity building, knowledge sharing opportunities and technical support, should be taken forward in future interventions (p. 9).

Conversely, some evaluations consider Global Products as remarkable tools. For example, the available evaluation documents for the ILO–Norway and ILO–Sida partnerships aimed at supporting the implementation of Outcome 9 between 2012 and 2016 (GLO/12/60/SID, GLO/12/56/NOR, GLO/14/73/SID, GLO/14/59/NOR, RAS/14/58/NOR) report that the Global Product EESE is an outstanding tool, of much better quality and more relevant than many other tools available at international and national levels. Nevertheless, in this case, it is also suggested to adapt EESE to the needs of employers’ organizations and enhance its content with links to materials prepared by others and exemplars of policy position statements.

5. Beneficiaries’ and stakeholders’ involvement and participation

Most of the evaluations analysed for this review clearly pointed to the importance of involving beneficiaries and stakeholders as early as the design phase of the project in order to develop commitment for, and ownership of, the project. This would increase the likelihood of both achieving the project objectives and ensuring sustainability of results over time.

In most projects, the commitment of beneficiaries and stakeholders was key to enabling social dialogue, particularly at the leadership/management level, where strategic priorities were determined and would filter down the organization. This was particularly evident in projects which had struggled to engage a particular stakeholder because of management resistance. However, when the management changed, as was the case with the project “Creating a Conducive Environment for the Effective recognition and Implementation of Fundamental Principles and Rights at Work in Egypt” (EGY/11/03/USA), stakeholder engagement became possible and a good working relationship was established. Stakeholder engagement also enabled projects to tailor their activities to local contexts and stakeholder needs. In Morocco, for example, the support of central authorities made the decentralization of technical assistance possible. This enabled the project to tailor technical assistance to the local context and remove any potential bureaucratic constraints. Beneficiaries’ and other stakeholders’ engagement granted greater profile and status to some projects, particularly in some developing countries, which have not historically prioritized labour protection. For example, in the “Promoting Fundamental Principles and Rights at Work in Bangladesh” project (BGD/11/50/USA), the active support of the Government was important in raising the political visibility and profile of social dialogue. In the “Promoting Fundamental Principles and Rights at Work in the Zambian Mining Sector” project (ZAM/14/01/USA), the engagement of chief executive officers of mining companies enhanced the social dialogue between management and the union on rights at work.

Available evidence about ILO support towards strengthening the capacity of employers’ and workers’ organizations in Asia and the Pacific in the period 2010–13 (Independent Thematic Evaluation of ILO support to strengthening the Capacity of Employers’ and Workers’ Organizations in Asia and the Pacific Region – 2015) shows that involving beneficiaries (employers’ and workers’ organizations) in technical

project development improves the sustainability of project outcomes, while involving them in project implementation helps achieve project outputs and strengthen their capacities.

In the area of *labour law compliance and administration*, the final evaluation of the project “Law–Growth Nexus II” (RAF/10/09/NAD) states that the project delivered several outputs, which included running a workshop early in the project’s implementation period, which was attended by representatives from key stakeholders from both Kenya and Zambia, and helped ensure early stakeholder “buy-in” and contribution into project planning. Similarly, involving high-level officials from the Ministry of Labour as well as employers’ and workers’ organizations in Kenya ensured buy-in at the very top levels of the tripartite actors. The evaluation of “Increasing Workplace Compliance through Labour Inspection in Viet Nam” found that regular bilateral meetings with the main governmental partner helped improve project progress and increased a sense of ownership by the Government. A “Project Steering Committee” was also deemed to be a particularly effective means of involving stakeholders in the project. Mutual trust was increased significantly through regular communication facilitated by these activities. The evaluation of the “Viet Nam Labour Law” project (VIE/12/01/USA) also found that the active and meaningful participation of stakeholders had successfully led to a feeling of ownership of the project. In sum, good participative approaches have led to real project ownership among stakeholders. Not only does this reflect support for the projects, but also increases the likelihood of their longer-term sustainability.

The project “Testing methodologies to support informal economy workers and small producers to combat hazardous child labour in their own sectors” (GLO/13/57/IRL-16) has been very effective in Ghana and Benin. In both countries, the projects were developed and launched with appropriate consultative meetings at all levels and with all the relevant stakeholders/constituents at national level. These workshops and other preparatory activities where the stakeholders participated have been instrumental to legitimize their action programmes and align them with their national action plans and decent work national agendas.

Consultations were also a way of involving tripartite partners in the project “Monitoring and Assessing Progress on Decent Work: Final Independent Evaluation” (INT/07/15/EEC), where the consensus-building tripartite process used by the project was an important factor in its success. Tripartite consultations were used to identify an agreed set of decent work indicators and approve drafts of Decent Work Country Profiles. Tripartite consultations have helped build national ownership of the decent work indicators and profiles (albeit to varying degrees). These consultations have also helped increase interest in and advocacy for decent work, and provide a detailed check of the profiles and a fact-based basis for social dialogue.

According to the evaluative evidence of the project “Creation of employment and support to reinsertion in the labour market by supporting the national mechanisms” (TUN/11/02/EEC), the implementation of a participatory approach needs an implementation strategy that describes how this active participation should be developed, specifying the key actors, their roles and responsibilities.

The evaluation of the DWCPs highlights the importance of a participatory approach for the implementation of effective DWCPs. The *Independent evaluation of the ILO’s Decent Work Country Programme Strategies and Actions in the Western Balkans 2012–2015* notes that stakeholder participation in all programming cycle phases should be increased. The evaluation of the ILO’s DWCP strategies in North Africa emphasizes the need for earlier engagement of social partners in the planning stages of national and regional strategies, as well as in project design and implementation. According to the evaluation, the earlier the involvement, the more the partners take on responsibility for their outcomes. Documents reviewed also point out that participation should not be limited only to the national level. The evaluation of DWCP strategies in the Balkans makes clear that consultations for the design and implementation of DWCPs should include not only central government actors, but also stakeholders active at local level. In the context of the Balkans, for example, strengthening constituent capacity to engage in social dialogue was reported as highly relevant for national contexts and appropriate as an outcome in the DWCPs. The assistance provided in the reference period, however, was mainly top-down, targeting constituents at the national level, while lagging behind in terms of reaching local actors.

DWCP reviews consistently point out that the ILO's unique ability to bring constituents together because of its tripartite governance is the most prominent of its comparative advantages. In the context of Viet Nam, for example, the automaticity of tripartite engagement in activities supported by ILO was reported as the "clearest and most convincing aspect of the use of the ILO's unique comparative advantages".¹⁸³ *The Review of the Vietnamese DWCP for 2012–2016* points out that, in terms of tripartite involvement, relevant organizations have largely been involved in DWCP activities. Although workers' and employers' organizations operate with limited independence in the country, their views in policy formulation and implementation get a particular airing because of ILO cooperation.¹⁸⁴ More problematic is the extent to which their development impacts on results, as "the dynamic tension often assumed to exist where representation is bottom up may not always have been present".¹⁸⁵

The evaluation of the project "Improving social protection and promoting employment" (INT/09/06/EEC) highlights the importance of social dialogue as a permanent tool that should be part of the policy formulation and follow-up process of projects. The steering committees should exist as a permanent body of debate and not just as an entity that responds to a need on an ad hoc basis.

This evaluation also recommends extending the consultations and awareness-raising campaigns to other social actors in addition to those participating in the tripartite national steering committees. This new policy perspective would require more dissemination of the project activities and objectives among other social actors such as universities, media and NGOs. In addition, the evaluation recommends expanding the steering committees to include participants from the health, education and social assistance sectors, among others.

The same recommendation is proposed in the evaluation of the "Programme to support a social protection floor in the Andean region: [the Plurinational State of] Bolivia, Colombia, Ecuador and Peru" (RLA/14/03/SPA), that suggests using the institutional spaces of dialogue and tripartite consultation as spaces for the formulation of policy recommendations and capacity building in public policy management.

At the European level, it has been argued by both the EC and the ILO that social partners play a critical role in social dialogue.¹⁸⁶ Like the ILO, the EC recognizes the importance of high levels of trust both internally and between social partner organizations, as well as with the relevant public authorities. In addition, there is broad recognition of the need for social partners to be sufficiently equipped with up-to-date information, negotiating capacity and resources to engage most effectively in policy-related discussions. Social dialogue can, therefore, work most effectively when social partners can agree on a joint consensus and when this agreement is well informed and outcome-focused. This is critical for advancing solutions with political decision-makers.¹⁸⁷ Furthermore, the EC notes that social partners must work hard to remain relevant to the evolving world of work, noting the importance of including non-traditional workers in their membership. Through encompassing a large worker population and jointly agreeing on practical mandates, social partners increase their capacity to engage successfully in social dialogue.¹⁸⁸

Looking to *all* actors involved, furthermore, the EC recognizes the importance of political willingness to take part in social dialogue in the context of social and economic development. A strong industrial relations environment and a fundamental respect for the role and contribution of the social partners are therefore necessary for social dialogue to work well.

¹⁸³ Tajzman D. and Vinh D. Q. (2016) *Decent Work Country Programme Review Vietnam 2012–2016*.

¹⁸⁴ Ibid.

¹⁸⁵ Ibid.

¹⁸⁶ European Commission. 2015. *Employment and Social Development in Europe 2015*.

¹⁸⁷ European Commission. 2016. *Employment and Social Developments in Europe: Annual Review 2016*.

¹⁸⁸ European Commission. 2015. *Employment and Social Developments in Europe 2015*.

6. Involving beneficiaries and stakeholders for future sustainability matters

Often, maximizing stakeholders' engagement and input improved projects' impact and guaranteed greater buy-in from the stakeholders. For example, using stakeholders' technical competencies in project delivery and within the core team enhanced a sense of ownership and engagement among stakeholders in the "Promoting Fundamental Principles and Rights at Work in the Zambian Mining Sector" project (ZAM/14/01/USA). In the project "Promoting Good Labour Market Governance and Fundamental Rights at Work in Morocco" (MOR/12/02/USA), mobilizing national and international expertise among stakeholders improved the quality of the project's outputs and improved trade unions' own knowledge of, and positions on, the labour code. On the other hand, the "Promoting Freedom of Association and Social Dialogue in Myanmar" project (MMR/13/06/NOR) maximized stakeholder engagement by involving all constituents in social dialogue in the law reform process to ensure a multiplier effect, that its activities reached a large number of people and were more sustainable. In all cases, it was not simply stakeholder involvement per se that enabled social dialogue, but a project's ability to engage the right stakeholders, identify and meet stakeholders' needs and secure the right degree of commitment and engagement in order to maximize their input.

A major factor that appears across all the evaluative reports featured in this section is the importance of involving social partners/beneficiaries/stakeholders already at an early stage in the design and implementation of project activities. Particularly effective aspects of the "Improved Labour Dispute Settlement" project (SBU/12/02/RBS) included instances where the social partners had the opportunity to develop a sense of ownership of the measures that were introduced that could ensure sustainability of results over time. This was fostered through their direct involvement in the planning and implementation of interventions which, apart from increasing their overall sense of ownership and commitment to the project, also helped increase the sharing of information and political will. Direct participation also meant that measures were more likely to be tailored to the social partners' needs and situations.¹⁸⁹ This was also the case for the "Promoting Social Dialogue" project (TC – MKD/13/02/MKD) where the incorporation of regular communication with and feedback from beneficiaries were also linked to the project's success.¹⁹⁰ Similarly, aspects that worked particularly well in the "Improving Collective Bargaining and Labour Law Compliance in Ukraine" project (UKR/11/01/CAN) related to the "participatory approach" that was adopted (p. 8). Described as "one of the keys to the success of the project", the active involvement of different stakeholders meant that the project was better able to effectively address actual contextual needs and foster trust between the parties involved (p. 8).

The available evaluative evidence shows that in projects in the area of *employment, skills and skills development*, where social dialogue was a project component or a method to facilitate the achievement of project objectives, the involvement of tripartite constituents proved to be an effective tool in ensuring project effectiveness and, more importantly, sustainability. In this case, involving tripartite constituents already in the design phase of the projects is also seen as a way of enhancing the ownership of the initiatives and ensuring that the tangible results are further developed in the national contexts. For example, the evaluation of the "Technical and Vocational Education and Training Reform in Bangladesh" (BGD/06/01/EEC) concluded that the project coordinators and ILO managed to facilitate very well the partnership between the private and public sectors, something that had not occurred before in Bangladesh. The evaluation found that the ILO approach in working with Tripartite Constituents was a good practice of this project, ensuring that the "Decent Work for All" agenda was kept on the table. Similarly, it identified as a good practice the development of public–private partnerships at the design and start-up phases of the project, which contributed to the ownership of the project by all stakeholders and was one of the main drivers for the success of the programme.

¹⁸⁹ ILO: *Enhancing Collective Bargaining and Amicable Settlement of Labour Dispute Mechanisms in Bosnia and Herzegovina, the [former] Yugoslav Republic of Macedonia and [the Republic of] Moldova Project* (Geneva, 2015).

¹⁹⁰ ILO: *Report on the Midterm Internal Evaluation of the Promoting Social Dialogue Project* (Geneva, 2016).

Both the intermediate and the final evaluations of the project “Skills for Youth Employment and Rural Development in Western and Southern Africa (Zimbabwe Component)” (ZIM/10/01/DAN) found that the project implementation in Zimbabwe is a best practice due to the very high levels of ownership of the project at national, district and grass-roots levels. According to the final evaluation, “together with a comparatively high level of technical and administrative capacity, and clear and binding mandates for delegation of tasks and duties, the organizational set-up of the skills programme in Zimbabwe could serve as a model for future programme implementation, together with a real tripartite steering committee”. The question of ownership is perceived by the evaluators (final and intermediate evaluations) as a key element in ensuring project sustainability, together with the participatory tripartite collaboration, the creation of implementing structures and the participation of key stakeholders at all levels of the programme.

In order to ensure sustainability, some evaluations suggest the need to institutionalize the participation/ involvement achieved. For example, the evaluative evidence of the project “Economic Development and Regional Action Plan for the Creation of Decent Work for Young People in Tunisia” (TUN/12/03/NET) suggests institutionalizing the steering committees created within the project at both regional and national levels, as they can play an important role in the socio-economic development at a decentralized level. The evaluation of the TACKLE project (INT/0524/EEC) also recommends that the ILO’s participatory multi-stakeholder approach should be further expanded and refined to better include the participation of trade unions, NGOs and community-based organizations, and particularly employers’ organizations, the last of these showing somewhat less interest in child labour than do the other stakeholder groups. The evaluation also recommends applying the tripartite approach in the inception, planning and implementation of interventions on child labour at decentralized or local level, since it builds in greater sustainability from the start.

7. Building on achievements from previous projects or synergies with other interventions

Building on previous good work in the area of social dialogue is another key enabler of social dialogue projects. In an obvious sense, this builds on good work already done, takes work forward on outstanding issues and avoids duplication of effort. As a result, a number of projects have built on the achievement of other projects. For example, given the positive results obtained in the first two phases of PAMODEC (2000–06 and 2006–11), the current “PAMODEC III” seeks to build on and consolidate these achievements and expand its reach to a larger number of countries. A number of projects, such as the “Promoting Fundamental Principles and Rights at Work in the Zambian Mining Sector” (ZAM/14/01/USA) and the Norwegian-funded “Promoting Freedom of Association and Collective Bargaining” (GLO/13/43/NOR), were able to save significant amounts of staff time and resources by using existing ILO global tools to facilitate capacity building. As shown earlier, the Norwegian-funded project “Promoting Freedom of Association and Collective Bargaining” has developed important synergies with projects in the various countries.

Building on existing achievements also lent overall coherence of the project and of a wider national programme of work. For example, the “Promoting Fundamental Principles and Rights at Work in Export Industries in Bangladesh” project (BGD/13/05/NOR) formed one of several projects that made up the ILO RMG programme in the country. This project management team was effective in ensuring synergies with these other ILO projects, as well as others, such as the project “Promoting Fundamental Principles and Rights at Work in Bangladesh” (BGD/11/50/USA) and the ILO Shrimp project. Indeed, the “Promoting Fundamental Principles and Rights at Work in Export Industries in Bangladesh” project was designed as a follow-up to the “Promoting Fundamental Principles and Rights at Work in Bangladesh”. Taking into account existing achievements or ongoing work also meant that projects such as those funded by Norway and Sweden (GLO/13/43/NOR and GLO/14/30/SID) were able to complement work in other countries and regions. Designing projects that were anchored in the particular national/regional/local and/or sectoral context, and in knowledge of what had gone before, also enabled clear goals to be set in some projects and an understanding of how they could be achieved.

8. Targeted approaches in project management

Projects which employed a targeted approach at the inception phase, either in terms of the sectors to focus on, and/or in terms of specific approaches to deploy, were particularly successful in enabling social dialogue. For example, as the “Outcome 10 evaluation” (GLO/11/57/SID, GLO/12/58/NOR) showed, the programme’s decision to focus on particular sectors in many countries, as opposed to a more general approach, fostered project relevance in relation to a number of ILO Objectives, such as Outcome 10, by aligning projects’ interventions to ILO priorities around promoting the right of freedom of association and collective bargaining. This, in turn, enhanced the validity of the project’s design and planned activities. The “Promoting Fundamental Principles and Rights at Work in Bangladesh” project (BGD/11/50/USA), from the outset, focused on capacity-building programmes among its national partners in specific sectors, where awareness of social dialogue was weak. This focus meant the project allocated greater resources towards training and capacity-building activities as opposed to other activities around physical renovation. Targeted approaches also ensured an efficient and more strategic deployment of resources around priority areas, where projects were able to determine from the outset which activities would have maximum impact in their specific contexts. For example, in those countries lacking awareness of labour protection, utilizing a media component was found to be important in raising awareness around labour laws.

While good and effective project management is a key factor of successful projects, regardless of their thematic area, and thus not only relating to social dialogue interventions, it is worth mentioning that the evidence reviewed underlines that this is underpinned by a robust understanding of the issues at hand and the need to tailor and implement project activities according to the local context and stakeholder needs. This was, for example, the case in the project “Promoting Good Labour Market Governance and Fundamental Rights at Work in Morocco” (MOR/12/02/USA). In this regard, Country Offices can play a pivotal role in ensuring the involvement of all relevant stakeholders in design of targeted activities. The evaluation of the project “Promoting Decent Work through Improved Migration Policy and its Application in Bangladesh” (BGD/11/01/SDC), for example, highlights the importance of the role of the ILO Country Office, which had a crucial role to bring together all different categories of stakeholders and allowed all constituents to participate in the elaboration of the various activities, providing closer support and effective project management.

9. Promoting social dialogue, selling the “ILO brand”

Some evaluations indicate that the special tripartite status of ILO and its reputation are a positive element to generate trust and bring together constituents at national level: the “ILO brand” can help promote social dialogue.

The available evidence about interventions aimed at strengthening workers’ organizations (Outcome 10) under GLO/14/60/NOR and GLO/14/75/SID shows that, in circumstances where trade unions face major challenges in gaining respect for fundamental labour rights, project activities supported by the ILO play a very important symbolic role – in addition to their inherent practical value. Evaluative evidence for Kenya, Swaziland and Indonesia shows that the presence of the ILO in project activities helps demonstrate the legitimacy of independent trade unions, inclusion in tripartite processes and the right to collective bargaining.

The evaluative evidence for the project “Strengthening of Workers’ Organizations in the Arab Countries through Economic, Social and Legal Literacy” (RAB/11/02/USA) points to the importance of using the ILO’s unique status and authority to provide an open space for constructive dialogue and consultation and for consensus building around the setting up of democratic workers’ organizations.

10. Fostering social dialogue through not politically or economically sensitive topics

The evaluative evidence of the TACKLE project (INT/0524/EEC) has shown that child labour as a theme has served as an entry point in strengthening social dialogue. “In many (TACKLE) countries tripartite

social dialogue is still a relatively new phenomenon and commonly the different partners have not yet built relations of trust and open and fluent communication. Many subjects are politically or economically sensitive because they touch upon interests of specific stakeholder groups. The TACKLE project has shown that the issue of child labour is considered by most stakeholders a real issue of importance and there is a general moral agreement that one should do whatever possible to tackle it.”

11. The external context plays an important role

The external context in which the projects are implemented plays a crucial role in influencing their success. Favourable political will, presence of strong institutions, and already existing social dialogue institutions and social dialogue processes are all factors that can impact on project results.

For example, the “Viet Nam Labour Law Implementation” project (VIE/12/01/USA) was highly relevant to the national context where a Labour Code and Trade Union Law had recently been adopted. The project also mirrored existing activities that the parties involved were already engaged with, which may in part explain why “ownership of the project’s approach has genuinely ingrained itself” among many stakeholders.¹⁹¹ In a similar vein, the evaluation of the “Strengthening Labour Law Governance in Afghanistan” project noted that there were some project delays due in part to underestimating the time needed to implement a project in a “fragile state environment” thus underlining the significance of context.¹⁹²

The evaluation of the TACKLE project (INT/0524/EEC) also highlighted the importance of existing experience in tripartite social dialogue and cooperation among the constituents. According to the evaluation, some countries, such as Kenya, Zambia and Fiji, show strong and solid achievements, while others, such as Angola, Papua New Guinea, South Sudan and Sudan, are somewhat lagging behind. Four critical factors influenced country performance: (a) the physical presence of the ILO in the country; (b) past or present conflict and political instability; (c) existing levels of local capacity; and (d) existing experience in tripartite social dialogue and cooperation. In some countries, not all social partners participated in TACKLE and in others, some of the participating partners did not relate to each other in a friendly and cooperative way. According to the evaluation, existing experience in tripartite social dialogue and cooperation supported the highest achievements of some countries in the TACKLE project.

Favourable political will also contributed to the high effectiveness of the project activities of “Enhancing Collective Bargaining and Amicable Settlement of Labour Dispute Mechanisms in Bosnia and Herzegovina, [the former Yugoslav Republic of] Macedonia and [the Republic of] Moldova Project”.¹⁹³ The “proactive and standing involvement of all [emphasis added] tripartite members” was also identified in relation to the successes of the “Promoting Social Dialogue” project (TC – MKD/13/02/MKD), therefore underlining again the importance of an accommodating context for such measures to work well.¹⁹⁴

Similarly, within the EU, the evidence available suggests that the success of social dialogue involving social partners also relies on the context in which it operates. The ILO has highlighted the importance of trust between national governments and social partners, noting that political instability has hindered the recovering of social dialogue in some countries following the crisis. While social partners can be well organized and equipped to engage in social dialogue, it is critical that their views are noted and taken seriously. An accommodating institutional context is, therefore, key for successful social dialogue. In sum, the existence of clear social partner mandates and organizational capacity to engage in complex policy debates and good relations with public authorities are all key factors in ensuring that social dialogue yields effective outcomes.

¹⁹¹ ILO: *Independent Mid-Term Evaluation of a Technical Assistance Project: The Vietnam Labour Law Implementation Project* (Geneva, 2015).

¹⁹² ILO: *Strengthening Labour Law Governance in Afghanistan* (Geneva, 2014).

¹⁹³ ILO: *Enhancing Collective Bargaining and Amicable Settlement of Labour Dispute Mechanisms in Bosnia and Herzegovina, the [former Yugoslav Republic of] Macedonia and [the Republic of] Moldova Project* (Geneva, 2015).

¹⁹⁴ ILO: *Report on the Midterm Internal Evaluation of the Promoting Social Dialogue Project* (Geneva, 2016).

