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THIRD ITEM ON THE AGENDA

Revised plan of action on social dialogue and tripartism for the period 2019–23 to give effect to the conclusions adopted by the International Labour Conference in June 2018

Purpose of the document

This document proposes a plan of action on social dialogue and tripartism for the period 2019–23, to give effect to the conclusions adopted by the International Labour Conference in June 2018. The Governing Body is invited to provide guidance on the proposed plan of action (see draft decision in paragraph 29).

Relevant strategic objective: Social dialogue and tripartism.

Main relevant outcome/cross-cutting policy driver: All policy outcomes; cross-cutting policy driver on social dialogue.

Policy implications: The plan of action will guide the Office's work in the area of social dialogue and tripartism for the current and next two biennia (2019–23).

Legal implications: None.

Financial implications: See paragraphs 26–28.

Follow-up action required: Implementation of the plan of action, taking into account the guidance provided by the Governing Body.

Author unit: Social Dialogue and Tripartism Unit (DIALOGUE), Governance and Tripartism Department (GOVERNANCE).

Related documents: Resolution and conclusions concerning the second recurrent discussion on social dialogue and tripartism, 107th Session (2018) of the International Labour Conference; Programme and Budget for the Biennium 2018–19; resolution concerning effective ILO development cooperation in support of the Sustainable Development Goals, 107th Session of the ILC, 2018; ILO-wide strategy for institutional capacity development (GB.335/INS/9).

Background and context

1. The International Labour Conference (ILC), at its 107th Session (2018), adopted a resolution and conclusions concerning the second recurrent discussion on social dialogue and tripartism,¹ under the follow-up to the ILO Declaration on Social Justice for a Fair Globalization. In so doing, it reaffirmed the full relevance of the guiding principles contained in the resolution and conclusions concerning the first recurrent discussion on social dialogue adopted by the ILC at its 102nd Session in June 2013.²
2. The 2018 conclusions set out a framework for action to guide the Organization and the Office in their work in this area. In the resolution, the Director-General is requested to: prepare a plan of action to give effect to the conclusions for consideration by the Governing Body; communicate the conclusions to relevant global and regional organizations and to the Global Commission on the Future of Work for their attention; take into account the conclusions when preparing future programme and budget proposals and mobilizing extrabudgetary resources; and keep the Governing Body informed of their implementation.³
3. Accordingly, a draft plan of action was presented to the 334th Session of the Governing Body in October–November 2018.⁴ Based on the comments made by the Governing Body, the Office is presenting the current revised plan of action, which covers the period 2019–23. The plan has been prepared in the context of significant global developments and milestones for the ILO, its constituents and the broader world community, including the implementation of the Sustainable Development Goals (SDGs); the Centenary of the ILO in 2019, associated debates on the future of work at the national and global levels, and the other ILO Centenary Initiatives; and the reform of the United Nations Development System (UNDS).
4. Social dialogue, based on respect for freedom of association and the effective recognition of the right to collective bargaining, has a crucial role to play in designing policies to promote social justice. It is a means to achieve social and economic progress and is essential for democracy and good governance. Social dialogue comes in various forms and at different levels. There is no one-size-fits-all approach to organizing and strengthening social dialogue; however, collective bargaining remains at its heart. Consultations, exchanges of information and other forms of dialogue between social partners and with governments are also important.
5. The plan of action comes at a time of profound change sweeping through the world of work, which presents both serious challenges and new opportunities for social dialogue and tripartism as tools to facilitate a just transition to a sustainable future of work. Persistent challenges include poverty, declining labour share, informality, decent work deficits, economic, social and gender inequalities and the need to accommodate the interests of vulnerable groups. Many countries fail to fully protect the right to collective bargaining.

¹ ILO: [Resolution concerning the second recurrent discussion on social dialogue and tripartism](#), International Labour Conference, 107th Session, Geneva, 2018.

² ILO: [Resolution concerning the first recurrent discussion on social dialogue](#), International Labour Conference, 102nd Session, Geneva, 2013.

³ The conclusions have been transmitted to all relevant organizations and to the Global Commission on the Future of Work.

⁴ [GB.334/INS/3/2](#).

Against this backdrop, questions have been raised about the ability of social dialogue to rise to these challenges and deliver sustainable policy outcomes.

6. It is therefore critical that the ILO redouble its efforts to help revitalize the mechanisms and institutions of social dialogue at all levels so that they remain relevant, effective and fit for purpose and so that they contribute fully to the achievement of decent work for all and social justice. In so doing, the ILO will focus on key priority actions, taking into account the diverse needs and realities of its tripartite constituents.

