“Comparative Experiences in dealing with Economic and Social Development Issues”

FINAL REPORT

Bridgetown, Barbados, 17-18 May 2011

ILO Decent Work Team and Office for the Caribbean
1. The Government and Social Partners of Barbados and the International Labour Organization (ILO) convened the Tripartite Caribbean Symposium on Tripartism and Social Dialogue in Bridgetown, Barbados from 17-18 May 2011. The Tripartite Symposium, held under the theme “Comparative Experiences in dealing with Economic and Social Development Issues,” brought together 122 delegates, representing 13 countries and 7 non-metropolitan territories of the English- and Dutch-speaking Caribbean. The speakers at the Symposium were drawn from tripartite constituents (governments, employers and workers’ organizations) in the Caribbean, as well as from Mauritius and Singapore, and from academia.

2. The Symposium provided an opportunity for constituents in the sub-region to discuss the rationale, functions and dimensions of social dialogue and the potential that tripartism and social dialogue offer for dealing with economic, social and development policy issues in the Caribbean. These topics included the promotion of national economic and social development, productivity improvement, social and labour aspects of regional integration and the maximization of social and labour benefits from external trade and investment agreements.

Opening Ceremony

3. Mr. Martin Cox, Permanent Secretary, Ministry of Labour, Barbados, in welcoming the delegates, established the context for the Symposium, noting that its objective was to promote consensus building and the involvement of key stakeholders in identifying solutions to economic and social issues at the enterprise, national and regional level. He concluded with the hope that the Symposium would help to identify best practices which could deepen and strengthen the systems of social dialogue across the region.

4. Ms. Elizabeth Tinoco, Assistant Director-General of the ILO, and Regional Director for Latin America and the Caribbean, noted that the deepening of social dialogue has been identified as a priority in development agendas, and was promoted as a tool for economic recovery in response to the global economic crisis. Many countries utilized social dialogue to develop policies and programmes in response to the current global economic crisis. The delegates at the ILO’s 17th American Regional Meeting in Santiago, Chile (December 2010) called for deeper and more effective social dialogue for the promotion of economic and social development through: (i) the creation of new opportunities for decent work through enterprise development; (ii) enhanced recognition of freedom of association and respect for collective bargaining; (iii) the promotion of social protection and the ratification of the Social Security (Minimum Standards) Convention, 1952 (No. 102); (iv) the promotion of economic competitiveness with social cohesion through the promotion of the fundamental principles and rights at work, and, strengthening labour market institutions.

5. The ILO’s Regional Director recalled the commitments made during 16th OAS Conference of Labour Ministers in Buenos Aires to strengthen the tripartite partners and institutions of social dialogue, and to foster a participatory approach to developing economic and social policies. She noted that those commitments were consistent with those made in
2006 when the participants at the Tripartite Caribbean Employment Forum resolved to deepen and promote tripartism and social dialogue to support good governance at the national and enterprise levels. Similarly, at the Caribbean tripartite Symposium on the Global Financial Crisis (Jamaica, 2009), it was agreed that the promotion of human prosperity after the crisis would involve the development of sustainable solutions through social dialogue. Ms. Tinoco called for job creation to be a fundamental objective of macroeconomic policy, adding that such a transition might curtail the political tension and instability that could be created by unemployment and inequality. She invited constituents to use the Global Jobs Pact as a framework for national and regional initiatives to strengthen the institutions and practice of social dialogue. She affirmed the ILO’s commitment to strengthening tripartism and social dialogue, promoting growth with decent and productive work, and realizing the Millennium Development Goals in the Caribbean. She added that the ILO’s technical cooperation would include the facilitation of South-South cooperation between Latin America and the Caribbean. In closing, Ms. Tinoco noted that the Symposium itself provided a good example of South-South cooperation with the participation of delegations from Mauritius and Singapore, and it exemplified cross-sectoral dialogue through the involvement of various institutions.

6. **Mr. Marcel Meyer**, President of the Caribbean Employers’ Confederation (CEC) expressed his Organization’s commitment to good industrial relations practices for enhancing productivity and prosperity in the sub-region. Mr. Meyer highlighted that over the last 50 years, the Confederation had provided a regional network which allowed employers to be actively involved in social dialogue to facilitate regional integration with the support of the ILO. He opined that the European Union’s provision of funding for the institutional strengthening of non-state actors and the promotion of social dialogue under the European Union-CARIFORUM Economic Partnership Agreement and other international agreements, underscored the international commitment to such efforts. While recognizing the role of the Council for Human and Social Development (COHSOD) of the Caribbean Community (CARICOM), Mr. Meyer called for the establishment of a framework to institutionalize dialogue on regional social and economic issues, through the creation of a regional economic and social council.

7. **Senator David Massiah**, President of the Caribbean Congress of Labour (CCL) used the context of the current global economic crisis to highlight the significance of social dialogue. He made reference to the Caribbean Development Bank (CDB)-ILO Symposium on the impact of the global crisis where participants shared their experiences and made proposals for recovery. That Symposium provided an opportunity to examine models for social dialogue and identify best practices which could be replicated across the Caribbean and adopted for the development for a regional mechanism within the CARICOM Single Market and Economy (CSME). He explained that the crisis resulted in job loss in both the public and private sectors as there was limited fiscal space to buffer the effects of the crisis. Senator Massiah emphasized the role that social dialogue mechanisms could play in both short-term and long-term macroeconomic policies to ensure workers’ welfare. It would require the reorganization of national economic systems to promote economic development and decent work.
Sir Roy Trotman, Worker Vice-Chairperson of the ILO Governing Body, welcomed the participants to Barbados, and in particular, the tripartite delegations from Singapore and Mauritius, two countries that have shown remarkable growth in development by placing confidence in education and in their people. He referred to the tripartite Symposium at the International Labour Conference (Geneva, 2010) at which Singapore and Belgium, joined by Barbados, shared their experiences in using tripartism to address the social and labour effects of the global economic crisis. That enriching experience was now being brought to the Caribbean to allow governments, employers and workers to get a better understanding of social dialogue and of the importance of collaboration. He noted with appreciation that the ILO had given significant support to Caribbean constituents in the area of tripartism and social dialogue, and for the promotion of decent work within their national development strategies. He also highlighted the work being carried out under the ILO programme on Occupational Safety and Health and the Environment (OSHE) in the Caribbean which was launched in February 2011.

Dr. The Honourable Esther Byer-Suckoo, Minister of Labour of Barbados, provided a brief historical review of the Social Partnership in Barbados, which is the institutionalized mechanism for social dialogue at the national level. She explained that the establishment of the Social Partnership was a response to the economic crisis of the early 1990s. The structural adjustment programmes implemented by the Government of Barbados in collaboration with the International Monetary Fund had given rise to widespread protest. Social dialogue provided a mechanism to address the industrial unrest and socio-economic problems. A tripartite Social Partnership was born and six Protocols had been negotiated up to 2011. The Protocols established national policy to address economic and social issues and tripartite commitment to the recommended actions. The Social Partners in Barbados established in October 2008, a special working group on the economy to address the most recent global economic crisis. The resultant Plan included a modest stimulus package and structural reforms in the economic and social spheres. The Plan provided the basis for a more comprehensive Medium-term Development Strategy for Barbados for 2010-2014, with a focus on maintaining macroeconomic stability through sustainable fiscal austerity measures.

Minister Byer-Suckoo voiced her support for regionalism and encouraged participants to use the Symposium as a means to share and learn from each other’s experiences. She noted that the purpose of a social partnership was to establish an agreed framework and understanding of mutual rights and responsibilities. The aim was to cooperate for the attainment of a common vision. She noted that the CARICOM Report on a ‘Single Development Vision’, which was prepared under the leadership of Professor Norman Girvan, provides a roadmap for the implementation of the CSME. That Report recognized the important role of social partnerships for advancing the CSME. The Caribbean Business Council established in June 2006 marked a significant step towards providing a mechanism for dialogue and consultation, and for the forging of a dynamic public-private partnership that is key to strong economic growth and productivity. Minister Byer-Suckoo saw the Council as a viable mechanism for strengthening regional integration and she encouraged a resurgence of its activity. The Minister noted that ILO would be celebrating the 100th anniversary of the International Labour Conference and commended its efforts in promoting a fair globalization that recognized the balance between economic development and social
progress through the decent work agenda. The Minister concluded with a special welcome to the tripartite representatives from Mauritius and Singapore. Acknowledging that those countries had successfully used social dialogue in response to the challenges arising from the global crisis, the Minister said that she looked forward to a rich exchange of ideas on tripartism and social dialogue.

**Presentation of Background Paper on the experiences of the social partnership arrangement established in Barbados**

11. The first session of the Symposium was chaired by Ms. Shelly Carrington, Deputy Permanent Secretary of the Ministry of Labour of Barbados. Professor Andrew Downes, Professor of Economics and Director of the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) University of the West Indies, Cave Hill Campus and Dr. Lawrence Nurse, Senior Lecturer, Department of Management Studies (UWI) presented a background paper on the Social Partnership in Barbados, looking at the experiences and the impact of the partnership. Professor Downes and Dr. Nurse collaborated on a study of the Social Partnership in Barbados. They examined its role, functions and impact since previous assessments (i.e. Fashoyin (2001, 2004) and Downes and Nurse (2004)), and identified new perspectives on the Partnership.