BOX 6**A decentralized approach to social dialogue: The example of Colombia**

The projects developed in Colombia in the fields of capacity building for the tripartite constituents and promotion of tripartite dialogue prove that projects are more effective when the background context is favourable and aligned with the design of the projects. Since 2009, the office of ILO for Andean Countries has developed a programme for technical cooperation to strengthening Departmental Subcommissions. In particular, numerous projects in Colombia have focused on the strengthening of tripartite commissions at local level. Examples of such projects are “Promotion of decent work through social dialogue at local level in Colombia” (COL/12/01/COL), “Developing tripartite institutions and mechanisms that advocate for and promote the realization of core labour rights in Colombia” (COL/13/02/USA) and “Strengthening of institutional spaces for social dialogue and social partners’ tripartite participation at department level in Colombia” (COL/14/01/COL and COL/13/02/COL).

In Colombia, tripartite dialogue is included in the Constitution and is developed by Law 278 (1996). This Law defines the regional subcommissions as spaces of social dialogue at local level. In addition, the National Plan for Development 2010–2014 highlights the need to promote social dialogue at local level through the implementation of a policy to foster decent work. The evaluative evidence of projects COL/12/01/COL, COL/13/02/USA, COL/14/01/COL and COL/13/02/COL notes the importance of the favourable context for the implementation and success of the projects, and concludes that the context has been fundamental to ensure project sustainability. One of the evaluations highlights the following achievements as essential for project sustainability: “greater political will of the government on the issue of social dialogue, the creation and operation of Departmental Subcommittees and other forums for dialogue among constituents, the new legal framework, government budget allocations for policies and agreements on decent work, collective bargaining agreements in the public sector, the reduction of cases of violence against union leaders, and some improvements in the functioning of labour inspections”. The cited interventions have been successful, according to their respective final evaluations, in improving the capacity building of the constituents, fostering collective bargaining and including decent work in the political agenda.

The project “Development of capacities to promote union affiliation and coverage of collective bargaining in Colombia” (COL/13/05/NOR) sought to develop the internal capacities of trade unions, complementing the projects that had been developed before in the field of strengthening of tripartite spaces. According to the final evaluation of the project, the context also played an important role in its success, through the approval of Decrees 160 and 017, which have facilitated social dialogue between public authorities and trade unions. However, the evaluation also notes that the context is still far from ideal, mainly due to the prevalence of violence against trade unionists. Finally, the Project “Promoting Compliance with International Labour Standards in Colombia” (COL/11/04/USA) also represents a good example of the impact of favourable context. This technical cooperation project aimed to strengthen the capacity of the Colombian Government, workers’ and employers’ organizations and social dialogue institutions to promote compliance with ILS, particularly those related to freedom of association and collective bargaining. According to the evaluative evidence, the project’s support for collective bargaining came at an historic moment for Colombia, since collective bargaining for the public sector could not be fully implemented until May 2012, when Presidential Decree 1092 was passed. The project played an important role in facilitating the negotiation of a national agreement (pliego nacional) between Government authorities and public sector workers.

3.4.2. Challenges and inhibiting factors

The available evaluative evidence also indicates a number of challenges related to the implementation of the interventions in the area of social dialogue. These challenges have been clustered into a number of groups set out below.

1. Project design issues

Some evaluations stress the importance of project design. A poor or weak project design is thought to influence the likelihood of a project producing the expected results and impacts.

For example, available evidence about ILO support towards strengthening the capacity of employers’ and workers’ organizations in Asia and the Pacific in the period 2010–2013 (Independent Thematic Evaluation of ILO support to strengthening the Capacity of Employers’ and Workers’ Organizations in Asia and the Pacific Region – 2015) highlighted a lack of correspondence between local needs and project activities, which resulted in a lack of understanding of the activities proposed and also in a disengagement of beneficiaries and stakeholders, undermining the overall impact and sustainability of the project. The project

design should, therefore, take into account the needs – previously assessed – and indicate more clearly the link between need, activity and expected outcome in terms of capacity building.

The evaluation of the “Developing the capacity of Employers’ Organizations in the Arab Region to contribute to job-rich growth through effective policy and social dialogue” project (RAB/12/50/NOR) showed that the original project design lacked an orientation towards tripartism: “social dialogue” was initially interpreted as communication between employers’ organizations and their governments. Later, “social dialogue” was seen as including trade unions, though this did not translate into further implementation. As is known, trade unions do not enjoy widespread acceptance in the Arab Region but, given the project’s focus on employment, it was a weakness in design that there was no place for dialogue with them, or with civil society groups that understood the productivity needs of workers, including the self-employed.

Another project design issue raised in the evaluation of the “Developing the capacity of Employers’ Organizations in the Arab Region to contribute to job-rich growth through effective policy and social dialogue” project (RAB/12/50/NOR) was that, despite the aspiration to be demand-driven, the project was more a supply-driven intervention. The capacity assessment and the needs assessment were conducted without the real participation of beneficiaries and were based on a weak methodology, allowing therefore for a mismatch between real needs and activities provided, wasting the opportunity to contribute effectively to the empowerment and strengthening of the employers’ organizations in the region.

2. Insufficient commitment of key actors

Insufficient commitment of key actors also adversely affected a project’s ability to deliver. For example, the “Promoting Fundamental Principles and Rights at Work in the Maldives” project (MDV/10/01/USA) the widely divergent perceptions of the project’s relevance and level of commitment among the tripartite stakeholders, ranging from welcoming to hostile, negatively affected the project’s effectiveness, efficiency, sustainability and impact. Likewise, the degree of engagement of the trade unions in the SWOT activity which formed part of the project “Promoting the effective recognition and implementation of the fundamental rights of Freedom of Association and Collective Bargaining in the Philippines” (PHI/11/04/USA) was not as high as expected, denoting a relative lack of commitment.

The insufficient commitment can be a consequence of lack of involvement or participation of key actors such as beneficiaries or stakeholders. For example, the mid-term evaluation of the project “Law–Growth Nexus III” (RAF/13/03/NAD) highlighted the difficulty in involving employers and employees in their respective associations, which slowed down the project’s progress and jeopardized constructive collective bargaining. The difficulty in involving workers was also noted by the final evaluation of the project “Law–Growth Nexus II” (RAF/10/09/NAD), as a result of which Zambian construction workers were not sufficiently represented. The evaluative evidence from the project “Making Decent Work a reality for domestic workers” (GLO/11/54/SID) highlights that, in order to move the draft national policies forward for domestic workers (in some countries), more consultation and discussion is still required at various levels (often ensuring employers’ organizations are fully on board). According to the evaluation, the ILO should continue its support in organizing this consultation and the overall dialogue process.

The lack of commitment is attributed sometimes to the weakness of beneficiaries or stakeholders. For example, in the project “Technical and Vocational Education and Training Reform in Bangladesh” (BGD/06/01/EEC), the relative weakness of the labour movement in the country due to complex socio-political factors undermined the participation of trade unions in the tripartite consultations. As a result, the input and influence of the labour movement was not as clearly evident as the Government and employers’ associations. Therefore, the evaluation suggests creating stronger partnerships with representatives of employees’ groups.

Another reason behind the lack of commitment can be the lack of interest of *employers’ organizations to work in the field of working conditions*. For example, the project “Outcome 5 – Thematic Funding for

2014–2015” (GLO/14/67/SID) had the objective to improve working conditions for domestic workers and low-wage workers in several countries. Overall, for the group of beneficiary countries, the ability of the project to generate political commitment varied across different tripartite constituent groups. While the project reached out to all three constituent groups, it was most consistently effective in working with workers’ organizations and State partners, but faced greater challenges in working with employers. According to the evaluation, this area of work would benefit from a deeper engagement, through research and consultation, with incentives for employers to support an initiative for decent work for Domestic Workers and for sound minimum wage policies.¹⁹⁵

Similar evidence was found by the evaluators of the project “Monitoring and Assessing Progress on Decent Work” (INT/07/15/EEC). Although the project generated a large degree of ownership among workers’ organizations and officials at the ministries of labour and national statistical offices, in several countries the political establishment and employers’ organizations were not fully committed to measuring decent work. Their involvement with the project also varied from country to country. It was relatively high in Brazil, Indonesia, the Philippines and Ukraine, and low in Peru and Cambodia.

The evaluative evidence from the project “Improving the governance and protection mechanisms for labour migration in the Middle East and Advocacy Strategy on ILO’s Domestic Workers Convention in the Arab States” (RAB/12/05/SDC and RAB/12/01/SDC) showed the difficulty in ensuring tripartite participation in certain countries. Factors that can jeopardize the tripartite participation are, for example, the banning of trade unions or the political sensitivity of specific topics which can result in the involvement of a large number of local institutions (e.g. labour migration is a sensitive issue in all countries of the region and often closely linked to internal security matters; labour migration does not only involve the respective ministries of labour in each country, but many other ministries and institutions – internal affairs, security, foreign affairs, police and others). The entry point of the project in these countries was difficult, as the project had to face strong resistance due to misperception of ILO’s objectives and the fact that ILO did not have an effective working relationship on labour migration in all countries covered.

According to the evaluative evidence of the TACKLE project (INT/0524/EEC), a challenge in local participation and ownership lies in meaningful involvement of trade unions, employers and NGOs. The project did not achieve full participation of the tripartite ILO constituency and NGOs in all TACKLE countries. A specific challenge in involving trade unions and employers is reaching out to the informal economy, where a lot of child labour occurs. For these social partners, it is difficult to reach out to target groups and achieve a membership base in the informal sector.

3. Time required to produce results

Time constraints in terms of the short timeframe of funding of interventions is a common challenge for a number of projects, and affect their ability to effect genuine and sustainable change on the ground.

For example, the short period of implementation of the “Promoting Fundamental Principles and Rights at Work in the Zambian Mining Sector” project (ZAM/14/01/USA) makes it difficult to identify any significant impact. Likewise, the relatively short time of implementation of the “Promoting Freedom of Association and Social Dialogue in Myanmar” project (MMR/13/06/NOR) means that there is not sufficient time to consolidate the capacity, structures and effectiveness of the role of social partners in that country.

Likewise, insufficient time to produce sustainable results was cited as a challenge for both the “Promoting Fundamental Principles and Rights at Work in Bangladesh” and “Promoting Fundamental Principles and Rights at Work in Export Industries in Bangladesh” projects. For example, in the former

¹⁹⁵ It is worth pointing out that employers of domestic workers are not represented by these employers’ organizations, which is part of the challenge of social dialogue in this sector. As such, the lesson that can be drawn from it is not only to encourage the most representative organizations of employers to engage further, but also to promote the organization of employers of domestic workers into representative organizations, and for those to join the most representative organizations of employers.

(BGD/11/50/USA), its (original) two-year duration of the project was not a realistic timeframe for meeting its objectives.

The available evaluation documents for the ILO–Norway and ILO–Sida partnerships aimed at supporting the implementation of Outcome 9 between 2012 and 2016 (GLO/12/60/SID, GLO/12/56/NOR, GLO/14/73/SID, GLO/14/59/NOR, RAS/14/58/NOR) also shows that project results of this type of interventions need time to be visible. Capacity building and support for employers’ organizations “are not necessarily immediately reflected in greater influence or even in more dialogue: it takes time for governments and [workers’ organizations] to become confident in talking with each other and even when the parties are confident, often the complexities of an issue mean that it can take years for a policy reform to work through the policy system”.

To confirm the importance of timescale, the evaluation of the “Improving Collective Bargaining and Labour Law Compliance in Ukraine” project (UKR/11/01/CAN) identified the issue of project timeframe to be a significant component in the success of this project, noting that it was critical that a sufficient timescale is provided for similar initiatives in order to have an impact.

4. Lack of synergies and complementarities both within and between (relevant) projects

In a number of projects, the evaluation reports cite a lack of synergies and complementarities either within and/or between (relevant) projects. For example, although the project “Creating a Conducive Environment for the Effective recognition and Implementation of Fundamental Principles and Rights at Work in Egypt” (EGY/11/03/USA) has been successful in creating synergies with other ILO projects in Egypt, it still needs to develop more synergies and vertical linkages between its two sets of objectives in order to increase coherence and effectiveness of its implementation. Likewise, while it cooperated with Better Work and other projects in the implementation phase of national plans of action, the Swedish-funded project “Promoting Freedom of Association and Collective Bargaining in the Rural, Export Processing and Domestic Work Sectors” (GLO/11/57/SID) did not sufficiently take into account other relevant ILO work in the field of freedom of association and collective bargaining.

5. Insufficient attention to gender equality

A number of projects paid insufficient attention to gender equality issues. For example, this was the case of the “Promoting Fundamental Principles and Rights at Work in the Maldives” (MDV/10/01/USA) and “Promoting Freedom of Association and Social Dialogue in Myanmar” (MMR/13/06/NOR), as well as “Promoting Fundamental Principles and Rights at Work in the Zambian Mining Sector” projects (ZAM/14/01/USA). Moreover, despite the dominant role of women in the project’s targeted sectors, the “Promoting Fundamental Principles and Rights at Work in Export Industries in Bangladesh” project (BGD/13/05/NOR) did not have an explicit gender strategy. The evaluation for the ILO–Norway and ILO–Sida partnerships aimed at supporting the implementation of Outcome 9 (GLO/12/60/SID, GLO/12/56/NOR, GLO/14/73/SID, GLO/14/59/NOR, RAS/14/58/NOR) emphasized that successful initiatives for promoting gender equality often remain “isolated islands” within organizations and, therefore, conscious strategies are required. It is suggested that the ILO play an important role in the gradual mainstreaming of gender equality within an employers’ organization, and a first step could be to critically review the business agendas of employers’ organizations from a gender equality perspective.

In the “Developing the capacity of Employers’ Organizations in the Arab Region to contribute to job-rich growth through effective policy and social dialogue” project (RAB/12/50/NOR), a gender perspective was mentioned in the design, but not elaborated further. Disadvantage based on disability, ethnic difference, or rural and remote location, was also not included in the original design.

The available evidence about interventions aimed at strengthening workers’ organizations (Outcome 10) under GLO/14/60/NOR and GLO/14/75/SID points to the need for improving women’s participation in

project activities, as there were twice as many men as women participants. One stakeholder suggestion was to link funds to gender equality in order to promote women's participation: the higher the participation of women, the higher the funds allocated.

6. Inhibiting political local context

The political context within which a particular project/intervention is implemented plays a critical role in its likelihood of success since it, inter alia, affects activities at the policy level.

For example, the well-known and well-documented political turmoil and instability that have characterized Egypt in recent years have acted as a major impediment and inhibiting factor to the successful implementation of projects such as the “Creating a Conducive Environment for the Effective recognition and Implementation of Fundamental Principles and Rights at Work in Egypt” (EGY/11/03/USA) and “Promoting Fundamental Principles and Rights at Work” and “Social Dialogue in Egypt” projects. Likewise, political instability in the Maldives had also had an adverse effect on the ability to deliver of the “Promoting Fundamental Principles and Rights at Work in the Maldives” project (MDV/10/01/USA).

The evaluation evidence related to the project “Strengthening of Workers’ Organizations in the Arab Countries through Economic, Social and Legal Literacy” (RAB/11/02/USA) stressed the “absence of genuine mechanisms for social dialogue with inclusive, equitable and independent workers’ representation” and “severe problems to be faced in labour and employment legislation, poor social protection coverage, and an absence of dialogue with employers’ organizations. Most importantly, the region is characterized by strong links (including financial subsidies) between unions and the government, low union membership, and low credibility of unions for the workers themselves, which increases the difficulties facing democratic unions attempting to organize” (p. 10).

In line with the findings of these evaluations, the *Independent Evaluation of the ILO’s Decent Work Country Programme Strategies and Activities in North-Africa*, also reports that the development and implementation of DWCPs is strongly challenged by the lack of adequate tripartite dialogue (rather than consultations) and political stability. Similarly, in Benin, the Review of the DWCP for the period 2010–15, which was carried out in 2014, reports the partial failure of ILO's interventions with regard to social dialogue, due to the fact that actions relating to this national priority (Priority 1 of the DWCP: Strengthening Social Dialogue) depend to a higher extent on the will and cooperation of constituents. The review reports how progress has been much slower with regard to the two outcomes under this priority (including the realization of a Social Dialogue Charter and the strengthening of constituents' capacity in applying and ratifying ILS) when compared to other outcomes. Progress was hampered in the country by the lack of dialogue among constituents and the overall context of mistrust of social partners towards the Government.

Similarly, the mid-term evaluation of the project “Gender-sensitive Labour Mitigation Policies in the Nicaragua–Costa Rica–Panama and Haiti–Dominican Republic Corridors” (RLA/09/05/EEC) highlights the difficulty in achieving high-level goals if the context within which the project is implemented is not favourable and tripartite constituents have not been mobilized in advance. In particular, the evaluation finds that outcomes such as the signing of bilateral agreements, the development of labour migration policies and the legal framework reform or the ILO Conventions ratification were very difficult to achieve in this project. The evaluation also highlights the difficulty in launching the tripartite discussion at regional level when the sectors are not prepared internally for the discussion, have information gaps or are not sufficiently sensitized on the issue. In this regard, the evaluation recommends working separately with each sector before transferring the tripartite discussion to the national, bi-national or regional level. In this case, when the mid-term evaluation was carried out, the project was adopting a more appropriate and consistent strategy with the country's context, abandoning the emphasis on the regional tripartite plan to focus primarily on work in each country with each constituent individually, and creating tripartite spaces for the project's tracking with a more informal structure: the Tripartite Advisory Committees.

BOX 7

Political context as an inhibiting factor to promoting Fundamental Principles and Rights at Work – The case of Egypt

The well-known and well-documented political turmoil and instability that have characterized Egypt in recent years (specifically between January 2011 and June 2014) have acted as a major impediment and inhibiting factor to the successful implementation of projects such as the “Conducive Environment”, “The way forward after the revolution – decent work for women in Egypt and Tunisia” and “Promoting Fundamental Principles and Rights at Work and Social Dialogue”.

For example, in relation to the last of these, its efforts were hampered as a result of the unstable environment and political interventions in its operations, especially in the pre-revolution period. Likewise, for the same reason, the impact of the “Promoting Fundamental Principles and Rights at Work and Social Dialogue” project has been slow to manifest at the institutional and legislative levels. Moreover, a number of projects, such as the “Conducive Environment” project, whose implementation started in October 2011 – a few months after the 25 January revolution in Egypt – required re-programming or rephrasing to reflect the changed political landscape.

Indeed, since 2011, the constantly changing political context as a result of Egypt experiencing several regime changes and eight cabinet reshuffles – each introducing a new political landscape, policy priorities, challenges and risks – had an adverse effect on the project’s timely implementation and effectiveness. Each regime change and/or associated cabinet reshuffle whereby a new incoming minister had a new set of priorities and objectives meant that the “Conducive Environment” project had to constantly strive to adjust its planned activities, especially in the absence of a protocol for cooperation/implementation of the project (see below). For example, each cabinet reshuffle changed the priorities of Ministry of Manpower and Migration (MOMM) and willingness of the Ministry to fully cooperate with the project. This can be seen in the changed importance afforded by the Ministry to the project’s first set of objectives, which focused on the FPRW together with the social dialogue. These were initially designed as a direct response to the request of the Government of Egypt, while there was also a formal letter from MOMM prior to the revolution requesting such technical assistance. However, following the 25 January revolution and subsequent political developments, the relevant needs seem to have changed which, in turn, necessitated a revision/readjustment of project activities targeting MOMM in order to make them relevant to its changed requirements (as reflected to a new protocol of cooperation between the ILO and MOMM – see below).

For example, being implemented against a backdrop of high political volatility has hindered the project’s achieving some of its objectives, including that of enhancing the capacity of the labour administration to promote and implement public policies, national labour legislation and sound industrial relations. Not surprisingly, it proved quite difficult to strengthen MOMM’s capacity, since the Ministry and its bureaucracy were entirely occupied by “who would be the next Minister and what would be the accompanied changes”. In a similar vein, it proved difficult to reform labour legislation through social dialogue when the social partners did not recognize each other and MOMM was understandably reluctant to pass legislation during transition periods when there was no Parliament. Likewise, with every regime change and cabinet reshuffle, there was a need for the “Conducive Environment” project to be reintroduced to MOMM senior management so that a new implementation plan could be agreed. This was always a lengthy process which, as a result, adversely affected the project’s ability to implement its activities with MOMM in a timely fashion. Moreover, the fact that, starting from 2014, the Ministry changed its strategy and asked for a new protocol of cooperation between the ILO and MOMM to continue cooperation with the project, has also hindered progress. Specifically, due to constant political changes, although such a protocol has been drafted, it had not been signed by MOMM by the time of the mid-term evaluation. Inevitably, this led to delays in the implementation of all project activities concerning MOMM, which were indeed halted. It is also important to point out that it proved quite difficult to take into account the rapidly changing political situation in terms of the political and socio-economic turmoil that occurred between the Egyptian revolution in January 2011 and the beginning of the project in October in the project’s contextual analysis and underpinning theory of change developed at its inception phase. The project’s difficulty to take into consideration such a drastically changed political landscape also adversely affected its implementation and effectiveness. For example, the process of developing assumptions and approaches to mitigate risks in such a fluid and volatile environment was difficult and complicated for the project.

Other projects, such as “Promoting Worker Rights and Competitiveness in Egyptian Export Industries”, also suffered from the highly unstable political environment posed in terms of frequent cabinet reshuffles and associated continuous changes at high policy and decision-making levels (e.g. MOMM).

At a more general level, the highly volatile political situation meant that the priority afforded by the media to freedom of association, FPRW as well as social dialogue kept changing and was, indeed, difficult to keep the media attention and coverage on labour related issues.

7. Project management, staffing and funding issues

Almost all projects reviewed reported some issues relating to project management, staffing and/or funding, albeit to varying degrees. Project management encompasses a wide range of activities, from project design and governance to work organization, allocation and use of human and financial resources, to communication and coordination. Not surprisingly, projects varied in the type and intensity of project management-related challenges. For example, the “Promoting Fundamental Principles and Rights at Work in Export Industries in Bangladesh” project (BGD/13/05/NOR) had a weak governance structure and insufficient level of coordination and communication with constituents throughout the project implementation. Moreover, its project management structure was only partly effective, as the project was understaffed and lacked technical and administrative project staff.

The available evidence about interventions aimed at strengthening workers’ organizations (Outcome 10) under GLO/14/60/NOR and GLO/14/75/SID, funded by the ILO–Norway and ILO–Sweden partnerships, shows that the complexity and diversity of project components, the large number of fund-holders involved and the delays encountered in receiving financial information, all contributed to major difficulties in determining whether the use of resources was logical and optimal. As reported in the evaluative evidence, “ACTRAV staff suggested that there were different desk officers, both in Geneva and in the regions, responsible for delivering different elements of the project(s), which were difficult to coordinate and identify, and to integrate into coherent overall budgets and financial reports”. This undermined the availability of reliable information in support of project management and ability to provide a conclusive overview of the results achieved and impact produced.

The “Promoting Freedom of Association and Social Dialogue in Myanmar” project (MMR/13/06/NOR) also faced a number of considerable project management challenges. For example, the project was considered highly ambitious given its relatively small budget, the magnitude of its tasks and the time available for implementation. The adverse effects of the project’s lack of an exit strategy, a project monitoring plan and regular monitoring of processes were exacerbated by insufficient staffing, high turnover and absenteeism rates, and absence of project leadership. This, in turn, negatively impacted on the project’s results. As the cluster evaluation of projects funded by Norway and Sweden (GLO/13/43/NOR and GLO/14/30/SID) found, in a few target countries, project interventions appeared to be more ad hoc and suffered from the absence of qualified ILO personnel in country. In countries such as Niger and Malawi, project follow-up on its main interventions was lacking, which limited both short-term and most likely medium-term results. The decision to decentralize 60 per cent of project funding to Country Offices also constrained funding for Geneva-based human resources which, in turn, affected the delivery of global output.