The proposed plan of action

7. The overall objective of the plan of action is to equip ILO constituents to enhance the relevance and effectiveness of inclusive, gender-responsive social dialogue and tripartism as tools of governance in the changing world of work. It will capitalize on the achievements of the previous plan of action (2013–17) which saw the Office scale-up its research on social dialogue and collective bargaining and deliver extensive policy advice and technical assistance to constituents to support their engagement in social dialogue to promote sound industrial relations and inclusive labour markets.⁵ At the same time, it will address persistent challenges such as the lack of full realization of freedom of association and collective bargaining rights, the limited effectiveness of many social dialogue institutions, the lack of respect for the role of social partners, weak implementation of ratified Conventions in many countries, the need for more effective promotion of gender equality in and through social dialogue, and for better data and indicators on social dialogue.⁶
8. The proposed plan of action contains four interrelated components corresponding to the framework for action spelled out in the conclusions: (1) building the capacity of constituents and strengthening development cooperation; (2) research and training; (3) standards-related action; and (4) enhancing policy coherence.
9. Recognizing that social dialogue is a cross-cutting policy driver in the ILO programme and budget,⁷ the plan of action mainstreams social dialogue across all policy outcomes, Decent Work Country Programmes (DWCPs) and development cooperation programmes and projects. Particular attention is given to the need, highlighted by constituents, to ensure that the Office's diverse activities (as summarized in Appendix I) are coherent and coordinated, and that duplication is avoided, so as to achieve maximum impact with the limited resources available.

⁵ [GB.325/POL/INF/1](#) and [GB.326/POL/4](#) report progress in implementation of the previous plan of action, up until December 2015. See also Appendix II to this paper, which records achievements from January 2016 to late 2018.

⁶ See [GB.326/POL/4](#).

⁷ [Programme and Budget for the biennium 2018–19](#); see also Programme and Budget proposals for 2020–21 ([GB.335/PFA/1](#)), which indicate that social dialogue and tripartism, as one of the cross-cutting policy drivers in the ILO Strategic Plan for 2018–21, will continue to be permanent elements of the strategy for all priority areas of work.

10. Partnerships⁸ will be strengthened at the national and global levels to support the implementation of the action plan, including through the mobilization of additional resources where required, in the context of the ILO's overall results framework.

Component 1: Building the capacity of constituents and strengthening development cooperation

11. This component entails the delivery of capacity-development activities using existing and new policy and training tools. Free, independent, strong and representative employers' and workers' organizations are essential for effective social dialogue. Therefore, strengthening their capacity to represent and serve a broad-based membership and to engage in social dialogue including collective bargaining and workplace cooperation, thus contributing to policy outcome 10 of the Programme and Budget for 2018–19,⁹ is a top priority.
12. Activities also aim to strengthen national tripartite institutions, labour administrations and dispute prevention and resolution bodies, in line with outcome 7 of the Programme and Budget for 2018–19,¹⁰ including through enhanced development cooperation.
13. Thematic priorities for strengthening the capacity of constituents to engage in social dialogue include: the transition from the informal to the formal economy; the inclusion in social dialogue and effective recognition of the right to collective bargaining of workers in employment relationships that have traditionally been less included and those in new and emerging forms of employment; enhancing enterprise productivity; labour market policies for the future of work, including on skills development and lifelong learning; and increasing the participation of women and other under-represented groups in social partner and social dialogue institutions. Capacity-building will incorporate gender equality issues and matters related to combating other grounds of discrimination and exclusion.
14. The institutional capacity development of social dialogue actors and mechanisms will be integrated across all ILO policy outcomes and DWCPs. Capacity development and training will be delivered in the regions and via distance learning by the International Training Centre of the ILO (ITC-ILO) and by ILO specialists and other experts, in response to the needs and priorities identified by constituents.

Component 2: Research and training

15. Rigorous empirical and comparative research to generate knowledge and underpin policy advice on all forms of social dialogue, thus building on the results of the previous plan of action 2013–17, is the second component. Widespread dissemination through a variety of media, and well-targeted forums for mutual learning and exchange of experience, will allow

⁸ Including with development partners, the institutions of the European Union, regional centres for labour administration, dispute resolution agencies, the International Organisation of Employers (IOE), the International Trade Union Confederation (ITUC), and the International Association of Economic and Social Councils and Similar Institutions (AICESIS).

⁹ Outcome 10 “Strong and representative employers’ and workers’ organizations”, Programme and Budget for the biennium 2018–19.

¹⁰ Outcome 7 “Promoting safe work and workplace compliance including in global supply chains”, Programme and Budget for 2018–19.

research outputs to reach the maximum number of tripartite constituents and other potential users.

16. The Conference conclusions called on the Office to develop a new yearly flagship report on social dialogue and tripartism covering, on a regular basis, the topic of collective bargaining on inequality, wages and working conditions. The report would also seek to demonstrate how social dialogue can be a strong driver for inclusive growth and sustainable development, economic and social resilience, competitiveness and stability.
17. Publicly accessible databases on industrial relations and social dialogue will be expanded, as appropriate, facilitating the monitoring and assessment of trends, outcomes and impact. User-friendly policy and training tools will be developed based on the findings of research and testing, to underpin the capacity-building of constituents.