12. The Social Partnership was created in response to the economic crisis in Barbados in 1991, and the concerns about maintaining the country’s fixed exchange rate, escalating wages, and inflation. Under the Partnership, six protocols have been developed to date. Protocol I, signed in 1993, focused on prices and incomes policy, and resulted in a wage freeze. A shift to a wider focus, encompassing areas such as human resource development, crime, poverty alleviation, employment, HIV and AIDS, globalization, green economy, service quality, and health, did not occur until the Third Protocol was brokered in 1998. According to Professor Downes that “institutional framework” provided the basis for the analysis, from the perspectives of “organizations” and “rules of the game.” He posited that the Social Partnership constitutes an institution. The Protocols establish a set of behavioural rules. There are institution-building processes such as goal setting and information sharing. The Social Partnership might therefore be viewed as a process of social/institutional engineering aimed at creating a mechanism for accommodating arrangements for mutual gain. The Partnership comprises multiple stakeholders with competing interests, which must be accommodated. It enhances the governance process in Barbados, particularly where collective action is required for achieving specific goals. The Social Partnership in Barbados emerged from a process of social dialogue and tripartism, based on ILO principles. It supports the voluntarism of the collective bargaining process and the management of industrial relations. Some of the key success factors are trust, information sharing, goal setting and capacity building.

13. The study entailed a survey of 75 establishments in Barbados, from which 68 responses were received. There was also a review of budgetary speeches, reports of agencies (such as the Ministry of Labour, Barbados Employers’ Confederation, Barbados Workers’ Union, and the National Productivity Council) and interviews with key informants (including officials of Government, labour unions and staff associations, employers’ organizations, and non-governmental organizations). The findings were that the Social
Partnership played an important role in the handling of economic crises in Barbados, (e.g. Protocol I (1991-1992); Protocol IV (2001); and Protocol V (2008-2009)), and had contributed significantly to arrangements for the Structural Adjustment Strategy (1994); the National Emergency Economic and Financial Programme (NEEFP) (2001); and, the Barbados Short- and Medium-Term Action Plan (2008). The Partnership had been consulted on major issues of social and economic importance such as the National Development Strategy (2006-2025); the Registered Saving Plan, divestment of public companies and purchase of shares; wage restraint and moderation; labour legislation and practices; and strategies for job retention during the economic crisis (2008-2009).

14. In his report on the responses from key informants, Dr. Lawrence Nurse noted that the general perception was that the Partnership had a positive impact on the society and economy and had contributed to an improvement to relations between employers and trade unions. There was, however, need for more information sharing and openness, and for a demonstration of trust. A number of challenges facing the Social Partnership were identified. These include: ensuring that the principles of the Partnership are transmitted to the enterprise level; effective communication on and public awareness of the activities of the Partnership; and the honouring of commitments and obligations by the individual partners and the Partnership itself. Some of the factors identified as key contributors to the Partnership’s sustainability were: the political support and commitment of successive governments; the collective allegiance to the underlying philosophy of the Partnership; and, the strong leadership of and support from the social partners. Some of the recommendations put forward by key informants for enhancing the Partnership’s operations and ensuring its sustainability in the future were: the fostering of a climate of trust and openness, accountability and transparency; implementing the commitments set out in the various Protocols; establishing a strong Secretariat and acquiring the requisite financial resources for its operation; and, communicating with and raising the awareness of the public on the activities of the Social Partnership. There was consensus that the Social Partnership played a critical role in mitigating the adverse effects of economic crises; and that it helped the social partners to strive for the common good. Honesty, openness, high levels of trust, accountability, transparency, a willingness to compromise and information sharing are essential to its success.

15. In his response as discussant, Professor Omotayo Fashoyin, Professor of Labour and Employment Relations, Department of Industrial Relations and Personnel Management, Faculty of Business Administration, Lagos, Nigeria, drew attention to the point made by Professor Downes and Dr. Nurse that the Social Partnership in Barbados originated in response to a crisis, adding that this was not peculiar to Barbados and had occurred in other parts of the world during the late eighties and early nineties. He pointed out that when social dialogue was examined in terms of consultation, participation and information sharing, it concerned governance. Through governance, the participation and cooperation of key actors are enlisted – in this case employers and workers. Professor Fashoyin noted that this concept was addressed in several ILO instruments. He cited the example of the 2008 global economic crisis, noting that countries with social partnerships in place had no difficulty in resorting to this mechanism to address the labour market challenges which accompanied the crisis. In addition to Barbados, Mauritius and Singapore were examples of countries with social partnerships which had dealt successfully with the crisis. Professor
Fashoyin emphasized that this exemplified good governance – bringing Government, employers and workers together for consultations on the labour market and social policy issues. In the context of the global economic crisis, the key issue was jobs. The challenge was the retention of critical staff during the crisis, and addressing issues related to the training and retraining of staff. Singapore was a good case study in that regard. The Scandinavian and Nordic countries as well as Japan were cited as examples of countries with strong social partnerships and systems for consultation on labour market-related issues, national competitiveness, and for the development of economic and social policies.

16. Professor Fashoyin identified a number of conditions which were critical to sustainable partnerships. In his opinion, strong, independent partners were needed; trust among the partners was essential; a shared view and clarity with respect to the direction in which the economy should be taken was critical; the resolve to address issues together was important; and, a readiness to compromise on strong decisions and to reach a common understanding on the ways to reach desired ends. In addition, information sharing was highlighted as a key condition for success, as well as compliance. Professor Fashoyin placed emphasis on the need to follow through and implement decisions. A high level of institutionalization was also required. Mauritius, Norway, Singapore and Sweden were cited as examples of countries where partnerships were institutionalized. In closing, the Professor noted that Barbados, Mauritius and Singapore were cases of sustainable partnerships that enabled a smooth transition from crisis to economic prosperity. He concluded that there were social value and merit in establishing social partnerships, and assured participants that the benefits, as exemplified particularly by the case of Singapore, would be highlighted during the Symposium.

17. In the question and answer session which followed, the Chairperson, Ms. Carrington, invited the delegations from Singapore and Mauritius to comment on the presentations made during the session. Singapore commended the Barbados Partnership on its accomplishments to date, and enquired how the required levels of trust, transparency and information sharing were achieved among the stakeholders. The delegates of Mauritius also commended Barbados, and asked about the success of initiatives taken in response to the crisis. Participants from the Caribbean inquired how decisions from the Partnership were translated into action, and how issues concerning trust were handled. It was suggested that the information from the study would be more meaningful if it were contextualized (e.g. into specific sectors). In response, the presenters explained that there had been no systematic measurement of the levels of trust, transparency and information sharing in the Partnership, but that the more governments, employers and trade unions collaborated on and understood issues of national interest, the more trust was built. They explained that about 30-35 per cent of the workforce in Barbados was unionized. Monthly meetings of the Social Partnership were held under the chairmanship of the Minister of Labour. Matters of state and national interest were discussed and records were kept of the discussions and decisions.
Panel 1
Social dialogue and social partnership as a means to advance national economic and social development

18. **Professor Andrew Downes** chaired the panel on “Social dialogue and social partnership as a means to advance national economic and social development.” The Panel comprised the **Honourable Christopher Sinckler**, Minister of Finance and Economic Affairs of Barbados, **Mr. Hawazi Daipi**, Senior Parliamentary Secretary, Ministry of Manpower and Ministry of Health of Singapore, and **Mr. Edley Armoogum**, Assistant Director, Ministry of Labour, Industrial Relations and Employment of Mauritius.

19. **Minister Sinckler** gave an overview of the genesis and development of the Social Partnership in Barbados since its beginnings in 1991. The Minister explained that in its initial stages the Partnership served as a management tool and added that it was interesting to see how the process had evolved and that it was still being called upon to deal with issues related to the more recent financial crisis. It established certain parameters within which to operate and deal with economic issues. Minister Sinckler noted that the agreements between the Government, employers and trade unions had evolved over time to include social development matters, but he indicated that the Partnership was initially envisaged as a mechanism for developing national consensus on the steps required to mitigate the impact of the 1991 crisis, particularly with regard to decisions on the appropriate macro-economic framework for rebalancing the economy of Barbados. Broad objectives were set with the aim of stimulating economic growth; they included the establishing of predictability with respect to wage and salary negotiations. That subject was addressed in the context of the first Protocol on incomes and wages. The Minister stated that Barbados had benefited economically from having a level of predictability with very few hiccups being experienced. In his view, national consensus had become a critical element in the management of the economy of Barbados, and there was value in having a tool which assisted in achieving national consensus on broad macro-economic objectives.

20. Minister Sinckler put forward several points for consideration. The first concerned the distribution of assets; the Minister questioned whether the Social Partnership allowed for an understanding of how the gains of the economy could be evenly distributed among segments of the population. He suggested that one area which could be assessed is whether there had been a better distribution of wealth during the 15 years of the Partnership’s existence compared with the period preceding its establishment. The Minister also questioned whether the Partnership had been able to move the structures of the economy to facilitate greater and wider ownership among persons for whom such access would not have been possible prior to the institutionalization of social dialogue. He questioned whether, after 15 years of structured social dialogue, consideration had been given to the kind of economy desired, and how it should be managed. He asked whether the Partnership had accepted the current economic model and fashioned Protocols in a way that contributed to rather than challenged the current thinking in this regard. In closing, he questioned whether the Social Partnership could withstand the challenges associated with the economic reform and restructuring which might be deemed necessary to ensure the
The sustainability of Barbados’s small vulnerable economy. The Minister posited that those were some important matters for consideration in moving forward.