The evaluation of the ILO–Norway and ILO–Sida partnerships aimed at supporting the implementation of Outcome 9 between 2012 and 2016 (GLO/12/60/SID, GLO/12/56/NOR, GLO/14/73/SID, GLO/14/59/NOR, RAS/14/58/NOR) highlight that staff capacity is a major challenge to employers’ organizations’ support. Problems not only relate to lack of financial resources to hire qualified staff, but also to a general lack of suitably qualified staff in many countries. In order to avoid continued dependence upon ILO staff and/or international consultants to carry out economic analyses and updates of EESE, it is suggested to encourage concerted efforts by many employers’ organizations to gradually develop their staff resources.

8. Issues of sustainability

Sustainability remains a challenge in support of capacity development, according to the cluster evaluation for the ILO–Norway and ILO–Sida partnerships aimed at supporting the implementation of Outcome 9 (GLO/12/60/SID, GLO/12/56/NOR, GLO/14/73/SID, GLO/14/59/NOR, RAS/14/58/NOR). The evaluation gives several examples of capacity-building activities that have led to results which may not be possible to sustain without continued ILO support. At the same time, the support to employers’ organizations could also actively contribute to increasing the membership of employers’ organizations and, thereby, help strengthen the financial capacity and representativeness of these organizations.

3.5. WHAT WORKS AND WHY: A SUMMARY

The review allowed the identification of a number of success factors and challenges, which are summarized below regardless of the specific thematic area, type, size or scope of the interventions analysed in this review.

Table 2. Summary table – Success factors

Success factor	Lessons learned
Access to knowledge, and knowledge sharing and dissemination	<p>Having access to knowledge (and sharing such knowledge) regarding the area of intervention of projects and actions is a tool for tripartite constituents in their role of beneficiaries or stakeholders to develop awareness and the capacity to formulate proposals and express needs.</p> <p>Disseminating information about projects and social dialogue to a wider audience can be pivotal for raising awareness on the topic. Beneficiaries who have been continuously involved in projects can act as multipliers, as well as media.</p>
Project design takes into account and responds to needs	<p>Projects designed according to an accurate knowledge of needs and motivating factors can best respond to them and are more likely to succeed.</p> <p>Having adequate, up-to-date and relevant information is key to identifying relevant beneficiaries of projects and enabling social dialogue</p> <p>Flexibility in adapting to the external environment and adjusting to the real needs of the partners on the ground increase project relevance.</p>
Adapting to the local context and culture	<p>Understanding and respecting the local culture – and more specifically the local governance culture – is pivotal to the success of building governance institutions.</p> <p>Adapting activities to the local contexts can result in a virtuous cycle of continued interest and ensure traction and uptake of project activities.</p> <p>Sharing of successful and unsuccessful experiences and methods from countries and regions that deal with lack of freedom or interferences in setting up democratic workers' organizations, as well as the interregional dialogue between workers' organizations, are valid options to ensure successful projects.</p>
Selecting the most appropriate tools and measures	<p>Capacity-building activities are an essential component of strategies targeted at strengthening social dialogue across a number of evaluations.</p> <p>Capacity-building activities should be adapted to the specific needs and interests of the different partners.</p> <p>Facilitation of social dialogue by the ILO is an important tool for building trust among social partners.</p> <p>Tripartite functional bodies are powerful mechanisms to achieve results and trigger change in areas of interest for tripartite constituents.</p>
Beneficiaries' and stakeholders' involvement and participation	<p>The commitment of beneficiaries and stakeholders is key to enabling social dialogue, particularly at the leadership/management level.</p> <p>In certain contexts, beneficiaries' and other stakeholders' engagement can ensure greater profile and status to projects.</p> <p>Good participative approaches in the design and implementation of interventions lead to project ownership among stakeholders and improve sustainability.</p> <p>Participative approaches, which have proven beneficial, include consultations, tripartite bodies and workshops. An implementation strategy that describes how active participation is developed can be useful.</p> <p>Participative approaches should not be limited to national tripartite constituents, but include local actors and other organizations (e.g. civil society).</p> <p>Conversely, stakeholders need the capacity and resources to engage in interventions. Clear social partner mandates and organizational capacity to engage are fundamental for effective social dialogue.</p>
Involving beneficiaries and stakeholders for future sustainability matters	<p>Ownership is a key element in ensuring project sustainability, together with the participatory tripartite collaboration, the creation of implementing structures and the participation of key stakeholders at all levels of the programme.</p> <p>In order to ensure sustainability, some evaluations suggest the need to institutionalize the participation/ involvement achieved.</p>
Building on achievements from previous projects or synergies with other interventions	<p>Building on previous good work is a key enabler of social dialogue projects.</p> <p>Building on existing achievements lends to overall coherence of projects and of national programmes of work.</p>

Success factor	Lessons learned
Effective project management	<p>Projects which employ a targeted approach at the inception phase, either in terms of the sectors to focus on, and/or in terms of specific approaches to deploy, are particularly successful in enabling social dialogue.</p> <p>Effective project management is paramount in ensuring that projects are executed well. This does not translate into a “one-size-fits-all” method, but rather a range of different measures to support good project management. Underlying all these measures is a robust understanding of the issues at hand and the need to tailor and implement project activities according to the local context and stakeholder needs.</p>
Promoting social dialogue selling the “ILO brand”	<p>The ILO brand, its reputation and authority should be used to generate trust and bring together constituents at national level, creating forums for dialogue.</p> <p>The presence of the ILO in project activities helps demonstrate the legitimacy of independent trade unions, inclusion in tripartite processes and the right to collective bargaining.</p>
Fostering social dialogue through topics that are not politically or economically sensitive	<p>Focusing on subjects which are not politically or economically sensitive (i.e. touching upon interests of specific stakeholder groups) or on themes on which there is general agreement can serve as an entry point in strengthening social dialogue (e.g. child labour).</p>
The external context plays an important role	<p>Favourable political will, the presence of strong institutions, and already existing social dialogue institutions and social dialogue processes are all factors that impact on project results.</p> <p>An accommodating institutional context is key for successful social dialogue. It is necessary to build trust between national governments and social partners, especially where political instability has hindered the recovering of social dialogue following periods of economic or political crisis.</p> <p>The physical presence of the ILO in the country, existing levels of local capacity, and existing experience in tripartite social dialogue and cooperation are also enablers of success.</p>

Table 3. Summary table – Challenges

Challenges	Lessons learned
Project design issues	<p>Specific attention is due in designing projects, as poor or weak project design influences the likelihood of a project producing the expected results and impacts. The project design should take into account the needs – previously assessed – and indicate clearly the link between need, activity and expected outcome in terms of capacity building.</p>
Insufficient commitment of key actors	<p>The insufficient commitment of key actors can adversely affect a project’s ability to deliver.</p> <p>Factors that can determine lack of commitment should be tackled. These include the weakness of beneficiaries or stakeholders and lack of interest.</p> <p>In terms of lack of interest, this relates most often to employers’ organizations, especially in the field of working conditions. Deeper engagement is in these cases necessary through research, consultation and incentives for employers.</p> <p>The promotion of local participation and ownership lies in a meaningful involvement of trade unions, employers and NGOs.</p>
Time required to produce results	<p>Time constraints in terms of the short timeframe of funding of interventions are a common challenge for projects and affect their ability to promote genuine and sustainable change on the ground.</p> <p>The timeliness and timescale of implementation should be taken into consideration in the design of projects.</p>
Lack of synergies and complementarities both within and between (relevant) projects	<p>The lack of synergies and complementarities either within and/or between (relevant) projects is an impediment to successful interventions. This can be caused by silo-ing among organizations or departments.</p>
Insufficient attention to gender equality	<p>In many instances, projects do not pay sufficient attention to gender equality. Disadvantage based on disability, ethnic difference, or rural and remote location are also not included in original design of projects in a constant manner. Conscious strategies are required to address these gaps.</p> <p>ILO can play an important role in the gradual mainstreaming of gender equality within employers’ organizations, and a first step could be to critically review the business agendas of employers’ organizations from a gender equality perspective.</p>
Inhibiting political local context	<p>Political turmoil and instability act as a major impediment and inhibiting factor in achieving results in the area of social dialogue, making progress much slower.</p> <p>Progress is hampered by the lack of dialogue among constituents and the overall context of mistrust of social partners towards the government.</p>

Challenges	Lessons learned
Project management, staffing and funding issues	Almost all projects reviewed reported some issues relating to project management, staffing and/or funding. Challenges can depend on the complexity and diversity of project components, the large number of fund-holders involved, delays, magnitude of tasks and the time available for implementation, and the lack/inadequacy of monitoring strategies. Staff capacity is a major challenge in this regard, with a lack of resources to hire qualified staff and shortages of qualified staff in certain countries.
Issues of sustainability	Sustainability remains a challenge, especially in terms of capacity development of constituents.

4. CONCLUSIONS

This review seeks to contribute to ILO organizational learning on effective interventions in the field of social dialogue through the consolidation and systematic analysis of an extensive range of relevant evaluations and evidence-based studies. It has considered the evidence available on all the key dimensions of social dialogue in relation to the work of ILO. In particular, the assignment has looked at social dialogue as a strategic objective of ILO action, but also as a component in projects and interventions carried out under different strategic objectives and, finally, as a means to deliver interventions, in line with ILO tripartite governance structure.

In order to support the effective implementation of the key ILO Conventions and Recommendations into policy and practice in its member States, the ILO carries out an exceptionally wide range of interventions in the field of social dialogue. Interventions in the field of social dialogue are relevant to all ILO strategic objectives and a broad range of thematic areas. Social dialogue is currently dealt with and promoted as a cross-cutting issue to the 10 Outcomes of ILO strategy, while only Outcome 10 (“Strong and representative employers’ and workers’ organizations”) appears to be focused on social dialogue, as the strengthening of social partners is seen as a precondition for effective social dialogue. The typologies of activities that ILO carries out to promote social dialogue include promotional campaigns and policy, knowledge generation and dissemination, policy advice and technical services, capacity building and partnership building.

These interventions target key actors at every level, ranging from high-level decision-makers at national and international level to key labour market intermediaries to beneficiaries and target groups at local level. In most cases, the main target groups for ILO interventions/activities in the domain of social dialogue were ILO tripartite constituents: workers’ organizations, employers’ organizations and governments – notably ministries of labour – and their relevant agencies, e.g. labour inspectorates and labour administration officials. In a number of projects, sectoral and/or regional/local stakeholders were also targeted, as were specific groups such as women, younger workers or workers in particular sectors, including RMG, rural/agriculture, export-oriented, informal economy/domestic work and mining sectors.

With regard to outcomes and impacts, the evaluations and reports reviewed vary widely in terms of their ability to present and differentiate between outputs, outcomes and actual impact. Impacts, especially, are not always discussed in detail or on the basis of robust evidence, and very limited evidence is available for interventions in which social dialogue is a project component or an implementation method to achieve the project objectives. Bearing this in mind, it is, however, possible to identify a number of main impacts and outcomes of ILO interventions emerging from the review: (a) the development and reinforcement of social dialogue at national, local, regional and sectoral levels in a range of thematic areas; (b) support for the ratification of ILO Conventions; (c) the contribution to the development of national legislative texts, policies, programmes and strategic action plans across all fields of ILO’s mandate; (d) the contribution to

stronger employers' and workers' organizations; and (e) increased awareness and ownership of tripartite constituents, as well as other stakeholders and beneficiaries (such as workers and employers).

The findings also underlined the importance of synergies, ensuring sustainability and focusing on the gender dimension. With regard to the first aspect, the evidence reviewed shows that most projects, with varying degrees of success, sought to achieve some synergies with other ILO projects and/or other projects in the country/region of intervention. The findings of the evaluations reviewed highlight the positive effect of exploiting synergies between the themes of social dialogue, projects which are implemented under other strategic objectives and in the different fields, as well as among the actors who implement them.

In respect of sustainability, the evidence reviewed offers limited findings, showing overall little focus on the sustainability of project impacts within projects and/or evaluations reviewed. One of the aspects frequently cited as likely to ensure sustainability over time is the active involvement and participation of constituents and other stakeholders in all projects' phases, as these are seen as enhancing ownership and, therefore, ensure continuity and sustainability of activities once the interventions are completed. In the DWCPs' reviews analysed, it is *tripartism and social dialogue mechanisms* which are considered per se relevant to ensure sustainability of ILO action at national level. The findings show that tripartite coordination platforms, such as steering committees or overview boards, are often considered as good practices, which are worth replicating across projects to facilitate programmes' implementation and lasting results.

Finally, the gender dimension and gender equality were treated unevenly across ILO interventions in the period of review. In a number of projects, gender equality was not integrated at all as a cross-cutting issue, while in some other cases the focus on gender was very strong. A number of good practices emerged from the review, for example, in terms of collaboration between ILO programmes and projects with GENDER, as well as the successful and effective mainstreaming of the gender dimension into project strategies and activities in many countries and in some global component products. Notwithstanding this positive trend, the evidence reviewed very often concluded that more needs to be done to acknowledge women or to emphasize women's participation. Tangible outcomes are, however, limited in the documents reviewed.

Key success factors that emerged from the interventions included: (a) the importance of access to knowledge and knowledge sharing, as well as dissemination; (b) the importance of a project design that takes into account and responds to needs of its stakeholders and beneficiaries; (c) the adaptation of activities to the local context and culture; (d) selecting the most appropriate tools and measures; (e) beneficiaries' and stakeholders' involvement and participation, to ensure sustainability of results; (f) building on achievements from previous projects or synergies with other interventions; (g) effective project management; (h) the "ILO brand" and its tripartite governance model, which generates trust among constituents; (i) fostering social dialogue through topics that are not politically or economically sensitive; and (j) a conducive external context. Some of the main challenges, however, included the issues related to (a) project design, implementation and timing, as well as insufficient funding; (b) insufficient commitment of key actors; (c) lack of synergies and complementarities, both within and between (relevant) projects; (d) insufficient attention to gender equality, inhibiting political local context; and (e) issues of sustainability.

Finally, the review has looked at social dialogue in the EU, as well as its joint interventions with the ILO, in order to identify links and lessons, which can be drawn by comparison. The evidence reviewed identifies a number of effective practices employed to support social dialogue in Europe, especially in the context following the 2008 economic crisis. Effective measures have included social summits and conferences, ad hoc bipartite and tripartite meetings, and the work of national social dialogue institutions in helping shape new social and economic contracts.

The evidence analysed with regard to social dialogue in the EU also identified key enabling factors in the field of social dialogue interventions, which are in line with the findings emerging from the review of the evaluations of ILO projects and interventions. These include: (a) a certain degree of agreement, coordination and organizational capacity of the social partners; (b) trust, both internal and among social partner organizations, as well as with the relevant public authorities; (c) political stability; and (d) an accommodating institutional context.

ANNEX 1: DETAILED METHODOLOGY

For the purposes of the synthesis review, we used the ILO EVAL standard methodology for synthesis reviews, which ensured a rigorous and systematic analysis and appraisal of the existing evaluations and research on the subject, through being transparent about review processes and decisions, while also taking into account the limited time and budget available for this task. Key elements of this approach are:

- The development of clearly defined research questions, based on the key questions outlined in the TOR and consultation with the ILO EVAL team and further stakeholders.
- The definition of a search strategy (including the definition of key sources) and protocol, defining parameters for inclusion, such as publication date, geographical scope, language, study type, research question.
- The screening and inclusion of the collected literature according to a set of defined parameters relating to the quality of the evidence. Criteria included the degree of relevance of the study to the questions, the reputation of the sources (if other than ILO), the robustness of research methods used (including considerations of sample sizes, experimental and quasi-experimental methods) and the country of origin.
- A detailed appraisal, analysis and synthesis of the filtered literature, using a detailed recording grid, before summarizing the consolidated evidence base.

DEFINITION OF THE RESEARCH QUESTIONS

The formulation of questions was crucial to the subsequent assessment, as they are the driver for all research processes and determine the relevance of the conclusions. Questions were developed in consultation with the EVAL team and a broader set of ILO stakeholders at inception stage. The table below includes the final set of questions which guided the review.

Table 4 – Final selection of questions guiding the review

What types of interventions do we observe?	<ul style="list-style-type: none"> ■ What are the main types of intervention in the social dialogue domain (e.g. training, technical advice, policy advice, etc.)? ■ Do we observe trends in social dialogue interventions? ■ Are there specific targets of intervention which are more recurrent? ■ Are there any links between social dialogue interventions and other ILO areas of intervention (e.g., employment promotion and income generation, social security/protection, promotion of freedom of association and collective bargaining, non-discrimination, forced labour, child labour.)?
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What works and what not?	<ul style="list-style-type: none"> ■ Is there evidence that the interventions contribute to outcomes? ■ Which outcomes and impacts are observed as a consequence of the intervention? ■ Is there evidence that social dialogue components contribute to outcomes of projects in other areas of intervention of ILO? ■ Is there evidence of positive synergies when interventions address different areas? ■ Is there evidence of obstacles and challenges in relation to synergies? ■ Is there any evidence of synergies, between Programme and Budget, DWCPs and TC projects in this area? ■ Is there evidence that interventions contribute to gender equality? ■ Is there evidence of how social dialogue contributes to several types of sustainable development and to what type of sustainable development? ■ Is there evidence that having strong employers' and workers' organisations contributes to effective social dialogue? ■ Is there evidence that social dialogue interventions can contribute to the process of the process of recovery, reconciliation and peace in contexts of conflict or fragility? ■ Is there evidence that social dialogue can contribute to the process of economic recovery? ■ Is there evidence that interventions strengthen the capacity of social partners? To what extent have TC projects aimed at strengthening social partners' capacity have been successful? ■ Is there evidence that the interventions have strengthened the institutional capacities of stakeholders (e.g. ILO constituents)? ■ Which interventions can be considered good practice? ■ Are the interventions replicable in different contexts/countries?
For whom?	<ul style="list-style-type: none"> ■ Which are the target groups of the interventions? ■ What is the context of the observed outcomes and impacts (i.e. industrial unrest, during transition to democracy, financial crises etc.)? ■ Are there certain groups that benefit from the intervention more than others?
And why?	<ul style="list-style-type: none"> ■ Which key success factors, mechanisms and circumstances can be identified? ■ Which key inhibiting factors can be identified (e.g. fragile states, economic crisis, other changes in context, implementation challenges, governance issues, institutional gaps, political will, transformations in the world of work, deepening regional integration)? ■ Under which conditions do social dialogue related interventions contribute most to strengthening the institutional capacities of stakeholders (e.g. ILO constituents)?

SEARCH STRATEGY AND PROTOCOL

Following the definition of the questions, the research team defined criteria for the inclusion of relevant documents to be considered for review. Criteria took into account the questions specified and the overall objectives of the review, in addition any additional guidance provided the ILO EVAL team. The following criteria were specified:

Type of document: evaluation reports or studies concerning interventions carried out by the ILO, and other selected international organisations;

Authorship: reports and studies authored by the ILO and other selected international organisations or on behalf of the ILO and other selected international organisations;

Quality of document: only evaluation reports and studies based on empirical evidence documents including sound findings and conclusions (e.g. lessons learned, recommendations, etc.) were considered for review;

Thematic scope: interventions in the field of labour protection as defined by the ILO, and relating in particular to labour earnings/wages, working time, occupational safety and health, also in relation to job security, norms and standards, work sharing, collective bargaining, HIV and AIDS and working conditions;

Type of intervention: interventions carried out by the ILO in the thematic fields indicated above (normally training, technical advice, policy advice, information campaigns), and comparable interventions (as well in terms of size) carried out by other selected international organisations;

Geographical scope: interventions carried out in a specific country (featuring in international reports) or in more than one country or non-country specific;

Time period: evaluation reports and studies carried out in the period 2013-2016 regarding interventions finalised in that time period;

Language of the evaluation/study: documents in English, French, German, Italian and Spanish were considered for the review.

The evidence on which the review was based included evaluation reports and studies (both published and unpublished) related to labour protection interventions carried out by the ILO, collected internally through ILO EVAL's evaluation database, and included independent project evaluations, external evaluation reports, joint evaluation reports, and high-level policy or strategy evaluation reports or studies.

The literature search for the evaluation reports and studies carried out by other selected international organisations and national governments to be considered for the research was carried out by Ecorys. In this case only publicly available documents on the official website were considered for scrutiny.

Search strategies were developed for all databases by using the controlled vocabulary pertinent to each database. Where no thesauri were available, or the controlled vocabulary included no appropriate keywords, free-text searching will be undertaken. The search strategies and search terms (keywords) – for database and website searching – were agreed with the EVAL team. The list of keywords, which has been tested during the inception phase and used to select suitable documents is the following:

- Labour protection
- Working conditions
- Health and safety at work
- Occupational safety
- Occupational health
- Occupational Safety and Health Management Systems
- Occupational Safety and Health Information and Knowledge Sharing
- Hazardous work
- Strenuous work
- Workplace health promotion and well-being
- Occupational Safety and Health Inspection
- Psychosocial risk at the workplace
- Physical risk at the workplace
- Labour inspection
- Risk prevention
- Stress
- Health risks
- Job security
- Work intensity
- Working time
- Work organisation
- Working time arrangements

- Working time management
- Work-life balance
- Wage/s
- Income
- Salary/ies
- Pay
- Labour earnings

Also in combination with the following keywords referring to other ILO working areas:

- Social dialogue
- Employment relations
- Labour relations
- Industrial relations
- Collective bargaining
- Tripartitism
- Social protection
- Employment security
- Gender equality
- Gender
- Inclusive growth
- Sustainable development
- HIV and AIDS
- Labour standards
- Labour migrations

The result of this task was a list of relevant evaluations and studies on labour protection interventions that was screened in the next step.

LIST OF DATA/INFORMATION SOURCES CONSULTED

According to the criteria indicated above, the following organisations have been assessed as suitable and were considered as sources of information.

Inter-governmental organisations:

- OECD
- Inter-American Development Bank
- Asian Development Bank
- African Development Bank

At European level:

- European Foundation for the Improvement of Living and Working Conditions
- European Agency for Safety and Health at Work
- European Commission

Within the UN system:

- World Bank Group
- World Health Organisation

Non-governmental organisations operating internationally at global or European level:

- International Trade Union Confederation
- European Trade Union Confederation
- Global Unions
- European Trade Union Institute
- BUSINESSEUROPE
- UEAPME
- International Organisations of Employers
- European Social Observatory

THE CODING STRATEGY AND RELATED DATA COLLECTION GRID AND GUIDELINES

Subsequent to the search the research team used a three-stage process to filter the search results, so that only the most relevant and best quality studies were included within the review, namely screening, coding, and appraising. These are explained in turn below.

Screening was undertaken based on an analysis of the abstracts/executive summary of each document, with the goal to exclude all sources that did not meet the inclusion criteria specified above. Particular attention was paid to only include sources which could provide answers to one or several research questions specified above.

Coding of the data was subsequently undertaken by using a coding frame (See Annex 2) which helped to identify items that provide the best available evidence to meet the requirements of the review. Reading the abstracts, the researchers extracted data on the relevance of the studies to the review topic, the reliability of the sources, the research methods used, the sample size (where relevant) and the country of origin. On the basis of the coding, the review team was in a position to select 147 documents to appraise and synthesise within the time period of the review.

