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Labour  
Office  
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Social dialogue  
interventions:  
What works and why?  
A synthesis review  
2002-2012

# What works and why?

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Results of a synthesis review of  
social dialogue interventions 2002-2012

International Labour Organization

April 2013

Evaluation Unit

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## Preface

Social dialogue and tripartism will be the topic for the Recurrent Discussion on Social Dialogue during the 2013 International Labour Conference (ILC). At the constituents' request, ILO's Evaluation Unit (EVAL) commissioned this working paper with the aim of contributing to this discussion by synthesising results and lessons learned from selected evaluations of ILO interventions in the social dialogue sphere. The paper was prepared by Eckhard Voss of Wilke, Maack and Partner; Howard Gospel of Kings College, University of London, and Said Business School, University of Oxford; Antonio Dornelas of Lisbon University Institute; and Katrin Vitols also of Wilke, Maack and Partner. The authors dedicate the report to Antonio Dornelas who unexpectedly passed away during the project.

The report has benefited from input from many inside the ILO. I would like to express special appreciation to Magali Bonne-Moreau, short-term ILO Evaluation Officer for managing the project with me, her insightful comments on the various drafts of the report and substantial technical editing to shorten the report and sharpen the messages. Thanks are also due to Craig Russon, ILO Senior Evaluation Officer, for his valuable support to the project.

Guy Thijs

Director

ILO Evaluation Unit



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## Abbreviations

ACT/EMP	Bureau for Employers' Activities (ILO)
ACTRAV	Bureau for Workers' Activities (ILO)
ASEAN	Association of Southeast Asian Nations
BIAC	Business and Industry Advisory Committee to the OECD
CEDEFOP	Centre for the Development of Vocational Training
CEEP	European Centre of Employers and Enterprises providing Public services
CSR	Corporate social responsibility
DIALOGUE	Industrial and Employment Relations Department (ILO)
DWCP	Decent Work Country Programme
EC	European Commission
ETUC	European Trade Union Confederation
EU	European Union
Eurofound	European Foundation for the Improvement of Living and Working Conditions
G20	Group of 20 most industrialized countries
HIV/AIDS	Human immunodeficiency virus infection / acquired immunodeficiency syndrome
IFC	International Finance Corporation
ILC	International Labour Conference
ILO	International Labour Office/Organization
ILS	International labour standard
IOE	International Organisation of Employers
ITUC	International Trade Union Confederation
MERCOSUR	<i>Mercado Común del Sur</i> [Southern Common Market]
OECD	Organisation for Economic Co-operation and Development
OSH	Occupational safety and health
UEAPME	European Association of Craft, Small and Medium-sized Enterprises
WTO	World Trade Organization

## Executive summary

### Background, purpose and scope of the study

Social dialogue and tripartism will be the theme for the Recurrent Discussion on Social Dialogue<sup>1</sup> during the 2013 International Labour Conference (ILC). This working paper aims to contribute to this discussion by synthesising results and lessons learned from selected evaluations of International Labour Organization (ILO) interventions in the social dialogue sphere, as well as from other relevant studies. The objective of this report is to strengthen the ILO's capacity to make evidence-based decisions using evaluation results, and to provide information to ILO's constituents on approaches that work well, or could be improved in the area of social dialogue – in other words: *What works and why?*

The synthesis review was guided by a number of key questions addressing trends, lessons learned and good practices in social dialogue interventions as implemented by the ILO and other international organizations over the past decade (2002–2012).

The evidence derives from evaluation reports and evidence-based studies in terms of their findings and conclusions related to social dialogue interventions and their positive and negative outcomes, facilitators and obstacles, lessons learned and recommendations.

### Some methodological and quantitative preliminaries

Based on the key research questions, an extensive and systematic search, screening, mapping, coding and reviewing exercise was conducted to identify relevant evaluations and other studies of social dialogue interventions, drawing from a broad variety of sources. This review of the literature found 60 ILO evaluations<sup>2</sup> and 20 other documents to be relevant for the study's purpose. These materials served as the basis of an in-depth analysis.

The majority of ILO evaluations selected had social dialogue as the main focus, i.e. directly referring to the strategic ILO objective of strengthening social dialogue, industrial relations and tripartism. A smaller set of reports examined interventions containing a social dialogue component, but primarily addressed other ILO strategic objectives and goals, e.g. fighting poverty, HIV/AIDS in the workplace, trafficking, forced and child labour, dealing with youth unemployment, gender mainstreaming, or implementing Decent Work Agendas.

Regarding other literature, a striking result of the review process was that there are very few social dialogue evaluations comparable to those of the ILO. Most reports examined were studies by authoritative international organizations that provided broad evidence on various aspects of social dialogue, industrial relations and tripartism. The majority were related to the European Union (EU).

### Trends in social dialogue interventions over the last decade

The last decade has been characterized by accelerated change, resulting from globalization, conflicts and upheaval, as well as financial and economic crises in various parts of the world. This has resulted in both progress and setbacks in fighting poverty, and social and economic exclusion, and in promoting democratic and decent living and working conditions around the world. The last decade

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<sup>1</sup> ILO: *Recurrent discussion on social dialogue under the ILO Declaration on Social Justice for a Fair Globalization*, International Labour Conference, 102nd Session, Geneva, 2013.

<sup>2</sup> Throughout the report, when a project evaluation is cited in a footnote, it will be preceded by "ILO Project:", then the *title*, followed by the *Project Technical Cooperation Number*, e.g. *MOR/02/50/USA*. A list of these project evaluations is found in Section 7 of the report and in Annex 4, organized by TC Number.

has also been the decade of the ILO Decent Work Agenda, reflecting the importance of mainstreaming decent work around the world.

Strong workers' and employers' organizations, as well as other institutional capacities, are crucial for delivering decent work and translating the ILO's agenda into tangible outcomes. Thus, one of the most important aspects of social dialogue interventions has been to establish or strengthen the prerequisites of solid social dialogue mechanisms, such as sound industrial relations and tripartism as a component of law and policy-making. Capacity building and support activities have focused on updating and implementing labour law frameworks, providing training, expertise and information, and developing knowledge on labour inspection, labour dispute regulation, and collective bargaining. ILO interventions have also aimed to sharpen stakeholders' awareness and competences on topics such as gender mainstreaming, migrant labour, informal work, and the prevention of HIV/AIDS at the workplace.

Concerning the broader context of social dialogue, the last decade has seen both positive and negative developments. While in a number of regions and countries, an increase in social partners' involvement, and a stronger culture of social dialogue and tripartism has been reported (e.g. in parts of Africa, the Americas and Asia), the political climate and labour rights conditions in many countries have worsened, not least in a number of European countries.

As this review shows, the variety of contexts in which social dialogue interventions operate became broader with the onset of the global financial and economic crisis. This means that not only is there a constant demand for measures and interventions to assist and support ILO's constituents through training and other capacity-building activities, but there is also a demand for strengthened support for ILO standards and principles, as well as their implementation and enforcement.

Examples of new needs and trends that have emerged during the last decade are the increase in transnational corporate social responsibility (CSR) initiatives and bargaining at the level of multinational companies. Here the ILO has played an important role, not only in the field of stock taking, research and exchange, but also in developing practical tools. Within the ILO, the Better Work Programme, launched in 2007 in cooperation with the International Finance Corporation (IFC), is an innovative example of this trend.

Related to these trends, the ILO has become increasingly visible as the main knowledge and information base, and a global centre of expertise and competence on decent work, social dialogue and industrial relations, including effective labour laws. This is clearly evidenced by evaluation findings, which indicate that the ILO faces a growing demand for information, training and capacity building requests from its constituents.

### **Synthesis of results: Lessons learned, good practices and recommendations**

Although the review of evaluations shows divergent understandings and uses of key terms such as 'good practice', 'lessons learned' and 'recommendations', the in-depth analysis of evaluations of social dialogue interventions has revealed a number of recommendations, good practices and related lessons learned of different kinds and scope, ranging from the establishment of tripartite structures, such as national councils or frameworks for social dialogue in francophone Africa or tripartite consultation platforms in Association of Southeast Asian (ASEAN) countries, to the development and strengthening of frameworks and institutions of arbitration and conflict regulation or support for labour law reforms. A number of good practices related to capacity building,

knowledge, and the development of the competences of social partners and labour ministries, have also been highlighted in evaluation reports.

As seen in the evaluations of interventions focusing on other strategic objectives and goals, the active involvement of the social partners in these initiatives can have positive repercussions on the awareness and culture of social dialogue and tripartism. This is illustrated in India in the context of projects in support of female workers in rural areas, in Cambodia and Turkey in projects on work in the informal economy, or in workplace-level projects such as in the textile industry. Similar findings have been reported in other interventions, which focused on fighting child labour, HIV/AIDS, threats to occupational safety and health (OSH), and migrant labour and trafficking, among others.

Furthermore, good practices and lessons learned highlighted that strong involvement of social partners, along with other stakeholders, has not only triggered progress and led to positive outcomes, but also contributed to the strengthening of social dialogue and tripartism itself. This has occurred through the development of new structures, for instance, joint workplace committees, knowledge/information centres, joint action plans, charters on gender equality, and 'model enterprises'.

ILO evaluations, along with other evidence-based studies, contain a wealth of information regarding internal and external factors which promote successful implementation of social dialogue projects, and identify the obstacles to positive outcomes. There were a number of factors internal to the ILO that shaped the outcomes of interventions, in particular, arrangements concerning the development of suitable design, objectives, implementation arrangements, and monitoring systems. In addition, evaluations stressed the need for full consultation within the Office, between relevant departments, and also with key stakeholders and donors, both at the design stage and throughout project implementation. It was observed that evaluations of global and/or multi-country projects focused on broad themes (e.g. social dialogue and industrial relations in general, child labour or gender mainstreaming) suggest that targeted interventions are more effective than those that are broad and general. Thus, intervention design and scope are crucial. The best project management does not compensate for poor design.

Other aspects that foster positive outcomes concern: local resource mobilization, the integration of actors and project components, sound implementation mechanisms, and the cooperation and exchange of information with constituents. The strong presence of the ILO in the field and the support received by ILO headquarters in terms of advice, expertise and information were identified as important success factors, as they increase the credibility of a project's intervention and improve the mobilization of stakeholders.

Social dialogue interventions can also be influenced, both positively and negatively, by a number of external factors. Both ILO evaluation reports and evidence-based studies of the outcomes of European social dialogue interventions and social dialogue agreements have highlighted a positive political climate, and the awareness, commitment and trust of key actors involved (e.g. social partners, governments, companies and other stakeholders) as important factors in achieving progress, particularly in relation to specific topics such as gender mainstreaming, poverty reduction, child labour and human trafficking.

Furthermore, the materials reviewed illustrate that interventions implemented either in direct partnership with other institutions (e.g. the IFCs), or on the basis of a broader regional cooperation

strategy (e.g. within the ASEAN or the Economic Community of West African States – ECOWAS), have achieved more positive outcomes and greater sustainability.

Social dialogue capacities and sound industrial relations are important external factors often hindering positive outcomes. As highlighted in a number of evaluations, for example in Africa, the Americas and the Caucasus regions, obstacles and barriers are particularly strong in areas which have experienced civil strife or faced transitions to democracy. Such countries often have only a weak social fabric and are characterized by other challenges, e.g. fragmentation within social partner organizations.

There are also obstacles specific to certain types of interventions. For example, a number of evaluation reports of multi-country projects stressed that the objectives and operational designs did not (or only insufficiently) match the specific national situations. The need to have longer term commitments and a more incremental approach to achieving positive outcomes and sustainability was recommended in many reports related to capacity building and sound industrial relations (including non-ILO interventions, such as in the EU), particularly in countries where social dialogue and tripartism are facing substantial barriers. In the context of labour law and labour administration, evaluations highlighted the insufficiency of ILO capacities, both at headquarters and in the field, as a crucial barrier to achieving better results.

A set of recommendations concerned the need to target interventions and concentrate on fewer objectives. A dilemma emerged regarding whether to focus on developing social dialogue *per se*, or by trying to simultaneously develop social dialogue along with other objectives, such as health and safety, combating HIV/AIDS, and dealing with gender issues, immigration and human trafficking. Although the evaluations raised these issues, they did not resolve them.

A number of evaluations on labour law reform and support for labour administration/inspectorate systems referred to the traditionally strong expertise that the ILO has had in these areas, as well as in comparative industrial relations. Some of the findings suggested that the focus on some of these ‘hard’ areas of ILO activities has decreased. The subsequent recommendations stressed the need to strengthen capabilities in areas such as labour law and labour administration.

Regardless of the specific focus and type of interventions, evaluations made a strong case for enforcing stakeholders’ involvement in order to support ownership and mutual trust, which are regarded as crucial success factors. Particular emphasis was placed on employers’ and workers’ organizations having the necessary capacity to work in the context of the evaluated projects. This was not just capacity in terms of personnel and know-how, but also, in many cases, having the capacity to persuade different organizations to work together.

### **Conclusions and recommendations arising from this study**

This synthesis review of evaluations and other evidence-based studies has shown that ILO’s actions are quite unparalleled. Hardly any similar types of interventions aiming to support social dialogue and tripartism exist apart from (limited) activities in the EU. This illustrates and confirms that social dialogue and tripartism remain central to the broader ILO agenda. The review of materials suggests that social dialogue, strong social partners’ involvement, and a culture of tripartism contribute significantly to improvements in socio-political and economic outcomes.

Building on the key factors identified as critical facilitators or obstacles to successful interventions, a number of recommendations can be drawn from this review.

- i) The notion of social dialogue and tripartism as a critical element within the Decent Work Agenda, and thus an integral part of all ILO interventions, should be strengthened and enhanced as the positive role of social dialogue is confirmed through the lessons learned and good practices presented in many evaluation reports.
- ii) The involvement of stakeholders, especially in the field but also at ILO headquarters, should be strengthened throughout the project cycle, including during the design, implementation, and monitoring of interventions, as this increases ownership, mobilization and sustainability.
- iii) The design of interventions should take a longer term perspective, and take into consideration 'support-chains' of interventions which build upon lessons learned and good practices from previous experiences, and promote effectiveness and sustainability. This need also arises in areas with cross-cutting issues, such as gender mainstreaming, which have not been addressed sufficiently in social dialogue interventions over the last decade.
- iv) More collaborative activities with other international organizations should be undertaken in order to create synergies, broaden results, and mainstream tripartite principles in other areas.
- v) In order for the ILO to properly address evolving needs and challenges in social dialogue, there is a strong need to stabilize and strengthen its unique role by providing expertise, advice, and other forms of support to its constituents, as a global centre of excellence and knowledge for social dialogue, tripartism, industrial relations, labour administration and labour law.
- vi) Greater coherence and clarification are required in the use of key evaluation terms in order to optimize organizational learning, and the use of evaluation findings by ILO staff and constituents at all levels.

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Spanish and French executive summaries of this report from the Evaluation unit are available on the EVAL website.

The ILC document, and its translations, are available here [http://www.ilo.org/ilc/ILCSessions/102/reports/reports-submitted/WCMS\\_205955/lang--en/index.htm](http://www.ilo.org/ilc/ILCSessions/102/reports/reports-submitted/WCMS_205955/lang--en/index.htm)

## 1. Introduction

Social dialogue, defined as “all types of negotiation, consultation, or exchange of information between representatives of employers, employees, and governments on issues of common interest,”<sup>3</sup> is at the heart of the activities of the ILO.

Strengthening social dialogue and tripartism is both a strategic objective in the ILO’s Decent Work Agenda, and an instrument to promote sound governance and decent work in other areas. Social dialogue can play a “critical role in achieving the [...] objective of advancing opportunities for women and men to obtain decent and productive work in conditions of freedom, equality, security, and human dignity.”<sup>4</sup> However, only a minority of the world’s population currently enjoys the right to social dialogue via bipartism (based on employee organization and employer structures) and tripartism (involving employees, employers and governments).

Social dialogue and tripartism will be the key topic for the recurrent discussion on social dialogue<sup>5</sup> during the International Labour Conference in 2013. This working paper aims to contribute to this discussion by synthesising results and lessons learned from selected evaluations of ILO interventions in the social dialogue sphere, as well as from other relevant studies related to social dialogue, focusing on the past decade (2002–2012). The objective of this report is to strengthen the ILO’s capacity to make evidence-based decisions using evaluation results, and to provide information to ILO constituents on approaches that work well, or could be improved in the area of social dialogue – in other words: *What works and why?*

This report is structured in five sections. Following this introduction, Section 2 presents an outline of the methods used<sup>6</sup> and the key research questions, as well as an overview of the materials reviewed. Section 3 presents trends identified over the last decade, while Section 4 draws from evaluations and evidence-based studies, to highlight lessons learned, good practices and success factors and obstacles related to social dialogue interventions. Throughout this section, the links between social dialogue interventions and the other ILO strategic objectives are examined. Finally, Section 5 summarizes the major conclusions arising from the review and Section 6 provides recommendations based on the findings.

## 2. Guiding questions and outline of the methodology

### 2.1 Key review questions

The purpose of this study is to contribute to the enhancement of organizational learning in the context of the recurrent discussion on social dialogue in 2013 and to strengthen the ILO’s capacity to

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<sup>3</sup> ILO: *Promoting Collective Bargaining Convention No. 154*, Industrial and Employment Relations Department and International Labour Standards Department (Geneva, 2011).

<sup>4</sup> The Terms of Reference (TOR) are included in Annex 1 of this report.

<sup>5</sup> ILO: *Recurrent discussion on social dialogue under the ILO Declaration on Social Justice for a Fair Globalization*, International Labour Conference, 102nd Session, Geneva, 2013.

<sup>6</sup> Further details on the methodological approach adopted and search results of ILO as well as non-ILO documents are presented in the annexes to this report.

make evidence-based decisions on evaluation results. The review thus aims to provide information to ILO constituents on social dialogue interventions and approaches that have worked well and why.

Four key questions provided by EVAL guided the study, reflecting the areas to be considered in the recurrent report on social dialogue.

- What are the trends and good practices in social dialogue interventions at all levels?
- To what extent can social dialogue interventions be linked to the other three ILO strategic objectives?
- Under what conditions do social dialogue interventions contribute most to strengthen the institutional capacities of employers' and workers' organizations and labour ministries?
- What is the evidence for gender mainstreaming in social dialogue interventions?

## 2.2 The synthesis review approach

As called for in the Terms of Reference (ToR) in Annex 1, a synthesis review approach was taken to identify relevant evaluation reports and evidence-based studies carried out by the ILO and other international organizations related to social dialogue interventions (i.e. projects, programmes and other initiatives). Given that the purpose was to contribute to organizational learning, the core source of information was evaluations of ILO interventions.

The methodology used drew on the principles of systematic reviews to search and select documents for the study. Such reviews are nascent in the field of international development studies<sup>7</sup> (apart from those based on impact studies), and the methodological approach thus needed to be adapted in light of the specific context of social dialogue, and of discussions with EVAL staff and ILO officials in different technical units.

Key steps in the review included a broad search for documents in different databases; screening of these documents based on pre-defined inclusion and exclusion criteria; mapping and coding of search results, to identify a sub-sample of relevant materials for the review; and in-depth analysis of these documents, guided by the key research questions. The methods used in the review, including the coding tool, are presented in detail in Annex 2.

There were two core limitations faced by the study that influenced the depth of the analysis. A first issue was related to inconsistent definitions for 'good practice', 'lessons learned' and 'recommendations' in the reports reviewed, limiting the scope for systematic analysis of successful and less successful experiences solely based on these terms. A second issue was the lack of common qualitative and quantitative indicators for measuring success or failure of social dialogue interventions and associated activities. This shortcoming was highlighted in several evaluations of strategies and multi-country interventions, and applied especially to activities aiming to foster social dialogue and tripartism.

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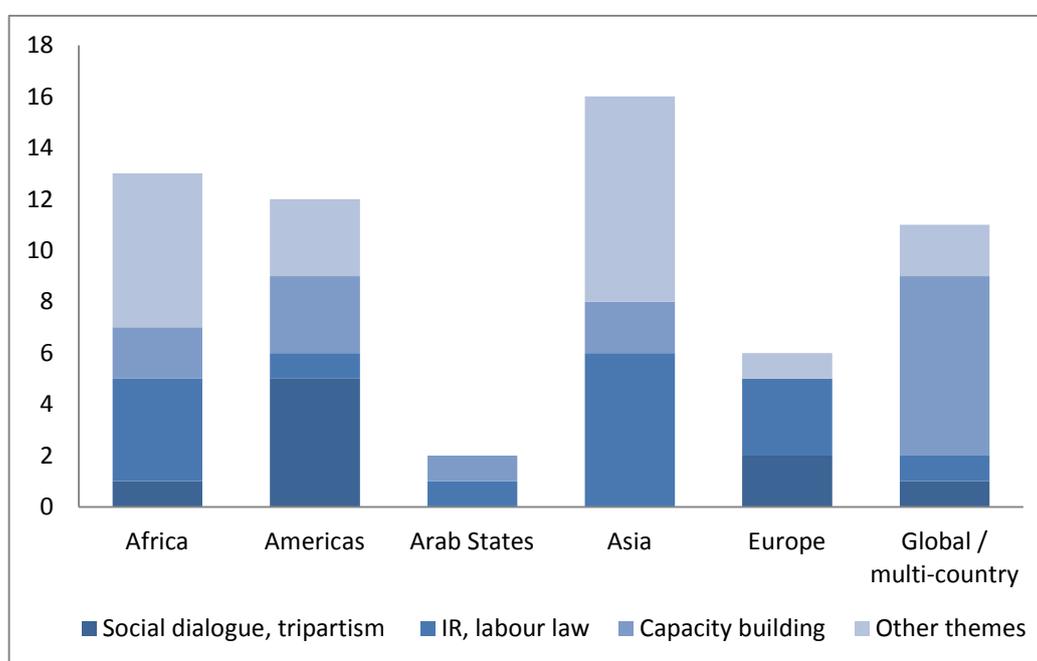
<sup>7</sup> R. Mallett et al.: "The benefits and challenges of using systematic reviews in international development research", in *Journal of Development Effectiveness* (2012, Vol. 4, No. 3) pp. 445–455.

