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Policy Development Section
Social Dialogue Segment

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THIRD ITEM ON THE AGENDA

Follow-up to the discussion on social dialogue at the 102nd Session of the International Labour Conference (2013): Plan of action

Purpose of the document

The Governing Body is invited to discuss and advise the Office on the proposed plan of action on social dialogue for 2014–17, with respect to: (a) actions described in this paper; (b) the timing of the proposed actions; and (c) monitoring and review.

Relevant strategic objective: Strengthen tripartism and social dialogue.

Policy implications: The plan of action will guide the Office's work in the area of social dialogue for the next two biennia (2014–17). It will shape the assistance provided to constituents by the Office and the wider role of the Organization in the area of social dialogue at all levels.

Legal implications: None.

Financial implications: See paragraph 3.

Follow-up action required: Adaptation of the plan of action by the Office to take into account the guidance provided by the Governing Body.

Author unit: Governance and Tripartism Department (GOVERNANCE).

Related documents: Resolution and conclusions concerning the recurrent discussion on social dialogue, 2013; Strategic Policy Framework 2010–15 (GB.304/PFA/2(Rev.)); Programme and Budget proposals for 2014–15; GB.319/INS/5.

Executive summary

This paper sets out a plan of action on social dialogue to implement the conclusions adopted by the International Labour Conference (ILC) at its 102nd Session in 2013, following the recurrent discussion on social dialogue. The activities aim at strengthening evidence-based technical advice and capacity-building services to help constituents addressing challenges associated with social dialogue at all levels as a means of achieving social and economic progress in ILO member States.

The main objectives of the action plan are: (1) increasing ratification and improving implementation of relevant international labour standards through promotional campaigns and policy dialogue; (2) generating an evidence-based body of knowledge to increase the capacity of the Office to provide effective technical advisory and capacity-building services; (3) supporting the strengthening of institutions and processes of social dialogue, collective bargaining, labour law development, workplace cooperation and dispute resolution; (4) helping improve the capacities of tripartite constituents to engage in all forms of social dialogue on employment and labour-related matters; and (5) building partnerships with relevant research and policy institutions and networks to increase the capacity and reach of the Office.

Finally, the paper suggests indicators for monitoring and review, as well as an activity matrix (Appendix I) which presents a more detailed list of activities and a timetable that should guide the implementation of the Programme and Budget for 2014–15 and the planning and implementation of activities in 2016–17.

Context and objective

1. The resolution concerning the recurrent discussion on social dialogue, adopted by the International Labour Conference (ILC) at its 102nd Session in 2013, invites the Governing Body “to give due consideration to the conclusions [concerning the recurrent discussion on social dialogue] and to guide the International Labour Office in giving effect to them”.¹ It further requests the Director-General to prepare a “plan of action” to give effect to the conclusions, for consideration by the Governing Body.²
2. The conclusions contain a “framework for action”,³ which highlights the themes and types of activities that should inform the design and implementation of the relevant activities and associated budgets in specific areas.
3. The resolution also requests the Director-General to “take into account the conclusions when preparing future programme and budget proposals and facilitating extra-budgetary activities”.⁴ This proposed plan of action builds on the assumption that its activities will be funded by regular budget and extra-budgetary resources available and allocated to activities related to social dialogue, as well as by any other resources that may be mobilized during the period under consideration.
4. The present action plan comes at a moment when social dialogue, including collective bargaining, is recognized as an effective tool for avoiding job losses, protecting wages, and facilitating the adaptability of enterprises, including during the economic and financial crises of recent years. Despite the proven value of social dialogue, restrictions on freedom of association and the right to collective bargaining, which are prerequisites for effective social dialogue, remain a challenge around the world. Reforms affecting both the public and the private sectors that have been adopted in recent years have limited the scope for social dialogue, weakened collective bargaining mechanisms and restricted the autonomy of social partners.
5. The activities in this plan aim at generating robust evidence-based technical advice and capacity-building services to help constituents address these challenges at all levels and at capitalizing on positive examples of the role of social dialogue in achieving social and economic progress. These activities will be carried out within the framework of the Decent Work Agenda, taking into account the “inseparable, interrelated and mutually supportive” nature of the linkages between the ILO’s strategic objectives, and the role of international labour standards as a valuable means of achieving them.