The **appraisal** of the selected items was conducted using a systematic approach. It built on the coding template and expanded on it by including information on the quality of the methodological approach of each research report, as well as the key findings extracted from each study, including the key outcomes achieved and key success/inhibiting factors.

SYNTHESIS – ANSWERING THE RESEARCH QUESTIONS

Having appraised the key literature items, the research team synthesised the literature in the form of a **qualitative thematic synthesis**, relating to topic area (e.g. industrial relation, collective bargaining), type of intervention (e.g. training, technical advice to draft legislation) and broad geographical area (e.g. South-East Asia, Eastern Europe), in order to answer each of the overarching questions. In this way, the key research questions have been summarized for different sub-sets of relevance for further ILO work in the area of social dialogue, and justice is paid to the issue of context heterogeneity. The evidence analysed has been illustrated first displaying the interventions identified in the area of labour protection (What interventions do we observe?), and consequently the impacts and other aspect of project implementation

who were particularly effective (What works?), and the success factors and challenges (Why?). Based on this information, conclusions have been formulated.

SUMMARY OF SCREENING PROCESS

Based on the methodology presented above, in the screening phase, the prevalent criterion used to assess the relevance of the document was to check if the topic covered by the project document was related to social dialogue in its multiple components as defined by ILO.

The result of such exercise allowed to code a significant number of reports as “not relevant” as they were not related at all with the topic of the review (they did not contain any of the elements of the social dialogue as defined by ILO). Therefore they were not considered for further review. This high number of “not relevant” reports has most probably been generated by the extensive list of keywords (and any combination/association between them) used to identify/extract the documents from ILO databases which has generated many non-relevant documents. Only a much smaller proportion of documents which were somehow relevant to the topic (based on the title or keyword on the cover page) were excluded because they were not displaying enough information or evidence of ILO interventions related to social dialogue (in its broad definition) and therefore were considered not useful for the review as per our methodology.

Documents classified as “less relevant” are documents that are relevant to the topic and therefore related to the ILO definition of social dialogue (weakly to strongly related to the topic) but nevertheless did not display enough evidence (or no evidence at all) on what was done in the area of social dialogue – sometimes there were only a few lines related to the topic but only to refer e.g. to the importance of the involvement of tripartite constituents but without explaining how this was done in the project etc. –. Therefore did not allow to respond to the research questions, for such reason they were not considered for review at the end of the screening phase.

Finally, documents classified as “relevant” and therefore chosen for inclusion in the review are those which are related to the topic (at least social dialogue is a component of the intervention if the intervention does not deal directly with social dialogue), display enough evidence and are reliable in terms of quality, allowing therefore to respond to the research questions. The paragraph below presents an overview of the main characteristics of the documents included for review.

SUMMARY OF DOCUMENTS REVIEWED

Of the documents screened, 147 were found relevant for in-depth review. The following charts provide an overview of the characteristics of the documents included in the final review, whereas the tables annexed to the report provide an extensive overview of the documents screened and included or excluded in the final review.

Figure 1 – Documents included in the review

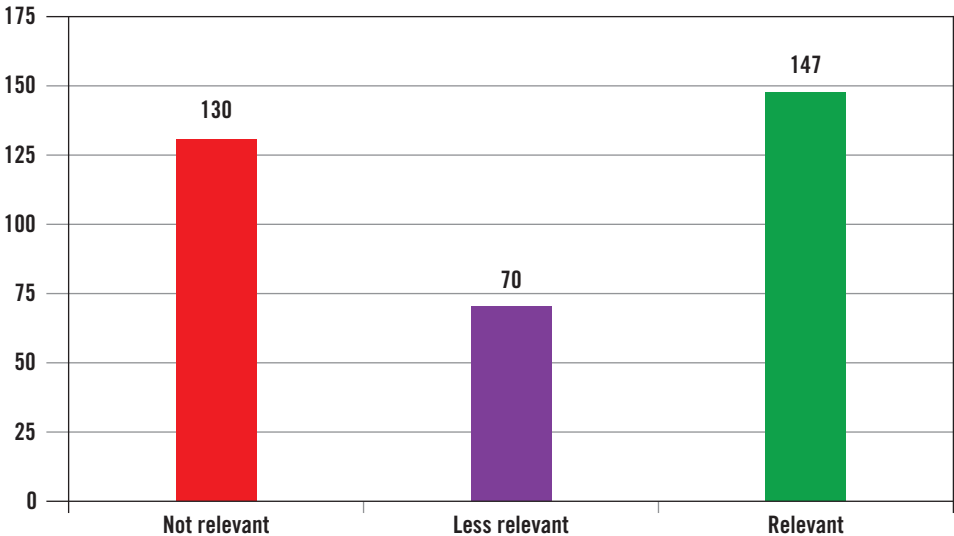


Figure 2 – Language of documents included in the review

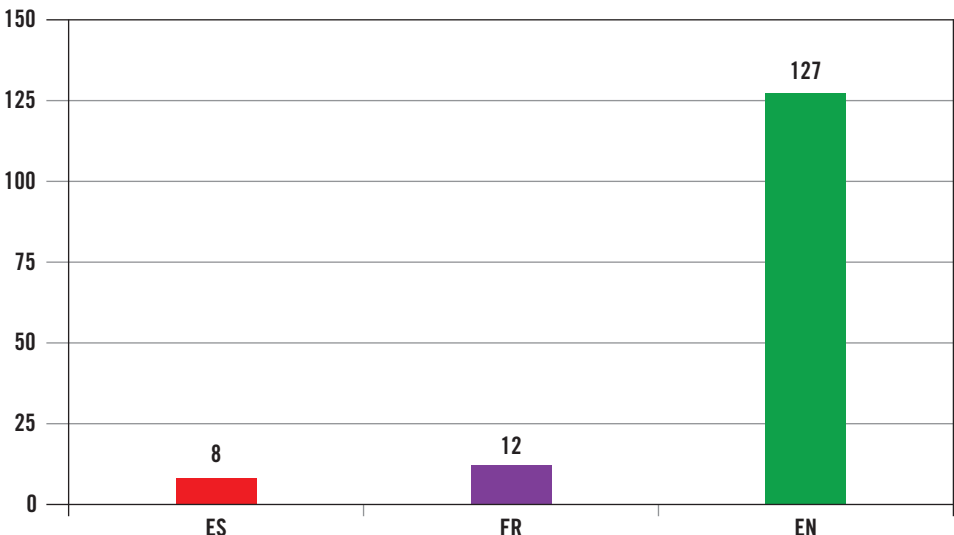


Figure 3 – Types of documents included in the review

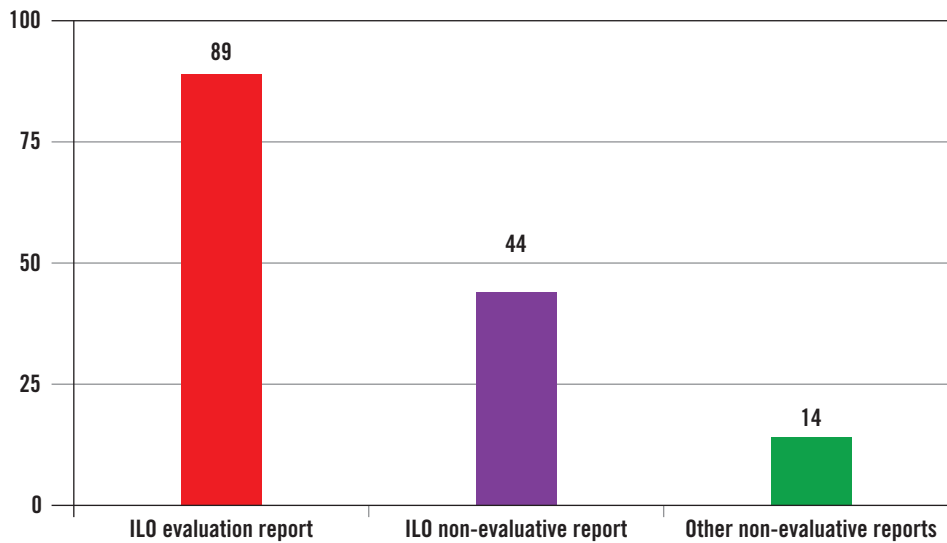
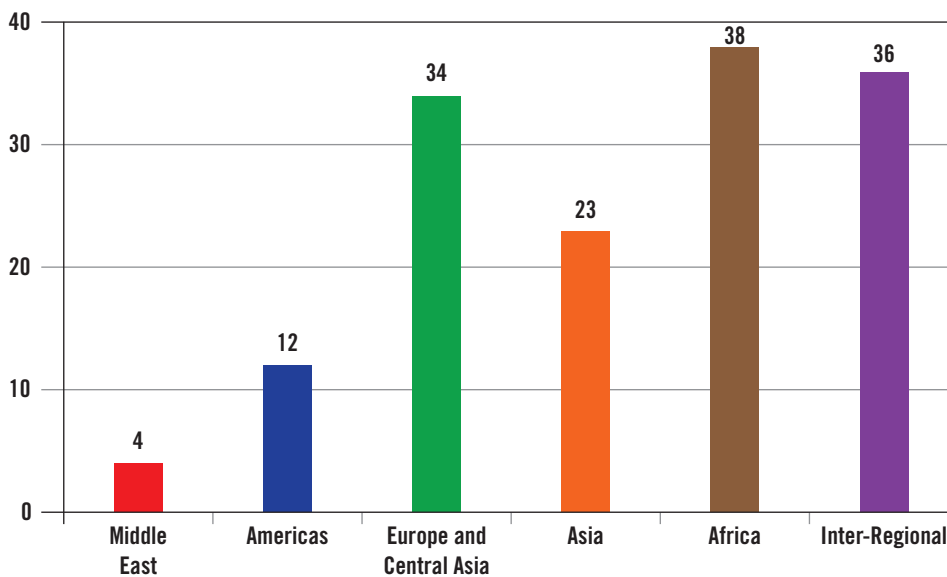


Figure 4 – Geographical coverage of the documents included in the review



Limitations of the methodology used

It is important to highlight the main limitations of this exercise. The most relevant is related to the availability of extensive and good quality evaluative evidence, which could be used to address the research questions. The documents analysed often only included very limited information relevant to the topic. This holds specifically true for those documents which focused on ILO’s interventions in which social dialogue was only a component. Evidence in terms of impact was particularly scarce as it can rarely be caught by mid-term or final evaluations of projects.

ANNEX 2: RESEARCH TOOLS

1. Basic information	
Source of document:	
Title of document:	
Authorship:	
Year of publication:	
Language: <input type="checkbox"/> EN <input type="checkbox"/> FR <input type="checkbox"/> ES <input type="checkbox"/> DE <input type="checkbox"/> IT	
Type of document:	<input type="checkbox"/> Evaluation report <input type="checkbox"/> External/independent evaluation report <input type="checkbox"/> Other type of document: _____
Methodology used:	<input type="checkbox"/> Quantitative Survey <input type="checkbox"/> Qualitative Interviews/ Focus groups <input type="checkbox"/> Use of quantitative secondary data <input type="checkbox"/> Document review <input type="checkbox"/> Other
Short description of methodology:	
The document contains:	<input type="checkbox"/> Indication of good practices <input type="checkbox"/> Lessons learnt <input type="checkbox"/> Recommendations
2. Intervention's characteristics	
Geographical scope:	<input type="checkbox"/> Global <input type="checkbox"/> Asia <input type="checkbox"/> Africa <input type="checkbox"/> Americas <input type="checkbox"/> Europe <input type="checkbox"/> Middle East and Arab countries
Country/countries:	
Area(s) of intervention:	(select from the list of keywords)
Sector(s):	

Type of intervention:	<input type="checkbox"/> Training <input type="checkbox"/> Technical advice (e.g. capacity building) <input type="checkbox"/> Policy advice <input type="checkbox"/> Regulation <input type="checkbox"/> Other: _____
Short description of intervention:	
Beneficiaries:	<input type="checkbox"/> Government/government bodies <input type="checkbox"/> Social partners <input type="checkbox"/> NGOs/associations <input type="checkbox"/> Individual beneficiaries
Year of reference:	
3. Relevance of document for review	
Links to questions:	1) What type of interventions? Interventions are well described <input type="checkbox"/> Interventions described are in relevant areas <input type="checkbox"/> 2) What works? Outcomes and impacts are reported <input type="checkbox"/> 3) For whom? Beneficiaries and stakeholders are clearly identified <input type="checkbox"/> 4) And why? Success factors, obstacles, conditions for success are reported <input type="checkbox"/>

ANNEX 3: DOCUMENTS SCREENED AND ANALYSED FOR REVIEW

Table 3 and Table 4 – Evaluative and non-evaluative reports coded as relevant for the in-depth review (147)