### 2.3 Overview of studies identified for the synthesis review

As a result of the screening and mapping process, around 180 ILO evaluation reports were coded, of which 60 were found to be relevant for the review: they examined interventions that were either directly related to the ILO objective of strengthening social dialogue and tripartism, or that addressed other strategic objectives, but included a large social dialogue component in their design. In addition, based on an initial screening of 120 publications and studies, 20 other documents were found to be relevant and included in the in-depth analysis.<sup>8</sup>

Of these 80 documents, 25 were ILO evaluations of social dialogue, labour law and industrial relations interventions; 15 were ILO evaluations of capacity-building projects related to social dialogue; 20 were evaluations of interventions supporting other strategic objectives and goals, but with a social dialogue component; two were non-ILO evaluations of social-dialogue interventions, and 18 were evidence-based studies related to social dialogue and industrial relations (see Figure 1).

**Figure 1. Thematic focus of the selected ILO evaluations by region (n=60)**



The majority of evidence-based studies addressed the issue of social dialogue in a European context, as did the two non-ILO evaluation reports. This reflects that the European Commission, the European social partners and tripartite institutions such as the European Foundation for the Improvement of Living and Working Conditions (Eurofound) and European Centre for the Development of Vocational Training (CEDEFOP) have been active in the promotion and analysis of social dialogue tools and practice in recent years. Six other studies included in the sample addressed social dialogue from the perspective of other world regions, or from a global perspective.

<sup>8</sup> Details of the search results and a list of documents in the review sample are included in Annex 3.

### 3. Major trends of social dialogue interventions over the last decade

#### 3.1 Social dialogue in a world of accelerated change

The last decade has been characterized by new challenges for the ILO in the shape of accelerated change, as a consequence of globalization, conflicts and upheaval, and financial and economic crises in various parts of the world. This has led to the articulation of new needs by major ILO constituents and to the changing role of the ILO in the context of cooperation with other international institutions. Key ILO strategic objectives related to standards, fundamental principles and rights at work, decent employment and income conditions, the development of effective social protection systems and the strengthening of social dialogue, grouped under the umbrella of ‘decent work’, have become effective tools which have gained increased acceptance and influence in the modern world. Within decent work policies, strengthening social dialogue is both an objective and an important tool to achieve other goals:

Social dialogue is a powerful tool that has helped solve difficult problems and foster social cohesion. But it cannot be taken for granted. Developing a reflex for consultation and negotiation takes time and commitment. It also needs social partners that have the capacity and will to engage in the process responsibly, and the strength and flexibility to adjust to contemporary circumstances and exploit new opportunities.<sup>9</sup>

This paradigm of policy and governance has been confirmed by the ILO Resolution concerning Tripartism and Social Dialogue which was adopted at the ILC in 2002, as well as by key documents such as the *ILO Declaration on Social Justice for a Fair Globalization*, adopted at the ILC in 2008<sup>10</sup> and the Global Jobs Pact adopted at the ILC in 2009.<sup>11</sup>

The ILO has contributed significantly to the post-2008 ‘balanced growth’ strategy of the G20, as well as to the stronger orientation towards social, inclusionary, and employment aspects of globalization within other international organizations. This is illustrated by an increased engagement and cooperation with the World Bank, International Monetary Fund (IMF), the Organisation for Economic Co-operation and Development (OECD), the World Trade Organization (WTO), and various other United Nations (UN) agencies: “External engagement and co-operation has become a central strategic focus of the ILO. It has been present in the ILO toolbox since its creation, but, in the area of globalisation, it has become an essential mechanism in building relationships with other key agencies in global governance.”<sup>12</sup>

#### 3.2 Trends in capacity building for employers’ and workers’ organizations

Strong workers’ and employers’ organizations as well as other institutional capacities are crucial for delivering decent work and translating the ILO agenda into tangible outcomes. Thus, one of the most important focuses of social dialogue interventions has been to establish and strengthen the prerequisites of solid social dialogue mechanisms, such as sound industrial relations and tripartism as a component of law and policy-making. Interventions have also aimed to foster environments conducive to competitive and sustainable enterprises.

<sup>9</sup> ILO: *Report of the Director General on decent work*, International Labour Conference, 87th Session, Geneva, 1999, p. 39.

<sup>10</sup> ILO: *ILO Declaration on Social Justice for a Fair Globalization*, International Labour Conference, 97th Session, Geneva, 2008.

<sup>11</sup> ILO: *Recovering from the crisis: A global jobs pact*, International Labour Conference, 98th Session, Geneva, 2009.

<sup>12</sup> N. Hayworth, S. Hughes: “Surfing history’s waves: On the resilience of the International Labour Organization as an international institution”, in *New Zealand Journal of Employment Relations* (2010, Vol. 35, No. 3), p. 25.

In the past decade, the ILO's Bureau for Employers' Activities (ACT/EMP) has worked with employers' organizations in order to develop, reinforce, and adjust organizational structures, management, and capacity to influence policy development. A further objective of these interventions has been the improvement of existing services and the development of new ones (e.g. for smaller enterprises), which make them more valuable to member institutions. Interventions in support of employers in developing and transition countries have focused on human resources management issues and training on international labour standards (ILS), as well as support activities in the context of different decent work outcomes, knowledge development, and organizational capacities. This is indicated by interventions that aimed to build the capacity of employers' organizations, either as a dedicated objective or as an important activity.

A clear trend in interventions targeting employers' organizations has been a stronger needs orientation, based on intensifying dialogue on the needs and priorities of local constituents. As the ILO Programme and Budget report for the 2010–11 biennium states:

Building on previous experience and lessons learned, the programme's approach has shifted away from isolated interventions with little follow-up and impact, to providing a product-based offer which addresses specific employers' needs. The products are targeted either directly at employers' organizations, to improve their organizational structures and management, or at responding to the needs of the organizations' members.<sup>13</sup>

This mirrors lessons learned and experience of interventions such as the project *Capacity Building of Employers' Organisations on Productivity and Competitiveness* (INT/04/39/NOR) that was carried out in 12 countries in Africa, Asia and Europe between 2004 and 2007. The main purpose was to strengthen the capacity of employers' organizations to provide and deliver services to member and potential members on productivity and competitiveness at enterprise and national levels. Combining capacity building with the joint interests of employers and policy-makers on productivity and competitiveness led to positive outcomes.

Strong employees' organizations are also crucial for delivering decent work and translating the ILO agenda into tangible results to promote a fairer globalization. The review shows that the last decade has been characterized by both positive and negative developments with regards to workers' organizations. An increased involvement of trade unions in policy formation and implementation has been reported in a number of regions and countries, but the political climate and conditions in other countries have worsened with regard to labour rights and workers' organizations. While in many countries, political authorities and governments still interfere and suppress trade union activities and collective bargaining rights, the 2008 crisis has led governments in several countries to restrict union rights and workers involvement through changes in labour legislation, constraints to collective bargaining, and restrictions on the right to strike or even the right to organize.<sup>14</sup>

In this context, there is a need to assist and support workers' organizations through training and other capacity-building activities, and to support new needs that have emerged related to strengthening support for ILO standards and principles, and for their implementation and enforcement. This is illustrated by interventions focusing on regions and countries in transition from planned to market economies or from authoritarian to democratic political systems. Examples include interventions on capacity building and the promotion of ILO principles in Colombia,

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<sup>13</sup> ILO: *Programme and Budget for the Biennium 2010–11*, Governing Body, 304th Session, Geneva, Mar. 2009, GB/304/PFA/3(Rev.), p. 46.

<sup>14</sup> ILO: *Programme and Budget for the Biennium 2012–13*, Governing Body, 310th Session, Geneva, Mar. 2011, GB/310/PFA/2.

Cambodia, Jordan, Morocco, Nigeria, Sri Lanka and the United Republic of Tanzania.<sup>15</sup> Concerning interventions in specific areas, special attention during the last decade was paid by ILO projects and programmes to supporting workers' organizations in capacity building and knowledge gathering on topics such as HIV/AIDS<sup>16</sup>, gender equality<sup>17</sup>, migrant workers<sup>18</sup>, promoting decent work in the informal economy<sup>19</sup> and rights-based employment of young workers<sup>20</sup>.

### 3.3 Increasing the effectiveness of labour administration and the implementation of labour law

An efficient and well-coordinated system of labour administration is essential for the formulation and implementation of sound national labour policies and laws. The ILO thus advocates and assists member States in strengthening their labour administration system, including labour inspection and employment services. Throughout the decade, and as an important element of the Decent Work Agenda, the development and adaptation of labour legislation, in accordance with international labour standards and the promotion of sound social dialogue and collective bargaining, has been a focus of ILO interventions.

The formulation and implementation of sound labour laws and policies remains a key challenge in many countries:

There are still countries where labour laws and policies are neither based on international labour standards nor defined on the basis of meaningful tripartite social dialogue. Where sound labour laws and policies do exist, they are often poorly implemented because of a weak labour administration. Tripartite constituents in these countries lack technical knowledge and expertise in both international labour law and comparative labour administration and labour relations practices. At the same time, Ministries in charge of labour, employment, and social affairs often do not have the capacity, authority, and resources to put in place appropriate gender-sensitive policies to govern the labour market effectively.<sup>21</sup>

In this context, the strengthening of labour administrations, including labour inspection systems, has been a focus of interventions throughout the last decade. Interventions have in particular focused on providing support to update and implement labour laws and policies, and to adopt strategies which combine capacity building and the promotion of conventions and better implementation of

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<sup>15</sup> See ILO Projects: Promoting democracy through fundamental principles and rights at work and tripartism in Nigeria - (NIR/00/50/USA); Strengthening industrial relations and labor law compliance in Morocco (MOR/01/50/USA); Capacity building for effective social dialogue in the PRSP in selected low-income countries (INT/02/64/NET); Asistencia para el fortalecimiento del dialogo social (COL/07/50/COL), op. cit.; and Strengthening the social partners capacity for promotion of social dialogue in Jordan (JOR/01/50/USA).

<sup>16</sup> ILO Projects: Workers' education programme (INT/04/09/NOR) and (INT/06/54/NOR), op. cit.; and HIV/AIDS Workers' Education Programme SHARE – Strategic HIV/AIDS responses by enterprises (RLA/03/53/USA).

<sup>17</sup> ILO Projects: Strengthening African trade union capacity to address gender inequality in the world of work through basic education and legal literacy (RAF/04/55/NET); and The improvement of labour relations and women's economic equality in Colombia (COL/01/51/USA).

<sup>18</sup> For example: see the Cluster evaluation on labour migration: RAS/05/02/EEC and RAS/05/14/JPN (RAS/05/14/JPN).

<sup>19</sup> ILO Project: SYNDICOOP – Poverty alleviation for unprotected informal economy workers through trade union-cooperative joint action (RAF/04/52/NET).

<sup>20</sup> ILO Project: Boosting youth employment in the framework of DWCPs in Azerbaijan and Kyrgyzstan – (RER/06/52/NET).

<sup>21</sup> ILO: *Programme and Budget for the Biennium 2010–11*, Governing Body, 304th Session, Geneva, Mar. 2009, GB/304/PFA/3(Rev.), p. 50.

ILS. This has also involved the dissemination of information as derived from research on industrial relations, labour administration and labour law.<sup>22</sup>

A focus of social dialogue interventions has been support for labour administrations in order to develop sound industrial relations systems and improve labour law enforcement. Here, interventions have addressed the need to develop strategies to reach out to workers in the informal economy and to sensitize labour administrations to the need to adopt and implement gender-sensitive national labour policies. According to the 2012–13 ILO Programme and Budget:

Experience has shown that the ILO's response was more effective when based on practical tools to improve the institutional structures and management of labour ministries, along with specialized training and comparative analysis to enhance the capacity of lawmakers, labour officers, and inspectors. In the area of labour inspection, there is potential to maximize the impact of limited resources by focusing on key thematic issues (such as undeclared work, gender equality, child labour, and HIV/AIDS) and sectors (such as agriculture and construction).<sup>23</sup>

### 3.4 Supporting social dialogue and sound industrial relations

As stated in ILO's Strategic Programme Framework (SPF) effective social dialogue and sound industrial relations represent key instruments of good governance and ways to implement the ILO's Decent Work Agenda. The ILO helps its members to strengthen the mechanisms for social dialogue in all its forms, including collective bargaining, information and consultation, labour disputes prevention and resolution, and tripartite cooperation. Where there are no such mechanisms, the ILO has helped tripartite constituents to establish them and make them operational. Emphasis is also placed on strengthening the capacity of tripartite actors to play their role effectively in social dialogue at all levels.

According to the ILO, assistance during the present global financial and economic crisis indicates that, "up-to-date comparative knowledge of developments in respect of tripartite social dialogue, collective bargaining and dispute resolution, and their impact is essential to provide credible and timely policy advice to constituents."<sup>24</sup>

Furthermore, it is stated that:

It is also a necessary basis for the development of global tools, such as manuals on tripartite consultation and collective bargaining, aimed at strengthening the capacity of constituents to engage proactively in effective responses. Experience shows that ILO support for the development of social dialogue institutions at regional or sub-regional levels and engagement with other international organizations plays an important role in reinforcing these outcomes at the national level.<sup>25</sup>

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<sup>22</sup> See: Independent evaluation of the InFocus Programme on Social Dialogue, Labour Law and Labour Administration (IFP/DIALOGUE); and ILO Projects: Promoting good governance and decent work in the Mediterranean through social dialogue (INT/08/11/ITA); Enhancing labour inspection effectiveness (RER 09/50/NOR); Labour dispute resolution in Cambodia project (CMB/02/50/USA); *Modernización laboral de la industria azucarera en México* [Labour modernization of the sugar industry in Mexico] (MEX/08/01/RBS); Industrial relations and labour law reform project in Vietnam (VIE/09/03/OUF); and Consolidating the legal and institutional foundations of social dialogue in Ukraine (UKR/05/02/FRG).

<sup>23</sup> ILO: *Programme and Budget for the Biennium 2012–13*, Governing Body, 310th Session, Geneva, Mar. 2011, GB/310/PFA/2, p. 56.

<sup>24</sup> *Ibid.*, p. 59.

<sup>25</sup> *Ibid.*

This ILO assessment is strongly supported by other studies on the development of social dialogue, industrial relations and labour law during the present crisis, in particular in Europe.<sup>26</sup> Here, various studies confirm two contrasting trends. In some countries, crisis response policies have been based on a greater role for social partners at various levels. In other countries, exactly the opposite has occurred and labour law reforms and crisis policies have been carried out without consultation or negotiation with the social partners. Evidence from national experiences during the crisis demonstrates that rather than being the economic situation, it is the national political context and climate in which the social partners and social dialogue operate which contributes significantly to either success and positive outcomes or failure during crisis situations.<sup>27</sup>

Evaluations of larger projects related to social dialogue in regions such as Africa, the Americas and Asia, indicate a general trend for social dialogue to become a stronger element in national as well as international development. Also, in the last decade, promising progress seems to have been made in some countries and regions as studies in parts of Africa and Asia indicate.<sup>28</sup>

However, there are also trends that indicate a growing strain on social dialogue. In industrialized countries in Europe and North America, trade unions and social dialogue have increasingly come under pressure since the 2008 economic crisis. Here, fiscal austerity and structural adjustment policies have resulted in a decline in collective bargaining. In certain developing countries, social dialogue and sound industrial relations are also under pressure, and there are concerns about the reversal of past positive trends.<sup>29</sup> Furthermore, according to the International Trade Union Confederation (ITUC), in other parts of the world, basic labour rights and essential preconditions of social dialogue such as freedom of association and collective bargaining still do not exist, or are not properly protected.<sup>30</sup>

### 3.5 Social dialogue and sector-specific approaches to decent work

Over the past decade, the ILO has promoted decent work by increasingly addressing social and labour issues in specific economic sectors at international and national levels:

Industries and services have their own specific sets of issues, just as individuals have when tackling occupational challenges. Recognizing this principle, the ILO pursues a sectoral approach that translates high-level policy advice into practice where impact is needed: the workplace. Sectoral work will focus on reinforcing the integration of economic, social and environmental dimensions. Central to this strategy will be the involvement of constituents.<sup>31</sup>

In March 2003, the ILO Governing Body approved a major change to sector-specific work. Thus, during the 2004–05 biennium, the ILO began to implement a new, more constituent-driven strategy

<sup>26</sup> The recent ILO *World of Work Report* (Geneva, 2012) illustrates that measures to mitigate the impact of crises on economies and people are increasingly designed with the social partners, and are often seen as part of the solution to such crises. See also: L. Rychly: *Social dialogue in times of crisis: Finding better solutions*, (Geneva, ILO, Industrial and Employment Relations Department Working paper No. 1, 2009).

<sup>27</sup> See R. Guyet, et al: *Social dialogue in times of economic crisis* (Dublin, Eurofound, 2012), pp. 21–27.

<sup>28</sup> See, for example: ILO: *Compilation of African experiences on social dialogue*, Paper submitted by the Industrial and Employment Relations Department to the eighth session of the Labour and Social Affairs Commission, Yaoundé, 11-15 April 2011; ASEAN Secretariat: *Report of the First Regional Seminar on Industrial Relations in the ASEAN Region. ASEAN-ILO/Japan Industrial Relations Project* (Jakarta, 2010); Norwegian Agency for Development Cooperation (Norad): *Social dialogue in developing countries* (Oslo, Norad Report 8/2011 Discussion, 2011).

<sup>29</sup> Norad: op. cit., p. 42.

<sup>30</sup> ITUC: *Annual survey 2012: Trade union rights violations around the world in 2011* (Geneva, 2012). Available online at <http://survey.ituc-csi.org/>.

<sup>31</sup> ILO: *Strategic Policy Framework 2010–15*, Governing Body, 304th Session, Geneva, Mar. 2009, GB.304/PFA/2(Rev.), p. 19.

by supplementing its traditional ‘meetings-only’ approach with action programmes, which were more tailored to the individual needs of sectors at national level.<sup>32</sup> These action programmes aimed to strengthen mechanisms for social dialogue in selected national sectors by supporting the establishment of tripartite steering committees responsible for designing and implementing a plan of action to address specific decent work issues in a given sector. According to the Programme and Budget Proposals for 2008–09, “Sectoral Action Programmes [...] play an important role in supporting social dialogue platforms through which national constituents could act as locomotives for change.”<sup>33</sup>

While sectoral meetings continued to be used, they were reorganized to allow for more efficient use of time and funds. Smaller, shorter meetings, combined with more pre-meeting preparation, have minimized time spent in Geneva and resulted in cost savings. This, in turn, has liberated resources for other actions, such as the promotion of sector-specific ILS, guidelines and codes of practice.

Following a decision of the Governing Body in 2007, another change occurred in 2008 with the creation of the Global Dialogue Forum format, which was established to enable the ILO to respond more promptly and efficiently to the needs of constituents.

This new format for forums is said to have proved to be an important means of addressing, in a timely manner, specific issues facing sectors most affected by change during the global crisis (automobile, construction, finance, private employment agencies, etc.). Similarly, more action-oriented research into the impact of the financial turmoil in several sectors has provided ILO constituents and members of the ILO’s governing organs with up-to-date information to assist them to tackle crisis-related issues more effectively.<sup>34</sup>

### 3.6 Cooperation with other international organizations

Over the last decade, and in particular as a result of the global crisis of 2008, trends indicate growing appreciation of the fact that sound industrial relations, social dialogue and tripartism play an important role in problem solving and as a means of good governance in international economic and employment policy.

This is illustrated by the increasing role of the ILO in the context of international cooperation within the UN, the G20, WTO and the international financial institutions. Underpinning the G20’s orientation towards ‘balanced growth’ in response to the global financial and economic crisis, there has been a considerable body of work undertaken with the ILO and international organizations, such as the OECD, WTO, World Bank, and the IMF.

The Better Work Programme is an example of joint interventions based on common strategic interests. The ILO and the IFC launched it in 2007, building on positive achievements reached by earlier programmes such as the Better Factories Cambodia Programme (Box 1).

The globalization of production and trade over the last decade also saw an increase in both transnational company CSR initiatives and bargaining at the level of multinational companies in the form of transnational company agreements, in which the ILO has played a crucial role.<sup>35</sup> Against the

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<sup>32</sup> ILO: *ILO Programme Implementation Report 2004–06*, International Labour Conference, 95th Session, Geneva, 2006, p. 54.

<sup>33</sup> ILO: *The Director-General’s Programme and Budget Proposals for 2008–09*, 298<sup>th</sup> Session, Geneva, Mar. 2007, GB.298/PFA/13, p. 56.

<sup>34</sup> ILO: *Programme Implementation Report 2008–09*, International Labour Conference, 99th Session, Geneva, 2010, p. 117.

<sup>35</sup> K. Papadakis (ed.): *Shaping global industrial relation: The impact of international framework agreements* (Geneva, ILO, 2011).

need to address growing imbalance between increasingly international corporate practices and industrial and labour regulations, which are still embedded and framed nationally, the puzzle of transnational industrial relations frameworks is emerging as a counterpart to multinational companies.

**Box 1**

**The ILO – IFC Better Work Programme**

The objective of the programme is to increase the rate of compliance of enterprises in developing countries with international labour standards and national labour laws. In addition to improving working conditions, it is believed that greater compliance will lead to increased productivity and improved competitiveness.

Stage I of the Better Work Programme ended on 30 June 2009. At that point, Better Work had established a governance structure, assembled a professional team in Geneva, put in place mechanisms for regular stakeholder consultation, developed core tools and systems, and had programmes in four countries: Cambodia, Haiti, Jordan, and Viet Nam. All of these programmes focus on the garment sector. Stage II began on 1 July 2009 and was scheduled to end on 30 June 2012. It was envisaged that new programmes would be designed in up to 10 countries and implemented in six over the three-year period, and that consideration would be given to broadening the scope of the compliance assessment to include environmental issues, and expanding into new sectors such as agribusiness, electronics, ship breaking and tourism.

Source: ILO Project - *Better Work Stage II – Midterm Evaluation* (GLO 10/24/NET), 2012, p. 11.