The proposed plan of action

6. The plan of action has five major components: (1) *promotional campaigns and policy*; (2) *knowledge generation and dissemination*; (3) *policy advice and technical services*; (4) *capacity building*; and (5) *partnership building*.

¹ ILO: Resolution concerning the recurrent discussion on social dialogue, *Provisional Record* No. 11, International Labour Conference, 102nd Session (Geneva, 2013), para. 2.

² *ibid.*, para. 3(b).

³ Conclusions concerning the recurrent discussion on social dialogue, *op. cit.*, paras 11–15 (reproduced in Appendix II).

⁴ Resolution concerning the recurrent discussion on social dialogue, *op. cit.*, para. 3(c).

7. Given its cross-cutting nature, social dialogue constitutes a key method of implementing the ILO's other strategic objectives. The present plan of action should therefore be read in the light of, and as complementing, previous action plans adopted in the context of the recurrent discussions on employment (2010),⁵ social protection (2011)⁶ and fundamental principles and rights at work (2012),⁷ and the general discussion on labour administration and inspection (2011).⁸
8. The following paragraphs describe the core content of the activities. An activity matrix (Appendix I) contains a more detailed list of activities and a timetable to guide the implementation of the Programme and Budget for 2014–15, and the planning and implementation of activities in 2016–17.

Components

Component 1: Promotional campaigns and policy

<p>Objective: Increased ratification and improved implementation of relevant international labour standards through promotional campaigns and policy dialogue.</p>

9. This component covers promotional campaigns and awareness raising, and activities aimed at facilitating policy dialogue among constituents and with other partners at all levels.
10. Promotional campaigns for the 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), shall be reinforced, as called for by the 2012 action plan on fundamental principles and rights at work. The Office will step up efforts to promote the ratification and implementation of the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144), the Labour Inspection Convention, 1947 (No. 81), and the Labour Inspection (Agriculture) Convention, 1969 (No. 129), in accordance with the 2010–16 plan of action. It will supplement this with activities and material promoting the Consultation (Industrial and National Levels) Recommendation, 1960 (No. 113), and the Tripartite Consultation (Activities of the International Labour Organisation) Recommendation, 1976 (No. 152).
11. The Office will undertake a campaign to promote the ratification and effective implementation of the Labour Relations (Public Service) Convention, 1978 (No. 151), and the Collective Bargaining Convention, 1981 (No. 154). To support these efforts the Office will assess obstacles in law and practice to collective bargaining, including in public services, and compile and disseminate information on good practices. It will also promote the Collective Agreements Recommendation, 1951 (No. 91), the Collective Bargaining Recommendation, 1981 (No. 163), and the Employment Relationship Recommendation, 2006 (No. 198).

⁵ GB.309/3/1.

⁶ GB.312/POL/2.

⁷ GB.316/INS/5/3.

⁸ GB.312/POL/6.

12. A meeting of experts will analyse “contemporary experiences, challenges and trends”⁹ characterizing cross-border social dialogue initiatives, and the role and added value of the ILO.
13. The background materials and outcomes of this meeting will also be used to inform and prepare a general discussion on decent work in global supply chains,¹⁰ which the ILC submitted to the Governing Body for consideration as a future item of the ILC, not later than 2016.¹¹
14. Efforts will be made, with support from the Bureaux of Workers’ and Employers’ Activities (ACTRAV and ACT/EMP) to identify the prospects for, and to develop a comprehensive strategy for, ILO engagement with multinational enterprises (MNEs).
15. Activities will also aim at the integration of the principles of tripartism and social dialogue into policy formulation at the global and supranational levels and at promoting the active involvement of the social partners across the United Nations system and in other global forums.

Component 2: Knowledge generation and dissemination

Objective: Generating an evidence-based body of knowledge to increase the capacity of the Office to provide effective technical advisory and capacity-building services.