Component 3: Standards-related action

18. The conclusions adopted by the ILC in 2018 recalled the resolution concerning the second recurrent discussion on fundamental principles and rights at work, adopted by the ILC at its 106th Session in 2017, which called for stepping up action to campaign for the universal ratification of the eight fundamental Conventions. In this regard, the Office will: (i) assist member States to overcome challenges of ratification and effective implementation of the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87) and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98) in all DWCPs through targeted technical advice taking into consideration the guidance of the ILO supervisory bodies; and (ii) increase efforts to promote the ratification and effective application of these two fundamental Conventions and the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144), and promote effective implementation of other relevant instruments.
19. Technical assistance will be offered to countries undertaking reforms to their legal frameworks in support of freedom of association, the effective recognition of the right to collective bargaining, social dialogue and tripartism.
20. A high-level event on freedom of association and collective bargaining will be held during the 108th Session of the ILC (June 2019) in close collaboration with constituents and with the active participation of representatives from the ILO supervisory bodies. This event will provide an opportunity to promote these fundamental rights as well as to mark the 70th anniversary of Convention No. 98.

Component 4: Enhancing policy coherence

21. In order to realize the full potential of social dialogue as a cross-cutting policy driver, internal coordination between all relevant units and field offices will be strengthened with respect to promoting social dialogue and tripartism.
22. Furthermore, inclusive social dialogue will be actively advocated and promoted through strategic partnerships with the broader UN and development communities at the global, regional and national levels. The crucial importance of governments working with the social partners to deliver on the SDGs and of a strengthened role for the social partners and tripartism in the reformed UNDS and United Nations Development Assistance Frameworks (UNDAFs) will be emphasized.

Coordination, monitoring and review of implementation

23. An Office-wide coordination team, comprising headquarters and field staff, including ACT/EMP and ACTRAV, will be established to operationalize the plan of action, and to coordinate, monitor and support its implementation, taking into account the cross-cutting nature of social dialogue.
24. Progress will be reviewed on a regular basis in the framework of implementation reporting on current and subsequent programmes and budgets. A final report on achievements, challenges and lessons learned will be prepared no later than in 2024.

Risks and assumptions

25. The plan of action may require adjustment, especially in the light of:
 - (a) the outcomes of the 108th Session (2019) of the ILC;
 - (b) evolving national priorities; and
 - (c) the UN reform and other global developments, including progress in implementation of the 2030 Agenda for Sustainable Development.

Feasibility of implementation of the activities under the plan of action

26. Appendix I contains a list of activities and outputs to operationalize the conclusions of the Conference. It has an estimated total cost of US\$15 million. The costing is based upon the best estimates of the Office, given prior experience in implementing similar activities; it should be considered as an indicative costing.
27. While some of the activities and outputs might be carried out using existing resources within the regular budget or under extrabudgetary projects, others would require the allocation of additional resources. In particular, there are no specific budgetary provisions identified for two important outputs: the flagship reports, with an average cost of approximately US\$1 million per report (total estimated cost of US\$4 million over the period), and the implementation of the internationally agreed methodology to measure national compliance with labour rights (freedom of association and collective bargaining), with an estimated cost of US\$1.88 million over the five-year period. Experience shows it is unlikely that the Office would be able to mobilize extrabudgetary resources for the production of flagship reports and implementation of statistical methodologies.
28. In this context, the Office would need to identify the priority activities and outputs, among those proposed in the plan of action, for the allocation of necessary resources in the coming two biennia. Guidance is required from the Governing Body accordingly.

Draft decision

29. *The Governing Body requested the Director-General to:*

- (a) take account of its guidance in implementing the plan of action on social dialogue and tripartism for 2019–23 as set out in document GB.335/INS/3; and*
- (b) consider the plan in the preparation of future programme and budget proposals.*

Appendix I

Selected key outputs	Programme and Budget indicator (2018–19)	SDG target	Time frame			Estimated total resource requirement (US\$)
			2018–19	2020–21	2022–23	
Component 1: Building capacity of constituents and social dialogue institutions and strengthening development cooperation (paragraph 5 of the framework for action)						
(a) Effective engagement of the social partners in social dialogue on the transition from the informal to the formal economy in line with the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204).						
(i) Knowledge materials to enable the social partners to include in their ranks, according to national practice, representatives of membership-based representative organizations of workers and economic units from the informal economy, including a compendium of examples of effective relations between the social partners and organizations of workers and economic units in the informal economy, a guide for trade unions and a manual for employers' organizations respectively.	6.3 10.2 10.3 10.4	8.3	X			
(ii) Knowledge materials to support the effective engagement of the social partners in bipartite and tripartite social dialogue for the negotiation and implementation of agreements and policy influencing/making in line with Recommendation No. 204.				X		
(iii) A training programme for employers' and workers' organizations regarding social dialogue and organizing for the transition to the formal economy.				X	X	750 000
(b) Inclusion in social dialogue and effective recognition of the right to collective bargaining of workers in employment relationships that have been traditionally less included and of those in new and emerging forms of employment.						
(i) Building on existing experiences and knowledge, documentation and dissemination of innovative social dialogue and collective bargaining approaches for workers and employers in new and emerging forms of employment and in employment relationships where these rights have traditionally been less available.	1.5 7.3 8.2 10.4	8.8 10.2		X	X	
(ii) Training resources and training programme for the social partners on organizing workers and employers in new and emerging forms of employment and other hard-to-organize groups, and including them in social dialogue and collective bargaining at all relevant levels.						400 000