### 3.7 Regional integration

Though progress has been made to strengthen the idea of social dialogue and to increase the involvement of tripartite constituents in regional integration in the ASEAN, *Mercado Común del Sur* [Southern Common Market] (MERCOSUR), and ECOWAS communities,<sup>36</sup> in practice, the EU remains the only region of the world where social dialogue is anchored as an integral part of good governance and policy-making.

Since the late 1950s, the European Economic and Social Committee (EESC) has been the leading tripartite EU social dialogue forum and consultation body. The EU Lisbon Treaty of 2007 stressed the common value of promoting the role of social partners and social dialogue. Thus, in many ways, the EU social model is similar to the ILO model: social dialogue as both an objective (illustrated by Treaty measures) and a means to implement other goals or policies (illustrated by framework agreements between the social partners on issues such as part-time work and maternity leave, among others).<sup>37</sup>

However, within the EU, the recent crisis and in particular the fiscal crisis in southern Europe, has undermined the foundations of social dialogue and tripartism in European and national contexts, as the employment crisis and structural reform discussions have resulted in contradictory orientations. This is illustrated by activities within the Economic and Financial Affairs Council (ECOFIN), which increasingly regards labour regulation and employment protection frameworks as a potential barrier

<sup>36</sup> See: ILO, *ASEAN 2009: Industrial relations in the ASEAN: Good practice and emerging challenges, special report* (Geneva, 2009).

<sup>37</sup> See for example: European Commission: *Commission staff working document on the functioning and potential of European sectoral social dialogue* (Brussels, 2010); E. Voss: *European Social Dialogue: Achievements and challenges ahead: Results of the stock-taking survey* (Brussels, ETUC, BUSINESSEUROPE, UEAPME, CEEP, 2011); Centre for Strategy & Evaluation Services: *Evaluation of financial instruments in support of European social dialogue – final report* (Oxford, UK, 2006).

to restoring economic and financial competitiveness and employment creation.<sup>38</sup> This seems to be in line with the trend in Western economies towards deregulation of employment protection legislation and decentralization of collective bargaining. Furthermore, it might be argued that this is associated with a general increase in income and benefit inequalities.<sup>39</sup>

#### 4. What works and why in social dialogue interventions: Synthesis of results

This section presents a compilation of key lessons learned, good practices and recommendations distilled from evaluations and other studies, in order to illustrate what works, what doesn't, and why in social dialogue interventions.

According to the ILO's policy guidelines for results-based evaluation, lessons learned are observations from project or programme experience which can "highlight the strengths and the weaknesses of interventions to improve quality of delivery; contribute to sharing innovative responses to potential challenges; and/or allow practitioners to reuse lessons from previous experience into the design of future projects."<sup>40</sup> A lesson learned may become a good practice in the context of an evaluation when it shows proven results or benefits and is determined by the evaluator to be worthwhile for replication or up-scaling. Related to this, recommendations are defined as "proposals aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; at redesigning the objectives; and/or at the reallocation of resources."<sup>41</sup> Although the review revealed divergent understandings and usages of these key terms in the evaluations and studies, it identified a substantial number of lessons learned, good practices and recommendations, which can be grouped into several categories, and which were often found to be inter-linked.

The majority of findings pertained to internal, organizational and process-oriented factors, both in headquarters and in the field. The review also identified substantive lessons and good practices related to achievements and obstacles shaping the implementation of social dialogue interventions. Finally, there were also lessons, good practices and recommendations related to interventions where social dialogue was used as an instrument to promote different goals of decent work.

##### 4.1 Key findings related to the design and implementation of interventions

Finding the right balance between project objectives, time frame, personnel, technical and financial resources, and the formulation of appropriate performance indicators was found to be essential in project design and implementation.<sup>42</sup> The review highlighted that good project management in the field could not compensate for poor initial design by the technical units, thus underlining the importance of developing a coherent approach, with clearly defined components, results, and

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<sup>38</sup> For example in the recent report published by the EC's Directorate-General for Economic and Financial Affairs, it is stated that, employment protection legislation (EPL) "affects labour market outcomes notably by reducing not only job destruction but also and most notably job creation. Sclerotic labour markets linked to excessively high EPL are not necessarily associated with higher overall unemployment rates but tend to be characterized by a higher incidence of long-term unemployment and by higher unemployment rates for the young." See: European Commission: *Labour market developments in Europe (Brussels, European Economy No. 5, 2012)*, pp. 97–98.

<sup>39</sup> This has also been a result of the study based on a questionnaire survey carried out in 2009-2010 amongst national member organizations of the European cross-industry social partners, see E. Voss: op. cit., p.39.

<sup>40</sup> ILO: *Policy guidelines for results-based evaluation* (Geneva, 2012), p. 39.

<sup>41</sup> Ibid. p. 38.

<sup>42</sup> See ILO Projects: *Better factories in Cambodia: Ensuring working conditions in the textile industry (CMB/02/51/USA)*; and *The Law-growth Nexus: A mapping of labour law and MSE development in Sub-Saharan Africa (RAF/08/01/NAD)*.

performance measurements. To mainstream social dialogue and tripartism, several evaluation reports noted the need to improve the definition of social dialogue:

Among constituents and also within the ILO, there is some confusion about the difference between social dialogue and tripartism. There exists more certainty about tripartism, collective bargaining and industrial relations, and workers' and employers' organizations tend to be more comfortable with these concepts than the terminology of social dialogue'.<sup>43</sup>

Given the increase in the number of initiatives promoting social dialogue, a common framework is necessary to ensure certain coherence and complementarities of the projects. In order to achieve this, one evaluation report highlighted the importance of developing the theoretical and conceptual framework of social dialogue to make it more intelligible and pragmatic, and to adapt it to the socio-political contexts in different countries. The structure, different modes of operation and aspects influencing the effectiveness of social dialogue also need to be defined.<sup>44</sup>

#### **4.1.1 Realistic project objectives, time frames, and scope are crucial to success**

An important lesson learned was the need for realistic time frames and goals when planning interventions related to social dialogue and tripartism. Several reports emphasized that legal, administrative and institutional changes take time, and that the duration of projects was often too short, and goals too ambitious, to achieve intended results.<sup>45</sup> Developments in the area of social partnerships and social dialogue needed a long-term, incremental approach,<sup>46</sup> so planning adequate time frames was important to ensure that interventions made significant long-term contributions, given the weak institutions and embedded behaviours in certain countries.<sup>47</sup> This applied in particular to countries that had gone through political and economic turmoil. The project evaluation *Labour Dispute Resolution in Cambodia* (CMB/02/50/USA) highlighted a number of positive lessons learned in this respect.

The need for longer term commitments in order to ensure sustainability was also a major recommendation of a non-ILO evaluation of more than 1,000 single projects, funded by the European Commission (EC) from 2000 to 2004 by a specific financial instrument and aiming to support social dialogue. It came to the conclusion that the normal project duration of 12 months was insufficient, and that "...a greater continuity of project activities should be encouraged, e.g. by providing funding over several years that is linked to different stages in the same project, or different projects that continue over time with the same basic activity."<sup>48</sup>

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<sup>43</sup> ILO Project: Mainstreaming tripartism across the Netherlands/ILO Cooperation Programme (NICP) and product development for employers' and workers' organizations (INT/06/63/NET), p. 40.

<sup>44</sup> ILO Project: *Programme de promotion du dialogue social en Afrique francophone (PRODIAP III)* [Programme promoting social dialogue in Francophone Africa] (RAF/08/12/BEL), p. 41.

<sup>45</sup> See ILO Projects: The Law-growth Nexus (RAF/08/01/NAD), op. cit.; Social partnership and advocacy to tackle child labour: IPEC, ACTRAV and ACT/EMP (INT/08/72/IRL); Global campaign on social security and coverage for all as a means to combat poverty in Africa and Asia (GLO/06/54/UKM); Strengthening industrial relations and labor law compliance in Morocco (MOR/01/50/USA); Promoting democracy through fundamental principles (NIR/00/50/USA) op. cit.; HIV/AIDS Workers' education programme SHARE (RLA/03/53/USA), op. cit.; and Development of a comprehensive anti-trafficking response in Armenia, Azerbaijan and Georgia (RER/06/13/EEC).

<sup>46</sup> ILO project: Strengthening social partnership in the Western Balkans (RER/06/09/IRL).

<sup>47</sup> ILO Projects: Promoting good governance and decent work (INT/08/11/ITA), op. cit., p. 7; and Enhancing labour inspection effectiveness (RER/09/50/NOR).

<sup>48</sup> Centre for Strategy & Evaluation Services: *Evaluation of financial instruments in support of European social dialogue – final report* (Oxford, UK, 2006), p. 134.

Having realistic objectives on the scale of countries to be covered and their local contexts was also essential in achieving positive results.<sup>49</sup> One way of doing this within the ILO was through sustained consultation and coordination with the Bureau for Workers' Activities (ACTRAV), ACT/EMP and the Industrial and Employment Relations Department (DIALOGUE). This allowed technical units to identify countries and subjects where the social partners had sufficient skills and experience to succeed in social dialogue and tripartism, ensuring the best entry points for mainstreaming possibilities.<sup>50</sup>

Sometimes, however, this information was not readily available, leading to challenges at different stages in the project cycle. For instance, while innovative approaches are encouraged at the ILO, certain pilot social dialogue interventions that entered new areas were not able to draw on previous and similar interventions, and at times faced problems arising from inappropriate project design.<sup>51</sup> In addition, in multiple-country interventions, the needs and differences between countries were not given as much consideration as necessary.<sup>52</sup> Thus, evaluations underlined the need to consider the national context of each participating country throughout the project cycle, starting at the project design stage, to ensure that expectations and resources were realistically aligned.<sup>53</sup> In addition, they stressed that project design should be reviewed and adapted regularly to changing circumstances.<sup>54</sup>

#### 4.1.2 Inadequate human resources are major obstacles

In certain cases, understaffing was a major obstacle to delivering project results – this was not always due to a tight budget, but rather to difficulties in finding local qualified personnel.<sup>55</sup> Inversely, in other cases, inadequate use of local officers and overstaffing led to higher administrative costs.<sup>56</sup> Often, project staff simply needed training related to ILO procedures and, in some cases, specialized training on the nature of objectives or special issues in order to be fully operational.<sup>57</sup> Related to this was the trainers' qualification level, which needed to be sufficiently high to meet project objectives.<sup>58</sup>

Another obstacle related to human resources was the absence of technical ILO personnel in project countries. This led to a lack of credibility of the project, as local authorities were often unable to mobilize institutions and social partners. Furthermore, lack of sufficient cooperation between social partners and ILO officers can damage the success of the project. Confidence and trust between the project participants are fundamental for the success of a project promoting social dialogue.<sup>59</sup> One

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<sup>49</sup> ILO Projects: Promoting democracy through fundamental principles (NIR/00/50/USA), op. cit., p. 26; The law-growth nexus (RAF/08/01/NAD), op. cit.; Enhancing labour inspection effectiveness (RER/09/50/NOR), p. 6.; and Promoting good governance and decent work (INT/08/11/ITA), op. cit.

<sup>50</sup> ILO Projects: Workers' education programme (INT/06/54/NOR and INT/04/09/NOR), op. cit.; and Mainstreaming tripartism across the Netherlands (INT/06/63/NET), op. cit.

<sup>51</sup> ILO Project: Mainstreaming tripartism across the Netherlands (INT/06/63/NET), op. cit., p. 10.

<sup>52</sup> See ILO Projects: Global campaign on social security (GLO/06/54/UKM), op. cit.; Promoting good governance and decent work (INT/08/11/ITA), op. cit.; and *Promoviendo el diálogo social y fortaleciendo las instituciones en América Central y República Dominicana* [Promoting social dialogue and strengthening institutions] (RLA/08/11/USA).

<sup>53</sup> ILO Projects: Enhancing labour inspection effectiveness (European and Arab States component) (RER/09/50/NOR); and Strengthening African trade union capacity (RAF/04/55/NET), op. cit.

<sup>54</sup> ILO Project: The improvement of labour relations (COL/01/51/USA), op. cit., p. 27.

<sup>55</sup> ILO Project: Improved occupational safety and health systems in Northwest Russia (RUS/04/02/FIN), p. 9.

<sup>56</sup> ILO Project: PRODIAP III (RAF/08/12/BEL), op. cit., p. 41.

<sup>57</sup> ILO Project: Strengthening African trade union capacity (RAF/04/55/NET), op. cit., p. 17.

<sup>58</sup> ILO Project: *Programa regional para la promoción del diálogo social y la cohesión social en América Latina* [Regional programme for the promotion of social dialogue and social cohesion in Latin America] (RLA/09/50/SPA).

<sup>59</sup> ILO Project: Asistencia para el fortalecimiento del diálogo social (COL/07/50/COL), op. cit.

programme addressed this by having one contact person in each country involved, in order to facilitate communication between project management and trade unions.<sup>60</sup> Connecting ILO offices and field staff through video conferences was considered a good practice which saved travel time and costs, while encouraging communication and knowledge sharing.

#### 4.1.3 Cooperative strategies lead to improved resource mobilization

Successful funding approaches included an effective and reiterative cooperative strategy between the ILO and donors<sup>61</sup> in order to attract new donors and mobilize local resources.<sup>62</sup> In this respect, the project *Better Factories Cambodia* (CMB/02/51/USA) was an example of good practice, as it managed to link the project with the CSR policies of a number of multinational companies. The participation of tripartite partners in multi-donor funding arrangements made this example even more significant:

The support received from relevant international brands has constituted a critical factor of success for this project. The Information Management System, the electronic buyers' remediation training reference group, the bi-annual Buyers' Forum, and the buyers' financial contribution to the sustainability strategy were strategic arrangements which effectively encouraged and systematized buyers' support for Better Factories. This project has been considered as an example of good practice for its work with private sector buyers, representing major international brands.<sup>63</sup>

Good project communication, both internal and external, was another area highlighted in lessons learned and good practices related to resource mobilization. Platforms, such as web sites and other global products, events and publications, were found to facilitate networking and the exchange of knowledge, ideas and results, and also to increase participation.<sup>64</sup> There were also several examples of good practice concerning communication, e.g. the range, quality and frequency of publications,<sup>65</sup> and the documentation of implementation processes.<sup>66</sup> Putting emphasis on a public relations component ensured better project visibility, which in turn was often linked to the capacity to obtain additional financing.<sup>67</sup>

#### 4.1.4 Involving stakeholders and social partners at all stages fosters results

Stakeholder involvement, as well as closer collaboration and networking with additional actors (including donors) was deemed to be essential in promoting social dialogue and strengthening tripartite institutions. Several evaluations pointed to the importance of involving social partners from the onset, not only to increase the legitimacy and relevance of the approach chosen,<sup>68</sup> but also to improve their acceptance of the intervention afterwards. Similarly, involving members of employers' organizations and trade unions in the creation and operation of specialized working groups enabled priority questions to be addressed innovatively.<sup>69</sup> Through this, stakeholders were

<sup>60</sup> ILO Project: Programa regional para la promoción del dialogo social (RLA/09/50/SPA), op. cit., p. 28.

<sup>61</sup> ILO Project: Effective implementation of the National OSH Programme for Improving Safety and Health at the Workplace in Viet Nam (RAS/10/56/JPN), p. 15.

<sup>62</sup> ILO Project: Labour dispute resolution in Cambodia project (CMB/02/50/USA).

<sup>63</sup> ILO Project: Better Factories in Cambodia (CMB/02/51/USA), p. 34.

<sup>64</sup> ILO Project: The law-growth nexus (RAF/08/01/NAD), op. cit.; Enhancing labour inspection effectiveness (REF/09/50/NOR).

<sup>65</sup> ILO Project: Promoting and realizing freedom of association and collective bargaining by building trust and capacity in industrial relations systems (INS/00/51/USA), p. 5.

<sup>66</sup> ILO Project: Prevention of HIV/AIDS in the world of work: A tripartite response (IND/05/01/UNA).

<sup>67</sup> ILO Project: ILO/USDOL HIV/AIDS workplace education programme Togo (TOG/03/50/USA).

<sup>68</sup> ILO Project: Development of a comprehensive anti-trafficking response (RER/06/13/EEC), op. cit.

<sup>69</sup> ILO Project: Promoviendo el diálogo social (RLA/08/11/USA), op. cit.

able to realize new possibilities for their roles and responsibilities, which promoted a feeling of ownership and contributed to the sustainability of an intervention.<sup>70</sup>

Engaging the social partners was also found to improve monitoring systems. In the design of programmes and projects, the necessary monitoring systems were frequently not sufficiently developed, and indicators were not adapted to the aims of the intervention, and did not reflect costs and benefits.<sup>71</sup> The monitoring of goals was found to be very difficult at times, as the indicators chosen for monitoring and evaluation were often not viable or simply could not be verified as corresponding statistics and baseline data did not exist. This prevented corrective action from being taken. In several instances, social partners were reticent to participate in tripartite monitoring systems, which would have promoted an integrated view of an intervention. Monitoring bodies were seen as short-term institutions limited to the project duration, and social partners preferred the existing ILO committees to carry out the monitoring.<sup>72</sup> However, raising awareness at an early stage, and strengthening the capacity and participation of local participants, was found to lead to more targeted interventions, and the identification of relevant qualitative and quantitative indicators, resulting in improved monitoring systems.<sup>73</sup>

The strong involvement of social partners at various levels, and tripartite consultations at all stages of an intervention, were repeatedly found to be crucial factors in the success of ILO interventions using social dialogue as an instrument to promote decent work in areas such as labour migration and anti-trafficking strategies,<sup>74</sup> to support youth employment,<sup>75</sup> gender equality,<sup>76</sup> occupational safety and health,<sup>77</sup> and HIV/AIDS prevention at the workplace.<sup>78</sup> The active participation of social partners in ILO projects and programmes was shown to bring added value and lead to positive implementation results, as reflected in several cases, e.g. in the evaluations of the ILO's sector-specific approach to the implementation of the Decent Work Agenda,<sup>79</sup> and in the evaluations of the implementation of DWCPs in countries such as Bolivia<sup>80</sup> and Mozambique.<sup>81</sup> In an evaluation of interventions focusing on preventing HIV/AIDS in the workplace, several lessons related to this were identified:

Greater responsibility should be given to, and greater use should be made of, the social partners in the design and implementation of project activities to ensure greater support and long term

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<sup>70</sup> ILO Projects: Strengthening African trade union capacity (RAF/04/55/NET), op. cit.; Strengthening of comprehensive anti-trafficking responses in Armenia, Azerbaijan and Georgia (RER/08/02/EEC); Industrial relations and labour law reform (VIE/09/03/OUF), op. cit.

<sup>71</sup> ILO Project: PRODIAP III (RAF/08/12/BEL), op. cit., p. 41.

<sup>72</sup> See ILO Projects: Strengthening industrial relations and labor law compliance in Morocco (MOR/01/50/USA); The law-growth nexus: A mapping of labour law and MSE development in sub-Saharan Africa (RAF//08/01/NAD); Enhancing labour inspection effectiveness (RER/09/50/NOR); and Promoting sound industrial relations at the workplace and strengthening the capacity of industrial relations actors in Viet Nam (VIE/06/01/NOR).

<sup>73</sup> ILO Project: Strengthening social partnership in the Western Balkans (RER/06/09/IRL).

<sup>74</sup> ILO Projects: Independent cluster evaluation of two ILO projects on labour migration (RAS/05/14/JPN); and Development of a comprehensive anti-trafficking response (RER/06/13/EEC), op. cit.

<sup>75</sup> ILO Project: Boosting youth employment (RER/06/52/NET), op. cit.

<sup>76</sup> ILO Projects: The improvement of labour relations (COL/01/51/USA), op. cit.; and Improving working conditions and employment opportunities for women in the beedi industry in India (INT/02/57/NET).

<sup>77</sup> ILO Projects: Effective Implementation of National OSH Programme (RAS/10/56/JPN), op. cit.; and Improved occupational safety and health systems in Northwest Russia (RUS/04/02/FIN).

<sup>78</sup> ILO Projects: Workers' education programme on social dialogue – Jamaica (HIV/AIDS ), op. cit.; and ILO/USDOL HIV/AIDS workplace education programme Togo (TOG/03/50/USA).

<sup>79</sup> ILO Programme: Independent evaluation of the ILO's sector-specific approach to decent work (Geneva, Evaluation Unit, Oct. 2012).

<sup>80</sup> ILO Project: *Programa de apoyo al trabajo decente en Bolivia* [Programme support for decent work in Bolivia] (BOL/06/50/NET).

<sup>81</sup> ILO Project: Decent work programme support: improving social dialogue in Mozambique (MOZ/08/01/FLA).

sustainability. Given the special role of the social partners in the ILO, ILO/USDOL project implementation modalities should have focussed more attention on strengthening the capacity of the social partners and their HIV/AIDS workplace programmes.<sup>82</sup>

The project would not have been successful and achieved the same results without the active participation and taking ownership by the tripartite constituents and the partner enterprises. The participatory process whereby the tripartite constituents were enabled to contribute to the project, the quality and support of the members of the PAB also made a crucial contribution to the NPC's efforts. In the enterprises, the active participation of employers and workers contributed to the results achieved thanks to their involvement from the beginning of the project.<sup>83</sup>

Similarly, in the area of child labour, the evaluation of an ACT/EMP technical cooperation programme led by the social partners, stressed the positive outcomes of this intervention in capacity building and the involvement of social partners at different stages to eliminate child labour in countries such as Ghana and Moldova.<sup>84</sup>

The manner in which the various social partners collaborated also offered a potential area of good practice. The evaluation for the project *Improving Job Quality in Africa through concerted efforts by Governments, Employers and Workers* (INT/08/61/DAN) showed that each group focused on its mandated area, but they achieved far more by working together than they could otherwise have by working separately (p. 29). In other cases, however, problems were found to arise when opinions within stakeholder groups were very fragmented or contradicted one another, requiring supporting measures to achieve consensus.<sup>85</sup> Concerning the selection of stakeholder representatives, lessons learned pointed to the importance of gaining support from the highest level within the participating organizations<sup>86</sup> and the importance of gender balance in terms of those actively participating.<sup>87</sup>

Overall, these examples provided clear evidence of the positive role of social dialogue and the involvement of social partners in supporting different objectives of the Decent Work Agenda. It also showed that a strong social dialogue component in project design and implementation improves outputs and results.