16. The Office will scale up its research and data collection on trends and developments in social dialogue and collective bargaining in different socio-economic contexts, countries, sectors and policy levels.
17. Evidence-based research and policy analysis will be carried out on legal and institutional settings that facilitate or hinder the functioning of social dialogue mechanisms and on ways to ensure that tripartite social dialogue institutions (such as economic and social councils) are more effective in policy-making. Research will focus on the impact of tripartite social dialogue and its outcomes, and on reforms in critical policy areas (for example, social protection). The question of how representativity of social partners in social dialogue affects its effectiveness will also be covered by this research.
18. The action plan also aims to upgrade the status and capacity of the Office as a centre of knowledge, policy advice and capacity building on collective bargaining. This will require the improvement of the statistical, institutional and legal database on industrial relations (IRData), expanding its breadth and coverage.
19. The Office will scale up its research on trends and developments in respect of collective bargaining in the private sector and in public services in different countries. The aim will be to identify innovative practices (for example, effective crisis responses and in respect of collective bargaining, wage and productivity developments) and factors that contribute to the effectiveness of collective bargaining in different country contexts. This will include the different roles of governments, employers’ organizations and trade unions in the

⁹ Conclusions concerning the recurrent discussion on social dialogue, op. cit., para. 12(14).

¹⁰ GB.319/INS/2.

¹¹ Conclusions concerning the recurrent discussion on social dialogue, op. cit., para. 12(16).

provision of information and in promoting coordinated bargaining practices. It will examine the impact of collective bargaining on socio-economic outcomes, including its impact in reducing income inequality and reinforcing the link between wage growth and productivity growth.

20. The Office will develop knowledge on: trends in the application and extension of collective agreements in accordance with Recommendation No. 91. It will examine possible sources of exclusion of workers and enterprises from the application of collective agreements in different contexts. It will develop knowledge on means to enhance their inclusiveness, with particular reference to the protection of workers in micro-, small and medium-sized enterprises (MSMEs), vulnerable categories of workers and those in non-standard forms of employment.
21. The Office will examine the impact of labour law reforms on collective bargaining and labour relations. It will carry out studies of countries where labour law reform has introduced changes in the collective bargaining structure in order to better understand the effects on wages, working conditions and industrial relations. Research findings will increase the Office's capacity to advise countries on the potential outcomes of envisaged labour law reform and on legal frameworks most conducive to sound industrial relations.
22. Research on dispute resolution will collect information on the performance of individual labour dispute prevention and resolution systems, taking into account the Voluntary Conciliation and Arbitration Recommendation, 1951 (No. 92), and the Examination of Grievances Recommendation, 1967 (No. 130). It will examine both judicial and extra-judicial dispute resolution mechanisms and processes, including adjudication systems, conciliation/mediation and arbitration, and bipartite voluntary procedures through social dialogue. The interaction between these mechanisms, as well as their connection to labour inspectorates will also be reviewed. The research findings will be used to identify guiding principles for effective handling of individual labour complaints, recognizing the diversity among the national systems.
23. Knowledge developed on tripartite social dialogue, collective bargaining and dispute resolution will be used to enhance the Office's policy tools, including a methodology to assess the impact of policies, a series of policy briefing notes and fact sheets, training materials and other evidence-based tools aimed at strengthening mechanisms for tripartite social dialogue and collective bargaining and improving the performance of industrial relations systems at various levels. The promotion of gender equality, and women's increased participation and engagement in social dialogue, will be a cross-cutting theme of research projects, policy dialogue and partnerships, and a constant consideration when formulating policy advice and developing databases. A key priority will be to make social dialogue more inclusive and representative, including vis-à-vis vulnerable groups and people living with HIV and AIDS.

Component 3: Policy advice and technical services

<p>Objective: Strengthened institutions and processes of tripartite social dialogue, collective bargaining, workplace cooperation, dispute resolution and labour law development.</p>
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24. Policy advice and technical assistance will be provided to constituents to establish and/or strengthen institutions for tripartite cooperation, such as economic and social councils, with the view to enhancing tripartite social dialogue in policy formulation, including addressing socio-economic development objectives in emerging and developing countries, and in the context of political transitions (for example, in the Arab States) and economic crises.

25. The Office will use knowledge developed to reinforce its capacity to provide evidence-based policy advice at the country level on how to strengthen institutional frameworks for collective bargaining and workplace cooperation. Special focus will be on improving the coverage and quality of collective bargaining agreements and on ways of promoting equitable, inclusive and productive labour relations. Such knowledge will be used to facilitate the exchange of experience among countries, and to support the ILO's advisory services, including in the context of promoting the MNE Declaration and the ILO Helpdesk for Business on International Labour Standards. The Office will also step up its technical advice and services on promoting sound labour relations in the public services

Component 4: Capacity building

Objective: Improved capacities of tripartite constituents to engage in all forms of social dialogue on employment- and labour-related matters.