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
1.	ZAM/14/01/USA	Promoting Fundamental Principles and Rights at Work in the Zambian Mining Sector - Internal Evaluation	Africa	Zambia	Freedom of association, Mining	Project evaluation	EN	YES	YES	Relevant
2.	AFG/10/01/USA	Strengthening labour administration in Afghanistan - Final evaluation	Asia	Afghanistan	Armed conflict/crisis, Economic reconstruction, Labour administration, Labour standards	Project evaluation	EN	YES	YES	Relevant
3.	ALB/11/01/EEC	European Union IPA 2010 Human resources development in Albania - Final Evaluation	Europe	Albania	Public Private Partnerships	Project evaluation	EN	YES	YES	Relevant
4.	BGD/06/01/EEC	Technical and vocational education training (TVET) reform in Bangladesh - Final Evaluation	Asia	Bangladesh	Public Private Partnerships, Skills Development, Training, Vocational Training	Project evaluation	EN	YES	YES	Relevant
5.	BGD/11/01/SDC	Promoting decent work through improved migration policy and its application in Bangladesh - Midterm Internal Evaluation	Asia	Bangladesh	Migration	Project evaluation	EN	YES	YES	Relevant
6.	BGD/11/50/USA	Promoting fundamental principles and rights at work in Bangladesh - Final Evaluation	Asia	Bangladesh	Labour standards	Project evaluation	EN	YES	YES	Relevant
7.	BGD/13/01/BGD	Improving labour law compliance and building sound labour practices in the export oriented shrimp sector in Bangladesh - Final Evaluation	Asia	Bangladesh	Fishing, Labour administration, Labour inspection, Labour legislation, Labour standards	Project evaluation	EN	YES	YES	Relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
8.	BGD/13/05/NOR	Promoting Fundamental Rights and Labour Relations in Export Oriented Industries in Bangladesh - Final evaluation	Asia	Bangladesh	Workers' rights	Project evaluation	EN	YES	YES	Relevant
9.	BGD/13/09/MUL	Improving working conditions in the ready-made Garment Sector in Bangladesh - Midterm Evaluation	Asia	Bangladesh	Clothing industry, Corporate responsibility, Global supply/ value chains, Labour inspection, Public Private Partnerships, Working conditions	Project evaluation -Over five million	EN	YES	YES	Relevant
10.	CMB/12/02/USA	Better Factories of Cambodia - Midterm Cluster Evaluation	Asia	Cambodia	Employers: Capacity Building, Enterprise development, Global supply, Public Private Partnerships, Working conditions	Project evaluation	EN	YES	YES	Relevant
11.	CMB/13/02/MUL	Better Factories of Cambodia Phase II - Final Evaluation	Asia	Cambodia	Global supply/value chains, Labour inspection, Labour standards, Productivity, Social dialogue, Textile industry, Working conditions	Project evaluation -Over five million	EN	YES	YES	Relevant
12.	COL/11/04/USA	Promoting compliance with international labour standards in Colombia - Midterm Internal Review	Latin America	Colombia	Labour standards	Project evaluation	EN	YES	YES	Relevant
13.	COL/12/01/COL	Promoción del trabajo decente a través del dialogo social a nivel local en Colombia - Evaluación final interna	Latin America	Colombia	Social dialogue	Project evaluation	ES	YES	YES	Relevant
14.	COL/13/01/CAN	Salud ocupacional y Seguridad y diálogo social en el sector minero en Colombia ? Evaluación final	Latin America	Colombia	Occupational safety and health	Project evaluation	ES	YES	YES	Relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
15.	COL/13/02/USA	Desarrollo de las instituciones tripartitas y mecanismos que defienden y promocionan la realización de los derechos laborales fundamentales en Colombia ? Evaluación final	Latin America	Colombia	Labour standards, Workers' rights	Project evaluation	ES	YES	YES	Relevant
16.	COL/13/05/NOR	Developing the capacity to promote trade union affiliation and collective bargaining coverage - Midterm evaluation	Latin America	Colombia	Social dialogue, Workers' organization: Capacity Building	Project evaluation	EN	YES	YES	Relevant
17.	COL/14/01/COL	Fortalecimiento de los espacios institucionales de diálogo social y la participación tripartita de los actores sociales a nivel departamental en Colombia - Evaluación final	Latin America	Colombia	Labour standards	Project evaluation	ES	YES	YES	Relevant
18.	DRC/12/50/BEL	Programme d'activités pour l'emploi des jeunes dans la province du Katanga (PAEJK) - Évaluation mi-parcours	Africa	Congo (Democratic Republic of)	Youth employment	Project evaluation -Over five million	FR	YES	YES	Relevant
19.	DRC/12/50/BEL	Programme d'activités pour l'emploi des jeunes dans la province du Katanga (PAEJK) - Évaluation finale	Africa	Congo (Democratic Republic of)	Youth employment	Project evaluation	FR	YES	YES	Relevant
20.	EGY/07/03/USA	Promoting fundamental principles and rights at work and social dialogue in Egypt - Final External Evaluation	Africa	Egypt	Labour standards, Social dialogue	Project External Evaluation	EN	YES	YES	Relevant
21.	EGY/11/03/USA	Creating a conducive environment for the effective recognition and implementation of fundamental principles and rights at work in Egypt - Final evaluation	Africa	Egypt	Capacity building, Labour standards, Workers' rights	Project evaluation	EN	YES	YES	Relevant
22.	EGY/11/06/USA	Promoting workers rights and competitiveness in Egyptian exports industries - Midterm internal evaluation	Africa	Egypt	Labour standards, Workers' rights	Project evaluation -Over five million	EN	YES	YES	Relevant
23.	GLO/10/56/NOR	Employers have strong, independent and representative organizations - Final Internal Evaluation	Inter-Regional	Inter-regional	Employers: Capacity Building	Project evaluation	EN	YES	YES	Relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
24.	GLO/11/53/SID	Outcome 1 and 2 ILO-SIDA Partnership evaluation - National Employment Policies (NEP) and Youth Employment	Inter-Regional	Inter-regional	Economic and social development, Economic policy, Capacity Building, Global supply/value chains, Labour legislation, Youth employment	Project evaluation	EN	YES	YES	Relevant
25.	GLO/11/54/SID	Making Decent Work a Reality for Domestic Workers - Final evaluation	Inter-Regional	Inter-regional	Conditions of employment, Decent work, Domestic Work, Informal economy, Social protection, Working conditions	Project evaluation	EN	YES	YES	Relevant
26.	GLO/11/57/SID	Outcome 10 independent evaluation: Workers have strong, independent and representative organizations - Trade unions for social justice	Inter-Regional	Inter-regional	Freedom of association, Global supply/value chains, Labour relations, Labour standards, Social dialogue, Workers' organization: Capacity Building, Workers' rights	Project evaluation	EN	YES	YES	Relevant
27.	GLO/12/59/NOR	Outcome 14 - Freedom of association, collective bargaining - GLO/11/57/SID and GLO/12/59/NOR - Final evaluation	Inter-Regional	Inter-regional	Freedom of association, Labour inspection, Labour standards, Workers' rights	Project evaluation	EN	YES	YES	Relevant
28.	GLO/12/60/SID	Employers have strong, independent and representative organization (Outcome 9) - Final evaluation	Inter-Regional	Inter-regional	Employers: Capacity Building, Gender equality, Global supply/value chains, Social dialogue	Partnership Evaluation	EN	YES	YES	Relevant
29.	GLO/12/63/NOR	Responding effectively to the HIV/AIDS epidemic in the world of work: Country programmes - Final Evaluation	Inter-Regional	Inter-regional	Global supply/value chains, HIV/AIDS, Social protection	Project evaluation	EN	YES	YES	Relevant
30.	GLO/13/57/IRL	Irish Aid Phase II: Testing methodologies to support informal economy workers and small producers to combat hazardous child labour in their own sectors - Final Evaluation	Inter-Regional	Inter-regional	Child labour, Employment creation, Income-generating activities, Informal economy	Project evaluation	EN	YES	YES	Relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
31.	GLO/14/59/NOR	Employers have strong, independent and representative organization (Outcome 9) - Final evaluation	Inter-Regional	Inter-regional	Capacity Building, Employment creation, Enterprise development, Gender equality, Public Private Partnerships, Social dialogue, Sustainable enterprises	Project evaluation	EN	YES	YES	Relevant
32.	GLO/14/60/NOR	Outcome 10: Thematic funding for 2014-15 (Norway-ILO Partnership Programme 2012-15) - Final evaluation	Inter-Regional	Inter-regional	Workers' organization: Capacity Building, Workers' rights	Project evaluation	EN	YES	YES	Relevant
33.	GLO/14/67/SID	Outcome 5: Thematic Funding for 2014-2015 - Final Independent Evaluation	Inter-Regional	Inter-regional	Domestic Work, Vulnerable groups	Project evaluation	EN	YES	YES	Relevant
34.	GLO/14/72/SID	ACI 2: Jobs and skills for youth - Thematic funding of the SIDA-ILO partnership - Final evaluation	Inter-Regional	Inter-regional	Skills Development, Youth employment	Project evaluation	EN	YES	YES	Relevant
35.	INS/12/10/MUL	Better work Indonesia Phase II (Multi-donor/project evaluation) - Midterm Internal Evaluation	Asia	Indonesia	Corporate responsibility, Global supply/value chains, Productivity, Skills Development, Social dialogue, Working conditions	Project evaluation -Over five million	EN	YES	YES	Relevant
36.	INT/00/000/AAA	Évaluation thématique indépendante du support du Compte Supplémentaire du Budget Ordinaire sur Protection Sociale - Evaluation RBSA	Africa	Africa regional	Institutional capacity, Social protection	RBSA funded activity	FR	YES	YES	Relevant
37.	INT/00/000/AAA	Independent Evaluation of African Country Programme Outcomes (CPOs) Funded from RBSA in the Thematic Area of Social Dialogue	Africa	Africa regional	Decent Work Country Programme, Freedom of association, Labour inspection, Social dialogue	RBSA funded activity	EN	YES	YES	Relevant
38.	INT/00/000/AAA	Independent evaluation of the ILO's strategy on occupational safety and health: Workers and enterprises benefit from improved safety and health conditions at work	Inter-Regional	Inter-regional	Decent work, Occupational safety and health, Working conditions	Strategy evaluation	EN	YES	YES	Relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
39.	INT/00/000/AAA	Report of the Independent Evaluation of African Country Programme Outcomes (CPOs) funded from 2012-2013 RBSA in the Thematic Area of Social Protection	Africa	Africa regional	Agriculture, Social protection	RBSA funded activity	EN	YES	YES	Relevant
40.	INT/00/000/AAA	Strengthening tripartite social dialogue: Assessment of RBSA-funded outcomes 2014-15 - Final evaluation	Europe	Europe regional	Employers: Capacity Building, Gender equality, Labour relations, Labour standards, Social dialogue, Workers' organization: Capacity Building	RBSA funded activity	EN	YES	YES	Relevant
41.	ARG/RBSA/2016	Evaluación independiente de los Planes Nacionales para la Prevención y Erradicación del Trabajo Infantil y la Protección del Trabajo Adolescente (periodo 2006-2010 y 2011-2015)	Latin America	Argentina	Child labour	Project evaluation	ES	YES	YES	Relevant
42.	INT/07/15/EEC	Monitoring and Assessing Decent Work in Developing Countries (MAP) -Two Volumes - Final Evaluation	Inter-Regional	Inter-regional	Capacity building, Decent work, Institutional capacity, Monitoring and Evaluation, Organizational coordination, Planning and programme design, Policy Coherence, Programme implementation	Project evaluation -Over five million	EN	YES	YES	Relevant
43.	INT/09/06/EEC	Improving social protection and promoting employment - Final Evaluation	Inter-Regional	Inter-regional	Employment creation, Social protection	Project evaluation	EN	YES	YES	Relevant
44.	INT/09/08/EEC	Improving safety and health at work through a decent work agenda - Final Evaluation	Inter-Regional	Inter-regional	Decent work, Labour inspection, Occupational safety and health	Project evaluation	EN	YES	YES	Relevant
45.	JOR/07/02/USA	Better work Jordan - Phase I - Final Evaluation	Arab States	Jordan	Global supply/value chains, Productivity, Public Private Partnerships, Social dialogue	Project evaluation -Over five million	EN	YES	YES	Relevant
46.	KEN/13/50/OPE (wrong)	Strengthening HIV Prevention, Care, Treatment and Social Protection in the World of Work - Final Evaluation	Inter-Regional	Inter-regional	HIV/AIDS	Project evaluation	EN	YES	YES	Relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
47.	MDV/10/01/USA	Promoting fundamental principles and rights at work in the Maldives - Final Evaluation	Asia	Maldives	Labour administration, Labour standards, Workers' rights	Project evaluation	EN	YES	YES	Relevant
48.	MKD/13/02/MKD	Promoting Social Dialogue in the Former Yugoslav Republic of Macedonia - Final Internal Evaluation	Europe	Macedonia the f y Rep of	Social dialogue	Project evaluation	EN	YES	YES	Relevant
49.	MMR/13/06/NOR	Promoting freedom of association and social dialogue in Myanmar - Final Evaluation	Asia	Myanmar	Freedom of association, Social dialogue	Project evaluation	EN	YES	YES	Relevant
50.	MOR/11/03/CAN	Promoting fundamental principles and rights at work through social dialogue and gender equality - Final evaluation	Africa	Morocco	Gender equality, Labour standards, Social dialogue	Project evaluation	EN	YES	YES	Relevant
51.	MOR/12/02/USA	Promouvoir la bonne gouvernance du marché du travail et les droits fondamentaux au travail au Maroc - Évaluation finale	Africa	Morocco	Labour administration, Labour relations, Labour standards	Project evaluation	FR	YES	YES	Relevant
52.	PER/13/01/CAN	Productividad y Seguridad y Salud en el Trabajo en el Sector Agroexportador no Tradicional en el Perú 2013-2015 - Evaluación final	Latin America	Peru	Agriculture, Occupational safety and health, Working conditions	Project evaluation	ES	YES	YES	Relevant
53.	PHI/11/04/USA	Promoting freedom of association and the right to collective bargaining in the Philippines - Final Internal Progress Report	Asia	Philippines	Freedom of association, Labour standards	Project evaluation	EN	YES	YES	Relevant
54.	RAB/11/02/USA	Strengthening workers' organizations in the Arab countries through social, economic and legal literacy - Final evaluation	Arab States	Arab States	Workers' organization: Capacity Building	Project evaluation	EN	YES	YES	Relevant
55.	RAB/12/05/SDC	Improving the governance and protection mechanisms for labour migration in the Middle East & Advocacy Strategy on ILO's Domestic Workers Convention in the Arab States (C189) - Final Evaluation	Arab States	Arab States	Domestic Work, Employers: Capacity Building, Government: Capacity Building, Labour legislation, Labour standards, Migration	Project evaluation	EN	YES	YES	Relevant
56.	RAB/12/50/NOR	Developing the capacity of employers' organizations in the Arab Region through effective policy and social dialogue (Regional, Yemen and Jordan)- Final Evaluation	Arab States	Arab States	Employers: Capacity Building	Project evaluation	EN	YES	YES	Relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
57.	RAF/10/09/NAD	The law growth nexus: Labour law and the enabling business environment for SME in Kenya, South Africa and Zambia (Phase 2) Final Evaluation	Inter-Regional	Inter-regional	Enterprise development, Global supply/value chains, Labour legislation	Project evaluation	EN	YES	YES	Relevant
58.	RAF/10/52/DAN	Renforcement des compétences pour l'emploi des jeunes et le développement rural en Afrique de l'Ouest (CEJEDRAO) - é?valuation finale	Africa	Africa regional	Skills Development, Youth employment	Project evaluation	FR	YES	YES	Relevant
59.	RAF/10/56/FRA	PAMODEC Phase III - Projet d'appui à la mise en oeuvre des principes et droits fondamentaux au travail - Final Evaluation	Africa	Africa regional	Labour standards	Project evaluation -Over five million	EN	YES	YES	Relevant
60.	RAF/11/51/SPA	Promouvoir l'emploi productif et le travail décent des jeunes en en Algérie, Maroc, Mauritanie et Tunisie - Évaluation finale	Africa	Africa regional	Decent work, Employment creation	Project evaluation	FR	YES	YES	Relevant
61.	RAF/12/01/FIN	The way forward after the revolution - decent work for women in Egypt and Tunisia - Final evaluation	Africa	Africa regional	Decent work, Gender equality	Project evaluation	EN	YES	YES	Relevant
62.	RAF/12/09/EEC	Development of a tripartite framework for the support and protection of Ethiopian and Somali women domestic migrant workers to the GCC states, Lebanon and Sudan - Midterm Evaluation	Africa	Africa regional	Domestic Work, Migration, Workers' rights	Project evaluation	EN	YES	YES	Relevant
63.	RAF/13/03/NAD	The law-growth nexus - Phase III: Labour law and the enabling business environment for MSMEs in Kenya - Midterm Evaluation	Africa	Africa regional	Business development service, Enterprise development, Small or micro-enterprises	Project evaluation	EN	YES	YES	Relevant
64.	RAF/13/03/NAD	The law-growth nexus - Phase III: Labour law and the enabling business environment for MSMEs in Kenya - Final Evaluation	Africa	Kenya	Labour legislation, Labour standards, Public Private Partnerships, Small or micro-enterprises	Project evaluation	EN	YES	YES	Relevant
65.	RAS/10/01/AUS	Tripartite action to protect migrants within and from the GMS from labour exploitation - Final Evaluation	Asia	Asian Regional	Global supply/value chains, Migration	Project evaluation -Over five million	EN	YES	YES	Relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
66.	RAS/12/01/CAN	Tripartite action to protect migrants from labour exploitation (ASEAN TRIANGLE) - Final evaluation	Asia	Asian Regional	Migration, Social dialogue, Tripartism and constituent partnerships	Project evaluation -Over five million	EN	YES	YES	Relevant
67.	RER/09/04/EEC	Effective governance of labour migration and its skills dimensions - Final evaluation	Europe	Europe regional	Employers: Capacity Building, Migration, Skills Development	Project evaluation	EN	YES	YES	Relevant
68.	RER/12/01/LUK	Partnerships for youth employment in the Commonwealth of Independent States (CIS) - Midterm evaluation	Europe	Europe regional	Global supply/value chains, Public Private Partnerships, Skills Development, Tripartism and constituent partnerships, Youth employment	Project evaluation	EN	YES	YES	Relevant
69.	RLA/14/03/SPA	Programa para la promoción de un Piso de Protección social en la región andina - Evaluación final	Latin America	Americas regional	Social protection, Social security	Project evaluation	ES	YES	YES	Relevant
70.	SAF/10/02/MUL	Promotion of decent work in the South African transport sector (Phase I) - Final Evaluation	Africa	South Africa SAFR	Capacity building, Decent work, Land Transport	Project evaluation	EN	YES	YES	Relevant
71.	SAF/13/01/MUL	Promotion of Decent Work in Southern African Ports (phase II) - Midterm Evaluation	Africa	South Africa SAFR	Decent work, Sea Transport, Working conditions	Project evaluation	EN	YES	YES	Relevant
72.	SAF/13/01/MUL	Promotion of Decent Work in Southern African Ports (phase II) - Final Evaluation	Africa	Africa regional	Enterprise development, Sea Transport, Sustainable enterprises	Project evaluation	EN	YES	YES	Relevant
73.	SBU/12/02/RBS	Enhancing collective bargaining and amicable settlement of labour dispute mechanisms in Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia and Moldova - Final Evaluation	Europe	Europe regional	Labour administration, Labour legislation, Labour relations, Labour standards	RBSA funded activity	EN	YES	YES	Relevant
74.	TUN/11/02/EEC	Création d'emplois et accompagnement à la réinsertion en complétant les dispositifs de l'Etat en Tunisie - Final evaluation	Africa	Tunisia	Employment creation	Project evaluation -Over five million	FR	YES	YES	Relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
75.	TUN/12/01/NOR	Promotion du dialogue social et renforcement de la gouvernance du travail en Tunisie (Phase I) - Évaluation finale	Africa	Tunisia	Labour administration, Social dialogue	Project evaluation	FR	YES	YES	Relevant
76.	TUN/12/03/NET	Développement économique et plan d'action régionale par la création d'emplois décents pour les jeunes en Tunisie - Évaluation Finale	Africa	Tunisia	Youth employment	Project evaluation	FR	YES	YES	Relevant
77.	UKR/11/01/CAN	Improving collective bargaining and labour law compliance in Ukraine - Final Internal Evaluation	Europe	Ukraine	Labour legislation, Labour relations, Labour standards	Project evaluation	EN	YES	YES	Relevant
78.	VIE/12/06/MUL	Better Work Viet Nam (Phase II) - Midterm Evaluation	Asia	Viet-Nam	Corporate responsibility, Capacity Building, Enterprise development, Global supply/value chains, Labour relations, Labour standards, Partnerships, Skills Development, Social dialogue, Vocational Training, Working conditions	Project evaluation -Over five million	EN	YES	YES	Relevant
79.	VIE/13/02/NET	Increasing workplace compliance through labour inspection - Final Evaluation	Asia	Viet-Nam	Government: Capacity Building, Labour inspection	Project evaluation	EN	YES	YES	Relevant
80.	ZIM/10/01/DAN	Skills for youth employment and rural development in western and southern Africa (Umbrella RAF/09/05/DAN) Zimbabwe - Final Evaluation	Africa	Zimbabwe	Rural economy, Skills Development, Youth employment	Project evaluation	EN	YES	YES	Relevant
81.	ZIM/10/01/DAN	Skills for youth employment and rural development in Western and Southern Africa: Zimbabwe component - Midterm evaluation	Africa	Zimbabwe	Rural economy, Skills Development, Youth employment	Project evaluation	EN	YES	YES	Relevant
82.	GLO/14/66/SID	Promoting the Right to Freedom of Association and the Right to Collective Bargaining ? Outcome 14 - Final Evaluation	Inter-Regional	Inter-regional	Freedom of association	Project evaluation	EN	YES	YES	Relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
83.	- Not available -	Independent evaluation of the ILO's Decent Work Country Programmes, strategies and actions in the Western Balkans (2012-15)	Europe	Macedonia the f y Rep of, Albania, Bosnia and Herzegovina, Serbia and Montenegro, Yugoslavia	Development - Rural economy, Organizational issues - Decent Work Country Programme , Employment - Youth employment, Employment - Informal economy	DWCP Evaluation	EN	YES	YES	Relevant
84.	INT/00/000/AAA	Independent evaluation of the ILO's decent work country programmes, strategies and actions in the Caribbean (2010-15)	Latin America	Americas regional	Organizational issues - Decent Work Country Programme	DWCP Evaluation	EN	YES	YES	Relevant
85.	INT/00/000/AAA	Independent evaluation of the ILO's Decent Work Country Programme Strategies and Activities in North Africa 2010-2013; Volume 2: Case Studies	Africa	Africa regional	Organizational issues - Decent Work Country Programme	DWCP Evaluation	EN	YES	YES	Relevant
86.	INT/00/000/AAA	Independent evaluation of the ILO's Decent Work Country Programme Strategies and Activities in North Africa 2010-2013; Volume 1 - Main Report	Africa	Africa regional	Organizational issues - Organizational coordination, Organizational issues - Decent Work Country Programme , Organizational issues - Organizational learning	DWCP Evaluation	EN	YES	YES	Relevant
87.	INT/00/000/AAA	Vietnam Decent Work Country Programme Review 2012-2016	Asia	Viet-Nam	Organizational issues - Decent Work Country Programme	DWCP Internal Review	EN	YES	YES	Relevant
88.	INT/00/000/AAA	Moldova Biennial Country Programme Review: 2012-2015	Europe	Moldova, Republic of	Organizational issues - Capacity building, Organizational issues - Decent Work Country Programme	DWCP Internal Review	EN	YES	YES	Relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
89.	INT/00/000/AAA	Decent Work Country Programme Internal Review - Bosnia and Herzegovina 2012-2015	Europe	Bosnia and Herzegovina	Organizational issues - Capacity building, Organizational issues - Decent Work Country Programme	DWCP Internal Review	EN	YES	YES	Relevant
90.	INT/00/000/AAA	Malawi Internal Decent Work Country Programme Review 2011-15	Africa	Malawi	Organizational issues - Decent Work Country Programme	DWCP Internal Review	EN	YES	YES	Relevant
91.	INT/00/000/AAA	The Decent Work Country Programme (DWCP) for FYR Macedonia 2010-2013 - Final internal review	Europe	Macedonia the f y Rep of	Organizational issues - Decent Work Country Programme	DWCP Internal Review	EN	YES	YES	Relevant
92.	INT/00/000/AAA	Decent Work Country Programme of Timor Leste - Internal Review - Mar-July 2014	Asia	East Timor	Organizational issues - Decent Work Country Programme	DWCP Internal Review	EN	YES	YES	Relevant
93.	INT/00/000/AAA	Côte d'Ivoire - Revue-évaluation finale du Programme Pays pour le Travail Décent 2008-2013	Africa	Côte d'Ivoire	Organizational issues - Decent Work Country Programme	DWCP Internal Review	FR	YES	YES	Relevant
94.	INT/00/000/AAA	Revue à mi-parcours du programme pays pour le travail décent (PPTD) 2010-2015 du Benin	Africa	Benin	Organizational issues - Decent Work Country Programme	DWCP Internal Review	FR	YES	YES	Relevant
95.	INT/00/000/AAA	DWCP country programme review - Seychelles DWCP: 2011-2015	Africa	Seychelles	Organizational issues - Decent Work Country Programme	DWCP Internal Review	EN	YES	YES	Relevant
96.	INT/00/000/AAA	South Africa Decent Work Country Programme Internal Review - 2013	Africa	South Africa SAFR	Organizational issues - Decent Work Country Programme	DWCP Internal Review	EN	YES	YES	Relevant
97.	INT/00/000/AAA	Review of the Decent Work Country Programme: Sri Lanka 2008-12	Asia	Sri Lanka	Organizational issues - Decent Work Country Programme	DWCP Internal Review	EN	YES	YES	Relevant
98.	INT/00/000/AAA	Review of the Decent Work Country Programme in the Republic of Tajikistan (2011-2013)	Europe	Tajikistan	Organizational issues - Decent Work Country Programme	DWCP Internal Review	EN	YES	YES	Relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
99.	INT/00/000/AAA	Decent Work Country programme Nepal 2008-12	Asia	Nepal	Organizational issues - Decent Work Country Programme	DWCP Internal Review	EN	YES	YES	Relevant
100.	INT/00/000/AAA	Rapport d'évaluation de la Revue Biennale du Programme Pays pour la promotion du travail decent de Togo 2010-2015	Africa	Togo	Organizational issues - Decent Work Country Programme	DWCP Internal Review	FR	YES	YES	Relevant
101.	INT/00/000/AAA	Namibia Biennial Country Programme Review	Africa	Namibia	Organizational issues - Decent Work Country Programme	DWCP Internal Review	EN	YES	YES	Relevant
102.	INT/00/000/AAA	Delivering decent work results: A meta-analysis of 15 ILO Decent Work Country Programme reviews	Inter-Regional	Inter-regional	Organizational issues - Decent Work Country Programme	Organizational review	EN	YES	YES	Relevant
103.	INT/00/000/AAA	Decent work results of ILO employment promotion interventions: Lessons learned from evaluations, 2003-2013 (Summary of conclusions)	Inter-Regional	Inter-regional	Organizational issues - Policy Coherence, Employment	Organizational review	EN	YES	YES	Relevant
104.	INT/05/24/EEC	Tackling child labour through education - Global (TACKLE) - External Final Evaluation	Inter-Regional	Inter-regional	Child labour, forced labour & trafficking - Child labour	Project / External Evaluation Report	EN	YES	YES	Relevant
105.	MEX/12/01/RBS	Diálogo social para la generación de empleos productivos y trabajo decente en la agroindustria de la caña de azúcar, turismo y PYME			Social Dialogue, Decent Work		ES	YES	YES	Relevant
106.	INT/00/000/AAA	Independent thematic evaluation of ILO support to strengthening the capacity of employers' and workers' organization in Asia and the Pacific Region (Two volumes)	Asia	Asian Regional	Sectors - Education, Constituents - Capacity Building,	Thematic Evaluation Report	EN	YES	YES	Relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
107.		Collective bargaining: a policy guide	Inter-Regional		collective bargaining	Policy Guide	ILO	2015	EN	YES	YES	Relevant
108.		Promoting collective bargaining - Collective Bargaining Convention, 1981 (No. 154), Collective Bargaining Recommendation, 1981 (No. 163)	Inter-Regional		collective bargaining	Convention and Recommendation	ILO	2015	EN	YES	YES	Relevant
109.		ILO Programme implementation 2012–13	Inter-Regional		ILO programme	Implementation Report	ILO	2014	EN	YES	YES	Relevant
110.		ILO Programme implementation 2014–15	Inter-Regional		ILO programme	Implementation Report	ILO	2016	EN	YES	YES	Relevant
111.		Follow-up to the discussion on social dialogue at the 102nd Session of the International Labour Conference (2013): Plan of action	Inter-Regional		social dialogue	Action Plan	ILO	2016	EN	YES	YES	Relevant
112.		Sectoral meetings held in 2016 and proposals for sectoral work in 2017 and 2018–19	Inter-Regional		SECTOR, sectoral meetings	Policy Development Section	ILO	2017	EN	YES	YES	Relevant
113.		Sectoral Policies Department Highlights 2014–15	Inter-Regional		SECTOR	Highlights Report	ILO	2016	EN	YES	YES	Relevant
114.		Promoting Labour Relations and Social Dialogue in Georgia	Europe	Georgia	social dialogue	Progress Report	ILO	2017	EN	YES	YES	Relevant
115.		Contribution to Social Dialogue 2016-2017 - Post crisis social dialogue - best and innovative practices in the EU 28	Europe	EU	Post crisis social dialogue, best practices	Progress Report	ILO	2016	EN	YES	YES	Relevant
116.		ILO Declaration on Social Justice for a Fair Globalization	Inter-Regional			Declaration	ILO	2008	EN	YES	YES	Relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
117.		2014. The ILO in Latin America and The Caribbean. Advances and Perspectives.	Latin America, Caribbean		decent work, youth, growth, working conditions, rural economy, labour inspection, institutional capacity, informal sector	Report	ILO	2014	EN	YES	YES	Relevant
118.		Assessing the impact of the memoranda on Greek labour market and labour relations - Working Paper No 53	Europe	Greece, EU	crisis, industrial relations, crisis-response, social dialogue	Working Paper	ILO	2013	EN	YES	YES	Relevant
119.		Collective bargaining in the public service: Bridging gaps for a better future: issues paper for discussion at the Global Dialogue Forum on Challenges to Collective Bargaining in the Public Service, Geneva, 2–3 April 2014	Inter-Regional		collective bargaining, public service, crisis, labour relations	Issue Paper	ILO	2014	EN	YES	YES	Relevant
120.		Domestic work voice and representation through organizing - Domestic Work Policy Brief No 8	Inter-Regional		labour protection, freedom of association, domestic work, collective bargaining	Policy Brief	ILO		EN	YES	YES	Relevant
121.		Domestic workers organize – but can they bargain? Mapping collective bargaining and other forms of negotiation in the domestic work sector	Inter-Regional		collective bargaining, domestic work, negotiation		ILO	2015	EN	YES	YES	Relevant
122.		Evaluating the effects of the structural labour market reforms on collective bargaining in Greece - CONDITIONS OF WORK AND EMPLOYMENT SERIES No. 85	Europe	Greece	collective bargaining, labour law	Working Paper	ILO	2016	EN	YES	YES	Relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
123.		DEVELOPMENTAL RELEVANCE OF SOCIAL DIALOGUE IN GHANA	Africa	Ghana	social dialogue impact on development	Study	Labour Research and Policy Institute - Ghana TUC		EN	YES	YES	Relevant
124.		Good practices on the promotion of freedom of association and collective bargaining rights in Morocco	Africa	Morocco	collective bargaining, freedom of association, good practices	Report	ILO	2015	EN	YES	YES	Relevant
125.			Asia and Pacific Region	Indonesia	social dialogue, contribution to decent work	report	Labour Institute Indonesia	2016	EN	YES	YES	Relevant
126.		ORGANIZING WORKERS IN THE INFORMAL ECONOMY	Inter-Regional		informal economy / informal workers / employment policy / trade union role / role of ILO	Policy Brief	ILO	2016	EN	YES	YES	Relevant
127.		Social dialogue as a driver and governance instrument for sustainable development - ILO-ITUC Issue Paper	Inter-Regional		social dialogue, sustainable development	Research Paper	ILO	2017	EN	YES	YES	Relevant
128.		Social protection assessment based national dialogue: Towards a nationally defined social protection floor in Thailand	Asia and Pacific Region	Thailand	social dialogue, social protection, social protection floor	Report	ILO	2013	EN	YES	YES	Relevant
129.		TALKING THROUGH THE CRISIS Social dialogue and industrial relations trends in selected EU countries	Europe	EU countries	social dialogue, trends, crisis, industrial relations	Report	ILO	2017	EN	YES	YES	Relevant
130.		The ILO at Work: Development Results 2012-2013	Inter-Regional		ILO action, social protection, jobs, social dialogue, rights at work	Report	ILO	2014	EN	YES	YES	Relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
131.		Rapport d'avancement pour la coopération technique (RACT) - Programme de Coopération Sud-Sud pour les pays d'Afrique dans les domaines du dialogue social et de la protection sociale	Africa	Algeria and other African countries	social dialogue, social protection	Progress Report	ILO	2017	EN	YES	YES	Relevant
132.		Building a social pillar for European convergence	Europe	EU-28	social pillar, social dialogue	Study	ILO	2016	EN	YES	YES	Relevant
133.		Shrinking collective bargaining coverage, increasing income inequality: A comparison of five EU countries	Europe	Belgium, France, Germany, Sweden and the United Kingdom	collective bargaining, coverage, income inequality	Journal Article	Bosch, G. in International Labour Review, Vol. 154 (2015), No. 1	2015	EN	YES	YES	Relevant
134.		The governance of policy reforms in southern Europe and Ireland - Social dialogue actors and institutions in times of crisis	Europe	Southern Europe	labour relations, social dialogue, administrative reform, crisis	Report	ILO	2014	EN	YES	YES	Relevant
135.		Social dialogue and gender equality in the European Union - Working Paper No 44	Europe	EU countries	social dialogue, gender equality	Working Paper	ILO	2013	EN	YES	YES	Relevant
136.		Strengthening sectoral social dialogue in New Member States and Candidate, Countries of the European Union in industrial sectors Final narrative report, NOVEMBER 2013 – NOVEMBER 2014	Europe	EU, Candidate Countries	social dialogue	Report	ILO	2014	EN	YES	YES	Relevant
137.		INDUSTRIAL RELATIONS IN EUROPE 2014 - Chapter 5	EU	EU	social dialogue, industrial relations	Report	European Commission	2015	EN	YES	YES	Relevant
138.		INDUSTRIAL RELATIONS IN EUROPE 2014 - Chapter 4	EU	EU	industrial relations	Report	European Commission	2015	EN	YES	YES	Relevant
139.		INDUSTRIAL RELATIONS IN EUROPE 2014 - Chapter 3	EU	EU	industrial relations	Report	European Commission	2015	EN	YES	YES	Relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
140.		INDUSTRIAL RELATIONS IN EUROPE 2014 - Chapter 1	EU	EU	industrial relations	Report	European Commission	2015	EN	YES	YES	Relevant
141.		INDUSTRIAL RELATIONS IN EUROPE 2014	EU	EU	industrial relations	Report	European Commission	2015	EN	YES	YES	Relevant
142.		Employment and Social Developments in Europe Annual Review 2016	EU	EU	employment, social policy, labour market, social cohesion, digitalisation, social dialogue, integration of refugees, capacity building	Report	European Commission	2016	EN	YES	YES	Relevant
143.		Employment and Social Developments in Europe 2015	EU	EU	employment, social policy, labour market, labour law, mobility, social dialogue, skills, social protection systems	Report	European Commission	2015	EN	YES	YES	Relevant
144.		Employment and Social Developments in Europe 2015 - Chapter 3	EU	EU	social dialogue	Report	European Commission	2015	EN	YES	YES	Relevant
145.		Study on the implementation of the autonomous framework agreement on harassment and violence at work	EU	EU	harassment and violence at work,	Report	European Commission/ ICF	2015	EN	YES	YES	Relevant
146.		Impact of the structural changes on jobs and industrial relations in the telecommunications and ICT	EU	EU	industrial relations, ICT	Report	European Commission/ COWI	2015	EN	YES	YES	Relevant
147.		Industrial Relations in Europe 2014	EU	EU	industrial relations	Report	European Commission	2015	EN	YES	YES	Relevant