#### **4.1.5 Partnerships and cooperation lead to synergies and sustainable outcomes**

The introduction of decent work into the agenda of individual countries was facilitated by coordination between the ILO and regional initiatives such as MERCOSUR or ASEAN. The inclusion of social dialogue in local economic development initiatives had significant advantages, as economic development gives a specific institutional focus to social dialogue and therefore facilitates its adoption by the social partners, e.g. recent developments in the ASEAN and as reflected in the evaluation of the *Regional Programme for the Application of Decent Work Programmes in the MERCOSUR Countries* (RLA/09/51/SPA, p. 34).

The review found that when different interventions were implemented in a cooperative way, they achieved complementarities and resulted in more effective and positive project outcomes, as indicated in the final evaluation of a multi-country project in Latin America:

It is strengthened with other key synergies from the projects and programmes ILO has in the

<sup>82</sup> ILO Project: HIV/AIDS Workers' education programme SHARE – Barbados (RLA/03/53/USA), op. cit., pp. 24-25.

<sup>83</sup> ILO Project: Workplace Education Programme on HIV/AIDS and the World of Work (TOG/03/50/USA), pp. 30-31.

<sup>84</sup> ILO Project: ILO-Norway Framework Agreement: Child labour component (INT/06/55/NOR).

<sup>85</sup> ILO Project: Promoviendo el diálogo social (RLA/08/11/USA), op. cit.

<sup>86</sup> ILO Project: Promoting fundamental principles and rights at work in Ukraine (UKR/01/51/USA).

<sup>87</sup> ILO Project: Strengthening African trade union capacity (RAF/04/55/NET), op. cit.

countries of the region. This process is followed because the centre of the project's immediate objective focussed on strengthening one of the main stakeholders in the tripartite social dialogue that is the basis of the strategy for action of the ILO at the world level.<sup>88</sup>

Another positive example of cooperation between the ILO and another international organization was an intervention aiming to develop a comprehensive anti-trafficking response in Armenia, Azerbaijan and Georgia.<sup>89</sup> Joining forces with the EC led to the achievement of synergies, rather than a duplication of activities. Furthermore, other initiatives, such as the EU programme supporting specific sectors and promoting human rights, benefited from ILO projects and interacted positively by introducing aspects of social dialogue into their agendas. Cooperation between different agencies also led to sustainable interactions, as highlighted in the midterm evaluation of the *Programme for the Promotion of Social Dialogue and Cohesion in Latin America* (RLA/09/50/SPA, p. 7).

New actors and partners have emerged in the last decade as ILO social dialogue interventions have engaged with key organizations in the development community and civil society in order to foster greater understanding of social dialogue and tripartism, and identify areas of potential collaboration. One way to increase the participation of multinational enterprises and provide them with an entry point was by developing plans to locate social dialogue within their CSR strategies.<sup>90</sup>

## 4.2 The influence of politics and economics

To understand what works, and why in social dialogue interventions, it was important to look beyond internal factors such as the ones presented in the previous section. Based on the review, political and social stability were perhaps the most important external factors affecting the implementation of social dialogue interventions. The role of politics, either in the sense of political cycles in a country, or a political system wary of social dialogue, was an important element in determining the success of an intervention, as illustrated in the evaluation of the project *Strengthening Social Partnership in the Western Balkans* (RER/06/09/IRL), or in the joint United States Department of Labor (USDOL) and ILO project: *Improving Labour Law Compliance (ILLC) in the United Republic of Tanzania* (URT/08/03/USA). In the latter example, national elections in the autumn of 2010 and an industrial crisis resulted in an extremely politically sensitive environment, which had negative impacts on the implementation of the project. The situation improved significantly, however, when the new government became committed to the project:

National ownership and the necessity of acquiring political commitment for a technical cooperation project such as the ILLC should not be underestimated and is thus crucial for success. An example is that once the new government was formed and the new Ministry leadership was in place with a strong commitment to the project - Zanzibar moved quickly to produce results.<sup>91</sup>

Social dialogue interventions often have political implications and changes in government and resulting policies have to be carefully taken into consideration. Periods of consultation with any new government should be included in the project implementation time frame.<sup>92</sup> Interventions in countries that had recently experienced civil strife faced particular obstacles, since their social fabric

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<sup>88</sup> ILO Project: Strengthening unions for the new challenges of integration in Latin America (RLA/06/03/SPA).

<sup>89</sup> ILO Project: Development of a comprehensive anti-trafficking response in Armenia, Azerbaijan and Georgia (RER/06/13/EEC).

<sup>90</sup> ILO: *Independent evaluation report on Social Dialogue, Labour Law, and Labour Administration* (Geneva, 2005), p. 40.

<sup>91</sup> ILO Project: Joint USDOL and ILO project: Improving Labour Law Compliance (ILLC) in the United Republic of Tanzania (URT/08/03/USA), p. 42.

<sup>92</sup> ILO Project: Promoviendo el diálogo social (RLA/08/11/USA), op. cit., p. 41.

was weak and more time was often required to see programmes implemented. These specific challenges were discussed in evaluations in Cambodia, the Caucasus and East Timor.<sup>93</sup>

In many countries, the ministries of labour underwent frequent internal restructuring and changes in leadership. This should be considered in a broader global context because ministries of labour have lost a relative amount of influence and resources to ministries of economy, trade and finance, which may have less knowledge and appreciation of social dialogue. In addition, as pointed out in the independent evaluation of the InFocus Programme on Social Dialogue, Labour Law, and Labour Administration (IFP/DIALOGUE), in many countries the judiciary was politically controlled and government administrations were not free from corruption. This constituted a real constraint to the development and implementation of changes in labour laws which aimed to promote free industrial relations and social dialogue.

In some cases, it should be added that certain members of the political classes were distinctly uncomfortable with social dialogue programmes and the proposed changes, given the relatively closed nature of the political system, as highlighted in the evaluation of the project *Strengthening the social partner's capacity for promotion of social dialogue in Jordan* (JOR/01/50/USA). This was a particular constraint in terms of long-term sustainability as stakeholder buy-in was difficult.

Finally, there were also significant economic events either nationally, or stemming from the global financial and economic crisis, which influenced interventions and adversely affected implementation and intended results, as highlighted in the final evaluation of the project *Assistance for Strengthening Social Dialogue, Fundamental Rights at Work and Inspection, Monitoring and Control* (COL/07/50/COL) which cited specific direct and indirect effects of the world financial and economic crisis during 2008, and influence from the political situations that took place in two bordering countries.<sup>94</sup>

Social dialogue in the EU has a special role that stems from the fact that tripartite consultation and social dialogue are regarded as important components of policy-making and are anchored in the European Treaty and its legal foundations. Lessons and good practices related to the EU context were largely drawn from evidence-based studies.<sup>95</sup> One study reviewed was commissioned by the European Social Partners and examined EU members' general awareness of EU-level social dialogue and the assessment of its impact from the point of view of the national social partners.<sup>96</sup> Another study was an EC staff working document on the functioning and potential of European sectoral social dialogue which takes stock of the main achievements of the EU's sectoral social dialogue and reviews the functioning of social dialogue committees, highlighting that they have contributed to improving employment and social policies, as well as working conditions in Europe.<sup>97</sup> This second

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<sup>93</sup> See ILO Projects: Final evaluation of strengthening and improving labour relations in East Timor (TIM/01/50/USA); Capacity building for effective social dialogue in poverty reduction strategies and PRSPs in selected low-income countries (INT/02/79/UKM); Better factories in Cambodia (CMB/02/51/USA), op. cit.; and for the Caucasus examples see Capacity building for employers' organizations on productivity and competitiveness (INT/04/39/NOR).

<sup>94</sup> ILO Project: Asistencia para el fortalecimiento del dialogo social (COL/07/50/COL) op. cit., p. 17.

<sup>95</sup> Very few social dialogue interventions (e.g. autonomous agreements of the European social partners, funding programmes of the Commission fostering social dialogue, and the use of social dialogue as a tool to implement 'other' European objectives) have been evaluated in a way that compares with the evaluations of ILO interventions. As a result, only one independent evaluation, looking at financial support instruments of the EC for social dialogue, was included in the review sample. See: Centre for Strategy & Evaluation Services: *Evaluation of financial instruments in support of European social dialogue* (Oxford, UK, 2006).

<sup>96</sup> E. Voss, op. cit.

<sup>97</sup> European Commission: *Commission staff working document on the functioning and potential of European sectoral social dialogue* (Brussels, 2010).

study showed that these committees have contributed to improving employment and social policies, as well as working conditions in Europe.

Good practice within the European sectoral social dialogue committees results from both external and internal factors, such as the transnational character of the sector, the impact of European directives on working conditions, the promotion and coordination role of the European social partners' secretariats and internal resources.<sup>98</sup> This becomes particularly apparent in the new accession states which joined the EU over the last decade and which are still characterized by weak social dialogue structures.<sup>99</sup> Despite these critical aspects, social partners in these member states stressed that financial, institutional and political support provided by the EC to social dialogue is a major precondition for concrete achievements.<sup>100</sup>

### 4.3 Building the capacity of social partners

A crucial precondition of sound industrial relations and strong social dialogue is that social partners' organizations should have sufficient capacities, and be institutionally recognized by business and political actors in the country concerned. However, the review showed that social dialogue was still a challenge in many countries due to a lack of recognition of social partnership and insufficient knowledge, personnel and financial capacity on the part of the national social partners. Similarly, while social dialogue institutions may be put into place, this does not guarantee that the mechanisms are used properly, or that they link to industries and firms.<sup>101</sup>

These limitations are not only related to developing countries, but also to parts of Europe. A number of countries within the EU, despite having received significant support from both the EC and the European social partners, had difficulties in establishing sound industrial relations and social dialogue, in particular in Central and Eastern Europe and in candidate countries such as Turkey. Evidence-based studies on the evolution of social dialogue in Europe, as well as studies on the implementation of social dialogue structures, clearly showed that the crucial challenges faced in these countries are achieving sound industrial relations and improving the capacities of social dialogue actors.<sup>102</sup> A major report by the European Parliament on the role of social dialogue in the process of Turkish EU integration drew the following conclusions:

The conditions under which Social Dialogue is currently developing in Turkey suggest that all the parameters of the Dialogue, such as legislation, actors, and procedures are in place. However, when compared with social dialogue at the EU level, Social Dialogue in Turkey does not produce significant results. The legal framework of industrial relations is under continuous pressure for reform by the EU accession process and some progress has been made. In order, however, to release its dynamics and produce results a strong recasting is required both in terms of legislation and in terms of perceptions towards the actors of the Social Dialogue.<sup>103</sup>

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<sup>98</sup> P. Pochet, et al: *Dynamics of European sectoral social dialogue* (Dublin, Eurofound, 2009), p. 51; see also European Commission: "The challenge of implementation in European social dialogue", in: *Industrial Relations in Europe 2008* (Brussels, 2009), pp. 121–132.

<sup>99</sup> ETUC, ITC, ILO: *Sectoral social dialogue in EU 12 and candidate countries* (Geneva, 2010), pp. 19–20.

<sup>100</sup> P. Pochet, op. cit., p. 15.

<sup>101</sup> ILO Project: Capacity building project for combating the worst forms of child labour in Central Asia through education and youth employment (RER/04/54/USA).

<sup>102</sup> This is a common message of all the documents related to European social dialogue. See Section 7 of this report. Literature selected for the in-depth synthesis review.

<sup>103</sup> European Parliament. Directorate General External Policies of the Union: *Social dialogue and its contribution to social cohesion in Turkey – briefing paper* (Brussels, 2008), p. iii.

On the prerequisites for functioning social dialogue, evaluation reports included important recommendations on capacity building and developing industrial relations at various levels, including the tripartite level. Building in components for labour administration and for reinforcing tripartite social dialogue forums was seen to be an important way of promoting tripartism.<sup>104</sup>

The existence of capacity and a functioning industrial relations system was clearly an important factor. However, the relationships between the actors of industrial relations and capacity are complex: it is difficult to ascertain whether capacity and institutions should be developed to better implement policy in certain areas, such as child labour or HIV/AIDS, or whether it is best to intervene in a specific area, and let social dialogue develop out of this. This would seem to be an important, continuing, and unresolved issue for the ILO.

#### 4.3.1 Using integrative approaches

Good practice was noted in interventions where capacity building was carried out using a broad and integrative approach to mainstreaming bipartism and tripartism in a country, rather than implementing it in an isolated manner. One example was the provision of technical advice in the project *Consolidating the legal and institutional foundations of social dialogue in the countries of Western Balkans and Moldova* (RER/07/08/AUT, p. 12). Its overall objective was to contribute to the enhancement of governance by strengthening social dialogue institutions and enhancing the capacity of tripartite actors.

Tripartite councils were often developed in interventions to promote the concept of social dialogue and mainstreaming its use as a means to make it a standard practice in industrial relations. As an important side effect, the establishment of tripartite councils in transition economies also played a significant role in facilitating their smoother transition. Setting up tripartite project structures was also seen to be useful to increase ownership and efficiency.<sup>105</sup> A good example of such an integrative approach to capacity building and mainstreaming social dialogue and tripartism was the comprehensive, multi-country project *PRODIAF III* which promoted social dialogue in Francophone Africa (see Box 2).

Capacity building measures played an important role in promoting social dialogue and strengthening institutions. However, the lack of formal structures often had to be overcome to ensure positive effects; this was a particular challenge in sectors of the informal economy. Vulnerable groups, such as those in domestic work, agriculture, self-employment and the informal economy, were also more difficult to reach, as indicated in the evaluation of the project *Strengthening Social Partnership in the Western Balkans* (RER/06/09/IRL). Another challenge was found in countries moving from a planned to a market economy, as complementary institutions and practices did not exist.<sup>106</sup>

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<sup>104</sup> ILO Project: Mainstreaming tripartism across the Netherlands (INT/06/63/NET), op. cit.

<sup>105</sup> ILO Project: Global campaign on social security (GLO/06/54/UKM), op. cit.

<sup>106</sup> See ILO Projects: Capacity building for effective social dialogue (INT/02/79/UKM), op. cit.; and Better factories in Cambodia (CMB/02/51/USA), op. cit.

## Box 2

### Promotion of a social dialogue programme in Africa (PRODIAF III)

The *Programme de promotion du dialogue social en Afrique francophone (PRODIAF III)* [Promotion of a social dialogue programme in Africa] involved a number of projects in French-speaking parts of Africa that were evaluated as being very successful. These projects, carried out in 22 countries, were aimed to promote the concept of tripartite social dialogue, and build and strengthen institutions and mechanisms of social dialogue.

The objectives of the projects were to institutionalize social dialogue at national and regional levels, to promote the participation of social partners in the formulation and implementation of socioeconomic policy, and to sustain the experience of the programmes after their completion. The intended results were changes in mentalities and behaviours, promotion of the use of social dialogue knowledge and skills to prevent and manage conflicts, and assistance in the participatory development and implementation of social dialogue institutions.

After a country analysis, the projects were individually tailored to each country. The type and intensity of support provided varied according to the needs and demands of national partners and institutions. In general, the activities consisted of advice, training, and research and knowledge dissemination on how to implement and institutionalize effective and sustainable social dialogue in the country concerned. The interventions also focused on building up a regional network of social dialogue practitioners and experts to serve as a resource for knowledge and support after the programme's completion.

Even in countries with social or political conflicts and deficient democracies, the programme established social dialogue institutions (pp. 34–35). For instance, in Burundi, the National Charter on Social Dialogue led to the establishment of the National Council for Social Dialogue. In the Central African Republic, an attempt was made to sensitize the public to the role of social dialogue using the media. In Benin, a National Framework for Social Dialogue was developed in a tripartite process and a tripartite committee was established which organized a forum to set up the framework for social dialogue. In Burkina Faso, the National Employers' Council established an ad hoc committee for social dialogue, which carried out conflict resolutions (p. 45).

Source: ILO Project - *Programme de promotion du dialogue social en Afrique francophone, Evaluation final (PRODIAF III)* [Programme promoting social dialogue in Francophone Africa] (RAF/08/12/BEL), 2010.

Bringing together different trade unions in a country was identified as an important prerequisite for capacity building. In the case of conflicts between different unions, the exchange and collaboration between them should be promoted, thus facilitating the development of a common technical assistance strategy.

Where fragmentation is high it is very effective to add support measures to the unification of labour, that creates a virtuous circle in which unification facilitates the development of a technical assistance strategy for all the workers organizations, which in-turn creates higher demand for strengthening social dialogue.<sup>107</sup>

Capacity-building interventions related to the promotion of social dialogue covered a broad range of activities and objectives, adapted to the wide variety of contexts, and ranging from specific training to institution building. Training activities for trade unions aimed to facilitate better knowledge of the law and labour rights, to support them in applying practical workplace level approaches, and to translate decisions and policies into improvements in working conditions. Contents of training sessions or materials often focused on organizing techniques, collective bargaining, grievance handling, and organizational development and management. The length of the training was often

<sup>107</sup> ILO Project: Promoviendo el diálogo social (RLA/08/11/USA), op. cit, pp. 14 and 89.

related to project outcomes. This was highlighted as an important lesson in the evaluation of the project *Worker-management education project for supply chain factories on productivity and working conditions in Turkey* (TUR/03/01/EEC, p. 20).

Trade unions also benefited from projects aiming to strengthen their capacity for self-diagnosis and reform, as shown in the project *Strengthening Unions for the New Challenges of Integration in Latin America* (RLA/06/03/SPA). This project, targeting trade union capacities at subregional, regional and national levels, attempted to reverse the general trend of weakened trade unions and focused on the direct effects of trade unions reforming themselves.

While evaluations examined interventions related to building capacity both for employers and workers, only one intervention focused specifically on the topic of employers' organizations, *Capacity building for employers' organizations on productivity and competitiveness* (INT/04/39/NOR). This is perhaps somewhat surprising, given the importance of employers' organizations. The evaluation suggested further focus on employers and their organizations, and stressed the need for longer implementation times. Moreover, the evaluation of the *ILO/DANIDA Workers' Education Programme* (INT/00/27/DAN) pointed to the fact that training should be comprehensive and include all relevant actors:

It was not unusual that some of the programme's training activities, especially in the field of labour legislation, dispute handling, etc., left trade union officials and representatives far ahead of employers and, in many cases, government officials. For example, this sometimes resulted in frustrating situations for the unions when they sought in vain to have legislative minimum requirements respected.<sup>108</sup>

The evaluation of the project *Strengthening Industrial Relations and Labour Law Compliance in Morocco* (MOR/01/50/USA) presented several examples of good practice in training, and reflected on how including young people was important for sustainable industrial relations in the country. Training young unionists was thus "an investment in the industrial relations of the future", and demonstrating how these participants would become future leaders who would "capitalize on their tripartite experiences and networks" (p. 20). The project *Improvement of labour relations and the promotion of women's economic equality in Colombia* (COL/01/51/USA) also echoed this point (p. 16).

Another project, *Improving Job Quality in Africa through concerted efforts by Governments, Employers and Workers* (INT/08/61/DAN) sought to raise awareness, adapt and deliver participatory training on key issues, and undertake research and analysis in Mozambique and the Republic of Tanzania that would enable governments and social partners to analyse, monitor and address job quality. The evaluation described the project as an example of good practice, because the knowledge acquired during training was used immediately and also because it contributed to social dialogue in general (p. 29).

Utilizing lessons learned from other interventions was a core element of the project *Consolidating the legal and institutional foundations of social dialogue in Ukraine* (UKR/05/02/FRG). In order to establish an efficient institutional structure for social dialogue and to adjust industrial relations legal frameworks, the project introduced local stakeholders to a variety of good practices in social dialogue and labour law. This was found to be an effective way of developing technical capacity, for both social partners and government officials, which would help them to put in place an institutional

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<sup>108</sup> ILO Project: ILO/DANIDA Workers' Education Programme (INT/00/27/DAN), p. 24.

framework for social dialogue at national level, and to initiate a labour code revision process, thus laying the basic foundations for sound industrial relations in Ukraine.

#### 4.3.2 Engaging social partners in the informal economy

The organization of both workers and employers in many countries of the world is still very weak. A number of lessons learned and good practices were recorded regarding support for the organization of marginalized groups of workers, especially in the informal sector.<sup>109</sup> ILO programme activities in this field aimed to protect the interests of these workers and enable them to understand their rights as enshrined in the ILO's standards, to support their claim for decent jobs and working conditions, and to enlist union protection against intolerable forms of work prevalent in these sectors.

The important role played by trade unions in poverty alleviation, and improved protection of workers in the informal economy was highlighted in the final evaluation of the project *SYNDICOOP – Poverty alleviation for unprotected informal economy workers through trade union* (RAF/04/52/NET). This successful, pioneering and relevant project was found to have significantly helped partner organizations to develop their capacities for preparing and implementing local job creation schemes in the informal economy for young women and men in Kenya, the Republic of Tanzania, Rwanda and Uganda. It was described as: “A practical response to poverty reduction and the Decent Work deficit in the informal economy.”<sup>110</sup> An increase in income, more regular and even distribution of income among the informal economy workers, and more jobs, as well as an increase in trade union membership, could be recorded.

In Turkey, tripartite discussions, supported by the EU–ILO project *Worker-management education project for supply chain factories on productivity and working conditions in Turkey* (TUR/03/01/EEC) aimed to raise awareness of the risks associated with working in the informal economy through the media, and create incentives for enterprises to register work by developing registration arrangements and links with municipals' systems of enterprise regulation. Especially interesting in this respect is a section from a training programme dealing with the organization of workers in selected textile companies. The evaluation summarizes the pre-project situation:

The attitude of many employers towards trade unions is in the best of cases indifferent [...] but more often hostile. The three trade unions in the textile sector in Turkey which are members of ETUF cover only 3 % of the work force, but even most companies with unions do not consult or inform the unions about company policy. Trade unions have thus great difficulties to organise. Some of the difficulties can be attributed to the legal restrictions.<sup>111</sup>

Concluding on the results of the project, the evaluation suggested a very positive impact:

The recommendations adopted by all companies can serve as an entry point for unionisation because all companies agreed on the necessity of social dialogue [...]. The recommendations to which everybody contributed with great sincerity are an unexpected positive outcome. Trade unions can use the good example of some unionized companies which considered that unionisation is a protection against crisis. Enterprises, where there were unions, survived the crisis with minimum loss by making deals with their unions and by mutual compromises.<sup>112</sup>

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<sup>109</sup> See J-P. Azam, P. Alby and S. Rospabé: *Labour institutions, labor-management relations, and social dialogue in Africa* (Bonn, German Federal Ministry for Economic Co-operation and Development (BMZ), World Bank, Policy Note 3, 2005). The document contains a number of good practice cases regarding the organization of workers in the informal economy.

