



**Table 2: ILO results chain: Country examples**

Country	ILO contribution (outputs delivered by the Office)	Results (action taken by the country)	Gender-specific
<i>Botswana</i>	<p>In line with the Labour Relations (Public Service) Convention, 1978 (N° 151), ratified by Botswana in 1997, the Office has been providing technical assistance to the national constituents for reviewing and improving labour relations in the public service. Particular focus has been placed on strengthening collective bargaining and dispute resolution mechanism.</p> <p>Following the 2008 Public Service Act, the Office assisted the operationalization of Public Service Bargaining Council (PSBC) in June 2012. It also provided training for members of the PSBC on mediation and arbitration skills within the public sector, 40% of the participants being women. The Office provided technical support in the drafting rules and negotiation procedures for the PSBC. A model text for regulations for collective bargaining and dispute resolutions was drafted and adopted by the PSBC.</p> <p>Under a South-South Cooperation initiative, the Office organized a study visit for PSBC members to the South African Public Service Coordinating Bargaining Council in May 2013. Participants exchanged experiences and learned good practices in collective bargaining, dispute resolution and public service labour relations system in South Africa.</p>	<p>The Public Service Bargaining Council (PSBC) was set up in June 2012 and had its first General Annual meeting in October 2012. PSBC's procedures on negotiations and meetings as well as on dispute resolution were adopted in 2013, according to international labour standards. Capacity of its members to engage in mutual gains negotiations has been enhanced, with technical assistance from the ILO. As a result, two rounds of negotiations were carried out without adverse industrial action.</p>	✓
<i>Haiti</i>	<p>Following a course on International Labour Standards, the ILO, through Better Work Haiti helped employer and union representatives to develop an agreement of principle for a Round Table for Social Dialogue in the garment sector. Capacity of 149 employer and union representative in the Round Table was built through training on key issues including negotiations skills, ILS and conflict resolution. The ILO facilitated five Round Table meetings and provided expert input for the formulation of an official MoU for the Round Table.</p>	<p>Employer and union representatives have formed an unprecedented sectoral Round Table for Social Dialogue to strengthen industrial relations and address issues related to working conditions and competitiveness of the Haitian apparel industry.</p>	
<i>Jordan</i>	<p>Better Work Jordan helped 29 garment factories to set up labour management committees to improve working conditions through factory level social dialogue. This created space to strengthen social dialogue at the sectoral level. Workers and employers' representatives in the garment sector were trained on collective bargaining processes. ILO experts supported the formulation of a collective bargaining agreement for the Jordan Garment Sector.</p>	<p>Two apparel employers' associations and Jordan's union of garment factory workers signed a collective bargaining agreement that aims to ensure that the interest of both workers and employers are met and that both working conditions and productivity are improved.</p>	
<i>Zimbabwe</i>	<p>In 2011, tripartite constituents, with ILO support, agreed on a National Action Plan on Safety and Health in Agriculture. The Plan takes into account the provisions of the ILO's Safety and Health in Agriculture Convention, 2001 (No. 184) and the Code of Practice on OSH in Agriculture.</p> <p>In 2012-13, the Office provided technical and financial assistance for the establishment and operation of OSH Agriculture Committees, including the development of their guidelines. National tripartite workshops and training courses were organized and technical support was provided for the development of an information package for the</p>	<p>Following the adoption of the National Action Plan on Safety and Health in Agriculture in July 2011, tripartite constituents approved a series of recommendations on occupational safety and health in agriculture, using the ILO Code of Practice:</p> <ul style="list-style-type: none"> <li>- promotion of OSH in agriculture, based on the ILO sectoral conventions and tools;</li> <li>- review of the national agricultural sector policy and legislation and promote the ratification of related conventions;</li> <li>- promotion of OSH in commercial farms and states;</li> </ul>	

	<p>agricultural sector, based on the Code.</p> <p>In addition, a study on food security and infrastructure in urban and peri-urban agriculture was carried out. The study provided inputs for the design of the ILO Labour issues in urban and peri-urban agriculture: Information and Resource Guide for further application in the country.</p>	<p>- inclusion of OSH in training manuals and curricula tailored to the agricultural sector.</p> <p>The promotion of the ILO Code of Practice on OSH in Agriculture complemented the efforts aimed at reviewing of national and agricultural sector policy and legislation on OSH. At the same time, it integrates into the national law the provisions of the Safety and Health in Agriculture Convention, 2001 (No. 184) and Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) in preparation for their future ratification.</p> <p>In addition, a conceptual framework and agenda for urban and peri-urban agriculture in Zimbabwe was developed.</p>	
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### Lessons learned

In 2012-13, decent work at the sector-specific level was promoted through the development of more than 30 global and regional products, in accordance to the GB-approved Sectoral Activities Programme. Moreover, sectoral work was carried out in more than 50 Member States, with reportable results in 30 of them, some achieved in collaboration with other Outcomes (in particular 2, 8,15, 16, 18 and 19).