Selected key outputs	Programme and Budget indicator (2018–19)	SDG target	Time frame			Estimated total resource requirement (US\$)
			2018–19	2020–21	2022–23	
(c) Collective bargaining for inclusive labour markets, gender equality and non-discrimination, fair wage distribution, decent working conditions and productivity enhancement, taking into consideration the diversity of systems and national circumstances.						
Knowledge materials and training programmes for the social partners on collective bargaining, in the private and public sectors, covering labour market inclusion, gender equality and non-discrimination, wage-setting, working conditions and productivity enhancement.	1.5	5.1				
	7.3	8.5				
	8.2	8.8				
	10.2	10.2	X	X	X	
	10.3					
	10.5					500 000
(d) Effective and inclusive national tripartite social dialogue mechanisms and institutions						
(i) Policy guidance and training to enhance the effectiveness and inclusiveness of national tripartite social dialogue institutions, including through an assessment and planning method for these institutions; knowledge sharing at global and regional levels; and policy briefs on priority issues relating to the future of work and the SDGs.	7.3	16.6				
		16.7	X	X	X	
(ii) Technical support to enhance the social partners' effective participation in tripartite management boards, for example, of public employment services and social security schemes.				X		830 000
(e) Design and implementation of policies to support workers and enterprises to adapt to the rapidly changing work environment, including through skills development and lifelong learning.						
(i) Training tool and programme for the social partners and social dialogue institutions regarding design and implementation of policies to assist workers and enterprises to adapt to the rapidly changing world of work.	1.3					
	7.3	4.4		X		
	10.3	8.5				
	10.5					
(ii) Training programme as well as technical support for the social partners on skills development and lifelong learning for the future of work.			X	X		700 000

Selected key outputs	Programme and Budget indicator (2018–19)	SDG target	Time frame			Estimated total resource requirement (US\$)
			2018–19	2020–21	2022–23	
(f) Employment and decent work for the purposes of crisis prevention, recovery, peace and resilience, in line with the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205).						
(i) Training tools and dissemination programme for the social partners on Recommendation No. 205, and promotion of the Sustainable and Resilient Enterprises Platform.	1.4 10.3 10.5	8.5 8.8	X			
(ii) Documentation of social dialogue and its outcomes in relation to the implementation of the Jobs for Peace and Resilience programme, as well as of work regarding the access of refugees and other forcibly displaced persons to the labour market.				X	X	
(iii) Research on the role of social partners in conflict and disaster management and risk reduction in selected countries.				X		390 000
(g) Workplace cooperation as a tool to help ensure safe and productive workplaces, used in such a way that it respects collective bargaining and its outcomes and does not undermine the role of trade unions.						
(i) Training tool and projects for the social partners, including at workplace level, on workplace cooperation.	1.5 7.1 7.2	8.8	X	X	X	
(ii) Revised training materials and programme on workplace occupational safety and health committees.	7.3			X		290 000
(h) Strengthened role for constituents in an international context, in particular through cross-border social dialogue.						
(i) Follow-up, as appropriate, to the Meeting of Experts on Cross-border Social Dialogue.			X	X	X	
(ii) Global and Regional Meetings and Global Dialogue Forums on specific sectoral issues as prioritized by the Governing Body.	4.3 7.3	8.8	X	X	X	n/a

Selected key outputs	Programme and Budget indicator (2018–19)	SDG target	Time frame			Estimated total resource requirement (US\$)
			2018–19	2020–21	2022–23	
(i) Participation of women and other under-represented groups in employers' and workers' organizations and in social dialogue institutions at the national and international levels.						
(i) Evidence-based guidance on how to promote women and other under-represented groups in enterprises, within membership and leadership of employers' and workers' organizations, and to support the participation of women in social dialogue processes, including collective bargaining.	7.3 10.3 10.4	5.5 16.7	X	X	X	
(ii) Monitoring of the proportion of women and other under-represented groups in the leadership and membership of national social dialogue institutions, and promotion of mutual knowledge sharing and networking.			X	X	X	340 000
(j) Labour dispute prevention and resolution systems at various levels that promote effective social dialogue and build trust.						
(i) Policy and training tool to strengthen mechanisms for labour dispute prevention and resolution, including grievance handling in the workplace.	7.2	16.3 16.6	X			
(ii) Technical assistance to constituents for the development of alternative mechanisms for handling individual disputes.				X	X	
(iii) Research report on individual labour dispute resolution systems and access to justice.				X		
(iv) Technical support to subregional networks of dispute resolution agencies and practitioners.			X	X	X	550 000
(k) Research and social dialogue on labour market policies and their implementation.						
Technical support to social partners' research capacity to inform their effective engagement in social dialogue regarding priority labour market policy issues.	7.3 10.3 10.5	8.5	X	X	X	100 000