<sup>110</sup> ILO Project: SYNDICOOP – Poverty alleviation (RAF/04/52/NET), op. cit., p. 1.

<sup>111</sup> ILO project: Worker-management education project for supply chain factories on productivity and working conditions in Turkey (TUR/03/01/EEC), p. 4.

<sup>112</sup> Ibid. p. 17.

The increased relevance of trade unions in the informal economy was echoed in the evaluation of the ACTRAV project *Trade Unions for Social Justice* (GLO/10/57/NOR), which was implemented in a number of countries throughout the world focusing in particular on the issue of improving the protection of workers in the informal economy (Box 3).

### Box 3

#### Achievements of the ACTRAV project: Trade Unions for Social Justice

In Tamil Nadu, India, the project had previously established a trade union platform, through which policies and campaigns on the ratification of the core conventions have been developed and implemented. In 2011, through a joint effort between state- and national-level initiatives, about 2,000,000 signatures were collected for a petition calling for the immediate ratification of ILO Convention Nos. 87 and 98. Trade union leaders delivered the first batch of the signatures to the Minister of Labour in December 2011.

The project also assisted trade unions to increase their relevance for informal economy workers. Over the last few years, 172,270 new trade union members were recruited to the rural workers unions through project activities, almost 25,000 of them during 2010–2011 alone. Out of 14 Workers Information Centres set up by these unions, eight were funded by the project, helping to link more than 83,800 informal economy workers to social security schemes. Parts of these efforts are no longer supported (from 2012). The reason is that the rural workers' unions have organized such a large number of paying members that they are able to function as fully operational bona fide unions without external support, proving the sustainability of the approach.

Source: ILO Project - *Workers have strong, independent and representative organizations: Final evaluation* (GLO/10/56/NOR), 2012.

## 4.4 Strengthening and modernizing labour laws

The review of evaluations showed that the last decade was characterized by stakeholders' demand for support, advice and capacity development to enable them to modernize labour laws and strengthen the capacities of institutions and administrations to implement legal frameworks and labour rights. While few ILO interventions focused on labour law regulation exclusively, the modernizing of labour law frameworks, and more effective implementation of fundamental rights was a common additional component to many projects. Ten reports<sup>113</sup> contained specific references to lessons learned and good practice in the field of labour law, drawn mainly from interventions in Africa and Asia. These supported labour law issues within a broader framework of improving industrial relations in situations of national economic, social and political transition.

The project *Promoting Democracy through Fundamental Principles and Rights at Work and Tripartism in Nigeria* (NIR/00/50/USA), supported the reform of existing labour laws and led to capacity building in key labour institutions. The project contributed to a review of potential labour law reforms by setting up a Committee of Experts, which included various stakeholders, to ensure the interests of all parties were respected in a country that had seen long periods of military rule. The evaluators concluded that the provisions of new labour laws, revised by the tripartite experts,

<sup>113</sup> ILO Projects: *Promoting democracy through fundamental principles* NIR/00/50/USA) op. cit.; *Strengthening industrial relations and labour law compliance in Morocco* (MOR/01/50/USA); *The law-growth nexus* (RAF/08/01/NAD), op. cit.; *Promoting good governance and decent work* (INT/08/11/ITA), op. cit.; *Promoting and realizing freedom of association in Indonesia* (INS/00/51/USA), op. cit.; *Support to the industrial relations and labour law reform in Viet Nam* (VIE/09/03/OUF); *ASEAN-ILO Industrial Relations Project* (RAS/08/06/JPN); *Labour dispute resolution in Cambodia* (CMB/02/50/USA); *Promoting fundamental principles and rights at work in the Ukraine* (UKR/01/51/USA); and *Enhancing labour inspection effectiveness* (RER/09/50/NOR).

had the potential for a significant improvement in labour negotiations, labour standards, OSH, and employee compensation. Related to this, the report also indicated that stakeholders acknowledged the importance of social dialogue in building and strengthening Nigeria's fragile young democracy. Good practice highlighted in this context showed that these interventions should be linked to a longer term, comprehensive perspective, as was illustrated by the midterm evaluation of the *Labour Dispute Resolution in Cambodia Project* (CMB/02/50/USA) (Box 4).

**Box 4**

**Labour Dispute Resolution in Cambodia (LDRP)**

After three decades of civil war, which had devastated much of the physical, governmental and social infrastructure, Cambodia struggled to establish a functioning industrial relations system. There was an increase in the number of individual and collective disputes, and the lack of capacity prevented these disputes from being resolved quickly and fairly, despite the existence of a legal framework.

To respond to this challenge, the project prepared a national dispute prevention and resolution strategy applicable to all enterprises and workers covered by the national Labour Code. A National Strategy on Labour Dispute Prevention and Settlement was adopted, through tripartite discussions, and this constituted a framework for labour-management relations at all levels. Furthermore, the setting up of a tripartite Arbitration Council, which was referred to as good practice by evaluators (p. 39), ensured that the arbitration of labour disputes would be undertaken in accordance with the legislation, or as provided for in collective agreements. The Arbitration Council's structure and the speed with which it treated cases were highly rated in the evaluation, highlighting it as one of the few independent, transparent and respected institutions in the country and serving as a model for wider judicial reform. Therefore, as the evaluation states, its impact went well beyond the project's initial objectives.

In a country where the culture of social dialogue was virtually non-existent, the tripartite initiatives accomplished with this project constituted valuable initial steps toward changing attitudes and building bridges among the tripartite partners. As a result of the establishment of the new Cambodian tripartite dispute resolution mechanism, labour conflicts diminished and now can be solved in a more efficient and sustainable way. Overall, this project increased the willingness of workers and employers to engage in collective bargaining and use workplace cooperation mechanisms, as well as the capacity of conciliators and laws, to resolve disputes.

Source: ILO Project - *Labour Dispute Resolution in Cambodia (LDRP)* (CMB/02/50/USA) 2007.

**4.4.1 Efficient labour administration contributes to the promotion of decent work**

Evaluation reports have highlighted the strong and unique role of the ILO in providing expertise and support for effective labour administration and labour inspectorate practices.<sup>114</sup> They have also noted, on one hand, a correlation between the strengthening of labour administrations and effective labour inspectorate practices, and on the other hand, progress in social dialogue and tripartism. To this end, recommendations were made, at least to stabilize and at best to improve this function and build on the ILO's strong technical comparative advantage in this context.

Improved labour administration is an important means to achieve progress in other areas of the Decent Work Agenda. An intervention that aimed to strengthen labour administration to take over responsibilities for the implementation of decent work policies and the enforcement of labour law was the project *Promoting Good Governance and Decent Work in the Mediterranean through Improved Labour Administration and Social Dialogue* (INT/08/11/ITA). Even though there were

<sup>114</sup> ILO Project: Enhancing labour inspection effectiveness (RER/09/50/NOR).

deviations from the initial project design due to political difficulties, the project built on good practice to successfully raise the awareness of social partners through education and training materials on the role of labour administration in promoting decent work (p. 13). It also organized training sessions for labour officials and tripartite meetings to audit national labour administration arrangements including labour inspectorate practices.

#### 4.5 Social dialogue as an instrument to promote the Decent Work Agenda

In the sample reviewed, the evaluations of initiatives for the prevention of child labour,<sup>115</sup> HIV/AIDS,<sup>116</sup> and health and safety at the workplace,<sup>117</sup> all provided evidence in support of social dialogue as a critical instrument for balanced social and economic development, and as a mechanism for the implementation of decent labour standards. Using social dialogue and social partners in decent work and other relevant issues was seen as an effective way to gain support from the organizations' target groups (employers and their associations, workers and their organizations, and governments and their agencies) and exercise influence on them.

The ILO/DIALOGUE publication, *Compilation of African experiences on social dialogue*, contains references to a significant number of national good practices, arriving at the conclusion that social dialogue contributed to the promotion of good governance.<sup>118</sup> A major goal of social dialogue is to facilitate information sharing, and reach consensus on key priorities for action, but it also has the potential to resolve economic and social issues, advance social and industrial peace and stability, boost economic performance and social progress, and contribute to smooth political transitions.

The remainder of this section provides evidence of the role of social dialogue and related capacity-building activities in promoting decent work in a number of areas, drawing from evaluation findings to highlight lessons and good practices.

##### 4.5.1 Fighting child labour

The need to build social partners' capacity to promote the different aspects of decent work was a recurring theme in this review. For instance, in the context of child labour, the *Capacity Building Project: Regional Programme on the Worst Forms of Child Labour (EYE Project)* (RER/04/54/USA), focused on interventions and evidence from the Caucasus region, and highlighted the crucial importance of further developing and strengthening the capacity of social partners in order to better protect and reintegrate victims of child labour.

The ILO supported several projects issuing training guides and capacity-building activities targeting the social partners and aiming to prevent child labour.<sup>119</sup> The project *Social Dialogue and Child Labour* (INT/08/72/IRL), successfully worked with the social partners to implement the work of

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<sup>115</sup> See ILO Projects: Child labour component of ILO-Norway Framework Agreement (INT/06/55/NOR); Social partnership and advocacy (INT/08/72/IRL), op. cit.; and CAR capacity building project (RER/04/54/USA), op. cit.

<sup>116</sup> See, among others, ILO Projects: Prevention of HIV/AIDS in the world of work: A tripartite response (IND/05/01/UNA); Workers' education programme on social dialogue – in Barbados and Jamaica (RLA/03/53/USA) op. cit.; ILO/USDOL HIV/AIDS workplace education programme Togo (TOG/03/50/USA); HIV/AIDS workplace education project Cambodia (CMB/03/50/USA); HIV/AIDS workplace education project Ghana (GHA/03/50/USA); HIV/AIDS in the world of work: A tripartite response (IND/02/51/USA); and Prevention and mitigation of HIV/AIDS labour and socioeconomic impact in the world of work in Uganda and Ethiopia (INT/03/27/ITA).

<sup>117</sup> See ILO Projects: Improved occupational safety and health systems (RUS/04/02/FIN), op. cit.; and Effective Implementation of the National OSH programme (RAS/10/56/JPN), op. cit.

<sup>118</sup> ILO: *Compilation of African experiences on social dialogue* (Geneva, DIALOGUE, 2011), p. 4.

<sup>119</sup> ILO Projects: CAR Capacity building project (RER/04/54/USA); and Social partnership and advocacy (INT/08/72/IRL), op. cit.

eliminating child labour through knowledge sharing, policy development with action plans, and capacity building. Outputs were *inter alia* a publication of good practices of employer/union involvement to tackle child labour, and a guide on child labour and the role of the social partners. The project was global in nature with over 70 countries involved. Outreach was extensive and a key lesson learned was that there was considerable understanding between the social partners and ILO staff. The social partners learned to appreciate how child labour is also their concern (despite its prevalence in the informal economy), while ILO project staff appreciated how the social partners' responses may be the foundation for longer term solutions through decent work (p. 18).

#### 4.5.2 HIV/AIDS in the workplace

The ILO has pointed to the major role of social partners in fighting the spread of HIV/AIDS, as the global epidemic affects almost exclusively people of working age. To support this, the ILO provides technical advisory services and capacity building at national level to ensure the active participation of the social partners in the bodies responsible for coordinating HIV/AIDS responses. Several good practices and lessons learned were noted in the evaluation of *Prevention of HIV/AIDS in the World of Work: A Tripartite Response* (IND/05/01/USA), which focused on India (Box 5).

##### Box 5

##### **Prevention of HIV/AIDS in the World of Work: A Tripartite Response in India**

The overall goal for the project was to contribute to the prevention of HIV/AIDS in the world of work, to enhance workplace protection, and reduce adverse consequences on social, labour and economic development. The project objectives were to increase the capacity of ILO's tripartite constituents to adopt and implement effective workplace policies and programmes that would support the prevention of the spread of the disease, discrimination and stigmatization. The project targeted five selected states and the city of Mumbai, covering workers in the formal and informal sectors. The evaluators cite as good practice the development of a strong tripartite framework in the programme, which was called "tripartite plus", and the establishment of successful partnerships between national AIDS control institutions and the trade unions through pilot actions, such as in Mumbai and Kolkata. However, project staff noted that continued work was needed with employers' organizations, as some were not convinced of the importance of addressing HIV/AIDS at the workplace. Also, the evaluation noted that local-level union workers often lacked capacity to implement actions in general. Most union action was limited as their budgets were tied to low membership fees. But, on the whole, interviewees participating in the evaluation were very positive about the benefit of involving the tripartite parties in addressing HIV/AIDS in the workplace.

Source: ILO Project. *Prevention of HIV/AIDS in the world of work: A tripartite response in India* (IND/05/01/UNA), 2008.

Another successful example came from Togo, where the project *Workplace Education Programme on HIV/AIDS and the World of Work* (TOG/03/50/USA) played a decisive role in involving the tripartite constituents in HIV/AIDS prevention. The project led the social partners to take note of the importance of having a specific programme on HIV/AIDS in the workplace, and this resulted in a tripartite declaration and the HIV/AIDS law of 2005, including the development of promotional and educational material. All tripartite constituents and workers in their workplaces confirmed the relevance of the strategy and approach. For the first time, a national-level discussion on the issue of HIV/AIDS in the workplace took place between the state, and the employers' and workers' organizations (p. 16). In addition, the establishment of a joint workplace committee contributed considerably to strengthening social dialogue between employers, workers and trade unions (p. 28).

Additional case studies from Barbados and Jamaica on fighting HIV/AIDS at enterprise level were summarized in the final evaluation of *HIV/AIDS Workplace Education Programme SHARE – Strategic HIV/AIDS Responses by Enterprises* (RLA/03/53/USA). One lesson learned was that the engagement of the tripartite constituents at all levels of the decision-making process was key to ensuring their maximum commitment and participation in all planned project activities and events. Furthermore, a bottom-up employee-based approach to creating an HIV/AIDS workplace programme was said to work well, provided that there was strong management support and recognition (p. 25).

#### 4.5.3 Occupational safety and health

The ILO sees bipartite and tripartite social dialogue as a prerequisite for solid national health and safety systems, and for effective preventive measures at the workplace. In line with ILO standards in this area, many countries launched or changed national occupational health and safety laws and enforcement systems with the help of the social partners.

One example in which many positive lessons learned were identified was the project *Effective implementation of the National OSH Programme for Improving Safety and Health at the Workplace in Viet Nam* (RAS/10/56/JPN). This project offered opportunities to strengthen the integration of core health and safety labour standards and gender equity. Social dialogue and tripartite action in the field of occupational safety and health was found to require an adaptive process, allowing the resolution of misunderstandings and the use of new safety and health action opportunities when possible. Good practice was noted in combining policy activities and hands-on activities with regions, enterprises, and workers at the local level, offering multiple interfaces and opportunities for collective action and policy development by collaborating directly with social partners (p. 15). In some cases, there were examples of new safety and health cultures emerging, particularly in the ‘model enterprises’ showcased during the evaluation mission. This also revealed the potential of mobilizing the social partners’ networks and identifying new outreach channels. The major lesson learned was that innovative approaches, country ownership, and international support for safety and health offered critical transformative potential for rapidly evolving economies (pp. 47–48).

#### 4.5.4 Social security

The project *ILO Global Campaign for Social Security and Coverage for All as a Means to Reducing Poverty in Africa and Asia* (GLO/06/54/UKM) tested the applicability of a Minimum Social Protection Package in three African countries and demonstrated how a Social Dialogue Forum could enable debates about the potential impacts of a minimum set of social security protection benefits. The evaluators summarized the successful results of the project as follows:

The project effectively brought broad knowledge and expertise on social protection into the countries and broadened the understanding among the cooperating partners of contributory and non-contributory social protection systems. The project demonstrated the ability of a set of activities, involving national stakeholders in the collection and analysis of relevant information, to debate the potential impact of a minimum set of social security protection benefits, and take the results to policy development. The project shifted thinking from addressing the needs of specific vulnerable groups or populations to considering the social protection needs of all, with universality as the goal even for the minimum benefits.<sup>120</sup>

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<sup>120</sup> ILO Project: Global Campaign for Social Security (GLO/06/54/UKM), op. cit., p. 31.

The evaluation of *ILO/DANIDA Workers' Education Programme* (INT/00/27/DAN) on institution building and support to marginalized groups of workers noted that in addressing the problem of poverty, the most effective tool was to empower the poor by assisting them to exercise a collective voice and means of action. By working with and through democratic and independent trade unions the project provided poor people a membership-based platform for collective action (pp. 24–25).

#### 4.5.5 Migrant workers and trafficking

In the global economy, poverty and unemployment drives people to move in search of better jobs and better lives, typically from rural to urban areas and from poorer to richer nations. These migrant workers are frequently unprotected, leaving them vulnerable to exploitation. The worst form of abuse is human trafficking, the illegal trade of human beings for the purposes of sexual exploitation or forced labour. The ILO is committed to ensuring that migration is addressed through social dialogue to ensure that migrant workers have a voice and policies on migration have a better chance of being implemented, particularly with respect to the principles of equal treatment and equal opportunity. In the last few years, several countries have developed national labour migration policies through tripartite social dialogue.

The project *Managing Cross-border Movement of Labour* (RAS/05/14/JPN) was designed to assist participating countries to promote decent employment opportunities through effective labour migration that involved tripartite groups on the employment and treatment of foreign workers in destination countries. The project was carried out in Cambodia, Indonesia, Laos and Thailand. It aimed to strengthen the capacity of governments, social partners, and other target groups to manage migration processes, publish a guide for the management and administration of foreign workers, and establish systems and procedures for improving the administration of migration management processes. A platform for Tripartite Dialogue on Migration was established at national levels to give a voice to workers' and employers' organizations on migration policy questions and issues. The evaluation identified several good practices in the project:

The cooperation with social partners who have mobilizing power and the capacity to reach out to larger segments of society and the media has been of strategic importance for the wider outreach of the project. [...] The dialogues have been very fruitful in discussing problems regarding referral of migrant workers and victims of irregular migration. [...] The dialogues have improved service delivery and consultations between concerned offices.<sup>121</sup>

With regard to trafficking, the project *Development of a comprehensive anti-trafficking response in Armenia, Azerbaijan and Georgia* (RER/06/13/EEC) involved social partners in the three countries. It sought to contribute to the progressive reduction of trafficking through capacity building and the empowerment of current and potential victims. The project included exchange visits and study tours and the revision of national action plans. The positive achievements of this intervention led to the development of a successor project, entitled *Strengthening of Comprehensive Anti-trafficking Responses in Armenia, Azerbaijan, and Georgia* (RER/08/02/EEC), where good practice was also noted, especially with regard to social partnerships. The greatest strengths of this second project were that it raised awareness of forced labour across sectors, and sensitized governmental and non-governmental actors to the roles different sectors have to play in prevention and protection (p. 3).

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<sup>121</sup> ILO Project: Managing cross-border movement of labour (RAS/05/14/JPN), p. 45.

## 4.6 Promoting gender equality and gender mainstreaming through social dialogue

Throughout the last decade, gender equality and gender mainstreaming have been a major objective and a cross-cutting issue for both the ILO, and other international organizations such as the EU. Social dialogue is seen as an essential policy instrument to advance gender equality in the world of work, and recent evidence is provided in an annotated ILO bibliography.<sup>122</sup>

The EU has also recognized the idea that gender equality and social dialogue are mutually beneficial and that their promotion should go hand-in-hand. In 2005, the European social partners concluded a Framework of Actions on Gender Equality<sup>123</sup> which called national member organizations to integrate gender equality policies into their activities and foster action in their respective national contexts focusing on four priorities including: addressing gender roles, promoting women in decision-making, supporting work-life balance, and tackling the gender pay gap.

The ILO has implemented several projects focusing on gender mainstreaming, some aimed to enhance the representation of women in organizations, while others targeted the improvement of general working and living conditions.<sup>124</sup> Putting the issue of gender equality higher on the agenda of the labour movement and the issue of the lack of women in leadership positions were also concerns noted in the review.<sup>125</sup>

Projects enhancing the representation of women in organizations mostly focused on representation in unions, but also on project bodies. With regards to women and union organization, the extensive *ILO/DANIDA Workers' Education Programme* (INT/00/27/DAN), which focused on institution building and providing support for marginalized groups of workers, also included gender equality objectives. While most elements of the programme included gender and equality concerns, some activities exclusively targeted women, including the sub-project activity, *Workers' Education Assistance in Integrating Women in Rural Workers' Organizations in India (Madhya Pradesh and Tamil Nadu)*.<sup>126</sup> Progress towards achieving gender mainstreaming through strong gender participation and representation was noted in the evaluation of the project *SYNDICOOOP – Poverty alleviation for unprotected informal economy workers through trade union* (RAF/04/52/NET). However, one evaluator made the point that it is important to check continuously that gender mainstreaming is genuine and not just superficially embedded (p. 4).

Despite these successes, the review revealed that gender issues were not yet always taken seriously by the social partners or by labour administrations, and while several projects dealt with gender issues in the world of work, not all reported good practices.<sup>127</sup>

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<sup>122</sup> ILO: *Gender equality and social dialogue: an annotated bibliography* (Geneva, 2012). Even though the good practice examples were not described in the abstracts of the literature references, it is interesting to note that they were situated in the area of equal representation of women and men in decision-making; in the integration of gender equality into constituents' organizational policies, practices and programmes; and in governments and workers' and employers' organizations; in the mainstreaming of gender issues in trade unions in order to promote gender equality; and in the exchange of good practices in equal pay.