Notwithstanding the successful delivery of the 2012-13 Programme, the 2014-15 work-plan aims at enhancing the visibility and the impact of the sectoral approach to decent work. It focusses on larger programmes in a reduced number of target countries and on cross-sectoral collaboration. "Fewer, bigger, better" sectoral programmes with sufficient critical mass will be implemented on the basis of clear priority ranking criteria.

The two pre-existing governance structures have been fully aligned in accordance to the recommendations of the High-Level Evaluation of Outcome 13, which will enable the Office to respond effectively to sectoral constituents' needs at global and regional levels while delivering on DWCPs' outcomes. Additional efforts are required to mainstream the sectoral approach to decent work in the overall Office results-based framework and within the Areas of Critical Importance.

In addition, the ILO has responded to demands from national institutions to address broader weaknesses in labour market governance that are among the root causes of non-compliance in individual enterprises by generating in-depth knowledge on national labour law and its implementation in garment factories through a tripartite approach. The ILO will implement a pro-active strategy in the next biennium to leverage these opportunities.

Sectoral collaboration with other UN agencies and international organizations has continued to add critical value to the promotion of decent work at the sector specific level.

**Table 3: Summary of most significant outputs by typology**

<p>Knowledge generation and dissemination</p>	<p>Sector-specific studies carried out to inform future policy and programme on key sector issues identified previously by the tripartite constituents:</p> <ul style="list-style-type: none"> <li>(i) good practices on technical and vocational education and training;</li> <li>(ii) general financial and employment trends in financial services in the Latin American Southern Cone;</li> <li>(iii) employment relationships and impact on decent work in the media, culture and telecommunications sectors;</li> <li>(iv) impact and relevance of the Private Employment Agencies Convention, 1997 (No. 181);</li> <li>(v) good practices on improving competitiveness of the textiles and clothing sector;</li> <li>(vi) occupational safety and health in the shipbuilding industry;</li> <li>(vii) promotion of employment of women in the transport sector;</li> <li>(viii) living and working conditions in inland navigation in Europe.</li> </ul> <p>Short-term indicators by economic activity in 60 countries are, for the first time, systematically collected by ILO, with support from RBSA funds. They are made available to constituents and other stakeholders in the STATISTIC's public web site: <a href="http://www.ilo.org/global/statistics-and-databases/WCMS_235069/lang-en/index.htm">http://www.ilo.org/global/statistics-and-databases/WCMS_235069/lang-en/index.htm</a>.</p> <p>Under the Better Work Programme:</p> <ul style="list-style-type: none"> <li>(i) 19 country level synthesis reports published, which inform stakeholders on workplace compliance issues in garment factories that are in Better Work programmes.</li> <li>(ii) 10 discussion papers published and used to inform national and global policy, that present findings of studies on the impact of improved compliance on workers and businesses.</li> <li>(iii) Labour law guide available for Indonesia, Jordan, Viet Nam and Cambodia that explains the provisions of the labour law and its regulations as they apply to the garment sector.</li> </ul>
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<p>Policy advice and technical services</p>	<ul style="list-style-type: none"> <li>• Technical assistance provided to constituents for ratification and implementation of sectoral Conventions and tools in agriculture (Kyrgyzstan, Zimbabwe ); construction (Azerbaijan, Kenya, United Republic of Tanzania.); health (El Salvador, Kenya, Senegal, South Africa); mining (Russian Federation, Mongolia, Uruguay, Viet Nam, Zambia); public services (Botswana, Bosnia and Herzegovina, Brazil, Dominican Republic, El Salvador, former Yugoslav Republic of Macedonia; Philippines, Serbia); shipping (MLC; 2006 promotional campaign); and tourism (Argentina, Bangladesh, Brazil, Indonesia, Lao PDR, South Africa, Sri Lanka, Viet Nam). Under the Action Plan to promote widespread ratification and effective implementation of the Work in Fishing Convention, 2007 (No. 188), approved by Governing Body in 2011, technical assistance was provided to promote decent work in fisheries in India, Indonesia, Thailand, in collaboration with other Outcomes and the ILO's International Training Centre in Turin.