26. As social partners are the primary actors in the real economy and their engagement in bipartite and tripartite processes is a central element of social dialogue, reinforcing their capacity continues to constitute a primary objective for the Office.
27. The Office will develop new training programmes to strengthen the capacity of the constituents, including of national labour administrations, to promote and facilitate tripartite social dialogue. It will facilitate the exchange of experiences for labour administrations as well as workers' and employers' organizations at all levels through twinning programmes.
28. The knowledge developed on trends, developments and means of strengthening social dialogue and collective bargaining and the inclusiveness of collective agreements will be used to develop training programmes aimed at strengthening the capacity of constituents to engage in social dialogue and collective bargaining, taking into account the diversity of systems and national circumstances. These will complement existing training programmes, such as those on negotiation skills and effective wage policies.
29. The Office will design and deliver technical assistance and capacity-building activities to support the effective participation of social partners in labour law development through Decent Work Country Programmes (DWCPs). It will also produce a labour law development toolkit for the participatory design of labour legislation and new labour law training curricula in order to support meaningful participation of social partners in the development of labour law.
30. These outputs will be delivered in collaboration with the ILO Turin Centre and other research and training institutions as appropriate.

Component 5: Partnership building

Objective: Partnerships with relevant research and policy institutions and networks to increase the delivery capacity and reach of the Office.

31. One of the means of achieving additional ratifications and effective implementation of relevant international labour standards is continued dialogue with the governments of member States that have not yet ratified these instruments, where existing institutions are weak or where their functioning has been affected by the crisis. This dialogue will be enhanced by collaboration with relevant international and national institutions.

32. Similar partnerships will be built or strengthened with research institutions focusing on trends and developments in collective bargaining and labour relations.
33. In light of the sharp increase in demand for advisory services in the area of labour dispute resolution, the Office will enhance partnerships with a number of dispute resolution agencies, develop twinning projects with well-established dispute resolution bodies (including judicial and alternative dispute resolution mechanisms) and attempt to secure extra-budgetary funds to provide assistance at country level through DWCPs.
34. The Office will build and/or strengthen cooperation with relevant international organizations and institutions with the aim of increasing understanding and mitigating the negative impact of structural adjustment on industrial and labour relations, for example in crisis-affected European Union countries.
35. In line with its mandate, the Office will strengthen its collaboration with the United Nations, and especially the United Nations Development Group (UNDG), in the current preparations for the post-2015 development agenda, and international forums, including the G20 and regional/subregional bodies. Such collaboration will aim to promote the principles of social dialogue, tripartism and collective bargaining and the essential role of the social partners as key contributors to policy dialogue at the international and national levels.

Monitoring and review

36. The plan of action will be regularly reviewed and adjusted as required to reflect continuously evolving economic and political contexts and new priorities that may emerge.
37. Progress will be monitored using as indicators the number of:
 - (a) countries tabling or adopting national legislation for the ratification or implementation of ILO Conventions relating to social dialogue;
 - (b) ratifications of relevant Conventions;
 - (c) communication by member States of decisions to take steps for their ratification or effective implementation;
 - (d) countries reforming labour law through social dialogue;
 - (e) countries where the record of collective bargaining and agreements has improved;
 - (f) countries creating or strengthening machinery for national tripartite social dialogue;
 - (g) countries benefiting from technical assistance to improve access to effective and efficient labour dispute resolution bodies;
 - (h) constituents receiving technical advice and capacity building on matters related to social dialogue;
 - (i) constituents receiving assistance for improving processes and machinery for cross-border, regional, national, sectoral and enterprise level social dialogue; and
 - (j) social dialogue components integrated into ILO activities, including new or updated DWCPs, technical cooperation agreements and private–public partnerships.

38. Monitoring of progress in implementation should also be aligned with the current Strategic Policy Framework for 2010–15¹² and its follow-up, with current¹³ and subsequent programmes and budgets, the outcome-based work planning process and the DWCP cycle.

Points for discussion

39. In light of the above, the Governing Body may wish to advise the Office on how to modify, improve or supplement the proposed plan of action with respect to:
- (a) the content of the individual actions described in this paper;
 - (b) the timing of the proposed actions; and
 - (c) monitoring and review.