<sup>123</sup> See: ETUC, BUSINESSEUROPE/UEAPME, CEEP: *Framework of actions on gender equality* (Brussels, 2009). This is the second such initiative undertaken by European social partners, following the 2002 "Framework of actions for the lifelong development of competences and qualifications". It is the only one to have been (internally) evaluated.

<sup>124</sup> See ILO Projects: The improvement of labour relations (COL/01/51/USA) op. cit.; Project to support the Decent Work Country Programme of Mozambique (MOZ/08/01/FLA); and Strengthening African trade union capacity (RAF/04/55/NET), op. cit.

<sup>125</sup> ILO Project: Workers have strong, independent and representative organizations (GLO/10/57/NOR).

<sup>126</sup> ILO Project: Workers' Education Programme on Social Dialogue (INT/04/09/NOR).

<sup>127</sup> ILO Project: Improving working conditions and employment opportunities for women in the beedi industry in India (INT/02/57/NET).

## 4.7 Summarizing what works and why

The review identified a number of reasons to explain why certain interventions were more successful than others. Regardless of their type, thematic orientation, budget or scope certain common features characterized successful interventions (see table below).

**Table 1. Obstacles to success, factors of success and their common features**

Obstacles to success	Factors of success	Common features of successful interventions
<ul style="list-style-type: none"> <li>▪ Interventions targeting very broad objectives, such as fostering social dialogue in general, tend to work less well due to a lack of clarity related to what actually constitutes social dialogue and tripartism.</li> <li>▪ A core limitation leading to difficulties in project implementation is due to deficits in ILO intra-departmental collaboration, and weak links between ILO headquarters, key project partners and ILO staff on the ground.</li> <li>▪ There is a mismatch between project design and objectives, and socio-political contexts in different countries across different geographical and thematic areas.</li> <li>▪ Good project management will not compensate for poor design in terms of defining a realistic time frame, providing sufficient resources, and involving different actors at all stages.</li> <li>▪ An insufficient and unrealistic time frame is a particular issue for projects that address complex issues, are implemented in countries with weak social dialogue and/or legal structures, and in countries in transition situations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interventions that have been evaluated as working well have been based on very concrete and targeted objectives and expected outcomes with adequate qualitative and quantitative indicators - which then allows for monitoring and evaluation of results.</li> <li>▪ Appropriate project design, in terms of realistic objectives, resources, time frames and methods, is also important.</li> <li>▪ A participatory approach is crucial from the early stages of the design intervention and during the implementation stage (e.g. the involvement of constituents, other stakeholders, and donors, and collaboration between ILO and field staff and local partners).</li> <li>▪ In projects with social dialogue as a key objective, as well as those where social dialogue is only a component, a number of additional factors are also important for successful interventions: clear entry points (not only for governments and other constituents but also for companies); the skills and competences of staff both centrally and in the field; and the need to be flexible with regard to different modes of implementation in different national contexts.</li> <li>▪ The quality of financial and human resources for a project appears to be more important than merely a quantitative condition.</li> </ul>	<ul style="list-style-type: none"> <li>▪ It is important to achieve good visibility in the national environment as well as in other relevant settings, such as multinational business.</li> <li>▪ There should be active involvement of key actors at ILO level (i.e. various HQ departments and field staff), as well as constituents and stakeholders on the ground, in the design and implementation of the project. This, in particular, characterizes capacity-building interventions.</li> <li>▪ Interventions must have concrete outputs and products, in terms of publications, training tools, etc., which can illustrate real results.</li> <li>▪ Successful interventions contributed to building stakeholders' capacity and awareness. Similarly, such interventions contributed to unity and the identification of the joint interests of social partners and tripartite actors, perceiving them as a precondition for sound industrial relations.</li> <li>▪ Successful interventions addressing complex themes and different ILO goals (e.g. HIV/AIDS prevention at the workplace, migration/trafficking, gender mainstreaming, poverty reduction, child labour) are characterized by collaborative and integrative approaches which are built on previous experience and lessons learned, arising from both the ILO and external institutions.</li> <li>▪ Sustainability is directly linked to the level of commitment and sense of ownership of the key actors involved on the ground, as well as the existence of a longer term vision.</li> </ul>

## 5. Conclusions

This study has examined and synthesized findings based on an extensive literature search, focusing on evaluations as well as evidence-based studies of social dialogue interventions conducted over the last decade. Materials came from the ILO as well as from other international institutions, and were carried out at various levels (global, regional, national) and in different fields. The review has shown that ILO actions are unparalleled in this area: hardly any similar types of interventions supporting social dialogue, bipartism and tripartism exist, apart from limited activities and projects in the EU.

Capacity-building activities are at the heart of many ILO social dialogue interventions. A major share of these projects was carried out on a global and multi-country scale; there have been only a few capacity-building interventions focusing on single countries. In contrast, the scope of interventions seeking to improve industrial relations and labour law frameworks was clearly at the national level, with the highest proportion of projects implemented in Asia, followed by Africa and Europe. Activities in this context mainly focused on providing support and advice to countries in situations of political transition, indicating a demand-driven process.

Regarding interventions targeting the development of social dialogue and the strengthening of tripartism, certain preconditions were identified to ensure successful outcomes. These related to the basic organizational structures of the social partners and the presence of legal frameworks, which were found to be insufficiently developed in Africa and Asia. This may explain why the majority of the interventions with social dialogue and tripartism as a core objective were based in the Americas and Europe, regions where these preconditions are present.

The review showed that social dialogue interventions carried out by the ILO could be linked to other ILO strategic objectives, in particular those related to social security and decent working conditions. In addition, one-third of the evaluations in the review sample examined interventions that focused on strategic objectives and goals other than the promotion of social dialogue and tripartism, but included a social dialogue component in their design. These interventions faced the major economic, social and political challenges that have characterized the last decade, namely in areas such as HIV/AIDS, migration, child labour, trafficking, and working conditions in the informal sector. Findings have shown that the strong and active involvement of tripartite actors can promote successful, efficient project implementation, when certain internal and external conditions are met.

Despite these positive findings, there are certain areas where challenges persist. One example is gender mainstreaming: evaluations assessing both single and multi-country interventions have indicated that the promotion of women's issues (apart from organizing union membership) has achieved few success stories to date. Overall, evidence suggests that tripartite constituents in many of the countries concerned still do not take gender issues seriously enough.

Many of the findings related to lessons learned, good practices and recommendations presented in evaluations concentrated on process-oriented aspects, such as the adequacy of project design, time frames, staffing concerns, and coordination and collaboration between key actors and partner institutions. Some of these were found to be major obstacles to the achievement of the expected results. External obstacles were also noted, including political change and climate, and weaknesses in existing structures, institutions and organizations. With regards to good practice and lessons learned in terms of concrete achievements and results, the review has illustrated a broad variety of positive initiatives, ranging from training activities to the establishment of tripartite institutions.

The materials reviewed contained a wealth of information and findings on the internal and external conditions under which social dialogue contributes to strengthening institutional and organizational capacities, and supports the development of sound industrial relations, and adequate legal frameworks and tripartism. Evaluations of interventions which included capacity-building activities revealed that the strengthening of institutional capacities is influenced by internal, organizational and process-oriented factors, as described earlier, as well as by external, country-specific factors (e.g. political and social conditions, national industrial relations).

The most successful interventions were those that took into account specific national framework conditions, and were based on a detailed analysis of needs in terms of capacity building. This tailoring of interventions with targeted and concrete objectives was often carried out in close collaboration between those involved in project design and key actors at the local level.

The review of evaluation reports showed that capacity building is strengthened when the preconditions to social dialogue and, in particular, the institutions relating to the social partners, have firm foundations. Findings related to results in transition countries and countries with weak social and political fabric illustrated that these preconditions varied significantly.

Turning to interventions that did not target social dialogue *per se* - such as those concerning child labour, HIV/AIDS prevention, and safety and health - show that outcomes (in terms of effectiveness and sustainability) improved when these were implemented with the strong involvement of the social partners and labour administrations. The involvement and active participation of donors and other stakeholders in project activities has also been identified as an important condition for social dialogue to successfully contribute to the strengthening of institutional capacities.

A number of key factors that influenced successful outcomes were identified. While internal conditions can be improved through better project design, suitable needs analysis, realistic framing of objectives and expected results, and collaboration both within the ILO as well as with local actors, external conditions are often beyond the realm of ILO action, e.g. in situations of rapid change caused by civil conflict, and economic or political crisis.

Other factors shaping the success of interventions included: collaborating closely with donors; building long-term and comprehensive strategies on previous initiatives; seeking exchanges with other organizations working on similar issues; and ensuring the political support and commitment of key stakeholders, including economic actors at micro level. These factors apply to all kinds of thematic interventions including: HIV/AIDS prevention at the workplace (seeking the support and commitment of multinational companies); actions for the improvement of working conditions that have been carried out in collaboration with IFCs; interventions in the field of labour law reform; better implementation; and more efficient labour administration - all of which are determined by the political commitment of national governments as well as social partners on the ground.

## **6. Recommendations arising from this study**

In order to promote successful outcomes in social dialogue, interventions and programmes/projects with a social dialogue component, several key recommendations stem from the findings of this synthesis review.

**Recommendation 1:** This review clearly shows that social dialogue plays a positive role for achievement of all strategic objectives of the Decent Work Agenda:

The notion of social dialogue and tripartism, as a critical element within the Decent Work Agenda and thus an integral part of all ILO interventions, should be strengthened and enhanced as the positive role of social dialogue is confirmed through lessons learned and good practices presented in many evaluation reports.

**Recommendation 2:** In all types of interventions implemented – whether social dialogue was the main focus or an element in a larger strategy – a crucial aspect of success was the sense of ownership of key stakeholders involved:

The involvement of stakeholders, especially in the field, but also at ILO headquarters, should be strengthened throughout the project cycle, including during the design, implementation, and monitoring of interventions, as this increases ownership, mobilisation, and sustainability.

**Recommendation 3:** A common conclusion of the study of evaluations was that project duration was often too short to achieve significant results, that project objectives and expected outcomes were too ambitious, and that the design of interventions proved to be inadequate and not adapted to national contexts. Establishing sustainable structures and changing views need time, especially in economies that have experienced significant economic and political changes:

The design of interventions should take a longer-term perspective, and take into consideration ‘support-chains’ of interventions which build upon lessons learned and good practices from previous experiences to promote effectiveness and sustainability. This need also arises in areas with cross-cutting issues, such as gender mainstreaming, which have not been addressed sufficiently in social dialogue interventions over the last decade.

**Recommendation 4:** The more recent experience of joint interventions developed by the ILO in cooperation with other international organizations, such as the IFCs, is a promising trend as it builds on lessons learned and good practice from previous interventions:

More collaborative activities with other international organisations should be undertaken, in order to create synergies, broaden results, and mainstream tripartite principles in other areas.

**Recommendation 5:** The ILO’s position and specific role as a global centre of excellence and knowledge for social dialogue, industrial relations, tripartism, labour administration and labour law is recognized widely by its constituents. Evaluations indicate that the demand for support has increased significantly during the last decade and is likely to continue to increase in the future:

In order for the ILO to properly address evolving needs and challenges in social dialogue, there is a strong need to stabilise and strengthen its unique role in terms of providing expertise, advice, and other forms of support to its constituents, as a global centre of excellence and knowledge for social dialogue, tripartism, industrial relations and labour administration and labour law.

**Recommendation 6:** Finally, this study has shown that ILO evaluations contain a remarkable wealth of evidence-based information and up-to-date knowledge. However, there were wide variations in terms of analytical depth, scope and length in the reports, particularly related to the use of key evaluation terms such as ‘good practice’, ‘lessons learned’ and ‘recommendations’:

Greater coherence and clarification are required in the use of key evaluation terms in order to optimize the use of evaluation findings for organizational learning within the ILO and by its constituents at all levels.

## 7. Literature selected for the in-depth synthesis review

### 7.1 ILO evaluation reports

#### 7.1.1 Projects/programmes focusing on social dialogue, labour law and industrial relations (28)

- ASEAN-ILO/JAPAN Industrial Relations (IR) Project (RAS/08/06/JPN)
- Better Factories in Cambodia: Ensuring working conditions in the textile industry complies with ILS (CMB/02/51/USA)
- Consolidating the legal and institutional foundations of social dialogue in the countries of Western Balkans and Moldova (RER/07/08/AUT)
- Enhancing labour inspection effectiveness (European and Arab States Component) (RER/09/50/NOR)
- *Extension de la protection sociale au Mali* [Extension of social protection in Mali] (MLI/02/50/NET)
- *Fortalecimiento de los sindicatos ante los nuevos retos de la integración en América Latina* [Strengthening of unions to the new challenges of integration in Latin America] (RLA/06/03/SPA)
- Promoting and realising freedom of association and collective bargaining by building trust and capacity in industrial relations systems (INS/00/51/USA)
- ILO/USDOL HIV/AIDS Workplace Education Programme Togo (TOG/03/50/USA)
- Independent Evaluation of the InFocus Programme on Social Dialogue, Labour Law and Labour Administration (ILO Strategy evaluation, IFP/DIALOGUE, 2005)
- Independent evaluation of the ILO's sector-specific approach to decent work (ILO Strategy evaluation, SECTOR, 2012)
- Industrial relations and labour law reform project in Viet Nam (VIE/09/03/OUF)
- Labour dispute resolution in Cambodia project (CMB/02/50/USA)
- *Libertad sindical, negociación colectiva y relaciones de trabajo en Centro América* [Freedom of association, collective bargaining and industrial relations in Central America] (RLA/00/50/USA)
- *Modernización laboral de la industria azucarera en México* [Modernization of sugar industry labour in Mexico] (Regular Budget Supplementary Account – RBSA – funded) (MEX/08/01/RBS)
- *Programa de Apoyo al Trabajo Decente en Bolivia* [Programme Support for Decent Work in Bolivia] (BOL/06/50/NET)
- *Programa regional para la promoción del dialogo social y la cohesión social en América Latina* [Regional Programme for the promotion of social dialogue and social cohesion in Latin America] (RLA/09/50/SPA)
- *Programme de promotion du dialogue social en Afrique francophone* [Programme to promote social dialogue in French-speaking Africa] (PRODIAP III) (RAF/08/12/BEL)
- Promoting fundamental principles and rights at work in the Ukraine (UKR/01/51/USA)
- Promoting good governance and decent work in the Mediterranean through improved labour administration and social dialogue (INT/08/11/ITA)
- Promoting sound industrial relations at the workplace and strengthening the capacity of industrial relations actors in Viet Nam – Phase I (VIE/01/52/USA)
- Promoting sound industrial relations at the workplace and strengthening the capacity of industrial relations actors in Viet Nam - PHASE II (VIE/06/01/NOR)
- *Promoviendo el diálogo social y fortaleciendo las instituciones tripartitas en América Central y República Dominicana* [Promoting social dialogue and strengthening tripartite institutions in Central American and the Dominican Republic] (RLA/08/11/USA)

- Strengthening and Improving Labour Relations in Timor-Leste (SIMPLAR) (TIM/01/50/USA)
- Strengthening social partnership in the Western Balkans (RER/06/09/IRL)
- The improvement of labour relations and the promotion of women's economic equality in Colombia project (COL/01/51/USA)
- The law-growth nexus: A mapping of labour law and MSE development in sub-Saharan Africa (RAF/08/01/NAD)
- Tripartism and social dialogue in Central America - PRODIAC (RLA/98/02/NOR)
- Worker-management education project for supply chain factories on productivity and working conditions in Turkey (TUR/03/01/EEC)

### **7.1.2 Evaluations of capacity building projects for social partners (13)**

- *Asistencia para el fortalecimiento del dialogo social, de los derechos fundamentales en el trabajo y la inspección, vigilancia y control* [Assistance for strengthening social dialogue, fundamental rights at work and inspection, monitoring and control] (COL/07/50/COL)
- Capacity building for effective social dialogue in poverty reduction strategies and PRSPs in selected low-income countries (INT/02/79/UKM)
- Capacity building for effective social dialogue in the PRSP in selected low-income countries (INT/02/64/NET)
- Capacity building of employers' organizations on productivity and competitiveness (INT/04/39/NOR)
- Capacity Building Project: Combating the worst forms of child labour in Central Asia (EYE Project) (RER0454USA)
- Joint USDOL and ILO project: Improving Labour Law Compliance (ILLC) in the United Republic of Tanzania (URT/08/03/USA)
- Mainstreaming tripartism across the Netherlands/ILO Cooperation Programme (NICP) and product development for employers' and workers' organizations (INT/06/63/NET)
- Promoting democracy through fundamental principles and rights at work and tripartism in Nigeria (NIDEC Project) (NIR/00/50/USA)
- Strengthening African trade union capacity to address gender inequality in the world of work through basic education and legal literacy (RAF/04/55/NET)
- Strengthening industrial relations and labour law compliance in Morocco MOR/01/50/USA
- Strengthening the social partners capacity for promotion of social dialogue in Jordan (JOR/01/50/USA)
- SYNDICOOP – Poverty alleviation for unprotected informal economy workers through trade union (RAF/04/52/NET)
- Workers' Education Programme on Social Dialogue (INT/04/09/NOR) and Social Dialogue and Youth Employment (INT/06/54/NOR)

### **7.1.3 Project evaluations on other objectives illustrating the involvement of social dialogue (19)**

- Boosting youth employment using an integrated approach in the framework of DWCPs in Azerbaijan and Kyrgyzstan (RER/06/52/NET)
- Consolidating the legal and institutional foundations of social dialogue in Ukraine (UKR/05/02/FRG)
- Development of a comprehensive anti-trafficking response in Armenia, Azerbaijan and Georgia (RER/06/13/EEC)

- Effective implementation of the National OSH Programme for Improving Safety in Viet Nam (RAS/10/56/JPN)
- Global campaign on social security and coverage for all as a means to combat poverty in Africa and Asia (GLO/06/54/UKM)
- HIV/AIDS Workplace Education Programme SHARE – Strategic HIV/AIDS Responses by Enterprises in Barbados (RLA/03/53/USA)
- HIV/AIDS Workplace Education Programme SHARE – Strategic HIV/AIDS Responses by Enterprises in Jamaica (RLA/03/53/USA)
- ILO/DANIDA Workers' Education Programme (INT/00/27/DAN)
- ILO/IFC Better Work Global Programme (GLO/10/24/NET)
- ILO-Norway Framework Agreement: Child Labour Component – Final Evaluation (INT/06/55/NOR)
- Improved occupational safety and health systems in Northwest Russia (RUS/04/02/FIN)
- Improving job quality in Africa through concerted efforts by governments, employers and workers (INT/08/61/DAN)
- Improving working conditions and employment opportunities for women in the beedi industry in India (INT/02/57/NET)
- Independent cluster evaluation of two ILO projects on labour migration (RAS/05/02/EEC, RAS/05/14/JPN)
- Prevention of HIV/AIDS in the world of work: A tripartite response (IND/05/01/UNA)
- Programa regional para la aplicación de programas de trabajo decente en los países del MERCOSUR [Regional Programme for the implementation of decent work programmes in MERCOSUR countries] – Mid-term Self Evaluation (RLA/09/51/SPA)
- Social partnership and advocacy to tackle child labour: IPEC, ACTRAV and ACT/EMP Social Dialogue and Child Labour project (INT/08/72/IRL)
- Strengthening of comprehensive anti-trafficking responses in Armenia, Azerbaijan and Georgia (RER/08/02/EEC)
- Decent work programme support: improving social dialogue in Mozambique (MOZ/08/01/FLA)

## 7.2 Other documents

### 7.2.1 Studies and reports by ILO and other international organization (6)

- Azam, J-P.; Alby, P.; Rospabé, S. 2005. *Labor institutions, labor-management relations, and social dialogue in Africa*, Policy Note 3 (Bonn, German Federal Ministry for Economic Co-operation and Development (BMZ) World Bank).
- International Labour Office (ILO). 2003. *Best Practices in Social Dialogue* (New Delhi, Subregional Office for South Asia New Delhi and Indian Industrial Relations Association).
- International Labour Office (ILO). Industrial and Employment Relations Department (DIALOGUE). 2011. *Compilation of African experiences on social dialogue* (Geneva).
- International Labour Office (ILO). Sector Department. 2012. *Gender equality and social dialogue: An annotated bibliography* (Geneva).
- International Labour Office (ILO). Bureau for Workers' Activities. 2012. *Technical cooperation project: Workers have strong, independent and representative organizations (GLO/10/NOR). Final report* (Geneva).

- Norwegian Agency for Development Cooperation (Norad). 2011. *Social dialogue in developing countries – a desk study*, Norad Report Discussion 08/2011, (Oslo).

### 7.2.2 Social Dialogue and industrial relations in the EU (7)

- Advancing Social Justice in Europe and Worldwide (SOLIDAR). 2010. *Social dialogue: A tool to promote and defend decent work and quality jobs in Europe* (Brussels).
- Carley, M.; McKay, S.; Weiz, C. 2009. *Industrial relations developments in Europe 2008* (Brussels, Eurofound).
- Centre for Strategy & Evaluation Services. 2006. *Evaluation of financial instruments in support of European social dialogue – final report* (Oxford, UK).
- European Centre for the Development of Vocational Training (CEDEFOP). 2008. *Social dialogue and lifelong learning: supporting industrial changes – results from a peer learning activity*, Working Paper No. 2 (Thessaloniki, Greece).
- European Commission. Directorate-General of Economic and Financial Affairs. 2012. *Labour market developments in Europe 2012*, European Economy 5/12 (Brussels).
- European Parliament. Policy Department. 2008. *Social dialogue and its contribution to social cohesion in Turkey*, Briefing Paper (Brussels).
- Guyet, R.; Tarren, D.; Triomphe, C-E. 2012. *Social dialogue in times of economic crisis* (Brussels, Eurofound).