Selected key outputs	Programme and Budget indicator (2018–19)	SDG target	Time frame			Estimated total resource requirement (US\$)
			2018–19	2020–21	2022–23	
Component 2: Enhanced research and training (paragraph 6 of the framework for action)						
(a) Yearly flagship report on the strategic objective of social dialogue and tripartism.						
The first report, proposed for 2021, will address the role and impact of collective bargaining on inequality, wages and working conditions, a topic that will be covered on a regular basis.	1.5	8.3				
	7.1	8.5				
Subsequent reports will be based on in-depth research on the theme selected, including:	7.3					
	A1					
– the role and impact of social dialogue in translating economic development into social progress, and social progress into economic development, as well as on the economic performance and competitiveness of business;				X	X	
– the role and impact of social dialogue as a means to address changes driven by globalization, technology, demographic shifts, climate change and environmental risks, as well as facilitating restructuring and resilience to economic crises;						
– the role and impact of various forms of workplace cooperation in promoting safe and productive workplaces.						4 000 000
(b) Comparative information, statistics and analysis on industrial relations and strengthened capacity of Members in this regard.						
(i) Expanded coverage and scope, and enhanced quality, of the EPLex, IRData, IRLex and NSDI databases, made publicly accessible through the ILO website.	1.5	8.8				
	7.3	17.9	X	X	X	
	A2					
(ii) New guidance tools produced and disseminated to enable constituents to collect, analyse and use industrial relations data.				X		
(iii) Implementation of the internationally agreed methodology to measure national compliance with labour rights (freedom of association and collective bargaining), in line with SDG indicator 8.8.2 and as approved in Resolution II of the 20th ICLS (see also: GB.335/INS/14/1).			X	X	X	
						2 790 000
(c) Training tools on all forms of social dialogue reflecting constituents' needs and highlighting innovative practices for the changing world of work.						
See outputs listed under component 1.	A1					

Selected key outputs	Programme and Budget indicator (2018–19)	SDG target	Time frame			Estimated total resource requirement (US\$)
			2018–19	2020–21	2022–23	
(d) Expanded knowledge base on innovative social dialogue and industrial relations practices.						
(i) High-quality thematic research on social dialogue practices related to priority issues, including: extending collective bargaining coverage to categories of self-employed workers; promoting formalization; enhancing gender equality and non-discrimination; organizing hard-to-organize groups of workers and economic units; enhancing skills and employability; extending social protection; the business case for social dialogue; and representativeness of the social partners.	1.5	8.5				
	6.3	8.8				
	7.3	10.3	X	X	X	
	8.2					
	A1					
(ii) Foster exchange of experiences on innovative social dialogue and industrial relations practices among Members through periodic knowledge-sharing events and online platforms.				X	X	650 000
(e) Access to freedom of association and the effective recognition of the right to collective bargaining of digital platform and gig economy workers.						
Continue research on this theme and, on that basis, and the outcome of the 108th Session of the ILC, it would be for the November 2019 session of the Governing Body to decide whether convening a tripartite meeting would be appropriate or not.	1.5	8.8				
	A1		X			80 000
(f) Expanded access to training on social dialogue and tripartism in all regions						
(i) Tailor-made training activities delivered in the regions or through distance learning.	1.5	17.9	X	X	X	
	7.3					
(ii) Capacity-building on social dialogue, including training-of-trainers, systematically integrated in development cooperation projects and social dialogue modules developed, expanded or mainstreamed across ILO training delivery at global and national levels.				X	X	
(iii) Maintain formal cooperation arrangements with regional labour administration centres and institutions.			X	X	X	760 000

Selected key outputs	Programme and Budget indicator (2018–19)	SDG target	Time frame			Estimated total resource requirement (US\$)
			2018–19	2020–21	2022–23	
Component 3: Standards-relation action (paragraph 7 of the framework for action)						
(a) Ratification and implementation of relevant international labour standards						
(i) Intensified campaign for the universal ratification and effective implementation of the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), the Right to Organise and Collective Bargaining Convention, 1949 (No. 98) and the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144), and promote implementation of other relevant instruments, in accordance with the resolution concerning the first recurrent discussion on social dialogue adopted by the ILC at its 102nd Session, 2013.	2.1 2.2 7.2 10.6		X	X	X	
(ii) Capacity development of tripartite constituents at national level on social dialogue in national labour law reform processes with respect to the full implementation of the eight fundamental Conventions.		8.8 16.3	X	X	X	
(iii) Assist member States on ratification and implementation of Convention No. 87 and Convention No. 98 in all DWCPs.			X	X	X	420 000
(b) High-level event on freedom of association and collective bargaining						
High-level event on freedom of association and collective bargaining during the ILC 2019, with the active participation of representatives from the Committee on Freedom of Association, the Committee of Experts on the Application of Conventions and Recommendations, and the tripartite Committee on the Application of Standards.	1.5 2.1 2.2	8.8	X			80 000
Component 4: Enhancing policy coherence (paragraph 8 of the framework for action)						
(a) Ensure a coherent and clear approach in the Office to examining and promoting social dialogue across all departments, activities and initiatives, based on constituents' needs and circumstances.						
Establish Office-wide coordination team to ensure effective coordination, optimal resource use and a coherent and systematic approach to the promotion, monitoring and assessment of social dialogue and tripartism across all policy outcomes.	1.5 7.3	8.5 8.8	X	X	X	360 000