¹² GB.304/PFA/2(Rev.).

¹³ GB.317/PFA/1.

Appendix I

Activity matrix 2014–17

Component	Activity	Means of action (key outputs in bold)	Timing
1. Promotional campaigns and policy	1. Campaign to promote international labour standards relevant to social dialogue	a. Follow-up to the 2010–16 plan of action on the governance Conventions Nos 81, 122, 129 and 144 and the related Recommendations	2016–17
		b. Campaign for the ratification and effective implementation of Conventions Nos 151 and 154 and the related Recommendation No. 163	2014–17
	2. Promote the MNE Declaration	a. Promotion of Recommendation No. 113 and development of a guide	2016–17
		b. Campaign for the promotion of the MNE Declaration, including good industrial relations in MNE operations	2014–17
	3. Policy dialogue	a. Meeting of experts on cross-border social dialogue	2014–17
		b. Follow-up to the meeting of experts (December 2013) on labour inspection and private compliance initiatives in light of international labour standards	2014–15
2. Knowledge generation and dissemination	1. Expansion of quantitative and qualitative research and tools on national institutions for tripartite social dialogue	a. Creation and maintenance of a database on national tripartite institutions	2014–17
		b. Needs assessment tool on national tripartite social dialogue	2014–17
		c. Guide on representativeness of workers' and employers' organizations in social dialogue processes	2016–17
		d. Technical brief on improving tripartism based on mapping successful and unsuccessful practices	2014–17
	2. Research on social dialogue in countries undergoing political transition	a. Research and a forum for exchange of experiences on social dialogue and political transition with focus on the Arab countries	2014–17
	3. Research on the role of social dialogue in the context of the economic and financial crisis	a. Technical briefs on innovative social dialogue practices in response to the crisis at all levels	2014–17
		b. ILO Turin Centre seminars for the exchange of country experiences on social dialogue for managing economic crisis	2014–17

Component	Activity	Means of action (key outputs in bold)	Timing
	4. Research on trends in collective bargaining and socio-economic outcomes	a. Expanded statistical, institutional and legal database on labour relations and collective bargaining (IRData)	2014–17
		b. Research and publications (including fact sheets) on trends and developments in collective bargaining in the private sector and public services, identifying innovative practices, the role of information sharing and coordination of collective bargaining and the respective roles and responsibilities of the social partners and of private actors	2014–17
		c. Research and publications on impact of collective bargaining on income inequality, job quality and the link between wage and productivity growth	2014–17
		d. Working papers, a volume and policy briefs on the application and extension of collective agreements; their role in protecting workers in MSMEs; vulnerable workers and those in non-standard forms of employment	2014–17
		e. Studies on the impact of reforms to collective bargaining structures on wages and working conditions	2014–17
	5. Knowledge sharing on cross-border social dialogue	a. Database on transnational company agreements (TCAs)	2014–15
b. Background document on cross-border social dialogue (to be used in the expert meeting)		2014–17	
c. Improving the governance of labour mobility at the regional and subregional levels through tripartite dialogue (follow-up to the November 2013 meeting of experts)		2014–17	
6. Research on labour dispute resolution systems and their performance	a. Research papers on the performance of judicial and alternative dispute resolution systems	2014–17	
3. Policy advice and technical services	1. Enhance the role of social dialogue actors and institutions	a. Integrate social dialogue components in ILO activities , including DWCPs, cooperation agreements and private–public partnerships	2014–17
	2. Support the effective participation of social partners in labour law development through tripartite consultations	a. Country studies on labour law reforms modifying industrial relations	2014–15
	3. Evidence-based policy advice to strengthen institutional frameworks for collective bargaining and workplace cooperation	a. Country-level assessments and policy resource package to enhance delivery of technical advisory services aimed at strengthening and improving effectiveness of labour relations and collective bargaining in a particular context	2014–17
	4. Understand the impact of structural adjustment on social dialogue in EU countries	a. Discussion papers and a book on the impact of the crisis on social dialogue, labour law and industrial relations in selected EU countries	2014–15
		b. Co-author with the EU a chapter in the report <i>Industrial Relations in Europe</i> on industrial relations in Member States receiving financial stability support	2014–15
5. Assist countries to mainstream gender equality in social dialogue	a. Technical briefs on gender equality and social dialogue	2014–17	
	b. Integration of the gender dimension in data collection and dissemination	2014–17	