### 7.2.3 European social dialogue (7)

- European Commission (EC). Directorate-General for Employment, Social Affairs and Equal Opportunities. 2009. "The challenge of implementation in European social dialogue", in *Industrial Relations in Europe 2008*, (Brussels), pp. 121– 132.
- European Commission (EC). 2010. *Commission staff working document on the functioning and potential of European sectoral social dialogue* (Brussels).
- European Social Observatory (OSE), European Trade Union Confederation (ETUC). 2011. *Final report: European social dialogue: State of play and prospects* (Brussels).
- ETUC, BUSINESSEUROPE, UEAPME, CEEP. 2009. *Framework of actions on gender equality. Final evaluation report* (Brussels).
- European Trade Union Confederation (ETUC), International Training Centre (ITC) of the International Labour Office (ILO). 2010. *Sectoral social dialogue in EU12 and candidate countries* (Brussels).
- Pochet, P.; Peeters, A.; Léonard, E.; Perin, E. 2009. *Dynamics of European sectoral social dialogue* (Brussels, Eurofound).
- Voss, E. 2011. *Integrated Programme of the EU Social Dialogue 2009–2011: European Social Dialogue: Achievements and challenges ahead: Results of the stock-taking survey amongst national social partners in the EU Member States and candidate countries – final synthesis report* (Brussels, ETUC, BUSINESSEUROPE, UEAPME, CEEP).

## **Annex 1. Terms of reference – ILO Evaluation Unit Working Paper on Social Dialogue**

### **Background**

At the ILO, social dialogue is defined as all types of negotiation, consultation and exchange of information between or among representatives of governments, employers and workers on issues of common interest relating to economic or social policy. The mechanisms and forms of social dialogue vary from country to country and from region to region. Social dialogue is the means to establishing tripartism within Member States, and this is essential to help design and implement national policies to achieve fair terms of employment and decent working conditions. Social dialogue can exist as a tripartite process, with the government as an official party to the dialogue or it may consist of bipartite relations between labour and management, with or without indirect government involvement. It can be informal or institutionalised, and often is a combination of the two. It can take place at the national, trans-national, regional or at enterprise level. Moreover, it can be inter-professional, sectoral or a combination of these.

Whatever form it takes, social dialogue plays a critical role in achieving the ILO's objective of advancing opportunities for women and men to obtain decent and productive work in conditions of freedom, equality, security and human dignity.

In particular, the ILO Declaration on Social Justice for a Fair Globalization, 2008 emphasizes that Social Dialogue and tripartism as the most appropriate methods for:

- adapting the implementation of the strategic objectives to the needs and circumstances of each country;
- translating economic development into social progress, and social progress into economic development;
- facilitating consensus building on relevant national and international policies that impact on employment and decent work strategies and programmes; and
- making labour law and institutions effective, including in respect of the recognition of the employment relationship, the promotion of good industrial relations and the building of effective labour inspection systems.

### **Recurrent discussions in the ILO**

The follow-up to the ILO Declaration on Social Justice for a Fair Globalization, 2008, introduced a scheme of recurrent discussions by the ILC, in order to better understand and respond to Member States' needs and changing realities. The topics of these discussions are related to the ILO's four strategic objectives.<sup>128</sup>

1. promote and realize standards and fundamental principles and rights at work
2. create greater opportunities for women and men to decent employment and income
3. enhance the coverage and effectiveness of social protection for all
4. strengthen tripartism and social dialogue

While past recurrent discussions have focused on Employment (2010), Social Protection (2011), and Fundamental Principles and Rights at Work (2012), Social Dialogue will be the topic discussed in 2013. In preparation for the next ILC, a recurrent Report on Social Dialogue is being drafted by ILO officials in Sector

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<sup>128</sup> Each strategic objective is linked to a specific sector in the ILO: Sector IV is associated with social dialogue.

IV, in collaboration with the rest of the Office, looking at developments over the past decade. The objective is to provide the 2013 ILC discussion with a solid foundation to discuss the work of the Office, and to offer clear insights on areas that could be prioritized for future work.

In this context, the ILO's Evaluation Unit (EVAL) is planning to write a companion piece to this recurrent report, in the form of a working paper which will systematically synthesize results and lessons learned from completed independent evaluations and other studies related to social dialogue.

### **Purpose and scope of the consultancy assignment**

The purpose of this consultancy is to contribute to the enhancement of organizational learning in the context of the 2013 recurrent discussion on Social Dialogue; and to strengthen the ILO's capacity to make evidence-based decisions based on evaluation results. In order to do this, it is important that key evaluation results and lessons learned related to social dialogue be documented in a structured manner. The findings should provide ILO constituents with information on the ILO Social Dialogue interventions and approaches which work well, those which could be improved, for whom and why.

Following are some key questions<sup>129</sup> identified for reflective review when synthesizing the material. These will be finalized at the outset of the assignment:

- What are the trends and good practices in social dialogue interventions at all levels? (This could cover themes such as labour law and labour administration, collective bargaining and industrial relations, public administration, etc.)
- To what extent can social dialogue interventions be linked to the other three ILO strategic objectives?
- Under what conditions do social dialogue interventions contribute most to strengthening the institutional capacities of employers' and workers' organizations and labour ministries?
- What is the evidence for the contribution of social dialogue to sustainable development? What is the evidence for gender mainstreaming in social dialogue interventions?

Additional issues will be identified by the consultant(s) in light of the documentation review.

### **Methodology and process**

The work will mainly consist of a desk-based systematic review of evaluations and studies related to social dialogue (both published and unpublished), in order to consolidate and synthesize key results and lessons learned, and to make these findings accessible and useful to ILO constituents and officials. Internally, EVAL has collected approximately 150 relevant documents through its evaluation database, which will be provided, including independent project evaluations, external evaluation reports, joint evaluation reports and high-level policy or strategy evaluation reports. The analysis should as far as possible also extend to social dialogue studies from other organizations. Discussions with key ILO officials can be organized, if necessary.

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<sup>129</sup> These are related to the areas which are explicitly considered in the *Recurrent Report on Social Dialogue, 2013*.

## Key dates and deliverables

It is expected that the work will be carried out over a period of three months. The contract will begin on 1 November 2012 and finish on 28 January 2013.

The deliverables expected are:

- An inception report, due Friday, 9th November 2012, which will include a draft report outline; a detailed work plan; a list of possible additional data/information sources to be consulted; and a detailed methodology. This should include, among others, a description of the key questions to be addressed; the analytical approach to be taken (with details regarding the aspects and topics that will be addressed quantitatively and/or qualitatively); the search strategy and a protocol for the review; possible inclusion/exclusion criteria for the selection of documents; the coding strategy; the means to address risk of bias and quality control. The approach taken should take into account the specificities of systematic reviews of international development interventions. EVAL will be invited to review and comment on the inception report, and the lead consultant will respond in writing to all comments received. The inception report must be approved by EVAL before work can proceed.
- A draft report, due Monday, 7th January 2013 based on the approved inception report. This draft report will present the analysis of the selected documents and key findings, and will include an executive summary. The synthesis report will be written in English and be no longer than 50 pages, including the executive summary, but excluding any annexes. The draft report will be presented to EVAL and key stakeholders for comments, and the lead consultant will respond in writing to all comments received. EVAL will conduct quality assurance/peer review of the draft version of the report.
- A final report, due Monday, 28th January 2013, which will present the completed analysis, and must respond appropriately to comments and feedback from key ILO officials.

## Quality assurance

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

## Management, coordination and responsibilities

The lead consultant will report to EVAL on all aspects of consultancy deliverables and day-to-day work schedules. EVAL will provide support in accessing key internal documents and reviewing protocols, and will facilitate meetings with key stakeholders, if necessary. Monitoring of progress will be ensured through weekly exchanges between EVAL and the consulting team (in the form of telephone calls or progress report emails).

## Annex 2. Methodology for the synthesis review

As called for in the Terms of Reference (ToR), a synthesis review approach was taken to identify and synthesize information on lessons learned and good practices in the context of social dialogue interventions. The review was based on relevant evaluation reports and evidence-based studies carried out by the ILO and other international organizations (e.g. the World Bank, European Commission, ASEAN, etc.) from 2002 to 2012. Given that the purpose was to contribute to organizational learning, the core source of information was evaluations of ILO interventions.

The methodology drew from principles of systematic review methods to search and select documents for the study. Key steps in the review included a broad search for documents in different databases; screening of these documents based on pre-defined inclusion and exclusion criteria; coding of search results to identify a sub-sample of relevant materials for the review; and in-depth analyses of these documents, guided by the key research questions. The methods used in the review, including the coding tool, are detailed below.

### 1. Defining inclusion and exclusion criteria

In order to focus the review and identify the most relevant documents for this study, a number of inclusion and exclusion criteria were defined, based on the review objectives and the core research questions of “what works and why” in social dialogue interventions. To this end, the following inclusion and exclusion criteria were applied:

- a) timing: documents had to be published between 2002 and 2012 to be in line with the time frame of the *Recurrent Discussion Report on Social Dialogue*;
- b) language: documents had to be in either English, French or Spanish – the three main official languages of the ILO;
- c) area of focus: documents related to interventions with social dialogue as the key strategic objective, or with social dialogue as a key element to support another strategic objective of the Decent Work Agenda were included;
- d) authorship: only documents commissioned by the ILO or another authoritative body were included;
- e) quality: in order to achieve robust and reliable results, the quality of documents was also assessed, and judgements regarding the quality of documents were made using the following standards:
  - evidence-based: if the analysis was not based on evidence (e.g. surveys, interviews with stakeholders, etc.), it was judged to be of poor quality and excluded from the in-depth review;
  - completeness of findings: if findings related to lessons learned, good practices and/or recommendations were not apparent in the study or evaluation, the document was judged to be of poor quality and excluded from the in-depth review.

### 2. Searching for potential documents

To identify potentially relevant evaluation reports and studies, the following different sources of information were used.

- a) The ILO Evaluation Unit's database of evaluation reports (i-Track).
- b) Online academic bibliographic databases: Social Science Research Network (SSRN), the LSE library, the Cornell ILRR Library, and Google Scholar.
- c) Web sites of authoritative inter-governmental bodies (i.e. EC, ILO, International Monetary Fund, OECD and the World Bank).
- d) Web sites of institutions and organizations involved in social dialogue: ITUC, Global Unions, TUAC, ETUC on the trade union side, and the IOE, BIAC and BUSINESSEUROPE on the employer side.
- e) Meetings with relevant ILO departments at headquarters were organized by EVAL. Exchanges thus took place between the Review Team and staff from the ACTRAV, ACT/EMP, the Department for Sectoral Activities (SECTOR), and Industrial and Employment Relations Department (DIALOGUE), as well as the Deputy Director General for Policy.

This initial search, in consultation with stakeholders, resulted in the identification of a large number of documents which matched search criteria such as social dialogue, social partners, collective bargaining, tripartism, in combination with key words such as evaluation, good practice, impact, performance or effectiveness, etc.

### **3. Screening studies: Applying inclusion and exclusion criteria**

Documents were screened based on the inclusion and exclusion criteria defined earlier.

#### Evaluation reports

- a) The first stage of screening of evaluation reports was carried out based on the criteria of timing, language, area of focus (for ILO reports, this meant using i-Track's 'key themes' as a proxy), and authorship.

*This resulted in the identification of 155 ILO evaluation reports that met the above inclusion criteria.*

- b) In the second round of screening, full texts were analysed to identify the extent to which the report addressed social dialogue, and quality criteria were applied.

*This resulted in the identification of 60 evaluation reports for the in-depth review. These were considered to be relevant because they met the quality criteria and examined interventions, which were directly related to the strategic ILO objective of strengthening social dialogue and tripartism, or addressed other key ILO objectives but had major social dialogue components in their design.*

#### Other evidence-based studies

- a) All search results were screened on the basis of title and abstract. At this stage, only the inclusion criteria of timing, language, and area of focus were used, and this smaller sample of documents was screened using the authorship criteria.

*This resulted in the identification of 120 documents.*

- b) The full documents were then reviewed in more detail based on their content, and quality criteria were applied.

*This resulted in the identification of only 20 reports and studies as relevant for further review, in that they met the quality criteria and included lessons learned, recommendations, and/or examples of good practice relevant to the study.*

#### **4. Describing studies and applying the coding framework**

All the evaluation reports and studies included were initially coded according to the first part of the coding tool. A subset of these materials was then selected for inclusion in the in-depth review based on the quality criteria defined earlier. All evaluation reports and studies in the in-depth review were then coded using a detailed coding framework.

Documents were coded to identify methodological and contextual information. The coding tool mirrored the key review questions and supported the in-depth analysis, and review synthesis.

A summary of major quantitative results of the mapping and coding is presented in the following section in the form of a descriptive analysis of the literature on social dialogue interventions.

#### **5. Quality control measures**

In order to avoid risks of selection bias resulting from prior inclusion and exclusion criteria, the reviewers borrowed from lessons learned in the context of undertaking systematic reviews of international development interventions.<sup>130</sup> Apart from the transparency of inclusion/exclusion criteria applied for the selection of documents for the different review stages, two researchers working independently carried out the coding of each document. In case of different results (which happened in only a few cases), the reasons were discussed until a consensus between the two was reached.

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<sup>130</sup> See H. White and H. Waddington: "Why do we care about evidence synthesis? An introduction to the special issue on systematic reviews" in *Journal of Development Effectiveness* (2012, Vol. 4, No. 3), pp. 351–358. Also see research by the International Initiative for Impact Evaluation, and the Cochrane Collaboration.

## Coding Tool

### SECTION A:

#### 1. Basic data on the coding process and the document type

Title of the report	
TC Code (if applicable)	
Language	<input type="checkbox"/> EN <input type="checkbox"/> FR <input type="checkbox"/> ES
Coded by	<input type="checkbox"/> EV <input type="checkbox"/> KV <input type="checkbox"/> AD/KW <input type="checkbox"/> HG <input type="checkbox"/> DG
2nd reviewer	<input type="checkbox"/> EV <input type="checkbox"/> KV <input type="checkbox"/> AD/KW <input type="checkbox"/> HG <input type="checkbox"/> DG
Type of the document	<input type="checkbox"/> ILO evaluation report <input type="checkbox"/> Other evaluation report (organization):  <p>-----</p> <input type="checkbox"/> Other type of document

#### 2. Profile of the Social Dialogue Intervention addressed in the document

Geographical focus	<input type="checkbox"/> Global <input type="checkbox"/> Asia <input type="checkbox"/> Africa <input type="checkbox"/> Americas <input type="checkbox"/> Arab States <input type="checkbox"/> Europe
Countries	
Sector(s)	
Category of Social Dialogue	<input type="checkbox"/> Social dialogue and tripartism <input type="checkbox"/> Industrial relations and institutional settings <input type="checkbox"/> Labour law framework
Type of SD intervention	<i>Choose from table on the following page*</i>
Levels of SD interventions	<input type="checkbox"/> Company level <input type="checkbox"/> Sector level <input type="checkbox"/> Regional level <input type="checkbox"/> National level <input type="checkbox"/> International level <input type="checkbox"/> Global level

#### 3. Relevance of the document

Links to key review questions	<input type="checkbox"/> The document addresses general trends of social dialogue during the last decade <input type="checkbox"/> The document addresses the issue of capacity building for social dialogue
Quality	The document,

	<input type="checkbox"/> is an evaluation report <input type="checkbox"/> is an independent evaluation report <input type="checkbox"/> contains examples of good practice <input type="checkbox"/> contains interviews with stakeholders of social dialogue <input type="checkbox"/> contains a summary of lessons learned <input type="checkbox"/> contains recommendations relevant to the review topics
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**\*Overview of social dialogue categories and types of interventions**

Categories	Types of interventions
<b>Forms of social dialogue and tripartism</b>	<ul style="list-style-type: none"> <li>- International Framework agreements</li> <li>- International Social Dialogue</li> <li>- Tripartite agreements</li> <li>- Tripartite initiatives</li> <li>- Collective agreements</li> <li>- Bilateral initiatives</li> <li>- Other bipartite and tripartite action (e.g. joint opinions, guidelines, charters)</li> <li>- Consultation</li> </ul>
<b>Industrial relations institutional settings</b>	<ul style="list-style-type: none"> <li>- Industrial relations regulation</li> <li>- Conciliation, mediation and arbitration</li> <li>- Industrial disputes resolution</li> <li>- Collective bargaining systems</li> <li>- Organised decentralization</li> <li>- Tripartite institutions and social concertation</li> <li>- Multi-level governance</li> <li>- Information and consultation</li> <li>- Co-determination</li> <li>- Employee/workers participation</li> </ul>
<b>Labour law frameworks</b>	<ul style="list-style-type: none"> <li>- Labour law</li> <li>- Labour inspection</li> <li>- ILO conventions</li> <li>- Core labour standards</li> <li>- Decent work agenda</li> <li>- EU regulations, directives and decisions relevant for SD and SD outcomes</li> </ul>

## Section B: Relevance of the intervention for the synthesis review

### 1. Trends of social dialogue and good practice

<i>Does the evaluation/document contain the following?</i>	<i>Major aspect</i>	<i>Important aspect</i>	<i>Addressed</i>	<i>Not addressed</i>
<b>Reference to major trends in SD in regard to:</b>				
- Social dialogue and tripartism (including collective bargaining, consultation, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Industrial relations and industrial relations actors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Labour law frameworks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Reference to trends at different levels:</b>				
- Global	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- International	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- National	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Regional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Other: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Reference to good practice in regard to:</b>				
- Social dialogue and tripartism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Industrial relations institutional settings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Labour law frameworks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Sector related practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Capacity building employers' organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Capacity building trade unions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Capacity building labour administrations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Other good practice addressed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Experience evaluated as unsuccessful and/or failure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Reference to trends in good and less good practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 2. Strengthening institutional capacities of key actors

<i>Does the document contain information about:</i>	<input type="checkbox"/> <i>conditions under which SD interventions contribute to the strengthening of institutional capacities</i> <input type="checkbox"/> <i>facilitating conditions</i> <input type="checkbox"/> <i>obstacles</i>
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## 3. Lessons learned and recommendations for social dialogue

<i>Organizational learning The report contains:</i>	<input type="checkbox"/> <i>Lessons learned with view on SD are included in the report</i> <input type="checkbox"/> <i>Recommendations with view on SD are included in the report</i>
<i>What works? The report contains:</i>	<input type="checkbox"/> <i>Information on intervention that worked well</i> <input type="checkbox"/> <i>Information on interventions that did not worked well</i>

### Annex 3. Summary of search results

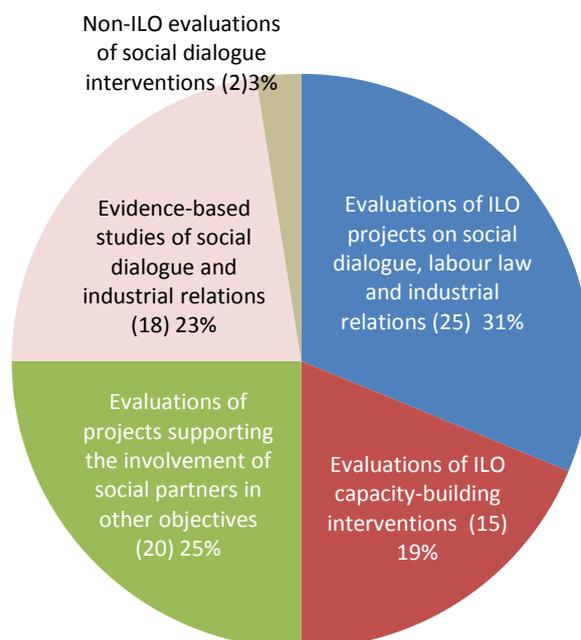
This section highlights key information related to the 80 evidence-based studies and evaluation reports that were identified for the in-depth review.

Sixty documents were ILO evaluation reports, with a majority (52) of independent project evaluation reports, while only a small proportion were other types of evaluations (strategy/policy evaluation report, internal/self-evaluations). Most of the reports identified were final evaluation reports (49).

Only two relevant non-ILO evaluation reports were found; these focused on social dialogue interventions concerning EU funding, and the implementation of outcomes of European cross-industry social dialogue.

The remaining 18 documents were publications either by the ILO on relevant topics (e.g. industrial relations in ASEAN, social dialogue in Africa) or by other international organizations (most of them by the European Commission (EC) and concerning European matters). The focus of the sample of other relevant studies was therefore clearly on Europe. Only six of the 20 documents dealt with non-European countries and regions. The following figure summarizes basic features of the documents included in the in-depth review and synthesis analysis.

**Figure 2. Basic information on studies included in the synthesis review (80)**

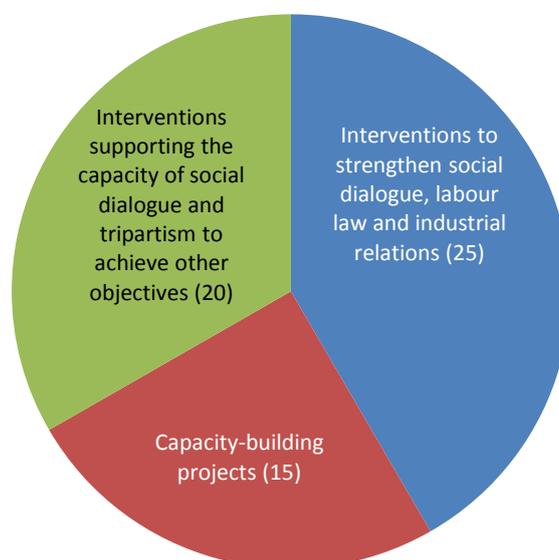


#### ILO Evaluation reports

Within the sample of ILO evaluation reports, the largest number of evaluations referred to projects and programmes that aimed at supporting social dialogue, tripartism or labour law and labour relations contexts. One quarter of evaluation reports addressed projects aimed at improving the capacity of tripartite constituents, in particular workers' and employers' organizations. Finally, one-third of the ILO evaluation reports assessed interventions that dealt with other ILO strategic objectives and goals (e.g. fighting poverty, HIV/AIDS, trafficking, forced and child labour, youth

unemployment, gender mainstreaming, or the Decent Work Agendas), but contained a strong social dialogue component (Figure 3).

**Figure 3. Key focus of interventions assessed by the ILO evaluation reports (60)**



Looking at the scope coverage of interventions, half of the evaluation reports in the sample assessed multi-country interventions (ranging from two to more than 70); four interventions had a global coverage; and the rest were implemented in a single country. Concerning regions in which interventions took place, the sample illustrated a strong share of Asia (16), Africa (13) and the Americas (12), whereas only six evaluation reports refer to Europe and two concerned interventions in Arab States.