21. **Mr. Hawazi Daipi** provided a brief introduction to Singapore and its economy. He explained that although the process of social dialogue was referred to a ‘model’, in Singapore the process was regarded as “a journey”, which is intended to redound to the benefit of its people. He noted that Singapore’s small size and lack of resources made it reliant on its human resources, and required it to be competitive. Although the journey had been an arduous one, and initially, in the 1950s, the relationship between employers and workers was adversarial, it gradually improved to become one of mutual tolerance in 1970s and 1980s, and more cooperative in 1990s. There was now a relationship based on mutual respect. There are very few strikes, and great improvement in number of work days lost. Mr. Daipi acknowledged Government’s role as a major decision-maker, but noted that decisions were based on consultation and active participation. The general acceptance of the principle of participation in decision-making processes has resulted in harmonious industrial relations. A number of tripartite committees and working groups have been established including the Tripartite Review Committee on the Employment Act, 1994-1995; the Tripartite Panel on Retrenched Workers, 1998; the Tripartite Committee on Portable Medical Benefits, 2000-2001; the National Tripartite Advisory Panel on Family-friendly Practices, 2004; the Tripartite Implementation Workgroup, 2007; and the Tripartite Committee on Work-related Benefits for Low-Wage Workers, 2007. In addition, there are several working groups on various aspects of labour legislation. Mr. Daipi highlighted the National Wages Council as an example of tripartite cooperation, noting that the Council laid the foundation for the development of strong tripartism in Singapore. The Council formulated guidelines on the basis of consensus to minimize wage disputes and promote union-management cooperation. The National Tripartite Advisory Panel on Family-Friendly Practices (2004), established with the aim of promoting healthy work-life balance, was cited as another example of a successful tripartite body.

22. Mr. Daipi provided details on some of the mechanisms which had been put in place in Singapore to mitigate the impact of the economic downturn of 2008-2009. The Tripartite Upturn Strategy Team (TRUST) was established in 2009 as a means of saving jobs, making retrenchment a measure of last resort. It was premised on shorter work weeks and increased opportunities for training. The Skills Programme for Upgrading and Resilience (SPUR) was a subsidized initiative, established to retrain workers in anticipation of a rebound in the economy. Mr. Daipi pointed out that while workers had to sacrifice initially, they subsequently enjoyed a considerable pay bonus – in some sectors, equivalent to nine months’ salary. In conclusion, Mr. Daipi emphasized the benefits to be derived from effective and institutionalized tripartism.

23. **Mr. Edley Armoogum** gave a brief introduction to Mauritius, its demographics, economy and administrative system. He underscored the strong commitment of Government and the social partners to the achievement of decent work for all, adding that social dialogue was firmly established in Mauritius. The National Tripartite Forum was cited as an example of a tripartite body which had been set up under the chairmanship of the Minister of Labour and Industrial Relations and Employment, to promote effective social dialogue and achieve consensus on issues of national importance, including employment-
related issues. In addition to the main committee, there were several technical committees to examine proposals on matters relating to economic and social development, labour legislation, labour market and employment creation. He apprised participants of the roles and functions of certain specialized tripartite bodies such as the Labour Advisory Council, the Occupational Safety and Health (OSH) Advisory Council, the National Economic and Social Council, and the National Productivity and Competitiveness Council. The Labour Advisory Council, under the chairmanship of the Director of Labour, Industrial Relations and Employment, was established within the framework of the Employment Rights Act. It dealt with employment-related matters, including the review and enforcement of the Employment Rights Act, as well as the application of and reporting on ILO Conventions. The OSH Advisory Council provided advice and assistance on matters pertaining to the safety, health and welfare of employees; the National Productivity and Competitiveness Council was set up with the aim of fostering a culture of productivity, promoting good governance and strengthening social capital; while the National Economic and Social Council was intended to foster consensus-building through dialogue among the social partners and other stakeholders, and as a means of addressing economic and social issues. Mr. Armoogum noted that the Employment Relations Act and the Employment Rights Act which provided the framework for the establishment of some of the specialized bodies were both formulated in line with the relevant ILO Conventions, and both contained clauses to promote social dialogue and collective bargaining. There was also the Trade Union Trust Fund, established under the Trade Union Trust Act of 1997, with the aim of reinforcing the trade unions, promoting workers’ education, and managing funds obtained through the government and other sources.

24. In summing up, the Chairperson, Professor Downes, highlighted the fact all three presentations demonstrated that in handling situations of crisis, fiscal policies and programmes although important, were not the only measures required. He added that one of the benefits of the social partnership was that it provided the opportunity for agreeing on the appropriate model for economic development. In the question and answer session which followed, participants sought to ascertain how acceptance of the Social Partnership in Barbados had been engendered in spite of changes in political regimes. They asked about the impact at the enterprise level; and whether the independence of the social partners was an important factor. Participants questioned whether the driving force in the Social Partnership had to be the Ministry of Labour; about the ways in which Singapore was able to move from an adversarial relationship to one of tolerance, and whether as a result of social dialogue steps were being taken to review and modernize the labour and social legislation.

25. In his response, Minister Sinckler explained that Barbados experienced a smooth transition between political regimes, and noted that the Social Partnership was so deeply institutionalized that it would be difficult for political parties not to continue the process. With respect to the impact at the enterprise level, Mr. Daipi stated that workers in Singapore had benefited from social dialogue. Their interests had not been compromised. For example, in difficult times, job losses were minimized and skills were upgraded. Tripartism has gained general acceptance in Singapore, and the recommendations of the National Wage Council, the main tripartite body, were respected by employers. A similar situation obtained in Mauritius, and in this regard, Mr. Armoogum highlighted the
Employment Relations Act, the provisions of which promoted dialogue at the enterprise level, provided for the protection and enhancement of the democratic rights of workers and trade unions, and supported the building of a productive employment relationship. As regards the independence of the social partners, Minister Sinckler opined that particularly the financial independence of the parties involved in the Partnership, was an issue which required serious examination to ensure that the rights and interests of the constituents represented were not being compromised. In response to the question of the Ministry of Labour’s championship of the Partnership process, Minister Sinckler explained that in the case of Barbados, there had been several drivers. The Prime Minister’s Office always had a critical role since it facilitated the profile and systemic insertion that the Partnership required. The driving force for the Social Partnership at the outset was the Prime Minister’s Office. The role was subsequently assumed by the Ministry of Economic Affairs and Commerce, then regained by the Prime Minister’s Office, and more recently, vested in the Ministry of Labour. Mr. Daipi indicated that in Singapore the driver for the Partnership was the Ministry of Labour. In response to the question concerning Singapore’s move from an adversarial relationship to one of tolerance, Mr. Daipi pointed out that Singapore’s small size required that it maximized its use of its human resources. The relationship between the social partners was therefore based on the mutual benefits to be derived from the process. He emphasized that the partners in the process needed to be strong, noting that while it was necessary for Government to take the lead and initiate the required decisions and action, the employers and workers had to be equally strong. Minister Sinckler expressed the view that the relationships in the Social Partnership were perhaps symbiotic rather than synergetic in that the partners involved had differing philosophies and perspectives, but sought to find a convergence that would allow for the dialogue and relationship necessary for the achievement of common objectives.

Panel 2
The role of social dialogue in improving workplace productivity

26. Mr. Steven Goh Hock Li Deputy Honorary Secretary, Singapore National Employers’ Federation, and Chairman of ASEAN (the Association of Southeast Asian Nations) Affairs, Singapore chaired the panel. The panellists were Mr. Pradeep Dursun, Employers’ Adviser of the Mauritius Employers’ Federation, Ms. Rehana Ameer Executive Member of the National Trade Union Confederation of Mauritius, Mr. John de Payva, President of the National Trades Union Congress of Singapore (SNTUC), and Mr. Anthony Sobers, Chief Programme Officer of the Productivity Council in Barbados.

27. Mr. Pradeep Dursun, of the Mauritius Employers’ Federation, cited commonalities between Mauritius and the small economies of CARICOM states which were making a transition from an agro-based economy to the services sector. Mr. Dursun noted that while a particular initiative might have been successful in the Mauritian context, it was necessary to fine-tune it to suit the situation in which it is being applied. He explained that Mauritius had inherited an adversarial industrial relations environment, but had moved to one based on consensus. He outlined a number of factors which are required for social dialogue to flourish. They included strong social partner organizations, strong leadership from the Government, and robust tripartite institutions. With regard to social dialogue in practice,
Mr. Dursun explained that there was no “one size fits all” approach to social dialogue and highlighted the need to examine the historical context, noting the influence of cultural and contextual factors on the process. He pointed out that in spite of the different perspectives of the partners, there was interest in seeking national consensus for the common good. He added that the institutionalization of social dialogue had contributed to this achievement. Mr. Dursun cited the National Remuneration Board as a best practice. The Board, a tripartite body, was mandated to set minimum wage rates in 30 sectors through a consultative process. Mr. Dursun noted that not all decisions taken by the Board were accepted, and pointed out that there were recommendations that had to be reversed. What was important was that dialogue produced industrial peace. He affirmed that effective social dialogue improved productivity. The work of the Commission for Conciliation and Mediation was highlighted as another best practice with regard to tripartism and social dialogue. Since its inception, dispute resolution had been fairly handled. In Mr. Dursun's opinion, productivity required an appropriate mechanism for speedy dispute resolution, and the Commission had been successful in this regard. The decisions and measures taken by the CIEL Group were highlighted as an example of socially-sensitive enterprise restructuring in the sugar industry in Mauritius. The Group had embarked on a number of initiatives aimed at managing redundancies. In addition to establishing voluntary retirement schemes, CIEL provided assistance for the start up of small businesses, retraining and the transfer of labour to other viable sectors. Social dialogue, which Mr. Dursun described as a shared national value, played an important role in the response to the global economic crisis, when measures aimed at mitigating the impact of the crisis were introduced and facilitated through the Committee on Employment Protection. The measures included a stimulus package and shorter working hours, together with Government-sponsored vocational training. In closing, Mr. Dursun noted that tripartite social dialogue in Mauritius had contributed to enterprise development and national social and economic development.