Table 5 and Table 6 - Reports coded as less relevant for the in-depth review (66)

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
1.	GLO/08/60/POR	Extension of social protection - STEP/Portugal project, Phase II - Final Evaluation	Inter-Regional	Inter-regional	Government: Capacity Building, Informal economy, Social protection, Social security	Project evaluation	EN	NO	NO	Less Relevant
2.	GLO/12/02/NOR	Good Governance through Labour Administration and Labour Inspection - Final Evaluation	Inter-Regional	Inter-regional	Labour administration, Labour inspection	Project evaluation	EN	YES	NO	Less Relevant
3.	GLO/12/50/RUS	Applying the G20 Training Strategy (Phase I) - Final Evaluation	Inter-Regional	Inter-regional	Skills Development, Training, Vocational Training	Project evaluation -Over five million	EN	NO	NO	Less Relevant
4.	GLO/14/63/SID	Global STED: Skills for Trade and Economic Diversification - Midterm internal evaluation	Inter-Regional	Inter-regional	Skills Development	Project evaluation	EN	NO	NO	Less Relevant
5.	INT/07/14/EEC	Assessing and addressing the effects of trade on employment - Final evaluation	Inter-Regional	Inter-regional	Economic policy, Employment creation, Global supply/value chains	Project evaluation	EN	NO	NO	Less Relevant
6.	MMR/13/12/EEC	Promotion of Fundamental Principles and Rights at Work as Tools for Peace in Myanmar - Final evaluation	Asia	Myanmar	Labour standards	Project evaluation	EN	NO	NO	Less Relevant
7.	MMR/13/14/DAN	Programme on responsible business in Myanmar - Final evaluation	Asia	Myanmar	Armed conflict/crisis, Corporate responsibility, Enterprise development, Global supply/value chains, Public Private Partnerships	Project evaluation	EN	NO	NO	Less Relevant
8.	RAF/10/54/USA	Towards child labour free cocoa growing communities in Cote d'Ivoire and Ghana through an integrated area-based approach - Final Evaluation	Africa	Africa regional	Child labour	Project evaluation -Over five million	EN	NO	NO	Less Relevant
9.	RAF/13/04/IRL	Building National Floors of Social Protection in Southern Africa - Midterm Internal Evaluation	Africa	Africa regional	Government: Capacity Building, Social protection	Project evaluation	EN	NO	NO	Less Relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
10.	RAS/11/57/JPN	Greener Business Asia (Phase II) Green jobs and enterprise development: ILO's initiatives in Thailand and the Philippines - Final Evaluation	Asia	Asian Regional	Enterprise development, Global supply/value chains, Green Jobs	Project evaluation	EN	NO	NO	Less Relevant
11.	RAS/12/01/CAN	Tripartite action to protect migrants from labour exploitation (ASEAN TRIANGLE) - Midterm internal evaluation	Asia	Asian Regional	Migration, Social protection, Tripartism and constituent partnerships	Project evaluation	EN	YES	NO	Less Relevant
12.	SRL/10/04/AUS	Local Empowerment through Economic Development (LEED) - Final Evaluation	Asia	Sri Lanka	Local development	Project evaluation -Over five million	EN	YES	NO	Less Relevant
13.	SRL/09/05/USA	Promoting Fundamental Principles and Rights at Work in Sri Lanka	Asia	Sri Lanka			EN	NO	NO	Less Relevant
14.	RER/09/05/FIN	From the crisis towards decent and safe jobs in Central Asia and Southern Caucasus - Final Evaluation	Europe	Europe regional	Employment creation, Global Jobs Pact, Global supply/value chains	Project evaluation -Over five million	EN	NO	NO	Less Relevant
15.	RLA/09/05/EEC	Promotion of gender-sensitive labour migration policies in Costa Rica, Haiti, Nicaragua, Panama and the Dominican Republic - Final Internal Evaluation	Latin America	Americas regional	Gender equality, Indigenous people, Migration	Project evaluation	EN	NO	NO	Less Relevant
16.	VIE/11/50/USA	Better Work Viet Nam: Union Capacity Development - Interim review	Asia	Viet-Nam	Governance & tripartism - Social dialogue, Constituents - Workers' organization: Capacity Building, Employment - Productivity	Project / Internal Evaluation Report	EN	YES	NO	Less Relevant
17.	HAI/08/01/USA	Better Work Haiti - Garment Industry - Internal synthesis report	Latin America	Haiti	Governance & tripartism - Social dialogue, Employment - Productivity, Work conditions & equality - Working conditions	Project / Internal Evaluation Report	EN	YES	NO	Less Relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
18.	INT/00/000/AAA	ILO Action Plan for Gender Equality 2010-15 – Thematic evaluation	Inter-Regional	Inter-regional	Work conditions & equality - Gender equality	Thematic Evaluation Report	EN	YES	NO	Less Relevant
19.	INT/00/000/AAA	Independent evaluation of ILO's strategy and actions for strengthening labour inspection systems, 2010-2015	Inter-Regional	Inter-regional	Governance & tripartism - Labour inspection	Thematic Evaluation Report	EN	YES	NO	Less Relevant
20.	- Not available -	Independent thematic evaluation of the ILO's work in post-conflict, fragile and disaster-affected countries: Past, present and future	Latin America, Arab States, Asia, Africa	Somalia, Haiti, Rwanda, Sri Lanka, Lebanon, Nepal, Central African Republic, Afghanistan	Employment - Armed conflict/crisis , Employment - Humanitarian and Crisis Response	Thematic Evaluation Report	EN	NO	NO	Less Relevant
21.	INT/00/000/AAA	Independent thematic evaluation of the ILO's work on international labour migration	Inter-Regional	Inter-regional	Work conditions & equality - Migration	Thematic Evaluation Report	EN	NO	NO	Less Relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
22.		R198 - Employment Relationship Recommendation, 2006 (No. 198) Recommendation concerning the employment relationship	Inter-Regional		Employment Relationship	ILO Recommendation	ILO (ILC)	2006	EN	YES	NO	Less relevant
23.		Subjects for collective bargaining - FACTSHEET No.3	Inter-Regional		collective bargaining	Factsheet	ILO	2015	EN	YES	NO	Less relevant
24.		Addis Ababa Declaration - Transforming Africa through Decent Work for Sustainable Development	Africa		sustainable development, decent work	Declaration	ILO	2015	EN	YES	NO	Less relevant
25.		Follow-up to the adoption of the resolution concerning the recurrent discussion on fundamental principles and rights at work: Plan of action	Inter-Regional		FPRW	Action Plan	ILO	2012	EN	NO	NO	Less relevant
26.		Mission Report: Zanzibar, Tanzania, to attend the Workshop on Effective Application and Use of National Labour Laws and Jurisprudence for Better Functioning of Labour Dispute Resolution Systems	Africa	Tanzania	dispute resolution, labour law	Mission Report	ILO	2016	EN	YES	NO	Less relevant
27.		Report VI - Social Dialogue, Recurrent discussion under the ILO Declaration on Social Justice for a Fair Globalization	Inter-Regional		social dialogue	Recurrent Report	ILO	2013	EN	YES	NO	Less relevant
28.		2013. The ILO in Latin America and The Caribbean. Advances and Perspectives.	Latin America, Caribbean		Freedom of association, collective bargaining, Sustainable enterprises, Labour administration, Employment, Social protection, OSH, inequality, gender, informal sector	Report	ILO	2013	EN	YES	NO	Less relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
29.		A just transition for all : Can the past inform the future ?	Inter-Regional			Journal	ILO - International Journal of Labour Research	2014	EN	YES	NO	Less relevant
30.		Collective bargaining and non-standard forms of employment: Practices that reduce vulnerability and ensure work is decent - Issue Brief No 3	Inter-Regional		collective bargaining, non-standard employment, labour relations	Issue brief	ILO	2015	EN	YES	NO	Less relevant
31.		Coping with the crisis in Italy: Employment relations and social dialogue amidst the recession - Working Paper No 50	Europe	Italy	crisis, social dialogue, employment relations	Working Paper	ILO	2013	EN	YES	NO	Less relevant
32.		DEVELOPING THE CAPACITY OF EMPLOYERS' ORGANIZATIONS IN MYANMAR TO PROMOTE DECENT WORK PRINCIPLES AND SUSTAINABLE ENTERPRISES	Asia and Pacific Region	Myanmar	ILO-UMFCCI, employer organisations, capacity, decent work	ACT/EMP Report	ILO	2016	EN	YES	NO	Less relevant
33.		Effective Labour Protection for All Lessons learned from a synthesis review, 2004–2014	Inter-Regional		social protection	Synthesis Review	ILO	2015	EN	YES	NO	Less relevant
34.		Employment relationships in arts and culture - Working Paper No 301	Inter-Regional		employment relationship, culture and art sector	Working Paper	ILO	2014	EN	NO	NO	Less relevant
35.		Employment relationships in the media industry - Working Paper No 295	Inter-Regional		employment relationship, media sector	Working Paper	ILO	2014	EN	NO	NO	Less relevant
36.		Freedom of association and the right to collective bargaining: for military, police and security forces in the Philippines	Asia and Pacific Region	Philippines	collective bargaining, freedom of association, police, military	Training Guide	ILO	2013	EN	YES	NO	Less relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
37.		From negotiation to imposition: Social dialogue in austerity times in Spain: Working Paper No 51	Europe	Spain	social dialogue, crisis	Working Paper	ILO	2013	EN	YES	NO	Less relevant
38.		GENDER EQUALITY IN TRIPARTITE SOCIAL DIALOGUE IN EUROPE AND CENTRAL ASIA - Technical Brief	Europe	Europe, Central Asia	social dialogue, tripartism, gender equality	Technical Brief	ILO	2013	EN	YES	NO	Less relevant
39.		Good practices on the elimination of child labour in Central Asia	Europe	Central Asia	child labour, FPRW, good practices, social partners	Report	ILO	2014	EN	YES	NO	Less relevant
40.		Multinational enterprises and inclusive development: Harnessing national social dialogue institutions to address the governance gap	Inter-Regional		multinational enterprise / multinational bargaining / social dialogue / governance	Working Paper	ILO	2017	EN	YES	NO	Less relevant
41.		Introduction: What future for industrial relations?	Europe	Europe/EU countries	industrial relations, global changes, trends	Journal Article	Hayter, S. in International Labour Review, Vol. 154 (2015), No. 1	2015	EN	YES	NO	Less relevant
42.		Three scenarios for industrial relations in Europe	Europe	Europe/EU countries	industrial relations , future scenarios	Journal Article	Hyman, R. in International Labour Review, Vol. 154 (2015), No. 1	2015	EN	YES	NO	Less relevant
43.		Improving health in the workplace: ILO's framework for action	Inter-Regional		OSH		ILO		EN	YES	NO	Less relevant
44.		Labour demand and social dialogue: Two binding constraints for decent work for youth in the Arab Region - Employment Working Paper No. 164	Europe	Arab region	social dialogue	Working Paper	ILO	2014	EN	YES	NO	Less relevant
45.		LABOUR DISPUTE SYSTEMS Guidelines for improved performance	Inter-Regional		dispute resolution	Guidelines	ITC -ILO	2013	EN	YES	NO	Less relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
46.		Multinational enterprises' engagement in extending social security: Examples of practices and challenges - ESS Working Paper No. 43 INTERNATIONAL LABOUR	Inter-Regional		social security, social protection	Working Paper	ILO	2013	EN	YES	NO	Less relevant
47.		Negotiating for gender equality - Issue Brief No 4	Inter-Regional		gender equality, collective bargaining	Issue Brief	ILO	2016	EN	YES	NO	Less relevant
48.		Portuguese labour law and industrial relations during the crisis - Working Paper No 54	Europe	Portugal	industrial relations, social dialogue, crisis, labour law	Working Paper	ILO	2013	EN	YES	NO	Less relevant
49.		Preventing forced labour in the textile and garment supply chains in Viet Nam - Guide for Employers	Asia and Pacific Region	Viet Nam	forced labour, clothing industry, value chains, employer	Report	ILO and Viet Nam Chamber of Commerce and Industry (VCC)	2016	EN	YES	NO	Less relevant
50.		Promoting constructive approaches to labour relations in the public service - Examples from collective agreements	Inter-Regional		collective bargaining / labour dispute settlement / good practices / public administration / public sector / developed countries / developing countries	Report	ILO	2015	EN	YES	NO	Less relevant
51.		Responsible Workplace Practices	Inter-Regional	international	sustainable enterprises, responsible workplace		ILO	2014	EN	NO	NO	Less relevant
52.		Sectoral Activities Programme 2012-13 The Biennium in Review	Inter-Regional	international	SECTOR, sectoral meetings	Report	ILO	2014	EN	YES	NO	Less relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
53.		Sectoral Policies Department - Highlights 2014-15	Inter-Regional	international	SECTOR, employment policy, promotion of employment, decent work, ILO partnerships, knowledge management, technical cooperation, rural economy, role of ILO	Highlights Report	ILO	2014	EN	YES	NO	Less relevant
54.		TRANSITION TO FORMALITY: THE CRITICAL ROLE OF SOCIAL DIALOGUE	Inter-Regional		social dialogue, informal sector, formality	Issue Brief	ILO	2017	EN	YES	NO	Less relevant
55.		The glass industry: Recent trends and changes in working conditions and employment relations - Working Paper No 310	Inter-Regional		glass industry / manufacturing / employment / technological change / occupational safety / social dialogue / role of ILO	Working Paper	ILO	2015	EN	NO	NO	Less relevant
56.		The impact of the eurozone crisis on Irish social partnership: A political economy analysis - Working Paper No 49	Europe	Ireland	social dialogue, social partners, crisis	Working Paper	ILO	2013	EN	YES	NO	Less relevant
57.		Trade Unions and Child Labour A tool for action	Inter-Regional		child labour / trade union / role of ILO / collective bargaining	Report	ILO	2016	EN	YES	NO	Less relevant
58.		TRENDS IN COLLECTIVE BARGAINING COVERAGE: STABILITY, EROSION OR DECLINE? - Issue Brief No 1	Inter-Regional		collective bargaining, trends	Issue brief	ILO	2015	EN	YES	NO	Less relevant
59.		Collective Bargaining in the Public Service in the European Union: Working Paper No 309	Europe	EU-28	collective bargaining, public sector, social dialogue, labour relations, dispute resolution	Working Paper	ILO	2015	EN	YES	NO	Less relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
60.		Non-standard working in the public service in Germany and the United Kingdom - Working Paper No 304	Europe	Germany, UK	non-standard work	Working Paper	ILO	2015	EN	NO	NO	Less relevant
61.		Post-crisis social dialogue in Spain: The calm after the storm	Europe	Spain	crisis, post-crisis, social dialogue	Report	ILO	2016	EN	YES	NO	Less relevant
62.		Regulating the employment relationship in Europe: A guide to Recommendation No. 198	europa	Europe	workers rights / labour relations / social dialogue / labour dispute settlement / judicial procedure	Guide	ILO	2013	EN	YES	NO	Less relevant
63.		EMPLOYMENT AND SOCIAL DEVELOPMENTS IN EUROPE 2015 - Executive Summary	EU	EU	employment	Report	European Commission	2016	EN	YES	NO	Less relevant
64.		INDUSTRIAL RELATIONS IN EUROPE 2014 - Chapter 2	EU	EU	industrial relations	Report	European Commission	2015	EN	YES	NO	Less relevant
65.		Recommendations and action plan on social dialogue in the EU 13 and Candidate countries	EU	EU 13 and candidate countries	social dialogue	Report	EuroCommerce and UniEuropa	2014	EN	YES	NO	Less relevant
66.		Ex-post evaluation of the Programme for employment and social solidarity – PROGRESS 2007- 2013 and recommendations for the successor programmes to PROGRESS 2014-2020	EU	EU	employment, social solidarity, PROGRESS	Report	European Commission/ ICF	2014	EN	YES	NO	Less relevant

Table 7 and Table 8 – Documents not included in the review (130)