Selected key outputs	Programme and Budget indicator (2018–19)	SDG target	Time frame			Estimated total resource requirement (US\$)
			2018–19	2020–21	2022–23	
(b) Mainstream social dialogue and tripartism across all policy outcomes, in DWCPs and in development cooperation programmes and actions.						
User-friendly guide to mainstreaming social dialogue across ILO policy outcomes, in DWCPs and development cooperation programmes.	1.5 7.3	8.8				60 000
(c) Develop new policy coherence initiatives in pilot countries involving tripartite constituents, all relevant authorities, regional and international organizations, building on previous experience.						
Policy coherence initiatives, involving tripartite constituents, relevant authorities, regional and international organizations, are piloted, in the framework of the SDGs, for the development, through social dialogue, of a coherent approach to macroeconomic, industrial and employment policies within national development strategies.	1.1 1.2 6.1 and others	8.3 8.5		X		n/a
(d) Expand partnerships and cooperation with the United Nations system and other international and regional institutions and subregional communities and organizations, in order to mainstream social dialogue and deliver on the targets in the framework of the SDGs;						
(e) promote tripartism and the participation of the social partners in national strategies to deliver on the 2030 Agenda, especially Goal 8; and						
(f) actively build on the ILO's agenda, its unique tripartite nature, experience in social dialogue and convening power, in order to make it an essential partner in the efforts to achieve effective UN reform, in support of the ILO's mandate and structure.						
(i) Mainstream social dialogue in and through ILO partnerships and cooperation with the United Nations system and other international and regional institutions and subregional communities and organizations.	1.5 7.2 7.3 A3 and others	8.3 8.5 10.2 16.8 and others	X	X	X	
(ii) Strengthen social dialogue through intensified collaboration with the International Association of Economic and Social Councils and Similar Institutions, the Organisation for Economic Co-operation and Development, the UN Economic and Social Council, regional organizations and labour dispute resolution agencies.			X	X	X	
(iii) Support, through DWCPs, the active engagement of the social partners and labour administrations in national strategies and processes for implementation, monitoring and reporting for the SDGs, in particular Goal 8. Continue capacity-building of constituents using the DW4SD Resource Platform.			X	X	X	

Selected key outputs	Programme and Budget indicator (2018–19)	SDG target	Time frame			Estimated total resource requirement (US\$)
			2018–19	2020–21	2022–23	
(iv) Advocate the added value of social dialogue and tripartism, the ILO's tripartite governance structure, its normative mandate and the role of the social partners in the context of UN reform.			X	X	X	700 000
(g) Engage, taking into account the views of its constituents, in the Global Compact for Safe, Orderly and Regular Migration process						
(i) Respond to constituents' requests in relation to issues addressed by the Global Compact, for example, through fostering tripartite platforms to exchange good practices on labour migration, including subregional dialogues, and training to promote a stronger role for constituents in labour migration debates, including in regional processes.	9.1	8.8				
	9.2	10.7				
	9.3		X	X	X	
(ii) Pursue efforts to mainstream social dialogue, tripartism and decent work in implementation of the Global Compact, taking into account the views of constituents.			X	X	X	250 000
Total estimated cost of implementation of the plan of action (US\$)						15 000 000

Appendix II

Update on implementation of the plan of action on social dialogue (2013–17): Outputs achieved since January 2016