28. In her presentation, Ms. Rehana Ameer stated that the tradition of social dialogue in Mauritius had been influenced by the ILO Convention on Tripartite Consultation, 1976 (No.144). Ms. Ameer noted that trade unions had been actively involved in tripartite social dialogue in Mauritius, including the development of a draft Decent Work Country Programme (DWCP) which addressed several issues including HIV and AIDS and Occupational Safety and Health (OSH). She added that social dialogue and collective bargaining were appropriate tools to ensure decent work for all in Mauritius. There are several national tripartite bodies dealing with labour-related issues (e.g. the Labour Advisory Council, National Remuneration Board, the Advisory Council for OSH, the National Productivity and Competitiveness Council, and the National Economic and Social Council). The Employment Relations Act of 2008 had replaced the outdated Industrial Act of 1973. At the enterprise level, a number of tripartite technical committees had been established to facilitate dialogue on workplace issues (e.g. Safety and Health Committees and Welfare Committees). The negotiation of collective agreements is mandated by law. The role of conciliation and mediation in resolving labour disputes was highlighted. Emphasizing the importance of educating workers for productivity gains, economic growth and the achievement of efficient dialogue, Ms. Ameer outlined the support provided by the Trade Union Trust Fund (TUTF) which was established in 1997 to assist with the training and development of workers. Through the support provided by the Fund, workers have been
able to access training and upgrade their skills, particularly in the area of information technology.

29. **Mr. John de Payva**, gave a brief introduction to the Singapore National Trades Union Congress (SNTUC), noting that it was established in 1961, and currently had 580,000 members, equivalent to 25 percent of the workforce. Reiterating, the movement from confrontation to cooperation, and subsequently to a partnership based on social dialogue and tripartism, Mr. de Payva highlighted that there had been no strikes registered since 1978, and that some 400 collective agreements were signed annually. He added that approximately 90 percent of the Singapore's industrial disputes were settled without the assistance of a third party. Mr. de Payva emphasized that the labour movement in Singapore was committed to being both pro-worker and pro-business in an effort to improve productivity and encourage enterprise growth. Harmonious tripartism in Singapore had been nurtured by a number of factors including trust and mutual respect, shared ideals, an interest in balancing workers' interests with economic competitiveness, an enabling legislative framework, regular dialogue and good inter-personal relations, and active participation in bipartite or tripartite initiatives. A flexible wage system was introduced in the 1980s, with the support of the trade unions. It meant that 70 per cent of the salary was the basic component with 30 per cent comprising a variable component which could be reduced in difficult periods, and increased when economic conditions improved. In response to the 2009 economic downturn, Government and the social partners negotiated measures to minimize retrenchment. A two-year resilience package with $540m in funding was put in place with the aim of driving productivity and supporting 25,000 low-wage workers over the two-year period. The Inclusive Growth in Productivity Programme (IGP) targeted the bottom 20 per cent of Singapore's workforce (i.e. workers earning $1,400 per month or less), and was conditional on the sharing of productivity gains (i.e. avoiding retrenchment through increased productivity, not longer working hours). Under the IGP programme, training for workers was subsidized (up to 90 per cent), as well as investments in the modernization of equipment and technology (up to 50 per cent). Participating companies described the IGP programme as a win-win situation. In closing, Mr. de Payva noted that Singapore's growth in 2010 was 14.5 per cent, while productivity increased by 11 per cent. Based on available data for the first three months of the year, the prospects for 2011 appeared to be good.

30. **Mr. Anthony Sobers** informed delegates that the Barbados National Productivity Council was established in 1993 in response to the economic crisis. It was charged with introducing a productivity-improvement programme as a means of reducing production costs and increasing the international competitiveness of the country's products and services. The focus on productivity required a change of mindset. To this end, the Productivity Council has been developing methodologies for productivity measurement, management and productivity improvement in both the public and private sectors. It was also providing technical advice and support for devising productivity-related payment schemes at the enterprise level. Mr. Sobers explained that the Productivity Council had from its inception promoted social dialogue as a means of enhancing productivity. He noted that productivity incentive schemes involved management and employees. Discussions would be initiated with management; they would include sensitization sessions for workers. This process was usually supported by a tripartite committee at enterprise level. Mr. Sobers was of the view that social dialogue was the appropriate mechanism for aligning national
priorities on competitiveness with productivity initiatives at the enterprise level. Describing
the work of the Productivity Council as “evolutionary” as opposed to “revolutionary”, Mr.
Sobers pointed out that there was still much to be done with regard to the management
processes in Barbados, and support for the productivity agenda.

31. In the interactive question and answer session which followed, participants posed
several questions on points raised in the presentations. The questions pertained to the
binding nature of industrial judgements in Singapore; flexible wage systems in Singapore in
the context of full disclosure; trust funds for union initiatives in Singapore; Singapore’s
Inclusive Growth in Productivity (IGP) programme; the level of unionization in Singapore;
and the National Productivity and Competitiveness Council in Mauritius. Mr. de Payva, in
response to the question on industrial judgements indicated that they were applicable to all
enterprises, including essential services. With regard to full disclosure, he pointed out that
the provisions governing the National Wage Council required employers to share relevant
information to allow trade unions to negotiate on an equal footing. In cases where
employers were reluctant to share information, the trade union could appeal to the Ministry
of Labour which could oblige the employer to comply. In response to the question
concerning trust funds for trade unions, Mr. de Payva stated that there was the Singapore
Labour Foundation and an additional month’s dues collected from trade union members
were channelled to the Foundation. In addition, S$1 per year was collected from each
member to support the Foundation. It is at present a billion dollar organization, with large
investments in real estate. The trade unions have benefited from the Foundation’s return
on the investments through the developmental initiatives undertaken by the National Trades
Union Congress (NTUC), such as the Education Training Fund for workers, for which the
Government has agreed to provide S$3 for every S$1 contributed by the NTUC. As far as
the IGP programme was concerned, Mr. de Payva pointed out that it had been launched in
response to the global economic crisis. It was a programme driven by the NTUC, and
targeted low-wage workers with the aim of increasing productivity at the participating
enterprise and upgrading the skills of the workers as a means of increasing their chances of
receiving higher pay increments. Mr. de Payva explained that 25 per cent of the work force
was unionized. There were close to 600,000 members, but the goal was to increase the
membership to one million in the next four years. Mr. Dursun, responding to the question
on the National Productivity and Competitiveness Council in Mauritius, explained that the
productivity concept gained momentum in Mauritius in the late 1980s and early 1990s.
Concerns about quality, productivity and competitiveness were heightened with the move
from primary products to the tertiary sector. The change required that the training and
retraining of the workforce. The Council’s task was to raise awareness and inculcate a
culture of productivity. There had been improvements at the enterprise and national levels.
Ms. Ameer noted that the trade union movement had taken advantage of the training
opportunities with the aim of enhancing productivity.

32. In closing, the Chairperson, Mr. Goh, outlined six key points arising out of the
session, and which had implications for successful social dialogue processes: 1) there was
no ‘one-size-fits-all’ approach to social dialogue; the measures needed to be specific to the
needs of the respective economy or workplace and there had to be a shared vision and
common objectives; 2) there was need for a change in mindset and attitude for the
improvement of productivity; 3) Government’s role in leading the process and allocating the
necessary funds was crucial; 4) the spirit of tripartism had to be translated into practice; 5) social dialogue offered a wide range of options and programmes for addressing productivity improvement at various levels, and in different situations; 6) social dialogue was a learning process. In closing, Mr. Goh noted that the presentations and discussions during the session demonstrated that social dialogue was critical to productivity.

Panel 3
Taking advantage of tripartism and social dialogue to support regional integration and enhance its benefits

33. Dr. The Honourable Ester Byer-Suckoo, Minister of Labour in Barbados, chaired Panel 3 on “Taking advantage of tripartism and social dialogue to support regional integration and enhance its benefits”. The Panellists were the Honourable Glynis Roberts, Minister for Labour, Social Security and Ecclesiastical Affairs in Grenada, which currently holds the Chair of the Caribbean Community (CARICOM), Mr. Marcel Meyer, President of the Caribbean Employers’ Confederation (CEC), and Senator Chester Humphrey, Secretary-General of the Caribbean Congress of Labour.

34. In the opening presentation, the Honourable Glynis Roberts highlighted the tradition of using tripartism and social dialogue in dealing with social and labour issues, as promoted by the ILO. Minister Roberts drew attention to the many initiatives aimed at regional integration which had been undertaken in the Caribbean, including the Organisation of Eastern Caribbean States (OECS) Development Charter which recognized the importance of a continuing consultative process between governments and social partners and developmental partners of the region, as a mechanism for achieving broad consensus on a sustainable Development Strategy for the OECS. Given that the very nature of the regional integration movement necessitated changes that would affect the lives of citizens, the Minister emphasized the need for public education on key issues pertinent to regional integration. She noted that tripartism was alive in the OECS, and encouraged delegates to lobby for the inclusion of the social partners on key committees and organs of both CARICOM and the OECS, adding that the social partners must be part of the decision-making processes in the region. She called for consultation with the social partners on important decisions affecting the people of the sub-region, and its development. In closing, Minister Roberts stated that regional integration should not solely be the concern of the political directorate and technocrats, but that its success was dependent on the active involvement of the social partners.