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
1.	BGD/13/06/MUL	Centre of Excellence for RMG to implement certified training within the national skills development framework of Bangladesh - Midterm internal evaluation	Asia	Bangladesh	Global supply/value chains, Public Private Partnerships, Skills Development, Training, Vocational Training	Project evaluation	EN	NO	NO	Not relevant
2.	BRA/10/50/UND	Segurança Alimentar e Nutricional de Mulheres e Crianças Indígenas no Brasil Rascunho do Relatório Final da Avaliação do Final	Latin America	Brazil	Social protection	Project - under joint programme	PT	NO	NO	Not relevant
3.	BRA/11/51/FLA	Ending forced labour, generating green jobs: An approach for the promotion of social inclusiveness and sustainable development in Brazil - Final self evaluation	Latin America	Brazil	Forced labour, Green Jobs, Social exclusion, Social protection, Sustainable development	Project evaluation	EN	NO	NO	Not relevant
4.	CMB/09/50/UND	Children, Nutrition and Food Security in Cambodia - Final Joint Evaluation	Asia	Cambodia	Social dialogue, Social protection	Project - under joint programme	EN	NO	NO	Not relevant
5.	CMR/10/02/CMR	Programme national de réhabilitation et de construction des routes rurales au Cameroun (PNR2) - Évaluation finale	Africa	Cameroon	Road construction	Project evaluation	FR	NO	NO	Not relevant
6.	COL/13/03/COL	Programa de fortalecimiento institucional para la promoción del empleo decente en Colombia - Evaluación final	Latin America	Colombia	Capacity building, Decent Work Country Programme, Employment creation, Employment policy, Government: Capacity Building, Income-generating activities, Labour administration, Productivity, Rural economy, Vulnerable groups	Project evaluation	ES	NO	NO	Not relevant
7.	CPR/09/51/UND	Improve nutrition, food safety, and food security for China's most vulnerable women and children - Final Evaluation	Asia	China	Health services, Social protection, Vulnerable groups	Project - under joint programme	EN	NO	NO	Not relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
8.	EGY/07/03/USA	Promoting fundamental principles and rights at work and social dialogue in Egypt - Final Internal Report	Africa	Egypt	Labour standards, Social dialogue, Workers' rights	Project evaluation	EN	NO	NO	Not relevant
9.	EGY/11/02/CAN	Decent employment for youth project in Egypt - Midterm Evaluation	Africa	Egypt	Youth employment	Project evaluation -Over five million	EN	NO	NO	Not relevant
10.	ELS/10/50/USA	Eliminación de trabajo infantil en El Salvador a través del empoderamiento económico y la inclusión social - Evaluación intermedia	Latin America	El Salvador	Child labour, Social exclusion	Project evaluation -Over five million	ES	NO	NO	Not relevant
11.	GHA/11/01/IBR	Technical assistance for capacity building support to the Ghana Social Opportunities Project (GSOP) - Final evaluation	Africa	Ghana	Enterprise development, Government: Capacity Building, Labour intensive employment, Rural economy	Project evaluation	EN	NO	NO	Not relevant
12.	GLO/08/07/MUL	Better Work Global - Midterm internal report	Inter-Regional	Inter-regional	Productivity, Social dialogue	Project evaluation	EN	NO	NO	Not relevant
13.	GLO/11/01/MCF	Work for Youth (W4Y) - Midterm Evaluation	Inter-Regional	Inter-regional	Employment policy, Global supply/value chains, Public Private Partnerships, Skills Development, Training, Youth employment	Project evaluation -Over five million	EN	NO	NO	Not relevant
14.	GLO/11/01/MCF	Work for Youth (W4Y) - Final Evaluation	Inter-Regional	Inter-regional	Youth employment	Project evaluation -Over five million	EN	NO	NO	Not relevant
15.	GLO/11/59/SID	ILO-Sida Partnership Evaluation: Phase II on Outcome 18: Entry into force of the Maritime Labour Convention, 2006	Inter-Regional	Inter-regional	Tripartism and constituent partnerships	Partnership Evaluation	EN	NO	NO	Not relevant
16.	GLO/12/08/AAT	Building capacity for social compliance of investments in agriculture in Africa - Midterm Internal Evaluation	Inter-Regional	Inter-regional	Agriculture, Global supply/value chains, Public Private Partnerships, Rural economy, Social finance, Social protection	Project evaluation	EN	NO	NO	Not relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
17.	GLO/12/12/EEC	Supporting the implementation of indigenous peoples' rights in Nepal, Peru and Central African Republic through enhanced participation of neighbouring and regional actors - Final Evaluation	Africa, Asia, Inter-Regional, Latin America	Inter-regional, Cameroon, Nepal, Peru	Indigenous people	Project evaluation	EN	NO	NO	Not relevant
18.	GLO/12/53/NOR	Independent Evaluation of Outcome 17: Gender mainstreaming with the support of Sweden and Norway Partnership Agreements	Inter-Regional	Inter-regional	Gender equality	Partnership Evaluation	EN	NO	NO	Not relevant
19.	GLO/14/52/IRL	Promoting Rights and Opportunities for People with Disabilities in Employment through Legislation. (PROPEL: Phase 2) - Final Independent Evaluation	Inter-Regional	Inter-regional	Disability: Disabled worker, Discrimination, Equal Rights, Gender equality, Labour legislation	Project evaluation	EN	NO	NO	Not relevant
20.	GLO/14/53/IRL	Women's entrepreneurship development and economic empowerment (Irish Aid/PROPEL) Global Component - Final Evaluation	Africa	Africa regional	Employment creation, Gender equality, Small or micro-enterprises	Project evaluation	EN	NO	NO	Not relevant
21.	GLO/14/56/NOR	Outcome 11: Strengthening workplace compliance through labour inspection - ILO-Norway Partnership - Final evaluation	Inter-Regional	Inter-regional	Labour inspection	Project evaluation	EN	NO	NO	Not relevant
22.	INS/12/07/UND	Green livelihood access for Central Kalimantan's inclusive environmental response to climate change - Final Joint Evaluation	Asia	Indonesia	Global supply/value chains, Green Jobs, Indigenous people, Rural economy	Project - under joint programme	EN	NO	NO	Not relevant
23.	INT/00/000/AAA	What works and why? Results of a synthesis review of social dialogue interventions 2002-2012	Inter-Regional	Inter-regional	Labour relations, Social dialogue	Synthesis Review	EN	YES	NO	Not relevant
24.	INT/00/000/AAA	RBSA Support to Selected Country Programme Outcomes (CPOs) Concerning Promotion of Employment during the 2012 - 2013 Biennium	Africa	Africa regional	Employment creation, Social protection	Project evaluation	EN	NO	NO	Not relevant
25.	INT/09/11/EEC	Promoting decent work across borders: A pilot project for migrant health professionals and skilled workers - Midterm Evaluation	Inter-Regional	Inter-regional	Decent work, Employers: Capacity Building, Health services, Migration, Working conditions	Project evaluation	EN	NO	NO	Not relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
26.	INT/09/11/EEC	Promoting decent work across borders: A pilot project for migrant health professionals and skilled workers - Final Evaluation	Inter-Regional	Inter-regional	Migration	Project evaluation	EN	NO	NO	Not relevant
27.	INT/10/07/NET	Combating child labour through education - Midterm Internal Report	Inter-Regional	Inter-regional	Child labour	Project evaluation -Over five million	EN	NO	NO	Not relevant
28.	INT/13/14/CDF	Promoting access to microinsurance for financial inclusion and decent work Phase II 2013-2014 - Interim internal review	Inter-Regional	Inter-regional	Social protection	Project evaluation	EN	NO	NO	Not relevant
29.	IRQ/10/02/FPA	Promoting civic values and life skills for adolescents through education in Iraq - Final internal progress report	Arab States	Iraq	Skills Development, Youth employment	Project evaluation	EN	NO	NO	Not relevant
30.	IVC/12/01/MAS	Creating a protective environment for children in cocoa growing communities in Soubré, Côte d'Ivoire - Final Evaluation	Africa	Côte d'Ivoire	Child labour	Project evaluation	EN	NO	NO	Not relevant
31.	KEN/09/50/USA	Consolidating policy agenda to eliminate child labour within the DWCP for Kenya: Education and youth employment - Final Evaluation	Africa	Kenya	Child labour, Education, Global supply/value chains, Occupational safety and health, Youth employment	Project evaluation	EN	NO	NO	Not relevant
32.	LAO/13/01/IDA	Improving the garment sector in Lao PDR: Compliance through inspection and dialogue - Internal Midterm	Asia	Lao People's Dem Rep	Clothing industry, Labour inspection, Supply or value chains	Project evaluation	EN	NO	NO	Not relevant
33.	LEB/08/01/CAN	Support to public employment services: Strengthening the capacity of the national employment authority - Final Internal Evaluation	Arab States	Lebanon	Employment service, Government: Capacity Building, Skills Development	Project evaluation	EN	NO	NO	Not relevant
34.	LEB/10/03/SDC	Palestinian Women's Economic Empowerment Project - Final Evaluation	Arab States	Occupied Palestinian Territories	Employers: Capacity Building, Gender equality, Informal economy	Project evaluation	EN	NO	NO	Not relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
35.	LEB/10/04/EEC	Action programme for protecting the rights of women migrant domestic workers (PROWD) in Lebanon - Final Evaluation	Arab States	Lebanon	Domestic Work, Gender equality, Labour standards, Migration, Social protection, Working conditions	Project evaluation	EN	NO	NO	Not relevant
36.	LIR/09/01/LIR	Labour-based public works project in Liberia - Final Evaluation	Africa	Liberia	Employment creation, Labour intensive employment, Public Works	Project evaluation	EN	NO	NO	Not relevant
37.	MAG/08/04/NOR	Education for all Madagascar - Final external joint review	Africa	Madagascar	Education	Project External Evaluation	EN	NO	NO	Not relevant
38.	MMR/12/01/RBS	Improving labour market data sources in Myanmar through support to the National Labour Force and School-to-Work Transition Survey - Final Evaluation	Asia	Myanmar	Data Collection and Analysis	RBSA funded activity	EN	NO	NO	Not relevant
39.	MMR/13/51/JPN	Extending social security in Myanmar - Final internal report	Asia	Myanmar	Indigenous people, Social security	Policy evaluation	EN	NO	NO	Not relevant
40.	MOR/12/03/CAN	Jeunes au Travail ? Youth @ Work - Évaluation mi-parcours	Africa	Morocco	Employment creation, Gender equality, Income-generating activities, Skills Development, Vocational Training, Youth employment	Project evaluation -Over five million	FR	NO	NO	Not relevant
41.	MOZ/11/01/CEF	UN Joint programme on social protection in Mozambique - Internal Review	Africa	Mozambique	Social protection	Project evaluation	EN	NO	NO	Not relevant
42.	NAM/08/50/SPA	Promoting and application of indigenous peoples' rights: San peoples of Namibia - Final Evaluation	Africa	Namibia	Indigenous people	Project evaluation	EN	NO	NO	Not relevant
43.	PAK/09/03/CAN	Promoting gender equality for decent employment in Pakistan - Midterm Evaluation	Asia	Pakistan	Communication/Media Strategy, Decent work, Employment creation, Gender equality, Government: Capacity Building, Labour inspection	Project evaluation -Over five million	EN	NO	NO	Not relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
44.	PAK/10/03/OUF	Empowering Vulnerable Groups through Education, Employment and Training (EET) ? Final Evaluation	Asia	Pakistan	Disability: Disabled worker, Global supply/ value chains, Skills Development, Start and Improve Your Business SIYB, Training, Vocational Training, Vulnerable groups	Project evaluation	EN	NO	NO	Not relevant
45.	PAK/13/01/HSF	Livelihood restoration and protection and sustainable empowerment of vulnerable peasant communities in Sindh Province - Joint external review	Asia	Pakistan	Economic reconstruction, Employment creation, Rural economy, Sustainable enterprises, Vulnerable groups	Project External Evaluation	EN	NO	NO	Not relevant
46.	PAK/13/01/HSF	Livelihood restoration and protection and sustainable empowerment of vulnerable peasant communities in Sindh Province - Joint external review	Asia	Pakistan	Economic reconstruction, Employment creation, Rural economy, Sustainable enterprises, Vulnerable groups	Project External Evaluation	EN	NO	NO	Not relevant
47.	PAL/10/01/SDC	Skills development and employment services for the construction sector in the Gaza Strip (has RBSA component)- Final Evaluation	Arab States	Occupied Palestinian Territories	Skills Development	Project evaluation	EN	NO	NO	Not relevant
48.	PHI/08/50/UND	Alternatives to Migration: Decent jobs for Filipino youth - Final Joint Evaluation	Asia	Philippines	Employers: Capacity Building, Migration, Public Private Partnerships	Project - under joint programme	EN	NO	NO	Not relevant
49.	PHI/09/51/UND	Ensuring food security and nutrition for children 0-2 years in the Philippines - Final Joint Evaluation	Asia	Philippines	Social protection	Project - under joint programme	EN	NO	NO	Not relevant
50.	PHI/13/03/AUS	Typhoon Bopha Philippines: Joint response to post-calamity interventions, local resource based employment generation and livelihood recovery Final Evaluation	Asia	Philippines	Economic reconstruction, Employment creation, Global supply/value chains, Income-generating activities, Labour intensive employment	Project evaluation	EN	NO	NO	Not relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
51.	PHI/14/01/UKM	Emergency and recovery support to restart livelihoods in Leyte province - Final Evaluation	Asia	Philippines	Agriculture, Economic reconstruction, Global supply/value chains	Project evaluation	EN	NO	NO	Not relevant
52.	PHI/14/02/JPN	Integrated Livelihood Recovery for Typhoon Haiyan affected communities - Final Evaluation	Asia	Philippines	Economic reconstruction, Global supply/value chains, Humanitarian and Crisis Response	Project evaluation	EN	NO	NO	Not relevant
53.	RAF/09/01/SPA	Gobernanza de la migracion laboral y su vinculo con el desarrollo en Mali, Mauritania y Senegal - Final Evaluation	Africa	Africa regional	Migration	Project evaluation	ES	NO	NO	Not relevant
54.	RAF/10/04/SID	Economic empowerment and HIV vulnerability reduction along transport corridors in Southern Africa - Final Evaluation	Africa	Africa regional	HIV/AIDS, Social protection	Project evaluation -Over five million	EN	NO	NO	Not relevant
55.	RAF/10/51/DAN	Africa Commission: Youth entrepreneurship facility (YEF and YEN): ILO Component - Final Evaluation	Africa	Africa regional	Business development service, Enterprise development, Public Private Partnerships, Small or micro-enterprises, Start and Improve Your Business SIYB, Training, Vocational Training, Youth employment	Project evaluation -Over five million	EN	NO	NO	Not relevant
56.	RAF/10/52/DAN	Projet CEJEDRAO: Renforcement des compétences pour l'emploi des jeunes et le développement rural en Afrique de l'Ouest Bénin et Burkina Faso (phase I) - Evaluation mi-parcours	Africa	Africa regional	Government: Capacity Building, Income-generating activities, Informal economy, Rural economy, Skills Development, Social exclusion, Training, Youth employment	Project evaluation -Over five million	FR	NO	NO	Not relevant
57.	RAF/10/57/FRA	Programme de modernisation de l'administration et de l'inspection du travail pour cinq pays d'Afrique (ADMITRA II) - Midterm Internal Evaluation	Africa	Africa regional	Labour administration, Labour inspection	Project evaluation	FR	NO	NO	Not relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
58.	RAF/11/04/GIG	Public-Private partnership (PPP) between the chocolate and cocoa industry and the ILO in Ghana and Côte d'Ivoire - Midterm implementation review	Africa	Africa regional	Agriculture, Child labour, Global supply/value chains, Occupational safety and health, Public Private Partnerships	Project evaluation	EN	NO	NO	Not relevant
59.	RAF/11/04/GIG	Public-Private partnership (PPP) between the chocolate and cocoa industry and the ILO in Ghana and Côte d'Ivoire - Final Evaluation	Africa	Africa regional	Child labour, Global supply/value chains	Project evaluation	EN	NO	NO	Not relevant
60.	RAS/10/01/AUS	Tripartite action to protect migrants within and from the GMS from labour exploitation - Midterm Evaluation	Inter-Regional	Inter-regional	Forced labour, Global supply/value chains, Migration, Tripartism and constituent partnerships	Project evaluation -Over five million	EN	NO	NO	Not relevant
61.	RAS/12/01/CAN	Tripartite action to protect migrants from labour exploitation (ASEAN TRIANGLE) - Midterm evaluation	Asia	Asian Regional	Migration, Social dialogue, Tripartism and constituent partnerships	Project evaluation -Over five million	EN	NO	NO	Not relevant
62.	RAS/13/50/JPN	ASEAN-focussed labour market governance programme (OSH and industrial relations) - Final Evaluation	Asia	Asian Regional	Government: Capacity Building, Labour relations, Occupational safety and health, Social dialogue, Social protection	Project evaluation	EN	NO	NO	Not relevant
63.	RAS/13/53/JPN	Promotion and building unemployment insurance and employment services in ASEAN countries - Final Evaluation	Asia	Asian Regional	Employment service, Informal economy, Social finance, Social protection	Project evaluation	EN	NO	NO	Not relevant
64.	RAS/13/60/ROK	ILO/Korea Partnership Programme Towards the Realization of the Asian Decent Work Decade - Final Evaluation	Asia	Asian Regional	Capacity building, Decent work	Project evaluation	EN	NO	NO	Not relevant
65.	RER/11/01/EEC	Promoting integration of migrant domestic workers in Europe - Final Evaluation	Europe	Europe regional	Government: Capacity Building, Migration	Project evaluation	EN	NO	NO	Not relevant
66.	RLA/09/05/EEC	Promotion of gender-sensitive labour migration policies in Costa Rica, Haiti, Nicaragua, Panama and the Dominican Republic - Midterm Evaluation	Latin America	Americas regional	Gender equality, Indigenous people, Informal economy, Labour inspection, Migration	Project evaluation	EN	NO	NO	Not relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
67.	SAF/04/54/SAF	Support to the National Department of Public Works on the implementation of the Expanded Public Works Programme (EPWP) in the Limpopo Province - Midterm evaluation	Africa	South Africa SAFR	Enterprise development, Public Private Partnerships, Public Works	Project evaluation	EN	NO	NO	Not relevant
68.	SAF/04/54/SAF	Support to the Limpopo Public Works Department on the implementation of the Expanded Public Works Programme (EPWP) - Midterm Evaluation	Africa	South Africa SAFR	Enterprise development, Public Private Partnerships, Public Works	Project evaluation	EN	NO	NO	Not relevant
69.	SAF/10/01/FCA	Employment creation through small and medium scale enterprise development in Free State - Midterm evaluation	Africa	South Africa SAFR	Employment creation, Enterprise development, Global supply/value chains, Income-generating activities, Small or micro-enterprises, Sustainable enterprises	Project evaluation -Over five million	EN	NO	NO	Not relevant
70.	SAF/11/01/FCA	Public procurement and social economy (PPSE) - Final evaluation	Africa	South Africa SAFR	Global supply/value chains, Public Private Partnerships, Public services	Project evaluation	EN	NO	NO	Not relevant
71.	SOI/11/01/HSF	Human security initiatives for tension reduction, reconciliation and rehabilitation in the Solomon islands - Final Internal Joint Evaluation	Asia	Asian Regional	Armed conflict/crisis, Economic reconstruction	Project - under joint programme	EN	NO	NO	Not relevant
72.	SOM/10/03/EEC	Improvements of livelihoods of vulnerable households in urban and peri-urban areas of Galkayo - Midterm evaluation	Africa	Somalia	Economic reconstruction, Employment creation, Enterprise development, Local economic development, Poverty Alleviation, Public Private Partnerships, Vulnerable groups	Project evaluation	EN	NO	NO	Not relevant
73.	SOM/15/02/JPN	Durable solutions for Somali refugee returnees and IDPs in Baidoa through promoting immediate and sustainable livelihoods - Final evaluation	Africa	Somalia	Economic reconstruction, Income-generating activities, Sustainable enterprises	Project evaluation	EN	NO	NO	Not relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
74.	SRB/10/01/UND	Strengthening capacity for inclusive local development in Serbia - Final Joint Evaluation	Europe	Serbia and Montenegro	Armed conflict/crisis, Economic reconstruction, Local economic development, Skills Development	Project - under joint programme	EN	NO	NO	Not relevant
75.	THA/10/50/USA	Combating the worst forms of child labour in shrimp and seafood processing areas in Thailand - Final Evaluation	Asia	Thailand	Child labour, Fishing	Project evaluation -Over five million	EN	NO	NO	Not relevant
76.	TIM/03/014/C01/11	Rural Development Programme for Timor-Leste (RDP) - Skills Training for Gainful Employment (STAGE)- Final internal report	Asia	East Timor	Economic and social development, Economic reconstruction, Employment creation, Rural economy, Skills Development	Project evaluation	EN	NO	NO	Not relevant
77.	TIM/11/01/EEC	Enhancing Rural Access - Rural roads rehabilitation and maintenance (RDP IV) - Final Evaluation	Asia	Asian Regional	Road construction, Rural economy	Project evaluation -Over five million	EN	NO	NO	Not relevant
78.	TIM/11/01/EEC	Enhancing Rural Access - Rural roads rehabilitation and maintenance (RDP IV) - Midterm Evaluation	Asia	East Timor	Local economic development, Road construction, Rural economy, Skills Development, Training	Project evaluation -Over five million	EN	NO	NO	Not relevant
79.	TIM/12/04/AUS	Training and employment support programme in East Timor (TESP) - Final evaluation	Asia	East Timor	Skills Development, Training, Vocational Training	Project evaluation -Over five million	EN	NO	NO	Not relevant
80.	TUR/13/02/SID	More and better jobs for women: women's empowerment through decent work in Turkey - Midterm Evaluation	Europe	Turkey	Gender equality	Project evaluation	EN	NO	NO	Not relevant
81.	ZAM/12/55/JTI	A programme to reduce WFCL in tobacco-growing communities in Zambia (ARISE I) - Final Evaluation	Africa	Zambia	Agriculture, Child labour	Project evaluation	EN	NO	NO	Not relevant

No	TC Symbol	Title	Region	Country	Theme	Evaluation type	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion: Is the source of the document authoritative or does the document display empirical evidence relevant to the research questions?	Relevance
82.	ZAM/13/01/FIN	UN Green Jobs Programme: Enhancing competitiveness and sustainable business among MMEs in the building construction industry (phase II) ILO Component - Midterm evaluation	Africa	Zambia	Enterprise development, Global supply/value chains, Green Jobs, Productivity, Public Private Partnerships, Small or micro-enterprises, Sustainable enterprises	Project evaluation -Over five million	EN	NO	NO	Not relevant
83.	RAB/12/50/NOR	Developing the capacity of employers' organizations in the Arab Region through effective policy and social dialogue (Regional, Yemen and Jordan)- Midterm Self Evaluation	Arab States	Arab States	Child labour, Employers: Capacity Building, Social dialogue, Tripartism and constituent partnerships	Project evaluation	EN			Not relevant (Duplicate)
84.	INT/00/000/AAA	Annual evaluation report 2013-2014	Inter-Regional	Inter-regional	Organizational issues - Monitoring and Evaluation	Annual Evaluation Report	EN	NO	NO	Not relevant
85.	INT/00/000/AAA	Annual evaluation report 2012-2013	Inter-Regional	Inter-regional	Organizational issues - Monitoring and Evaluation	Annual Evaluation Report	EN	NO	NO	Not relevant
86.	INT/00/000/AAA	Independent evaluation of the International Training Center - ILO Academies	Inter-Regional	Inter-regional	Organizational issues	Organizational review	EN	NO	NO	Not relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
87.		Project Design "Technical Assistance for Improving Social Dialogue in Working Life"	Europe	Turkey	Social dialogue, technical assistance	Project design report	ILO	2016	EN	YES	NO	Not relevant
88.		The Hague Declaration on the Promotion of Workplace Compliance by Economic and Social Councils and Similar Institutions	Inter-Regional		economic and social councils, global supply chains, freedom of association,	Declaration	ILO	2015	EN	YES	NO	Not relevant
89.		Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy	Inter-Regional		social policy, employment, training, conditions of work and life, industrial relations	Declaration	ILO	latest updated - 2017	EN	YES	NO	Not relevant
90.		Standing commitments, GB decisions and requests and follow up to meetings concerning the 2018 – 2019 programme of work of SECTOR	Inter-Regional		SECTOR	Work Programme	ILO	n/a	EN	NO	NO	Not relevant
91.		Mission Report: Dar es Salaam, Tanzania to attend Research Workshop on the Performance of Dispute Prevention and Resolution Mechanisms and Processes for Individual Labour Disputes, 19-20 October 2015	Africa	Botswana, Mozambique, Namibia, South Africa, Tanzania	dispute prevention, dispute resolution, labour disputes	Mission Report	ILO	2015	EN	NO	NO	Not relevant
92.		World Report on Child Labour Economic vulnerability, social protection and the fight against child labour	Inter-Regional		child labour, FPRW, social protection,	Report	ILO	2013	EN	NO	NO	Not relevant
93.		Assessing South Africa's Commission for Conciliation, Mediation and Arbitration (CCMA) - Working Paper No 47	Africa	South Africa	dispute resolution, dispute resolution institutions	Working Paper	ILO	2013	EN	NO	NO	Not relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
94.		BANGLADESH SEEKING BETTER EMPLOYMENT CONDITIONS FOR BETTER SOCIOECONOMIC OUTCOMES	Asia and Pacific Region	Bangladesh	crisis, employment conditions, macroeconomic factors, gender perspective, poverty, labour migration	Study	ILO	2013	EN	NO	NO	Not relevant
95.		Cooperatives and sustainable development	Inter-Regional		cooperatives, social protection, informal sector, SDG	Background Paper	ILO	2015	EN	NO	NO	Not relevant
96.		Emerging trends in employee participation in Sri Lanka - Working Paper No 46	Asia and Pacific Region	Sri Lanka	employee participation, industrial relations, social dialogue	Working Paper	ILO	2013	EN	NO	NO	Not relevant
97.		Employment practices and working conditions in Thailand's fishing sector	Asia and Pacific Region	Thailand	fishing sector, migrant labour, working conditions, forced labour,	Report	ILO	2013	EN	YES	NO	Not relevant
98.		Environmentally sustainable construction in Philippines' social housing sector	Asia and Pacific Region	Philippines	social housing, sustainable construction		ILO		EN	NO	NO	Not relevant
99.		Health workforce: A global supply chain approach - New data on the employment effects of health economies in 185 countries - ESS – Working Paper No. 55	Inter-Regional		health, health sector	Working Paper	ILO	2016	EN	NO	NO	Not relevant
100.		Improving working conditions for domestic workers: organizing, coordinated action and bargaining	Inter-Regional		domestic worker, working conditions, collective bargaining	Issue Brief	ILO	2015	EN	NO	NO	Not relevant
101.		Informal Workers and Collective Bargaining: Five Case Studies	Inter-Regional	Brasil, India, Georgia, Liberia, Uruguay	collective bargaining, informal work	WIEGO Organising Brief	WIEGO	2013	EN	YES	NO	Not relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
102.		Labour administration reforms in China	Asia and Pacific Region	China	labour administration, labour law, labour relations	Report	ILO	2013	EN	YES	NO	Not relevant
103.		MNEs and FoA: Cases of the ILO Committee on Freedom of Association	Inter-Regional		freedom of association, MNEs	Case Studies	ILO	2013	EN	YES	NO	Not relevant
104.		PROMOTING STRONG EMPLOYER AND BUSINESS MEMBERSHIP ORGANIZATIONS IN THE ASIA AND THE PACIFIC REGION	Asia and Pacific Region	Asia and Pacific Region	social partners, strenghtening social partners, representativeness	Report	ACT/EMP - ILO	2016	EN	YES	NO	Not relevant
105.		Reaffirming and promoting rights during transition - Development results 2012-2013	Europe	Arab States	ILO action, social protection, jobs, social dialogue, rights at work	Report	Regional Office for Arab States - ILO	2014	EN	NO	NO	Not relevant
106.		Redistributing value added towards labour in apparel supply chains: Tackling low wages through purchasing practices - Conditions of Work and Employment Series No. 83	Inter-Regional		clothing industry / labour cost / sewing / value chains / wage determination / purchasing / collective bargaining	Report	ILO	2017	EN	NO	NO	Not relevant
107.		IMPLEMENTING THE ROADMAP FOR ACHIEVING THE ELIMINATION OF THE WORST FORMS OF CHILD LABOUR BY 2016 - a Training Guide FOR Policy Makers	Inter-Regional	international	child labour / youth employment / plan of action / national planning	Guide	ILO	2013	EN	NO	NO	Not relevant
108.		Safety and health in the use of chemicals at work	Inter-Regional	international	OSH, chemicals	Report	ILO	2013	EN	NO	NO	Not relevant
109.		Sectoral Studies on Decent Work in Global Supply Chains	Inter-Regional	international	decent work, promotion of employment, value chains	Report	ILO	2015	EN	NO	NO	Not relevant
110.		Social Protection Floors. Volume 1. Universal Schemes	Inter-Regional		social protection floors, universal schemes	Report	ILO	2016	EN	NO	NO	Not relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
111.		Social Protection Floors. Volume 2. Innovations to Extend Coverage	Inter-Regional		social protection floors, innovation	Report	ILO	2016	EN	NO	NO	Not relevant
112.		Social Protection Floors. Volume 3. Governance and Financing	Inter-Regional		social protection floors, governance, social dialogue	Report	ILO	2016	EN	NO	NO	Not relevant
113.		Social protection global policy trends 2010-2015 - From fiscal consolidation to expanding social protection: Key to crisis recovery, inclusive development and social justice	Inter-Regional		social protection, crisis , economic recovery, economic disparity, fiscal policy	Policy Paper	ILO	2014	EN	NO	NO	Not relevant
114.		Tackling informality in e-waste management: The potential of cooperative enterprises	Inter-Regional		waste recycling / electrical appliance, informal economy cooperatives	Report	ILO	2014	EN	NO	NO	Not relevant
115.		Comparative developments in labour administration	Inter-Regional		labour administration, labour law, labour relations	Technical Report	ILO	2016	EN	NO	NO	Not relevant
116.		ILO workshop on labour administration reforms and innovations: efficiency and outreach	Inter-Regional		labour administration, labour law, labour relations, innovations	Technical Report	ILO	2016	EN	NO	NO	Not relevant
117.		The (missing) link between wages and productivity in the Philippines: What role for collective bargaining and the new two-tier wage system? - CONDITIONS OF WORK AND EMPLOYMENT SERIES No. 59	Asia and Pacific Region	Philippines	wages / labour productivity / economic growth / wage structure / trade unionization / collective bargaining / Philippines	Report	ILO	2016	EN	YES	NO	Not relevant
118.		The Challenge of Inequality	Inter-Regional		inequality, economic inequality, social partners, social policy,	Journal	ILO - International Journal of Labour Research (various authors)	2014	EN	YES	NO	Not relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
119.		The road to the ASEAN Economic Community 2015: The challenges and opportunities for enterprises and their representative organizations - ACT/EMP Working Paper No 7	Inter-Regional		ASEAN, social partners, employers, legitimacy	Working Paper	ILO	2014	EN	YES	NO	Not relevant
120.		Promoting Workplace Compliance including in Global Supply Chains: The role of Economic and Social Councils and similar social dialogue - Report on the International Conference convened by the International Labour Organization (ILO), the International Association of Economic and Social Councils and Similar Institutions (AICESIS), and the Social and Economic Council of the Netherlands (SER) institutions	Inter-Regional		social dialogue, social and economic councils	Report	ILO/SER/AICESIS	2015	EN	YES	NO	Not relevant
121.		ENTERPRISE CREATION, EMPLOYMENT AND DECENT WORK FOR PEACE AND RESILIENCE: THE ROLE OF EMPLOYER AND BUSINESS MEMBERSHIP ORGANIZATIONS IN CONFLICT ZONES IN ASIA	Asia and Pacific Region		social partners, employers, decent work, enterprise creation, corporate responsibility, employers organization, armed conflict	Report	ACT/EMP - ILO	2016	EN	YES	NO	Not relevant
122.		Trade unions and worker cooperatives Where are we at?	Inter-Regional		cooperative / workers, trade union role, trade union solidarity working conditions, informal economy	Journal	ILO - International Journal of Labour Research (various authors)	2013	EN	YES	NO	Not relevant
123.		THE IMPACT OF SOCIAL DIALOGUE ON DEVELOPMENT AND SOCIAL INCLUSION IN URUGUAY - Case Study: The National Dialogue on Social Security in Uruguay	Latin America	Uruguay	social dialogue, contribution to development	Report	Cuesta Duarte Institute		EN	YES	NO	Not relevant