</li> <li>• In line with the Recommendation concerning HIV and AIDS and the World of Work, 2010 (No. 200), ILO sectoral guidelines on HIV and Aids were used in developing and implementing workplace programmes in 35 countries in sectors such as construction, education, health, postal services, railways, road transport, transport and tourism, under an Office-wide collaboration. New HIV/Aids guidance produced for the development of workplace programmes in mining, retail commerce and tourism.</li> <li>• New sectoral tools were developed to assist constituents in implementing sectoral standards and applying the decent work agenda to specific sectors, such as agriculture, construction, education, fishing, health, transport, and, tourism in 22 countries. A new strategy to promote sustainable livelihoods and food security was developed and applied in pilot programmes in Indonesia and Malawi.</li> </ul>
<p>Capacity building</p>	<ul style="list-style-type: none"> <li>• Developed of new capacity building materials in the agriculture &amp; food, construction, education, fishing, health, public services, railways and tourism sectors. Training courses organized for constituents in chemicals, fishing and food security, in collaboration with ITC-Turin.</li> <li>• As part of the ILO's Portworker Development Programme (PDP), a chief instructor training course was conducted in ITC-Turin to increase the capacity to effectively deliver the training in the countries. New licenses were granted to Port Authorities, Terminals and Training institutions in Ghana, Peru and the United States for the implementation of the PDP in ports.</li> <li>• Under the Better Work Programme: <ul style="list-style-type: none"> <li>(i) 900 garment factories with over 1,000,000 workers in Viet Nam, Indonesia, Cambodia, Jordan, Lesotho, Haiti and Nicaragua are receiving advice and training to improve workplace compliance in their factories. Over 600 worker and manager representatives of garment factories in Better Work Viet Nam participated in industry seminars on improving a range of working condition issues.</li> <li>(ii) Better Work programmes in Viet Nam, Indonesia, Jordan and Cambodia are collaborating with the labour inspection services to increase their capacity to strengthen workplace compliance.</li> <li>(iii) Capacity of members of over 200 factory level worker/management committees increased to engage in social dialogue for improving workplace compliance in garment factories</li> </ul> </li> </ul>
<p>Policy dialogue and advocacy</p>	<ul style="list-style-type: none"> <li>• 261 representatives from governments, 62 from employers and 113 from workers attended Global Dialogue Forums and adopted consensus points and recommendations for future action by the ILO and its members on emerging issues previously identified by tripartite constituents: <ul style="list-style-type: none"> <li>(i) conditions of personnel in early childhood education;</li> <li>(ii) future needs for skills and training in the oil and gas industry;</li> <li>(iii) effects of the global economic crisis on the civil aviation industry;</li> <li>(iv) promotion of the Work in Fishing Convention, 2007 (n°188);</li> <li>(v) initiatives to promote decent and productive work in the chemical industry.</li> </ul> </li> <li>• Tripartite experts adopted the "Policy Guidelines on the Promotion of Decent Work for Early Childhood Education Personnel" and the "Guidelines on Training of Ships' Cooks" at meetings held in Geneva. The 11th Session of the Joint ILO/UNESCO Committee of Experts (CEART) examined the application of the Recommendations concerning Teaching Personnel in specific countries; its report was later submitted to the Governing Body and the ILC.</li> <li>• Policy dialogue conducted in electronics (China, Indonesia), finance (Southern Cone of Latin America), forestry (Chile, China), oil and gas (Azerbaijan, Kazakhstan and Russian Federation), postal services (Euro-Mediterranean region and Asia-Pacific), and utilities (Malawi and Philippines). Under the National and State-levels Decent Work Agendas in implementation in Brazil, social dialogue promoted with tripartite constituents for the development of actions to promote decent work during the preparation of the World Cup, in particular in the construction, tourism and garment sectors, which resulted in the signature of Decent Work Pacts on Decent Work in the World Cup.</li> <li>• Strategic partnership fostered with other UN Agencies members of the UN High Level Task Force on Food Security. Policy coherence fostered with other UN Agencies and multilateral organizations in the following sectors: education, health, postal and telecommunications, tourism; maritime and transport, construction, mining, transport manufacturing and water utilities.</li> <li>• Process facilitated leading to the formation of the Round Table on Social Dialogue for Haitian apparel industry and to the Collective Bargaining Agreement for the Jordanian garment sector.</li> </ul>