35. Mr. Marcel Meyer stated that the challenges presented by globalization, and particularly the global economic crises, required proactive measures. Training and skills development were necessary for ensuring quality improvement, efficiency, productivity and competitiveness. Mr. Meyer provided some insights and lessons learnt from the Caribbean’s involvement in and the signing of the Cotonou Agreement by the European Union (EU) and the African Caribbean and Pacific group of states (ACP) in 2000 and the subsequent EU-Caribbean Forum (CARIFORUM) Economic Partnership Agreement (EPA) in 2008. Mr. Meyer noted that capacity building had been a challenge for many non-state actors, and would need to be addressed, particularly in the light of calls for their increasing involvement in
national and regional policy-making. The continuous participation of non-state actors and social partners in the preparatory process of the EPA negotiations ensured that the EPA included a chapter on “social aspects” going beyond the core labour standards. A Joint CARIFORUM-EC Consultative Committee would monitor the implementation of the Agreement, and broad participation of non-state actors, including the social partners, was anticipated. In his opinion, social dialogue would play a significant role in the monitoring of implementation of the EPA. He challenged non-state actors to collaborate on this initiative.

36. Senator Chester Humphrey shared four observations based on the experience of trade unions in regional integration. He commended the role that the Labour Ministries in the region had played in furthering tripartism and social dialogue, and in resolving problems though dialogue, and called for an extension of this proactive approach to issues of a regional dimension. Senator Humphrey emphasized the need for the social partners to define common interests and mutually beneficial issues, and to embark on a sustained engagement on issues related to regional integration. He noted that building trust was of central importance, adding that this could only be achieved over time. He saw the need for the establishment of mechanisms for implementing decisions, both at the national and enterprise levels, and called for ownership of the regional integration process by all actors. In Senator Humphrey’s opinion, discussions on matters pertinent to regional integration needed to be broadened to include not only the social partners, but other non-state actors.

37. The comments from the floor supported the panellists in their call for the inclusion of other non-state actors into the process of designing and guiding the regional integration process. Decent Work Country Programmes were cited as a mechanism for facilitating broad-based dialogue and addressing issues which required the inclusion of governmental and non-governmental stakeholders other than the traditional social partners. It was felt that social dialogue must be strengthened at the national level before it could be extended to the regional level. The efforts and role of the OECS and CARICOM Secretariats with regard to the inclusion and promotion of labour issues were questioned, particularly with respect to the implementation of the right to free movement. It was observed that non-implementation of agreements in the Caribbean occurred too frequently in comparison with the EU, where decisions were more often than not binding on its members. Professor Fashoyin used the opportunity to provide examples of regional organizations which were supported and advised by tripartite bodies, such as the European Union, the African Union, and other regional organizations in West Africa, East Africa or Southeast Asia. Mr. Meyer, in his response observed that non-state actors were too often omitted from the negotiations of regional agreements and called for their inclusion in these processes. He recalled the many commitments the Governments had undertaken to promote and implement social dialogue at all levels. He encouraged the social partners to collaborate and inform the regional institutions of their priorities with regard to the regional integration agenda. Senator Humphrey expressed the view that some of problems caused by the global financial crisis could have benefited from coordinated response at the regional level. He highlighted the role and commitment required of Governments in the furtherance of regional integration, noting that non-state actors had the important role of holding Governments to their commitments. Minister Roberts suggested that, following the introduction of the Caribbean Vocational Qualification (CVQ), it would be beneficial if all concerned took a closer look at programmes available in the region, with a view to encouraging the use of the CVQ.
In summing up, the Chairperson, the Honourable Minister Dr. Byer Suckoo, noted that it was clear that the primary responsibility for moving regional integration forward would lie with the national Governments. She called on the social partners and other non-state actors to play a greater role in monitoring the implementation of commitments at the national as well as regional levels.

Panel 4
Maximizing social and labour benefits of external trade and investment agreements through social dialogue

The panellists in this session were Mr. Edley Armoogum, Assistant Director, Ministry of Labour, Industrial Relations and Employment, Mauritius; Mr. Errol Humphrey, Consultant, EPA Implementation and Coordination Unit, Ministry of Foreign Affairs and Foreign Trade, Barbados; and Dr. Kusha Haraksingh, Senior Lecturer at the University of the West Indies, St. Augustine, Trinidad and Tobago and CARICOM lead negotiator. The session was chaired by the Honourable Steven Blackett, Acting Minister of Foreign Affairs and Foreign Trade, Barbados.

Mr. Armoogum presented an overview of the history and status of the social partnership in Mauritius. He explained that there was a heavy reliance on human resources and he spoke to the economic impacts of high oil prices and the general economic crisis. He acknowledged that the only way to achieve a social partnership was through social dialogue and explained the ways in which institutional reform had been used to boost competitiveness. Through the Board of Investment, which has a tripartite representation, Mauritius had been able to attract a significant level of investment in export-oriented activities. Mr. Armoogum highlighted some of the benefits gained from trade preferences with the United States. He pointed out that consultations were held prior to the signing of trade agreements to ensure that their provisions would not weaken domestic laws and labour provisions.

Dr. Kusha Haraksingh posited that the social partners needed to be continuously engaged in order to take advantage of the Economic Partnership Agreements. He advocated for their ‘judicious insertion’ in the negotiation process. In Dr. Haraksingh's opinion, this inclusion was necessary to ensure future collaboration of the partners. He noted that other negotiating groups used their social partners and other stakeholders to strengthen and justify their position on certain matters at the negotiating table. He added that the social partners played a critical role in promoting good governance and they could help to address issues that were deliberately left untouched by other groups during the negotiations and lend support to the Ministers and negotiators. Dr. Haraksingh provided some pointers for social partners in preparation for their involvement in external negotiations. The social partners needed to have the requisite information and competence for engagement in the process, and they should take the necessary steps to develop their competence and understanding of the issues. It was necessary to foster an atmosphere of trust. Preparation for the unfinished agenda was also required, since many trade treaties include institutional arrangements which invite the participation of the social partners. It was also important to
be aware of domestic concerns, and work required at the national level. Finally, the social partners as consumers had many opportunities to get involved in the trade negotiation process, since workers are consumers, markets comprise consumers, and trade is about markets. In closing, Dr. Haraksingh challenged the social partners to do their part in making the Caribbean the best place to do business.

42. In his presentation, Mr. Errol Humphrey noted that there were established mechanisms for social dialogue at the regional level, and that those mechanisms could strengthen the position of CARICOM members in handling issues related to international trade and in implementing agreements. Mr. Humphrey explained that although the EPA negotiations were conducted through a “College of Negotiators”, consultations were held with stakeholders, including representatives of the private sector and trade unions, prior to, and during the negotiations. He outlined some of the challenges associated with the implementation of the EPA, such as the “information deficit”; the need for oversight institutions; the unfulfilled Aid-for-Trade (AfT) promises; and the need to address the work-related provisions of the EPA. Mr. Humphrey felt that the social partners could play a more proactive role in the dissemination of information on the EPA, and in the establishment of oversight institutions. He lamented the dormant nature of some of the Committees set up within the framework of the EPA, such as the Joint Consultative Committee through which the participation of the social partners in the implementation of the Agreement would be facilitated, and the paucity of AfT funds made available to date. Mr. Humphrey reiterated the need for the social partners to adopt a more proactive approach, emphasizing that the onus was on the social partners to develop suitable projects for accessing funds under the development cooperation framework. Mr. Humphrey noted that the key principles and objectives in the negotiations for a Trade and Development Agreement with Canada were similar to those which obtained for the CARIFORUM-EU EPA. Stating that he was convinced that there was a critical role for the social partners in helping Governments to prepare for, undertake, and implement international trade agreements, Mr. Humphrey ended his presentation with a call for the social partners to be responsible, responsive and proactive.

43. Participants acknowledged the need for involvement in the process, but felt that their involvement was not facilitated. They were of the view that Governments did not appear eager to have labour issues included in the agenda. Nevertheless, efforts in this regard would be continued. Dr. Haraksingh encouraged the social partners to establish consultative institutions. On the issue of penalties and trade sanctions for breaches of labour provisions, Mr. Humphrey indicated that the Caribbean sought support rather than penalties. Dr. Doumbia-Henry (ILO) noted that Canada generally included two types of clauses, and they were applied in all trade agreements. She questioned whether the penalty clauses were applicable to the labour clauses or to all clauses. Dr. Haraksingh, acknowledging that Caribbean countries had committed to respect fundamental principles and rights at work and other ILO Conventions, argued that if countries fell short on their obligations, then the developed partner should support rather than penalize them. Mr. Humphrey, in his closing statements, emphasized the need for trust between partners. He called for the involvement of the social partners in the negotiating process, arguing that the machinery would work better when they were involved.
Information Session on Labour Market Information Systems (LMIS)

44. The information session on Labour Market Information Systems (LMIS) was chaired by Mr. Rainer Pritzer, Senior Specialist on Social Dialogue and Labour Administration, ILO Office for the Caribbean. Mr. Reynold Simons, Senior Specialist for Employment and Labour Market Policies, ILO Office for the Caribbean, delivered a presentation on the establishment of the LMIS in the OECS, its strategy and challenges, and another presentation demonstrating the website and its links between the static part containing public information and the dynamic part containing the actual statistics. Mr. Reynold Simons, ILO Senior Specialist for Employment and Labour Market Policies, delivered a presentation on the ILO’s work and progress made to date, in the development and roll out of the labour market information system for the members of the Organization of Eastern Caribbean States (OECS). Launched in St. Vincent and the Grenadines, the system and infrastructure for the collection, storage, production and dissemination of labour-related information would be established or enhanced. To date, a computerized labour administration system has been installed at the Department of Labour in St. Vincent and the Grenadines. The output tables and reports which can be generated include vacancy registration, registration of job seekers, labour inspection reports, registration of industrial action, dispute settlement and the movement of migrant workers. In closing, and in anticipation of the roll out of the project to the OECS members, Mr. Simons provided an overview of the minimum hardware, software, training, and human and financial resources required for the rolling out of the system to other Caribbean countries.