Component	Activity	Means of action (key outputs in bold)	Timing
	6. Improve access to and performance of labour judiciary and dispute resolution agencies	a. Office-wide labour dispute resolution technical assistance strategy supported by partnerships with selected dispute resolution agencies and embedded in DWCPs	2014–17
4. Capacity building	1. Strengthen the capacities of constituents	a. Training modules for courses on social dialogue in technical areas: employment/social security/migration/informal economy/people living with HIV and AIDS and with disabilities	2014–15
		b. Translation of guide on national tripartite social dialogue institutions and its dissemination in all regions including through training on setting up such institutions	2014–15
		c. Twinning programmes facilitating the exchange of experiences for labour administrations as well as workers' and employers' organizations at all levels on social dialogue	2014–17
		d. Training on representativeness of workers' and employers' organizations in social dialogue	2014–17
		e. Translation of Handbook on promoting collective bargaining and training of governments, employers' and workers' organizations on collective bargaining	2014–17
		f. Training for labour inspectorates on the enforcement of the right of freedom of association	2014–17
	2. Empower social partners to participate in labour law development	a. Labour law development toolkit for the participatory design of labour legislation	2014–17
		b. New labour law training curricula to support meaningful engagement of social partners	2014–17
3. Assist social dialogue mechanisms in the framework of regional and subregional integration	a. Survey mapping the needs of social dialogue actors and institutions in regional groupings	2016–17	
4. Promote social dialogue and the active involvement of social partners across the UN system	a. Inputs to the UN Development Group (UNDG) in the preparations for the post-2015 UN development agenda	2014–15	
5. Partnership building	1. Build and strengthen partnerships with relevant research and policy institutions and networks	a. Partnership agreement with the European Commission on promoting inclusive and balanced crisis recovery	2014–15
		b. Deepen existing cooperation with Eurofound (Dublin), including in respect of research on trends in labour relations and collective bargaining	2014–15
		c. Deepen research collaboration with ILERA and renew partnership agreement at the forthcoming World Congress in 2015	2014–15
		d. Operationalize a 2012 ILO–AICESIS cooperation agreement with a view to joint advocacy	2014–17
		e. Identify areas of collaboration with selected regional or subregional groupings aimed at promoting social dialogue at this level	2014–17
		f. Partnerships with dispute resolution agencies, including through twinning projects	2014–15
		g. Partnerships with selected labour courts and tribunals	2014–17
		h. Partnerships with inter-agency networks (e.g., UN Women, UN Global Compact) to mainstream gender equality and women's voice in social dialogue	2016–17
		i. Collaboration with the European Commission (EuropeAid) on capacity building for the social partners	2014–17

Appendix II

Excerpts from the conclusions concerning the recurrent discussion on social dialogue adopted by the International Labour Conference at its 102nd Session, 2013

III. Framework for action

11. Based on this recurrent discussion and the established and expressed needs of the Members, the ILO is called upon to:

A. *Strengthen institutions and processes of social dialogue*

12. To that effect, the ILO should:

- (1) Support the preconditions for effective social dialogue, as called for by the conclusions concerning the recurrent discussion on fundamental principles and rights at work (2012); and support the constituents' efforts to give effect to the measures to promote social dialogue mentioned above.
- (2) Recalling the campaign for the 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), undertake a campaign on the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144); the Labour Relations (Public Service) Convention, 1978 (No. 151); the Collective Bargaining Convention, 1981 (No. 154); and promote the Collective Agreements Recommendation, 1951 (No. 91); the Consultation (Industrial and National Levels) Recommendation, 1960 (No. 113); the Tripartite Consultation (Activities of the International Labour Organisation) Recommendation, 1976 (No. 152); the Collective Bargaining Recommendation, 1981 (No. 163); and the Employment Relationship Recommendation, 2006 (No. 198).
- (3) Increase its capacity to carry out or provide informed and evidence-based research as well as legislative and policy analysis on means of promoting and effecting social dialogue.
- (4) Support the effective participation of social partners in labour law development through tripartite consultations with targeted technical assistance and capacity-building activities.
- (5) Assist labour administrations to improve the governance and efficiency of their core functions, including labour law enforcement, labour inspection, and provision of services and information to the public in view of the conclusions of the general discussion on labour administration and labour inspection (2011). Support efforts of labour administrations to organize consultations with social partners and to improve data collection, analysis and dissemination.
- (6) Expand its assistance to strengthen and improve the performance of labour dispute prevention and resolution systems and mechanisms, including for the effective

handling of individual labour complaints, through research, expert advice, capacity building and exchange of experiences.