Components and activities	Outputs
Promotional campaigns and policy	
1. Campaign to promote international labour standards relevant to social dialogue	<ul style="list-style-type: none"> – Ratification of Conventions with the Office's technical support: <ul style="list-style-type: none"> ■ Labour Inspection Convention, 1947 (No. 81): one country (Namibia) ■ Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87): one country (Uzbekistan) ■ Right to Organise and Collective Bargaining Convention, 1949 (No. 98): one country (Canada) ■ Employment Policy Convention, 1964 (No.122): three countries (Chad, Mali and Sri Lanka) ■ Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144): five countries (Cameroon, Cook Islands, Georgia, Niger and Rwanda) ■ Labour Relations (Public Service) Convention, 1978 (No.151): one country (Philippines) ■ Collective Bargaining Convention, 1981 (No. 154): one country (Czech Republic) ■ Protocol of 1995 to the Labour Inspection Convention, 1947 (No. 81): one country (Mozambique) – Ratification campaign for Convention No. 144 including promotional brochure in six languages (English, French, Spanish, Arabic, Portuguese and Russian) – Campaign for the ratification of Convention No.151 in countries of the Southern African Development Community (SADC) with recommendations for ratification adopted in national tripartite meetings in Malawi, Madagascar and South Africa – Gap analyses on Convention No.151 in Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Madagascar, Malawi and Serbia, and on Convention No. 98 in Viet Nam – Guide on “Promoting collective bargaining: Convention No. 154 and Recommendation No. 163” translated into Chinese – <i>Guide on the Consultation (Industrial and National Levels) Recommendation, 1960 (No.113)</i> published in English, French and Spanish, disseminated and used for capacity-building – Policy guide on collective bargaining published in eight languages (three ILO working languages, Arabic, Chinese, Macedonian, Myanmar, Russian and Vietnamese) and piloted in Rwanda and Sri Lanka
2. Promote the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration)	<ul style="list-style-type: none"> – Revised MNE Declaration unanimously adopted by the Governing Body at its 329th Session – Promotion of the revised MNE Declaration discussed by the Governing Body at its 332nd Session, including of the new operational tools and collaboration with other international organizations *

Components and activities	Outputs
3. Policy dialogue	<ul style="list-style-type: none"> - Meeting of Experts on Cross-border Social Dialogue scheduled for 12–15 February 2019 - Research on private compliance initiatives and their relation with national labour inspectorates in Indonesia and Pakistan, and the results discussed in regional conferences
Knowledge generation and dissemination	
1. Expansion of quantitative and qualitative research and tools on national institutions for tripartite social dialogue	<ul style="list-style-type: none"> - Updated database on national tripartite social dialogue institutions - Outline of a participatory assessment and planning method for national tripartite social dialogue institutions, first workshop foreseen for March 2019
2. Research on social dialogue in countries undergoing political transition	<ul style="list-style-type: none"> - Working paper entitled “Are social pacts still viable in today’s world of work?” (including countries undergoing political transition)
3. Research on the role of social dialogue in the context of the economic and financial crisis	<ul style="list-style-type: none"> - Book on emerging trends in national social dialogue, focusing on developments since 2013: <i>Talking through the crisis: Social dialogue and industrial relations trends in selected EU countries</i>, by Igor Guardiancich and Oscar Molina (eds), 2017 - Working papers on post-crisis social dialogue in Germany, Spain and Sweden - A tripartite knowledge-sharing conference on “Post-crisis social dialogue: Good practices in the EU-28”
4. Research on trends in social dialogue and collective bargaining and socio-economic outcomes	<ul style="list-style-type: none"> - Research on trends and developments in collective bargaining, including in emerging economies, disseminated through issues briefs, fact sheets, working papers, books and book chapters - Industrial Relations Database (IRData) (trade union density and collective bargaining coverage in 110 countries) - Legal database on industrial relations (IRLex) in 41 countries - Research on innovations in inclusive multi-employer bargaining in Jordan, South Africa, Sri Lanka and Uruguay, and Europe - Research on the link between productivity and collective bargaining in Japan, Philippines and South Africa - Research on collective bargaining and working time in the Philippines and South America - Research on wage-fixing institutions, including collective bargaining, in the garment industry in Asia - Research and a technical meeting on trends and developments in the application and extension of collective agreements, in accordance with the Collective Agreements Recommendation, 1951 (No. 91) - Book on <i>Collective Agreements</i>, by Susan Hayter and Jelle Visser (eds), 2018 - Working paper on the “Institutional underpinnings of the minimum wage fixing machinery: The role of social dialogue” - Technical briefs or working papers on issues including social dialogue and the informal economy, the rural economy, the future of work, multinational enterprises, economic development and growth, organizing and representing hard-to-organize workers, and on local level social dialogue.