45. During the ‘question and answer’ session participants sought clarification on the new system, and noted some of the difficulties encountered with initiatives in this area in the past. Mr. Simons highlighted that lessons were learnt from the earlier initiatives, and he pointed out that the system which was being implemented would support and strengthen the capacity of Labour Ministries/Departments to use administrative records and to draw on labour market information from various sources for analysis and policymaking. Participants expressed interest in the roll out of the system with ILO’s support.

Conclusions

46. Dr. Cleopatra Doumbia-Henry, Director of the ILO’s Department of International Labour Standards, Geneva, gave a brief summary of the proceedings of the Symposium prior to presenting the draft Conclusions of the Symposium. She noted that the discussions had been fruitful and that there had been a rich exchange of ideas. Dr. Doumbia-Henry noted that in drafting the Conclusions, an attempt had been made to capture the salient points from the presentations and discussions over the two days. The Conclusions, included in the Report as Annex 1, were approved with minor amendments.

Closing remarks

47. Senator David Massiah, President of the CCL, in his closing remarks, noted that the CCL was pleased to have been a part of the symposium, given its timely and critical
nature. Senator Massiah highlighted the fact that the convening of the Symposium was the achievement of one of the goals of the CDB-ILO Symposium held in Barbados in January 2011, thereby signalling that meetings were no longer simply “talk shops”. The fruitful and insightful discussions provided a foundation for progress towards promoting active tripartism in the Caribbean. The discussion of comparative models of social dialogue in Singapore and Mauritius was greatly appreciated and useful for drawing lessons that may be adapted to the Caribbean context. The participation of these delegations from other small island developing states (SIDS) bore testimony to the value of South-South cooperation. He called on the CCL and its affiliates to lobby governments to implement the provisions of the CARICOM Charter for Civil Society, to give effect to agreements concluded by Heads of Government, and to involve Labour Ministries and social partners in the implementation process. In closing, he noted the labour movement’s interest in playing an integral role in regional integration and added that it was time to build effective tripartite partnerships.

48. In his closing remarks, Mr. Marcel Meyer, President of the CEC, expressed satisfaction with the rich discussion and exploration of topics related to social dialogue and tripartism from different angles, and by various regional and extra-regional experts. He highlighted the participation of tripartite delegations from Singapore and Mauritius, adding that their presence at the Symposium contributed significantly to its success, and that participants benefited from the experiences shared. He emphasized that all entities had a vital role to play in influencing national and regional policies, and thanked the organizers and all concerned for their contributions to the successful event.

49. Dr. Ana Teresa Romero, Director, ILO Decent Work Team and Office for the Caribbean, expressed sincere gratitude to everyone for their participation in the event. Reiterating the fact that the Symposium was the achievement of one of the commitments of the CDB-ILO Symposium held in January 2011, Dr. Romero highlighted other similar achievements based on commitments made at previous conferences such as the Tripartite Caribbean Employment Forum (TCEF) held in 2006 where the basis was laid for the design of Decent Work Country Programmes (DWCPs). The process was well under way in sub-region. In 2008 a commitment was made at a Workers’ Round Table on the EPA to provide training in the area of external trade negotiations. The training had been conducted for both workers and employers in collaboration with CARICOM’s Office of Trade Negotiations (OTN) and the outputs included the production of two informational guides for employers and workers. As a follow up to the Kingston Conference on the global economic crisis in April 2009, a commitment was made to dealing with the effects of crisis. The ILO’s Director pledged to continue to provide opportunities for constituents to meet, exchange information, network and collaborate to achieve common objectives. The Director expressed her thanks to the Ministry of Labour of Barbados for their collaboration on the event; to the Caribbean delegations and the special guest delegations from Singapore and Mauritius for their involvement and contributions to the discussions; to the ILO’s Regional Director for her participation in the Symposium and for her interest in fostering closer Caribbean-Latin American relations; and to ILO colleagues at the Symposium and in the Office in Port of Spain for their contribution to the preparation and implementation of a successful symposium.
50. In her final remarks, the Honourable Esther Byer-Suckoo, Minister ofLabour of Barbados, indicated that a wealth of information had been shared over the two-day period. She acknowledged that the social dialogue process appeared to be more advanced in some contexts than others, and noted that there was still much for Barbados to learn. She indicated that information on the Barbados Social Partnership and its Protocols could be accessed from the Ministry’s website and expressed the hope that social dialogue would be enhanced throughout the region. The Minister encouraged the ILO to continue to support similar activities and fora, which provided opportunities to address issues of importance, and to break down the barriers of misunderstanding. In closing, on behalf of the Government of Barbados, Minister Byer-Suckoo expressed her thanks to the ILO, panellists and chairpersons, the rapporteurs and media, and particularly to the delegations from Mauritius and Singapore for their roles in the Symposium, which she deemed to have been highly successful, and to have exceeded all expectations.

NOTE: Select statements and presentations from various sessions of the Tripartite Caribbean Symposium on Tripartism and Social Dialogue are available on the website of the ILO Decent Work Team and Office for the Caribbean (DWT/O-POS) at the following link: http://www.ilocarib.org.tt/portal/index.php?option=com_content&task=view&id=1552&Itemid=1551
CONCLUSIONS OF THE TRIPARTITE CARIBBEAN SYMPOSIUM ON TRIPARTISM AND SOCIAL DIALOGUE: Comparative Experiences in Dealing with Economic and Social Development Issues
Barbados, 18 May 2011

The high-level representatives of the governments and of the employers’ and workers’ organizations of the English- and Dutch-speaking Caribbean met in Barbados 17-18 May 2011 and considered the theme, “Tripartism and Social Dialogue: Comparative experiences in dealing with economic and social development issues”.1

They noted the relevance of the ILO Declaration on Fundamental Principles and Rights at Work (1998) and the Social Justice Declaration (2008), as well as the instruments on tripartism and social dialogue including the ILO Convention on Tripartite Consultation, 1976 (No.144) and the Labour Administration Convention, 1978 (No.150).

They recognized that tripartism and social dialogue constituted a means to advance national economic and social development, and that it had an important role in improving workplace productivity, working conditions and labour-management relations. Social dialogue also has a key role to play in supporting regional integration and in maximizing social and labour benefits of external trade and investment agreements.

The high-level representatives noted Article 73 of the Revised Treaty of Chaguaramas establishing the Caribbean Community (CARICOM) including the CARICOM Single Market and Economy. They further noted the 1995 CARICOM Declaration of Labour and Industrial Relations Principles and the 1997 CARICOM Charter of Civil Society which also provide the framework for the issues considered. They recalled the ILO Tripartite Declaration and Plan of Action for Realizing the Decent Work Agenda in the Caribbean, adopted in Barbados in October 2006, which committed to the deepening and promotion of tripartism and social dialogue.

They reaffirmed the vision statement of the conclusions of the ILO Conference on Promoting Human Prosperity Beyond the Global Financial Crisis - Seeking Sustainable Solutions Through Social Dialogue, held in Jamaica in April 2009, in which the tripartite partners committed to “a united,

---

1 Anguilla, Antigua and Barbuda, Aruba, The Bahamas, Barbados, Belize, Bermuda, British Virgin Islands, Curacao, Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Sint Maarten, Suriname and Trinidad and Tobago.
internationally competitive and self-sufficient Caribbean Community” realized through, inter alia, “social dialogue, mutual respect and partnership principles in governance that provide mechanisms whereby decent work, human prosperity, environmental sustainability, social justice, peace and stability are achieved”.

The high-level representatives noted the conclusions of the XVII American Regional Meeting, held in Chile in 2010, which emphasized the importance of effective social dialogue in the implementation of the Hemispheric Agenda for Promoting Decent Work in the Americas. They further noted that Decent Work Country Programmes in the region gave priority to the strengthening of the capacity of governments and the social partners to promote and deepen social dialogue.