- (7) Promote tripartite social dialogue institutions and/or policy-making mechanisms through evidence-based policy advice, exchange of experiences and technical cooperation. Reinforce research on the role of tripartite social dialogue in response to crises as well as economic and political transitions.
- (8) Promote gender equality, and increase and strengthen women's participation and engagement in social dialogue mechanisms.
- (9) Scale up research on the socio-economic outcomes of different collective bargaining systems and the role of coordination and provision of information in shaping these outcomes. Research should identify factors that contribute to the effectiveness of collective bargaining in different contexts. The ILO should also widely and regularly disseminate information through the most appropriate means on global trends and challenges for the constituents in collective bargaining.
- (10) Reinforce technical assistance and evidence-based policy advice to build institutions for social dialogue between the social partners including collective bargaining in some countries and improve their effectiveness in others.
- (11) Develop knowledge on the application of collective agreements and means to enhance their inclusiveness in the context of Recommendation No. 91, in particular with respect to the protection of workers in MSMEs, vulnerable workers and those in non-standard forms of employment.
- (12) Provide advice consistent with the Co-operation at the Level of the Undertaking Recommendation, 1952 (No. 94) on the strengthening of workplace cooperation as a tool for anticipating and facilitating change in a manner that addresses the needs of employers and workers.
- (13) Promote social dialogue and the role of social partners in the design, governance and implementation of economic, employment and social protection policies, at both national and international levels.
- (14) Convene a meeting of experts on cross-border social dialogue to analyse contemporary experiences, challenges and trends, as well as the role and value added of the ILO.
- (15) Promote the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) and develop a comprehensive policy and strategy for ILO engagement with enterprises. In this respect, improve coordination throughout the ILO with appropriate involvement of worker and employer representatives.
- (16) Consider including, through its Governing Body, an item for discussion on decent work in global supply chains at an International Labour Conference, not later than 2016, in light of support expressed during this recurrent discussion.

B. Provide support to the tripartite actors of social dialogue at all levels

13. To that effect, the ILO should:

- (1) Build and strengthen the capacity of constituents including national labour administrations to promote, facilitate and engage in social dialogue and collective bargaining, taking into consideration the diversity of systems and national circumstances.
- (2) Provide assistance upon request to relevant governments, workers' and employers' organizations to establish or improve mechanisms for social dialogue within the framework of regional and subregional integration.
- (3) Facilitate exchange of experiences for labour administrations as well as for workers' and employers' organizations at all levels, including through policy dialogue, targeted training and twinning programmes and the use of innovative strategies and platforms for sharing knowledge and expertise.

C. Enhance policy coherence

14. To that effect, the ILO should:

- (1) Exercise its mandate to engage in a proactive manner with international organizations and institutions, such as the International Monetary Fund, World Bank, World Trade Organization, G20, and the Organisation for Economic Co-operation and Development, and with regional organizations and mechanisms of regional integration to promote the Decent Work Agenda and ILO standards and principles; and promote the active involvement of social partners across the UN system and in other global forums.
- (2) Further strengthen its capacities to support constituents through integrated and coherent policy advice, encompassing rights at work, employment, social protection and social dialogue.
- (3) Highlight the value of effective social dialogue in implementing its strategy for the adoption of full and productive employment and decent work as an explicit goal of the global development agenda beyond 2015.

D. Actively promote social dialogue and participation of social partners in its activities

15. To that effect, the ILO should:

- (1) Strengthen the engagement of social partners in the design and implementation of Decent Work Country Programmes (DWCPs), technical cooperation agreements and public-private partnerships across all four strategic objectives of the ILO.
- (2) Make social dialogue, including collective bargaining, a central element of DWCPs and technical cooperation activities, in line with the needs of constituents affected.