No	Code	Title	Region	Geo	Theme	Type of document	Author	Date	Language	Is the topic related to social dialogue as defined by ILO?	Quality assessment criterion	Relevance
124.		Wages and Working Hours in the Textiles, Clothing, Leather and Footwear Industries	Inter-Regional		wages social dialogue labour inspection / textile industry	Issues Paper	ILO	2014	EN	YES	NO	Not relevant
125.		The shifting boundaries of industrial relations: Insights from South Africa	Africa	South Africa	industrial relations, social partners, membership	Journal Article	Webster E. in International Labour Review, Vol. 154 (2015), No. 1	2015	EN	YES	NO	Not relevant
126.		WORKPLACE STRESS: A collective challenge	Inter-Regional		OSH, stress, social partners engagement	Report	ILO	2016	EN	NO	NO	Not relevant
127.		World Report on Child Labour 2015 - Paving the way to decent work for young people	Inter-Regional		child labour / youth employment / international labour standards / transition from school to work / employment creation / hazardous work / decent work	Report	ILO	2015	EN	NO	NO	Not relevant
128.		World Social Protection Report 2014/15 - Building economic recovery, inclusive development and social justice	Inter-Regional		social security	Report	ILO	2014	EN	NO	NO	Not relevant
129.		EU SOCIAL DIALOGUE NEWSLETTER	EU		social dialogue	Newsletter	European Commission	2013	EN	YES	NO	Not relevant
130.		"How to promote a fit for purpose European sectoral social dialogue"	EU		social dialogue	Report	CEEMET and IndustriaAll	2016	EN	YES	NO	Not relevant

ANNEX 4: TERMS OF REFERENCE

ILO EVALUATION OFFICE

TERMS OF REFERENCE

A synthesis review of social dialogue interventions undertaken between 2013-2016 with a focus on lessons learned and what works and why

Final Version April 2017

BACKGROUND¹⁹⁶

1. Social dialogue is one of the four pillars of the ILO Decent Work Agenda. It is defined by the International Labour Organisation to “include all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating to economic and social policy”.
2. Social dialogue can be bipartite, i.e., between workers and employers and their respective organizations; or it can be tripartite, with the direct and formal involvement of the government. For social dialogue to be functional it requires strong, independent workers’ and employers’ organizations with the technical capacity and access to relevant information to participate in social dialogue; political will and commitment to engage in social dialogue on the part of all the parties; respect for the fundamental rights of freedom of association and collective bargaining; and An enabling legal and institutional framework. As an instrument of good governance social dialogue can foster cooperation and economic performance, helping to create an enabling environment for the realization of the objective of Decent Work at the national level.
3. There is no “one size fits all” model of social dialogue that can be readily exported from one context to another; there is a rich diversity in institutional arrangements, legal frameworks and traditions and practices of social dialogue throughout the world. Adapting social dialogue to the specific situation is key to ensuring full ownership and sustainability of the process. As much as social dialogue and tripartite practices may differ from country to country, the overriding principles of freedom of association and the right to collective bargaining remain the same.

¹⁹⁶ See <http://ilo.org/global/about-the-ilo/how-the-ilo-works/departments-and-offices/governance/dialogue/lang--en/index.htm>.

4. The ILO aims to assist member States in establishing or strengthening their social dialogue legal and institutional frameworks, machinery or processes and to build the capacity of tripartite actors to ensure effective social dialogue and tripartism at country level. To do so the ILO implements research programmes on industrial relations and social dialogue trends and formulates policy and training tools to underpin its policy advice and capacity building activities targeting tripartite constituents.
5. It also aims to promote social dialogue within regional or sub regional groupings as means of consensus building, economic and social development, and good governance. The ILO supports member States in establishing or strengthening legal frameworks, institutions, machinery or processes for sound industrial relations and effective social dialogue. It also supports the development of knowledge on global industrial relations, in particular the actors and institutions involved in cross-border social dialogue and agreements.
6. The 2008 Declaration on Social Justice for a Fair Globalization (2008 Declaration) added as a matter of Organization policy, the dimensions of interrelatedness between each of the four strategic objectives. The follow-up to the 2008 ILO Declaration of Social Justice for a Fair Globalization introduced a scheme of recurrent discussions by the ILC to better understand and respond effectively to the realities and needs of the ILO Members regarding the four strategic objectives. Past discussions have focused on Employment (2010), Social Protection (Social Security) (2011), Fundamental Principles and Rights at Work (2012), Social Dialogue (2013); Employment (2014) and Social Protection (Labour Protection) (2015).

Recurrent discussions in the ILO: the 2013 experience with social dialogue

7. Social dialogue was the subject of a recurrent report in 2013¹⁹⁷. The report was based on the contributions from selected focal points from across the Office –both HQ and the field. It drew on a large body of ILO technical reports, desk reviews, published research and policy papers and Governing Body reports relevant to social dialogue produced over a period of ten years, since the adoption of the 2002 ILO resolution on social dialogue and tripartism. It also drew on research and publications produced by other regional, international and national bodies and specialized agencies, as well as by academic and research institutions.
8. The draft Report became the object of three rounds of informal consultations between the Office and the Government, Employers' and Workers' groups. More specifically one informal consultation addressed the report's structure (in the early stages March 2012); a second one presented an annotated outline of the five sections of the Report for feedback (end of November); the final consultation focused on the questions for debate, via email exchange (April 2013). Two Office-wide consultations took place among all focal points at the HQ and field levels, including one with a view to receiving initial advice on the content of the report and another in order to provide fine-tuning comments on the focus and content of the report before its release. The report in its final and approved version became available in April 2013.
9. The ILC recurrent discussion led to the adoption of Resolution and Conclusions of the recurrent discussion as well as a Plan of Action on Social Dialogue adopted by the GB in October 2013. The status of implementation of this Plan of Action was lastly reviewed in March 2016.
10. Since 2012 EVAL has been contributing to the recurrent discussions by preparing companion pieces to recurrent reports to enhance organizational learning. The piece takes the form of a working paper and systematically synthesizes information on results, lessons learned, and good practices. The first of these series was actually on social dialogue entitled: Social Dialogue: What works and why? A

¹⁹⁷ Recurrent report on "Social Dialogue", 2013, http://www.ilo.org/ilc/ILCSessions/102/reports/reports-submitted/WCMS_205955/lang--en/index.htm.

synthesis review 2002-2012. It synthesized results and lessons learnt from completed independent ILO evaluations, impact studies and other research related to social dialogue and was produced by in time for the ILC.¹⁹⁸ This “synthesis review” complemented the 2013 report by providing additional evidence of ILO successful interventions and challenges in the promotion of social dialogue in Member states. Since then two more synthesis reviews have been produced covering social protection (2015) and employment promotion (2014).

Recurrent report discussions in the ILO: The upcoming 2018 ILC discussion on social dialogue

11. The ILC discussion in 2017 of the implementation of the Social Justice declaration led to a resolution to guide future strategic discussions of the ILO on key elements of its work. As per the instructions and suggestions by the GB, the preparation of the new Recurrent Reports as of 2018 would require the following elements:
 - Broad consultations across the ILO and Office-wide collaboration
 - The establishment of a “dedicated small Working Group made up of staff from relevant departments and portfolios to draft the report
 - The establishment of a “Task Team” to provide guidance and advice to the Working Group. (para 22).
12. The structure of the recurrent report is expect to cover:
 - A review and analysis of global trends and challenges and of the diversified needs of the constituents in relation to the strategic objective in question;
 - An assessment of action taken by Members to date so as to identify good practice, gaps and needs;
 - An assessment of action taken by the Organization in terms of governance, standards, programming frameworks, including Decent Work Country Programmes (DWCPs) and major TC projects, knowledge development and capacity building, development cooperation and partnerships. In this respect, the conclusions and action plans following the previous recurrent discussion should serve as the baseline;
 - Consideration of inter-relation between the actions undertaken or promoted by the ILO and those of other international organizations and partner institutions, with a view to assessing synergies and minimizing any contradiction and duplication;
 - An evidence-based analysis on the integrated approach to Decent Work focusing on synergies between the strategic objective being examined and the other three.
 - Proposals for future priorities and activities.” (para. 23)
13. The GB also put forward a number of innovative suggestions which could shape, as of 2018, both the process leading to recurrent discussions and the content of the Reports. Some of the points relevant to the content of the recurrent report are put below:
 - Assess the extent to which “changes in the world of work have had an impact on social dialogue”;
 - Assess and discuss action taken under this strategic objective in accordance with the on-going action plan (2014–17)”;

¹⁹⁸ ILO (Evaluation Office), 2013. “What works and why? Results of a synthesis review of social dialogue interventions 2002-2012”, April; http://www.ilo.org/ilc/ILCSessions/102/reports/reports-submitted/WCMS_212381/lang--en/index.htm.

- Contribute to the theme of “empowering people and ensuring inclusiveness and equality which would provide an opportunity to discuss the role of tripartism and social dialogue in the context of the 2030 Agenda for Sustainable Development”
 - Inform the discussions concerning the Future of Work at the International Labour Conference in 2019”.
14. The Governance and Tripartism Department (GOVERNANCE) has been assigned to coordinate the drafting of the recurrent report on Social Dialogue and Tripartism as well as the organisation of the relevant discussion in 2018 International Labour Conference (ILC).

GOVERNANCE provides advice and assistance on a range of topics related to the governance of labour and employment relations, including social dialogue and tripartism. It provides technical inputs for labour law reforms based on ILO conventions and recommendations. It renders state-of-the-art technical support and capacity-building to labour inspectorates and labour administrations in general and assists in developing strategies to achieve compliance with labour laws and occupational safety and health standards. GOVERNANCE has focused its works on the integrated approach where each category works as part of a mutually reinforcing and coherent approach. It advocates and helps constituents to build strong and functional institutions and processes for social dialogue. It carries out technical cooperation, research and advocacy functions to assist ILO member States to respect, promote and realize the fundamental principles and rights at work, which are: freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation. It also includes the Better Work Programme which is a joint ILO and IFC technical programme to improve the working conditions in ready-made garment and footwear industry in several countries through participatory and multi-stakeholder arrangements.

PURPOSE AND SCOPE OF THE ASSIGNMENT COORDINATED BY THE ILO EVALUATION OFFICE (EVAL)

15. The purpose of this assignment coordinated by EVAL is to contribute to organizational learning and to provide effective guidance to the constituents of the Office on their future work in developing and enhancing social dialogue. It is aimed at strengthen the Office’s capacity to make decisions in an evidence-based manner from evaluation results. In this regard, the findings from this assignment should be analysed and documented in a structured and systematic manner, clearly identifying what works, for whom, and why. The recurrent report on Social Dialogue and Tripartism could use part of the results in view of ensuring consistency between the two reports.
16. While the focus of the study is on social dialogue actors and institutions and projects and studies directly related to the topic, it will also have to look at the integrated and interrelated nature of action and results. This will require the inclusion of projects and activities that were not focussed on strengthening social dialogue as such but had a strong social dialogue-related component. This would also be in line with the principles of the Sustainable Development Goals, including in particular SDG 8 on Decent Work and Economic Growth and SDG 16 on just, peaceful and inclusive societies.
17. While the exact scope and research questions will be determined as part of the initial work on the methodology through the use of the Rapid Evidence assessment methodology, the following are some of the key questions the synthesis study will assess
- What are the trends and “good practices” in ILO social dialogue interventions at all levels?
 - Under what conditions do social dialogue interventions contribute most to strengthening the institutional capacities of the ILO constituents?
 - What are the external and contextual factors that can determine success or failure of ILO social dialogue-related interventions (e.g. fragile states, economic crisis, governance issues, institutional gaps, political will, massive and rapid transformations in the world of work, deepening regional integration, etc.)?

- Social Dialogue is a cross-cutting theme in the majority of ILO interventions and standards. To what extent do the social dialogue components integrated in various ILO projects on different themes (e.g., employment promotion and income generation, social security/protection, promotion of freedom of association and collective bargaining, non-discrimination, etc.) contribute to implementation and outcomes of such projects?”
 - How are synergies achieved, between Programme and Budget, DWCPs and TC projects in this area; does the absence of a specific Policy Outcome in the on-going Programme & Budget affects positively or negatively such synergies?
 - To what extent is social dialogue in practice linked to the other ILO strategic objectives as stipulated in the 2008 Declaration on social justice for a fair globalisation? And, if not, what are the key challenges preventing such a linkage?
 - What is the evidence for the contribution of social dialogue to sustainable development, through ILO interventions?
 - What is the evidence for mainstreaming gender equality and strengthening women’s voice, through ILO interventions?
 - What is the importance of having strong employers’ and workers’ organisations for effective social dialogue and to what extent have the many TC projects whose aim is to strengthen the capacity of the social partners been successful.
18. Additional synthesis questions will be identified by the consultants in light of the documentation review. In general, relevant areas of questions and focus from previous systematic reviews should be considered as part of the development of the specific methodology and questions.

METHODOLOGY AND PROCESS

19. The work will mainly consist of a desk-based review of evaluations and studies (both published and unpublished) related to social dialogue in order to consolidate and synthesise key results and lessons learned, and to make these findings accessible and useful to ILO officials and constituents.
20. EVAL will provide a list of relevant documents collected internally, including but not limited to: independent project evaluations, external evaluation reports, and high-level policy or strategy evaluation reports. To the extent possible non-evaluative reports within and outside the ILO should be included, if these are evidencing the work ILO and others have done related to social dialogue. Discussions with key ILO officials can be organized, if necessary. ILO Evaluation reports will be available based on key words covering both the social dialogue category and other related topics.
21. The final methodology to be used should ensure that the findings are accurate, methodologically sound, comprehensive, and unbiased. It is required to have:
- Clear criteria for eligible research, including the possible inclusion/exclusion criteria for source selection,
 - Explicit and comprehensive search strategy,
 - Systematic and replicable coding and data extraction strategies and procedures,
 - Means to address risk of bias and quality control, and
 - Analytical approach to be taken (e.g. quantitative meta-analysis, qualitative thematic synthesis, realist synthesis, a mixed approach, etc.).
22. For a sample format and guidelines, please see *Campbell Collaboration Systematic Reviews: Policies and Guidelines*: http://www.campbellcollaboration.org/lib/download/3308/C2_Policies_Guidelines_Version_1_0.pdf.

23. The proposed methodology of the consultants/company selected to do the assignment will be included in the TORs as an annex.

KEY DATES AND DELIVERABLES

24. It is expected that the consulting work will be carried out over a period of maximum three months.
25. The consultant(s) will be expected to deliver the following:
- **An inception report** including a draft report outline; a detailed work plan, a list of possible additional data/information sources to be consulted; and a detailed methodology and work plan. This should include, among others, a description of the key questions to be addressed; the analytical approach to be taken (with details regarding the aspects and topics that will be addressed quantitatively and/or qualitatively); the search strategy and a protocol for the review; possible inclusion/exclusion criteria for the selection of documents; the coding strategy; the means to address risk of bias and quality control. The approach taken should take into account the specificities of synthesis reviews of international development interventions. EVAL will be invited to review and comment on the inception report, and the consultant will respond in writing to all received comments. The inception report must be approved by EVAL before work can proceed.
 - **A draft report** based on the approved inception report. The draft report will present the analysis of the selected documents and key findings, and will include an executive summary. It will be written in English and be no longer than 50 pages, including the executive summary, but excluding the annexes. The draft report will be presented to EVAL and key stakeholders for comments, and the consultant will respond in writing to all comments received. EVAL will conduct quality assurance/peer review of the draft version of the report.
 - **A final report** which will present the completed analysis and must respond appropriately to comments and feedback from key ILO officials. The final report must have a high-quality executive summary no longer than 10 pages.

Time frame

26. The following is the proposed schedule

Tentative Schedule: Synthesis Review social dialogue – lessons learned			
Dates	Tasks	Responsible	Outputs/ Deliverable
<i>Inception Phase (May)</i>			
May 8-10	Initial briefing visit by Team leader and one team member to fine-tune the methodology, documents and format of inception report	Team of consultants and EVAL	Briefing visit and agreed format for inception report
May 10-12	Refinement of method, research tools and inception report	Team	Inception Report
<i>Review Phase (May-June)</i>			
15-19 May	Defining the research questions, search strategy and protocol through dialogue with EVAL	Team and EVAL	Updated Inception report (covering the elements in this phase)
19 May- 6 June	Data screening and Synthesis	Team	
<i>Reporting Phase (June-July)</i>			
6-18 June	Draft report		Draft report

Tentative Schedule: Synthesis Review social dialogue – lessons learned			
Dates	Tasks	Responsible	Outputs/ Deliverable
19-24 June	Comments on report by EVAL and technical department	ILO	Consolidated comments
25-27 June	Final report (including de-brief visit end June)	Team	Final Report with a concise executive summary
<i>Final Report Processing</i>			
29 June to 15 July	Minimum editing and posting on the net	EVAL/ILO	Report posted on web

27. The inception report should be submitted to EVAL within two weeks after signing of the contract. The consultant will have six weeks to submit the draft report, and the final report should be submitted within two weeks of receiving comments.

MANAGEMENT, COORDINATION, AND RESPONSIBILITIES

28. The lead consultant will report to EVAL on all aspects of consultancy deliverables and day-to-day work schedules. EVAL will provide support in accessing key internal documents and reviewing protocols and will facilitate meetings with key stakeholders, if necessary. Monitoring of progress will be ensured through weekly exchanges between EVAL and the consulting team. A separate detailed budget is available.

Quality assurance

29. The consultant will be required to ensure the quality of data (validity, reliability, consistency and accuracy) throughout the analytical and reporting phases. It is expected that the report shall be written in an evidence-based manner such that all observations, conclusions, recommendations, etc. are supported by evidence and analysis.

PROFILE AND QUALIFICATIONS OF THE SYNTHESIS REVIEW CONSULTANTS

30. The review will be carried out by a team of consultants with the following qualifications and profile combined:
- Knowledge and understanding of UN, ILO and related labour issues; including relevant contextual knowledge
 - Demonstrated familiarity and knowledge of the methodology relevant for this topic, with demonstrated understanding of issues of validity, reliability and feasibility of methodology
 - Strong evaluation and related applied research background
 - Demonstrated track record
 - Appropriate balance of contextual knowledge, technical specialist, relevant prior experience and all three working languages (English, French and Spanish) with fluency in English as the report will be in (spoken and written) is essential;
 - Prior knowledge of the ILO's roles and activities and understanding of social dialogue issues;
 - Demonstrated analytical skills are essential;
 - Prior experience on systematic reviews, and/or on the synthesis of large volumes of quantitative and qualitative information is preferable; familiarity with the quality standards required by the Cochrane or Campbell Collaborations would be an asset;

31. All team members should have proven ability to work with others in the development and timely delivery of high-quality deliverables.
32. The organisation of the work will be specified and explained clearly in a detailed timeline as part of the inception report.

Selection of the review team

33. Based on a call for expression of interest with a short proposal, a shortlist was established using rating criteria as per above requirements. A further more detailed proposal was obtained from the shortlisted candidates, further rating done and a final selection was done. In doing so, EVAL allocated greater importance to technical factors including the design and methods proposed than to cost factors. Proposals were assessed in terms of best value to the ILO, with price and other factors considered.
34. The selection process was competitive. The main selection criteria have been the design and methods proposed, the calibre of the consultant(s), the availability of the consultant(s) and price. A team of consultants has been preferred, so that the documents are screened and analysed independently to limit bias. The organisation of the work was specified and explained clearly in the proposal, as was the composition of the team and the qualifications of individual team members.