The high-level representatives reaffirmed that:

- The effective and consistent practice of social dialogue required appropriate institutional frameworks with adequate funding and strong administrative support;
- Government had a key responsibility in promoting and fostering a culture of social dialogue;
- Strong independent social partners with membership support, knowledge, skills, and financial capabilities to promote and defend their interests were essential;
- Social dialogue can only be built with unity of purpose, mutual respect and trust, shared responsibility, common goals, joint and individual leadership of the partners and open, frank communication and information-sharing;
- Social dialogue is an on-going, dynamic process which had to be adapted to the local context, taking into account regional and global considerations;
- Social dialogue is a key driver for productivity improvement and for national development;
- Social dialogue can only be sustained when gains are fairly distributed in the interest of social justice; and
- Social dialogue was important for advancing the Decent Work Agenda and pursuing the goal of a fair globalization;

And have concluded that:

- The Heads of Government should take the lead in promoting tripartism and social dialogue in the design and implementation of economic and social policies aimed at achieving full and productive employment and Decent Work;
- National social dialogue mechanisms should be institutionalized and consultations should be convened on a regular basis with a mutually agreed agenda;
- The social partners should lobby the Governments of CARICOM to implement regional agreements and commitments;
- A tripartite mechanism should be put in place at the regional level with the participation of the Caribbean Employers’ Confederation (CEC) and the Caribbean Congress of Labour (CCL)
as well as other relevant non-state actors of a regional character with a view to having meaningful participation in regional integration processes, trade and investment negotiations, their implementation, monitoring and evaluation;

- South-South and triangular cooperation, as was demonstrated in this Symposium with the participation of tripartite delegations from Mauritius and Singapore, should be promoted as a means of sharing knowledge and experiences for building capacity in the field of social dialogue.

The high-level tripartite representatives wish to express their sincere appreciation to the tripartite delegations of Mauritius and Singapore for their participation in this Symposium and their valuable contribution to this rich exchange and fruitful outcome.
The Government and Social Partners of Barbados and the International Labour Organization (ILO)

Tripartite Caribbean Symposium on Tripartism and Social Dialogue: “Comparative Experiences in dealing with Economic and Social Development Issues”

Barbados: 17 to 18 May 2011

List of Participants

<table>
<thead>
<tr>
<th>ANTIGUA AND BARBUDA</th>
<th>Ministry of Labour and Social Development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Government Participant</strong></td>
<td></td>
</tr>
<tr>
<td>KENTISH, F. Pascal, Mr., Senior Labour Relations Officer, Department of Labour, Ministry of National Security and Labour</td>
<td></td>
</tr>
<tr>
<td><strong>Employers’ Participant</strong></td>
<td></td>
</tr>
<tr>
<td>MARTIN, Joyce, Ms., Executive Secretary, Antigua and Barbuda Employers’ Federation</td>
<td></td>
</tr>
<tr>
<td><strong>Workers’ Participant</strong></td>
<td></td>
</tr>
<tr>
<td>MASSIAH, David, Senator, General Secretary, Antigua and Barbuda Workers’ Union</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BAHAMAS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Government Participant</strong></td>
<td></td>
</tr>
<tr>
<td>GODET, Dorothy, Ms., Deputy Director of Labour, Department of Labour,</td>
<td></td>
</tr>
<tr>
<td><strong>Ministers attending the Symposium</strong></td>
<td></td>
</tr>
<tr>
<td>BLACKETT, Steven, the Honourable, Minister of Foreign Affairs and Foreign Trade (Ag.)</td>
<td></td>
</tr>
<tr>
<td>BYER-SUCKOO, Esther, Dr., the Honourable, Minister of Labour</td>
<td></td>
</tr>
<tr>
<td><strong>Government Participant</strong></td>
<td></td>
</tr>
<tr>
<td>----------------------------</td>
<td></td>
</tr>
<tr>
<td>SINCLER, Christopher P., the Honourable, Minister of Finance and Economic Affairs</td>
<td></td>
</tr>
<tr>
<td>BURNETT, Vincent, Mr., Chief Labour Officer, Department of Labour, Ministry of Labour</td>
<td></td>
</tr>
<tr>
<td>CARRINGTON, Shelley, Ms., Deputy Permanent Secretary, Ministry of Labour</td>
<td></td>
</tr>
<tr>
<td>COX, Martin, Mr., Permanent Secretary, Ministry of Labour</td>
<td></td>
</tr>
<tr>
<td>CUMBERBATCH, Jefferson, Mr., Chairman, C-144 Committee, Department of Labour, Ministry of Labour</td>
<td></td>
</tr>
<tr>
<td>HUSBANDS, Harcourt, Senator, Parliamentary Secretary, Office of the Prime Minister</td>
<td></td>
</tr>
<tr>
<td>WALTHOTT-DENNIS, Yvette, Ms., Labour Officer 1, Department of Labour, Ministry of Labour</td>
<td></td>
</tr>
<tr>
<td>WATSON, Erika, Ms., Senior Economist, Ministry of Labour</td>
<td></td>
</tr>
<tr>
<td>WATTS-CHALLENOR, Chauntel, Ms., Administrative Officer I, Ministry of Labour</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Workers’ Participant</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>DE PEIZA, Dennis, Mr., General Secretary, Congress of Trade Unions and Staff Associations of Barbados</td>
</tr>
<tr>
<td>GRIFFITH, Veronica, Ms., Deputy General Secretary – Research, Barbados Workers’ Union</td>
</tr>
<tr>
<td>HUNTE, Julian, Mr., Senior Assistant General Secretary, Barbados Workers’ Union</td>
</tr>
<tr>
<td>MOORE, Toni, Ms., Senior Assistant General Secretary, Barbados Workers’ Union</td>
</tr>
<tr>
<td>MULLIN, Blandelle, Ms., President, Barbados Nurses’ Association</td>
</tr>
<tr>
<td>MURRELL, Cedric, Mr., President, Congress of Trade Unions and Staff Associations of Barbados</td>
</tr>
<tr>
<td>REDMAN, Mary-Anne, Ms., 2nd Vice President, Congress of Trade Unions and Staff Associations of Barbados</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Employers’ Participant</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>FIELDS, Allan, Sir, Trustee, Barbados Employers’ Confederation</td>
</tr>
<tr>
<td>GOODING-EDGHILL, Ian, Mr., President, Barbados Employers’ Confederation</td>
</tr>
<tr>
<td>JEMMOTT-LOWE, Dawn, Ms., 2nd Vice President, Barbados Employers’ Confederation</td>
</tr>
<tr>
<td>WALTCLOTT, Colin (Tony), Mr., Executive Director, Barbados Employers’ Confederation</td>
</tr>
<tr>
<td>YEARWOOD, Wayne, Mr., 1st Vice President, Barbados Employers’ Confederation</td>
</tr>
</tbody>
</table>
### BELIZE

**Government Participant**

MCNAB, Marian, Ms., Chief Executive Officer, Ministry of Labour, Local Government and Rural Development

**Employers’ Participant**

VENTURA, Margaret, Ms., Chairperson, Labour Sub-Council, Belize Chamber of Commerce and Industry

**Workers’ Participant**

RENEAU, Dylan, Mr., President, National Trade Union Congress of Belize

### DOMINICA

**Government Participant**

WILLIAMS, Lyndell, Mr., Deputy Labour Commissioner, Ministry of National Security, Immigration and Labour

**Employers’ Participant**

CARTY, Clement, Mr., President, Dominica Employers’ Federation

**Workers’ Participant**

SHILLINGFORD, Leah, Ms., General Secretary, Ag., Dominica Amalgamated Workers’ Union

### GRENADA

**Minister attending the Symposium**

ROBERTS, Glynis, the Honourable, Minister of Labour, Social Security and Ecclesiastical Affairs

**Government Participant**

GRIFFITH, Cyrus, Mr., Labour Commissioner, Ministry of Labour, Social Security and Ecclesiastical Affairs

**Employers’ Participant**

PHILBERT, Michael, Mr., President, Grenada Employers’ Federation

**Workers’ Participant**

ROBERTS, Phillip Raymond, Mr., General Secretary, Grenada Trades’ Union Council

### GUYANA

**Government Participant**

PERSAUD, Yoganand, Mr., Chief Labour Occupational Safety and Health Officer, Ministry of Labour, Human Services and Social Security

**Employers’ Participant**

GOOLSARRAN, Samuel, Mr., Consultant/Adviser, the Consultative Association of Guyanese Industry Limited
<table>
<thead>
<tr>
<th>Workers’ Participant</th>
<th>SAINT LUCIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>WITTER, Norris, Mr., General Secretary, Guyana Trade Union Congress</td>
<td>Government Participant</td>
</tr>
<tr>
<td>McBINTOSH, Alvin, Mr., Permanent Secretary, Ministry of Labour and Social Security</td>
<td>BRATHWAITE, Gregor, Mr., Labour Commissioner, Ministry of Labour, Information and Broadcasting</td>
</tr>
<tr>
<td>DOUGLAS, Charles, Dr., Chief Executive Officer, Jamaica Productivity Centre</td>
<td>Employers’ Participant</td>
</tr>
<tr>
<td>MATALON, Joseph A., Mr., Chairman, Jamaica Productivity Centre</td>
<td>GILL, Vern, Mr., President, Saint Lucia Employers’ Federation</td>
</tr>
<tr>
<td>ST. KITTS AND NEVIS</td>
<td>ST. VINCENT AND THE GRENADINES</td>
</tr>
<tr>
<td>Workers’ Participant</td>
<td>Minister attending the Symposium</td>
</tr>
<tr>
<td>GAYLE, Kavan, Mr., Executive Member, Jamaica Confederation of Trade Unions</td>
<td>CHARLES, Maxwell, the Honourable, Minister of Urban Development, Culture, Labour, and Electoral Matters</td>
</tr>
<tr>
<td>ST. VINCENT AND THE GRENADINES</td>
<td>Employers’ Participant</td>
</tr>
<tr>
<td>THOMAS, Helena, Ms., Director, Management Committee, St. Vincent Employers’ Federation</td>
<td>SURINAME</td>
</tr>
<tr>
<td>ST. VINCENT AND THE GRENADINES</td>
<td>Government Participant</td>
</tr>
<tr>
<td>CONDOR, Sam T., the Honourable, Deputy Prime Minister and Minister of Labour</td>
<td>RELYVELD, Steven, Mr., Permanent Secretary (Ag.), Ministry of Labour, Technological Development and Environment</td>
</tr>
<tr>
<td>Workers’ Participant</td>
<td></td>
</tr>
<tr>
<td>TAK, Batumba, Mr., General Secretary, St. Kitts-Nevis Trades and Labour Union</td>
<td></td>
</tr>
</tbody>
</table>
Employers' Participant
WELZIJN, Ferdinand, Mr., Chairman, Suriname Trade and Industry Association