Components and activities	Outputs
5. Knowledge sharing on cross-border social dialogue	<ul style="list-style-type: none"> – Background document for the Meeting of Experts on Cross-border Social Dialogue – Online EC–ILO database on transnational company agreements updated in collaboration with the European Commission – Papers on “An emerging transnational industrial relations? Exploring the prospects for cross-border labour bargaining” published in the <i>International Labour Review</i> and an edited volume – Technical sessions on “globalization and the role of social dialogue” in various training events, academic conferences and policy dialogues
6. Research on labour disputes resolution systems and their performance	<ul style="list-style-type: none"> – Fact sheet on “grievance handling”
Policy advice and technical services	
1. Enhance the role of social dialogue actors and institutions	<ul style="list-style-type: none"> – 41 out of the 43 active DWCPs contain outcomes or country programme priorities on strengthening social dialogue actors and institutions, including through reforming labour law frameworks and building the capacity of social partners – Technical support to strengthen national tripartite social dialogue in 20 countries of all regions
2. Support the effective participation of social partners in labour law development through tripartite consultations	<ul style="list-style-type: none"> – Technical analysis of social dialogue in the context of labour law reforms in 28 countries
3. Evidence-based policy advice to strengthen institutional frameworks for collective bargaining and workplace cooperation	<ul style="list-style-type: none"> – Evidence-based policy advice on strengthening institutional frameworks for collective bargaining in Greece and Romania and on the relationship between collective agreements and the law in Brazil – Assistance to constituents in Bangladesh, Cambodia, China, Ethiopia, Greece, Indonesia, Jordan, Malawi, Republic of Moldova, Mongolia, Mozambique, Myanmar, Niger, Rwanda, South Africa, Togo, Viet Nam and Zambia regarding policies and measures to promote effective collective bargaining and/or workplace cooperation – Technical assistance on industrial relations, wages and working conditions in Cambodia and Indonesia (supported by the Government of Germany), Ethiopia and Myanmar (supported by the Government of Sweden and H&M), Pakistan, a regional project in Asia (supported by the Government of Sweden) and Ukraine (supported by the EU)
4. Understand the impact of structural adjustment on social dialogue in EU countries	<ul style="list-style-type: none"> – Research completed and published, including in volumes entitled: <i>Industrial relations in Europe: Fostering equality at work and cross-country convergence?</i>, by Daniel Vaughan-Whitehead (ed.), 2018, and <i>Reducing inequalities in Europe – How industrial relations and labour policies can close the gap</i>, by Daniel Vaughan-Whitehead (ed.), 2018
5. Assist countries to mainstream gender equality in social dialogue	<ul style="list-style-type: none"> – Sex-disaggregated data on tripartite social dialogue institutions collected (for 100 countries) and used to underpin policy advice on social dialogue and gender equality
6. Improve access to and performance of labour judiciary and dispute resolution agencies	<ul style="list-style-type: none"> – Collaboration with selected dispute resolution agencies and memorandums of understanding concluded with agencies in Ireland and South Africa – Study visits for staff of dispute resolution agencies

Components and activities	Outputs
Capacity-building	
1. Strengthen the capacities of constituents	<ul style="list-style-type: none"> - Academies on Social Dialogue and Industrial Relations (in 2016 and 2018) - Academies on Labour Administration and Labour Inspection and Compliance through Labour Inspection - Extensive capacity-building programmes for constituents in Turkey on social dialogue, international labour standards and other related themes; three study tours on social dialogue for senior-level tripartite constituents to France, Ireland and Portugal - A training programme for constituents based on “Collective Bargaining: A Policy Guide” - Training course on “Negotiation Skills for the World of Work” - Regional multi-stakeholder workshop from ten garment-producing countries in Asia - Tripartite regional workshop on “Consultation, cooperation and collective bargaining in the garment sector in Asia” - Workshops on the gig and platform economy in Israel and Turin - Training on grievance handling in Bangladesh and Ethiopia - Study visits by a tripartite Chinese delegation to ITC-ILO and Belgium, and by Bangladeshi and Sri Lankan constituents to South Africa - Arab Centre for Labour Administration and Employment (ACLAE) regional workshop on “The future of labour relations” - African Regional Labour Administration Centre (CRADAT) regional symposium on “the challenges of labour inspection in the light of emergence in Africa” - Training for labour inspectorates on the enforcement of the right to freedom of association in Algeria, Bangladesh, Colombia, Haiti, the Occupied Palestinian Territory and South Africa
2. Empower social partners to participate in labour law development	<ul style="list-style-type: none"> - Toolkit drafted - Annual training course to support meaningful engagement of the social partners in labour law reform
3. Assist social dialogue mechanisms in the framework of regional and subregional integration	<ul style="list-style-type: none"> - Regional tripartite workshop on minimum wages and collective bargaining in the garment sector in Asia - Regional training workshops on “the reinforcement of the role and impact of national social dialogue institutions in Africa for an effective economic and social governance” for West African Economic and Monetary Union (UEMOA) countries in Abidjan and Central African Economic and Monetary Community (CEMAC) countries in Yaoundé
4. Promote social dialogue and the active involvement of social partners across the UN system	<ul style="list-style-type: none"> - The ILO consistently engaged in the United Nations Development Group at regional and global levels to advocate for the social partners’ involvement in UN processes including UNDAFs

Partnerships building

1. Build and strengthen partnerships with relevant research and policy institutions and networks
 - Strengthened cooperation with BRICS, G20, OECD and the World Bank
 - A public–private partnership with H&M to promote sound labour relations and decent wages
 - Continued cooperation with Eurofound, Eurostat, Amsterdam University (ICTWSS) and ILERA, among others
 - Facilitation of the establishment of the SADC Forum for Labour Dispute Resolution Bodies/Agencies
 - Strengthened partnership with AICESIS with renewed Memorandum of Understanding 2018–24
 - AICESIS–ILO international conference on “Social dialogue and the future of work”, resulting in the Athens Declaration
 - Collaboration with the Trade Union Development Cooperation Network (TUDCN–ITUC) on joint issues papers on “Social dialogue as a driver and governance instrument for sustainable development” and “The contribution of social dialogue to the 2030 Agenda: Formalizing the informal economy”

* See [GB.325/POL/9](#).