Workers' Participant
CHOTKAN, Darmdew, Mr., President, Organisatie Samenwerkende Autonome Vakbonden

TRINIDAD AND TOBAGO

Government Participant
BALDEO, Omalisa, Ms., Senior Planning Officer (Ag.), Ministry of Labour, Small and Micro Enterprise Development
HOSEIN, Irfan, Mr., Senior Research Specialist, Ministry of Labour, Small and Micro Enterprise Development

Employers' Participant
MC LAREN, Gwendoline, Ms., Board Member, the Employers' Consultative Association of Trinidad and Tobago

Workers' Participant
LOVELL, Lex, Mr., Fourth Vice-President, National Trade Union Centre

NON-METROPOLITAN TERRITORIES

ANGUILLA

Government Participant
GUMBS, Ensor, Mr., Principal Assistant Secretary, Ministry of Home Affairs and Labour

Workers' Participant
JENNINGS, Melisse, Ms., General Secretary, Anguilla Civil Service Association

ARUBA

Government Participant
RIVIEARS, Anthony Lee, Mr., ILO Policy Adviser, Department of Labour and Research, Ministry of Tourism and Labour Affairs
SNEEK, Ilona, Ms., Legal Adviser, Ministry of Tourism and Labour Affairs
<table>
<thead>
<tr>
<th>Employers’ Participant</th>
<th>Workers’ Participant</th>
</tr>
</thead>
<tbody>
<tr>
<td>BARTELS-DAAL, Joyce, Ms., Director, Aruba Trade and Industry Association</td>
<td>GEERMAN, Jose Rudolf, Mr., President, Federacion di Trahadornan di Aruba</td>
</tr>
</tbody>
</table>

**BERMUDA**

<table>
<thead>
<tr>
<th>Employers’ Participant</th>
<th>Workers’ Participant</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAW, Martin, Mr., Executive Director, Bermuda Employers’ Council</td>
<td>FURBERT, Chris, Mr., President, Bermuda Industrial Union</td>
</tr>
<tr>
<td></td>
<td>HAYWARD, Wendall, Mr., President, Bermuda Trade Union Congress</td>
</tr>
<tr>
<td></td>
<td>SMITH, Arnold, Mr., First Vice President, Bermuda Industrial Union</td>
</tr>
</tbody>
</table>

**BRITISH VIRGIN ISLANDS**

<table>
<thead>
<tr>
<th>Government Participant</th>
</tr>
</thead>
<tbody>
<tr>
<td>WILLIAMS, Stephanie, Ms., Deputy Labour Commissioner, Department of Labour, Ministry of Natural Resources and Labour</td>
</tr>
</tbody>
</table>

**Employers’ Participant**

HARRIGAN, Birney, Dr., Chairman, British Virgin Islands Chamber of Commerce and Hotel Association

**CURACAO**

<table>
<thead>
<tr>
<th>Workers’ Participant</th>
</tr>
</thead>
<tbody>
<tr>
<td>MONGEN, Humphrey, Mr., Executive Committee Member, Central General di Trahodonan di Corsow</td>
</tr>
</tbody>
</table>

**MONTSERRAT**

*Minister attending the Symposium*

<table>
<thead>
<tr>
<th>Government Participant</th>
</tr>
</thead>
<tbody>
<tr>
<td>KIRNON, Charles, T., the Honourable, Minister of Communications, Works and Labour</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employers’ Participant</th>
</tr>
</thead>
<tbody>
<tr>
<td>PHILLIP, Denise, Ms., Labour Commissioner, Department of Labour, Ministry of Communications, Works and Labour</td>
</tr>
</tbody>
</table>

**Employers’ Participant**

ROMEO, Julian, Mr., Board Member, Montserrat Chamber of Commerce
**SINT MAARTEN**

*Minister attending the Symposium*

DE WEEVER, V.H. Cornelius, the Honourable Minister of Labour and Social Development

**Government Participant**

BOASMAN, Rafael, Mr., Head of Labour Department, Ministry of Labour and Social Development

**Employers’ Participant**

VAN DE BILT, Marc, Mr., Executive Board Member/Secretary, Sint Maarten Hospitality and Trade Association

**Workers’ Participant**

THOMPSON, Theophilus, Mr., President, Workers Institute for Organized Labour

**REGIONAL INSTITUTIONS/ORGANIZATIONS**

MEYER, Marcel, Mr., President, Caribbean Employers’ Confederation

HUMPHREY, Chester, Senator, General Secretary, Caribbean Congress of Labour

**OBSERVERS**

AGARD, Lennox, Mr., Transport Officer, Ministry of Labour, Barbados

BLACKMAN, Veronica, Ms., Liaison Officer, Ministry of Labour, Barbados

ASTAPHAN, Jennifer, Ms., Executive Director, the Caribbean Centre for Development Administration, Barbados

BOYCE, 1246, Constable, Police Officer, Ministry of National Security, Barbados

BECKLES, Kaydeen, Ms., University of the West Indies, Cave Hill Campus, Barbados

CARRINGTON, 1718, Constable, Police Officer, Ministry of National Security, Barbados

GYLES-McDONNOUGH, Michelle, Ms., Resident Coordinator and Resident Representative, United
Nations Development Programme, Barbados

GRIFFITH, 43, Constable, Police Officer, Ministry of National Security, Barbados

HAREWOOD, Jonlyn, Ms., Liaison Officer, Ministry of Labour, Barbados

MCSWEEN, Ruben, Mr., Past Chairman and Executive Board Member, the Employers’ Consultative Association of Trinidad and Tobago

MEDFORD, Gloria, Ms., Transport Officer, Ministry of Labour, Barbados

SKINNER, Shawn, Mr., Transport Officer, Ministry of Labour, Barbados

YARD, Lana, Ms., Liaison Officer, Ministry of Labour, Barbados

**RESOURCE PERSONS**

AMEER, Rehana Bibi, Ms., Executive Member, National Trade Union Confederation, Mauritius

ARMOOGUM, Edley, Mr., Assistant Director, Ministry of Labour, Industrial Relations and Employment, Mauritius

DAIPI, Hawazi, Mr., Senior Parliamentary Secretary, Ministry of Manpower and Ministry of Health, Singapore

DE PAYVA, John, Mr., President, Singapore National Trades Union Congress, Singapore

DOWNES, Andrew, Professor, Director, Sir Arthur Lewis Institute of Social and Economic Studies, University of the West Indies, Cave Hill Campus, Barbados

DURSUN, Pradeep, Mr., Employers’ Advisor, Mauritius Employers’ Federation, Mauritius

EVANS, Agard, Mr., Chief Economist (Ag.), Foreign Trade Division, Ministry of Foreign Affairs and Foreign Trade, Barbados

FASHOYIN, Omotayo, Professor of Labour and Employment Relations, Department of Industrial Relations and Personnel Management, Faculty of Business Administration, Lagos, Nigeria

GOH HOCK LI, Steven, Mr., Deputy Honorary Secretary, Singapore National Employers’ Federation and Chairman of ASEAN Affairs, Singapore

HARAKSINGH, Kusha, Dr. Senior Lecturer, Department of History,
University of the West Indies, St. Augustine, Trinidad and Tobago

HUMPHREY, Errol, Mr., Consultant, EPA Implementation and Coordination Unit, Ministry of Foreign Affairs and Foreign Trade, Barbados

NURSE, Lawrence, Dr., Senior Lecturer, Department of Management Studies, University of the West Indies, Cave Hill Campus, Barbados

ONG, Felix, Mr., Deputy Director, Labour Relations and Workplaces Division, Ministry of Manpower, Singapore

SOBERS, Anthony, Mr., Chief Programme Manager, Barbados Productivity Council, Barbados

TEE LI FONG, Florence, Ms., Principal Special Representative, International Affairs Department, National Trades Union Congress, Singapore

ILO OFFICIALS

TROTMAN, Sir Roy, Worker Vice-Chair of the Governing Body of the International Labour Organization

TINOCO ACEVEDO, Elizabeth, Ms., Assistant Director General, and Regional Director for Latin America and the Caribbean, ILO Regional Office, Lima, Peru

DOUMBIA-HENRY, Dr., Cleopatra, Director, International Labour Standards Department, ILO Headquarters, Geneva, Switzerland

ILO DECENT WORK TEAM AND OFFICE FOR THE CARIBBEAN PORT OF SPAIN, TRINIDAD AND TOBAGO

AGARRAT, Sandra, Ms., Programme Officer

HINKSON, Kathleen, Ms., Senior Secretary

HOWELL, Luesette, Ms., Senior Specialist on Employers’ Activities

PRITZER, Rainer, Mr., Senior Specialist for Social Dialogue and Labour Administration

ROBINSON, Paula, Ms., Senior Specialist on Workers’ Activities

ROMERO, Ana Teresa, Dr., Director
SIMONS, Reynold, Mr., Senior
Specialist on Employment and
Labour Market Policy