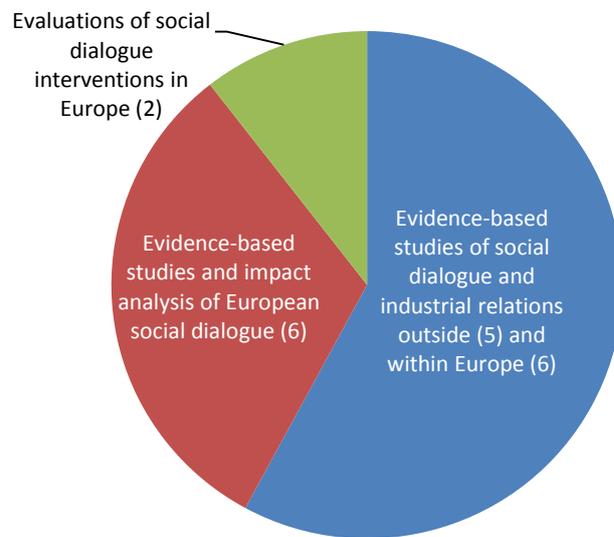
Regarding the timing of interventions, around half of the evaluation reports were of interventions which started between 2001 and 2005, while the rest began from 2005 onwards. Projects currently underway that have not yet been evaluated were not included.

In terms of project duration, most of the projects and programmes addressed by the sample of evaluation reports had comparatively long project durations. Slightly more than half of the evaluation reports referred to interventions that had a length of 36 months or more, only five reports addressed projects that were implemented over a period of only 12 months, and around one-third of the interventions addressed by evaluation reports in the sample covered 24 months.

#### **Other studies identified for the review**

Only a small number of other documents and studies were found to be relevant to the key review questions and met basic quality criteria. While the literature on social dialogue, industrial relations, tripartism, and related topics is vast, most of the documents are research studies and other materials describing and analysing topics related to social dialogue, but not evaluating particular interventions (Figure 4).

**Figure 4. Key focus of other studies (20)**



There were very few non-ILO studies that evaluated social dialogue interventions using a clear and thorough methodology, clearly indicating the unique role of the ILO in this context. The two included in the review sample both related to social dialogue interventions in the EU and only one was independent, while key actors of European social dialogue conducted the others themselves.<sup>131</sup>

Most of the studies identified for in-depth review, including these two evaluation reports, were European reports and studies. Of these, 70 per cent addressed the issue of social dialogue in the European context and thus reflected the specific role of social dialogue in the EU.

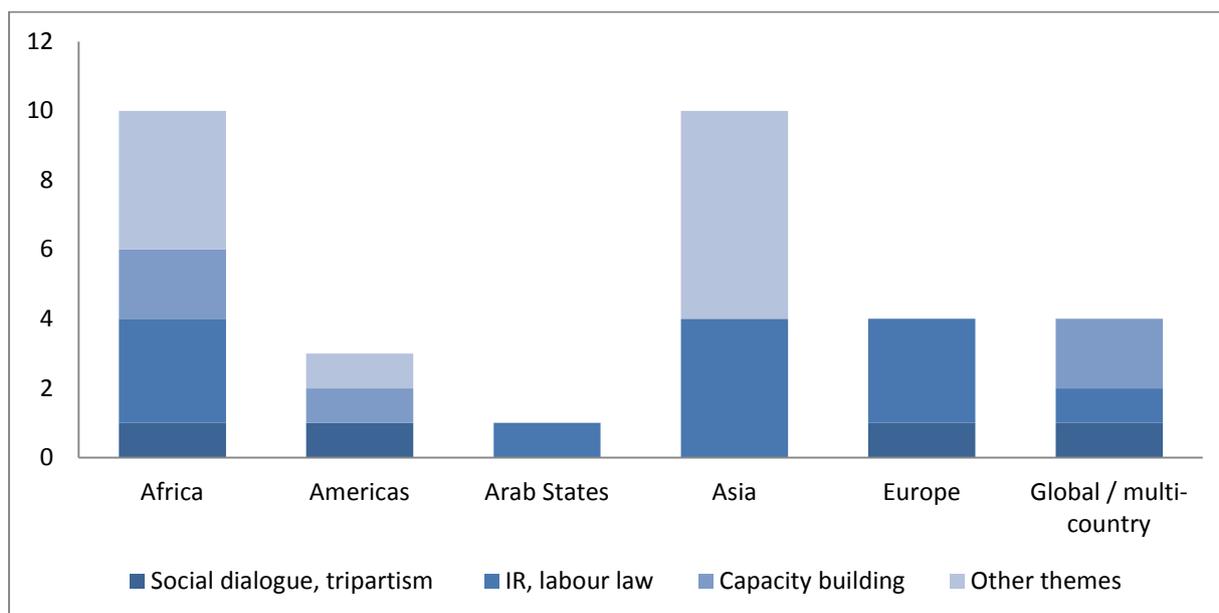
Six additional documents and studies were included in the in-depth review. These addressed social dialogue, either from the perspective of other regions (Africa, Asia) or from a global perspective. These were found to be relevant for this study because they directly addressed the key questions of ‘what works and why’ in the area of social dialogue interventions. They were also based on hard evidence of good practice, drew lessons learned, and made recommendations related to factors contributing to positive and negative outcomes. It is worth noting that these five studies had been commissioned and published either by the ILO (DIALOGUE, ACTRAV, South Asia subregional office), in cooperation with other international development institutions (e.g. World Bank) or by a major donor of ILO interventions, with direct reference to the Decent Work Agenda.

### **Lessons learned and good practices**

Of the ILO evaluation reports classified as relevant for this study, 32 out of 60 explicitly refer to good practices, and 42 out of 60 evaluation reports made references to lessons learned. Out of the 20 other relevant studies analysed, 10 dealt with good practices. Lessons learned were only mentioned in one of the studies (Figure 5).

<sup>131</sup> Centre for Strategy & Evaluation Services: *Evaluation of financial instruments in support of European social dialogue* (Oxford, 2006); ETUC, BUSINESSEUROPE, UEAPME, CEEP: *Framework of actions on gender equality: Final evaluation report* (Brussels, 2009).

**Figure 5. Good practice, according to broad themes and target regions of ILO interventions (32)**



Around two-thirds of cases of good practice were related to capacity building and actions in support of sound industrial relations, social dialogue and tripartism, while one-third addressed social dialogue as a means to achieve other objectives.

With regards to capacity building and promotion of industrial relations and social dialogue, evaluations mainly reported on cases that built the capacity of social partners, in particular in the field of technical advice and training of unions. They also reported on practices that promoted social dialogue itself, where the establishment of proper labour administration and labour law also played a significant role. Concerning interventions on fostering social dialogue as a means to achieve other objectives, important references to good practice were related to child labour, health and safety, poverty reduction, gender mainstreaming, HIV/AIDS, and migration and trafficking.

Good practices mainly centred on the national level – only four evaluation reports contained reference to good practice at multi-country or global levels. Reference to good practice was more frequent in evaluation reports of interventions in Africa and Asia (20 out of 32), while lessons learned mostly referred to interventions carried out in the Americas, Asia and Europe.

It is important to note that most of the ILO evaluation reports included in the in-depth analysis were characterized by a variety of notions and usage of terms related to good practice and lessons learned.<sup>132</sup> Nevertheless, this did not diminish the value and wealth of information contained in evaluation reports.

<sup>132</sup> While a number of reports also prefer to use the term ‘best practice’, it should be noted here, that several reports do not clearly distinguish good practice from lessons learned and use both terms synonymously.

## Annex 4. Results of the coding of ILO evaluation reports

Reports coded as relevant for the in-depth review (60)

No.	TC Code	Date	Title	Document type	Coding	Coding Part A	Region	Country	Theme
1.	BOL/06/50/NET	2008/11	Programa de Apoyo al Trabajo Decente en Bolivia – Midterm Evaluation	Project / independent evaluation	Coded	Relevant for further review	Americas	Bolivia	Decent work
2.	CMB/02/50/USA	2007/01	Labour dispute resolution in Cambodia Project – Midterm evaluation	Project / independent evaluation	Coded	Relevant for further review	Asia	Cambodia	Labour dispute resolution
3.	CMB/02/51/USA	2007/10	Better Factories in Cambodia: Ensuring working conditions in the textile industry complies with ILS – Final Joint Evaluation	Project / independent evaluation	Coded	Relevant for further review	Asia	Cambodia	Better work
4.	COL/01/51/USA	2005/10	The improvement of labour relations and the promotion of women's economic equality in Colombia project – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Americas	Colombia	Gender
5.	COL/07/50/COL	2009/11	Asistencia para el fortalecimiento del dialogo social, de los derechos fundamentales en el trabajo y la inspección, vigilancia y control – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Americas	Colombia	Capacity building
6.	GLO/06/54/UKM	2009/12	Global campaign on social security and coverage for all as a means to combat poverty in Africa and Asia – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Africa	Tanzania, the Republic of, Zanzibar and Zambia	Social security, poverty
7.	GLO/10/24/NET	2012/04	ILO/IFC Better Work Global Programme – Midterm Evaluation	Project / independent evaluation	Coded	Relevant for further review	Global	Cambodia, Bangladesh, Indonesia, Jordan, Lesotho, Morocco, Nicaragua, Viet Nam	Better work
8.	n/a	2012/10	Independent evaluation of the ILO's sector-specific approach to Decent Work	Strategy/policy evaluation report	Coded	Relevant for further review	Global	...	Decent work, sectors
9.	IND/05/01/UNA	2008/11	Prevention of HIV/AIDS in the world of work: A tripartite response – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Asia	India	HIV/AIDS
10.	INS/00/51/USA	2007/03	Promoting and realising freedom of association and collective bargaining by building trust and capacity in industrial relations systems - Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Asia	Indonesia	Freedom of Association
11.	INT/00/27/DAN	2004/09	ILO/DANIDA Workers' Education Programme – Final Internal Report	Project / internal evaluation report	Coded	Relevant for further review	Global	...	Capacity building

No.	TC Code	Date	Title	Document type	Coding	Coding Part A	Region	Country	Theme
12.	INT/02/57/NET	2003/12	Improving working conditions and employment opportunities for women in the beedi industry in India - Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Asia	India	Gender
13.	INT/02/64/NET	2004/02	Capacity building for effective social dialogue in the PRSP in selected low-income countries – Final Evaluation	Project / internal evaluation report	Coded	Relevant for further review	Global	Cambodia, Sri Lanka, Tanzania, the Republic of	Capacity building
14.	INT/02/79/UKM	2006/05	Capacity building for effective social dialogue in poverty reduction strategies and PRSPs in selected low-income countries – Final Review	Project / independent evaluation	Coded	Relevant for further review	Global	Ethiopia, Peru	Capacity building
15.	INT/04/39/NOR	2007/10	Capacity building of employers organizations on productivity and competitiveness – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Global	Armenia, Azerbaijan, Bangladesh, Georgia, India, Kyrgyzstan, Mali, Mauritania, Nepal, Senegal, Tajikistan, Uzbekistan (Special evaluations on West Africa, South Asia, Central Asia)	Capacity building
16.	INT/06/54/NOR	2007/10	Workers' Education Programme on Social Dialogue and Social Dialogue and Youth Employment - Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Global	Armenia, Burkina Faso, Cambodia, Ethiopia, Haiti, India, Indonesia, Nepal, Niger, Palestine, Uganda, Viet Nam, Yemen, Zambia	Capacity building and youth
17.	INT/06/55/NOR	2009/04	ILO-Norway Framework Agreement: Child Labour Component – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Global	Azerbaijan, Ethiopia, Georgia, Ghana, Malawi, Mali, Moldova, Republic of, Mongolia, Uganda, Zimbabwe	Child labour

No.	TC Code	Date	Title	Document type	Coding	Coding Part A	Region	Country	Theme
18.	INT/06/63/NET	2010/04	Mainstreaming tripartism across the Netherlands/ILO Cooperation Programme (NICP) and product development for employers' and workers' organizations – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Global	Azerbaijan, Bolivia, Cameroon, Ethiopia, Indonesia, Kiribati, Kyrgyzstan, Liberia, Mozambique, Nepal, Pakistan, Papua New Guinea, Samoa, Solomon Islands, Vanuatu, Yemen	Capacity building
19.	INT/08/11/ITA	2010/12	Promoting good governance and decent work in the Mediterranean through improved labour administration and social dialogue – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Africa, Arab States	Algeria, Jordan, Lebanon	Labour inspection
20.	INT/08/61/DAN	2010/06	Improving job quality in Africa through concerted efforts by Governments, Employers and Workers – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Africa	Tanzania, Mozambique	Job quality
21.	INT/08/72/IRL	2011/09	Social partnership and advocacy to tackle child labour: IPEC, ACTRAV and ACT/EMP Social Dialogue and Child Labour project – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Global	Over 70 countries but focus on Argentina, Brazil, Chile, China, India, Mexico, South Africa	Child labour
22.	n/a	2005/09	Independent Evaluation of the InFocus Programme on Social Dialogue, Labour Law and Labour Administration (IFP/DIALOGUE)	Strategy/policy evaluation report	Coded	Relevant for further review	Global	...	Social dialogue
23.	JOR/01/50/USA	2007/02	Strengthening the social partners capacity for promotion of social dialogue in Jordan – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Arab States	Jordan	Capacity building
24.	MEX/08/01/RBS	2010/03	Modernización laboral de la industria azucarera en México (RBSA funded) – Final Evaluation	Regular Budget Supplementary Account (RBSA) evaluation report	Coded	Relevant for further review	Americas	Mexico	Productive transformation capacity building
25.	MLI/02/50/NET	2004/02	Extension de la protection sociale au Mali – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Africa	Mali	Social protection
26.	MOR/01/50/USA	2007/11	Strengthening industrial relations and labor law compliance in Morocco – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Africa	Morocco	Capacity building
27.	MOZ/08/02/FLA	2012/05	Decent work programme support: improving social dialogue in Mozambique – Internal Final Evaluation	Project / internal evaluation report	Coded	Relevant for further review	Africa	Mozambique	Decent work, social dialogue, gender

No.	TC Code	Date	Title	Document type	Coding	Coding Part A	Region	Country	Theme
28.	NIR/00/50/USA	2005/06	Promoting democracy through fundamental principles and rights at work and tripartism in Nigeria (NIDEC Project) – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Africa	Nigeria	Capacity building, labour law
29.	RAF/04/52/NET	2006/01	SYNDICOOP – Poverty alleviation for unprotected informal economy workers through trade union – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Africa	Kenya, Rwanda, Tanzania, the Republic of, Uganda	Poverty reduction
30.	RAF/04/55/NET	2005/11	Strengthening African trade union capacity to address gender inequality in the world of work through basic education and legal literacy – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Africa	Ethiopia, Ghana, Guinea, Mali, Sudan, Tanzania, the Republic of	Capacity building
31.	RAF/08/01/NAD	2010/11	The law-growth nexus: A mapping of labour law and MSE development in Sub-Saharan Africa - Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Africa	Various, sub-Saharan countries	Labour law
32.	RAF/08/12/BEL	2010/12	Programme de promotion du dialogue social en Afrique francophone (PRODIAP) Phase III – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Africa	Benin, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Gabon, Guinea, Mali, Niger, Rwanda, Senegal, Togo	Social dialogue promotion
33.	RAS/05/14/JPN	2009/01	Independent cluster evaluation of two ILO projects on labour migration RAS/05/02/EEC, RAS/05/14/JPN – Midterm Evaluation	Project / independent evaluation	Coded	Relevant for further review	Asia	Cambodia, Indonesia, Lao People's Democratic Republic, Thailand	Labour migration
34.	RAS/08/06/JPN	2012/04	ASEAN-ILO/Japan Industrial Relations (IR) Project	Final self-evaluation report	Coded	Relevant for further review	Asia	ASEAN	Industrial relation
35.	RAS/10/56/JPN	2011/08	Effective implementation of the National OSH Programme for Improving Safety in Viet Nam – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Asia	Viet Nam	Occupational safety and health
36.	RER/06/09/IRL	2011/01	Strengthening social partnership in the Western Balkans – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Europe	Albania, Bosnia and Herzegovina, Montenegro	Social partnership
37.	RER/06/13/EEC	2010/07	Development of a comprehensive anti-trafficking response in Armenia, Azerbaijan and Georgia – Final External Evaluation	Project / external evaluation report	Coded	Relevant for further review	Asia	Armenia, Azerbaijan, Georgia	Human trafficking

No.	TC Code	Date	Title	Document type	Coding	Coding Part A	Region	Country	Theme
38.	RER/06/52/NET	2008/12	Boosting youth employment using an integrated approach in the framework of DWCPs in Azerbaijan and Kyrgyzstan – Midterm Evaluation	Project / independent evaluation	Coded	Relevant for further review	Asia	Azerbaijan, Kyrgyzstan	Youth employment, gender
39.	RER/07/08/AUT	2012	Consolidating the legal and institutional foundations of social dialogue in the countries of Western Balkans and Moldova	Project / independent evaluation	Coded	Relevant for further review	Europe	Albania, Bosnia and Herzegovina, Moldova, Republic of, Montenegro, Serbia, the former Yugoslav Republic of Macedonia	Social dialogue
40.	RER/08/02/EEC	2011/12	Strengthening of comprehensive anti-trafficking responses in Armenia, Azerbaijan and Georgia (RER/08/02/EEC) – Final evaluation	Project / independent evaluation	Coded	Relevant for further review	Asia	Armenia, Azerbaijan, Georgia	Human trafficking
41.	RER/09/50/NOR	2010/05	Enhancing labour inspection effectiveness (European and Arab States Component) – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Europe, Arab States	Albania, Armenia, Kazakhstan, Lebanon, Oman, Moldova, Republic of, Montenegro, Syrian Arab Republic, The former Yugoslav Republic of Macedonia, Yemen	Labour inspection
42.	RER/04/54/USA RER/05/05/FRG	2007/12	Capacity Building Project: Combating the worst forms of child labour in Central Asia (EYE Project) – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Asia	Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan	Capacity building, child labour
43.	RLA/00/50/USA	2005/01	Libertad sindical, negociación colectiva y relaciones de trabajo en Centro América – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Americas	Guatemala, Belize, El Salvador, Honduras, Nicaragua, Costa Rica, Panama, Dominican Republic	Freedom of association
44.	RLA/03/53/USA	2008/03	HIV/AIDS Workplace Education Programme SHARE – Strategic HIV/AIDS Responses by Enterprises Final Evaluation - Barbados	Project / independent evaluation	Coded	Relevant for further review	Americas	Barbados	HIV/AIDS
45.	RLA/03/53/USA	2008/02	HIV/AIDS Workplace Education Programme SHARE – Strategic HIV/AIDS Responses by Enterprises Final Evaluation - Jamaica	Project / independent evaluation	Coded	Relevant for further review	Americas	Jamaica	HIV/AIDS

No.	TC Code	Date	Title	Document type	Coding	Coding Part A	Region	Country	Theme
46.	RLA/06/03/SPA	2010/09	Fortalecimiento de los sindicatos ante los nuevos retos de la integración en América Latina – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Americas	Argentina, Brazil, Colombia, Costa Rica, Guatemala, Nicaragua, Paraguay, Peru, Uruguay, Venezuela	Capacity building
47.	RLA/08/11/USA	2010/07	Promoviendo el diálogo social y fortaleciendo las instituciones tripartitas en América Central y República Dominicana – Midterm Evaluation	Project / independent evaluation	Coded	Relevant for further review	Americas	Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua	Capacity building
48.	RLA/09/50/SPA	2011/11	Programa regional para la promoción del dialogo social y la cohesión social en América Latina – Evaluación Intermedia	Project / independent evaluation	Coded	Relevant for further review	Americas	Argentina, Chile, Ecuador, Peru, Guatemala, Panama	Awareness raising
49.	RLA/09/51/SPA	2011/03	Programa regional para la aplicación de programas de trabajo decente en los países del MERCOSUR – Midterm Self-Evaluation	Project / internal evaluation report	Coded	Relevant for further review	Americas	Argentina, Brazil, Paraguay, Uruguay	Decent work
50.	RLA/98/02/NOR	2003/04	Tripartism and social dialogue in Central America – PRODIAC – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Americas	Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, Panama	Social dialogue and tripartism
51.	RUS/04/02/FIN	2009/04	Improved occupational safety and health systems in Northwest Russia – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Europe	Russia	Occupational safety and health
52.	TIM/01/50/USA	2006/06	Strengthening and Improving Labour Relations in Timor-Leste (SIMPLAR) – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Asia	East Timor	Capacity building
53.	TOG/03/50/USA	2005/07	ILO/USDOL HIV/AIDS Workplace Education Programme Togo – Midterm Internal Assessment	Project / internal evaluation report	Coded	Relevant for further review	Africa	Togo	HIV/AIDS
54.	TUR/03/01/EEC	2004/12	Worker-management education project for supply chain factories on productivity and working conditions in Turkey – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Europe	Turkey	Sector at company level
55.	UKR/01/51/USA	2005/12	Promoting fundamental principles and rights at work in Ukraine – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Europe	Ukraine	Fundamental principles and rights at work

No.	TC Code	Date	Title	Document type	Coding	Coding Part A	Region	Country	Theme
56.	UKR/05/02/FRG	2009/08	Consolidating the legal and institutional foundations of social dialogue in Ukraine – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Europe	Ukraine	Social dialogue
57.	URT/08/03/USA	2012/12	Joint USDOL and ILO project: Improving labour law compliance (ILLC) in the United Republic of Tanzania.	Project / independent evaluation	Coded	Relevant for further review	Africa	Tanzania, United Republic of	Labour law
58.	VIE/01/52/USA	2006/09	Promoting sound industrial relations at the workplace and strengthening the capacity of industrial relations actors in Viet Nam – Phase I – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Asia	Viet Nam	Industrial relations, workplace level
59.	VIE/06/01/NOR	2008/11	Promoting sound industrial relations at the workplace and strengthening the capacity of industrial relations actors in Viet Nam – Phase II – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Asia	Viet Nam	Industrial relations, workplace level
60.	VIE/09/03/OUF	2011/08	Industrial relations and labour law reform project in Vietnam – Final Evaluation	Project / independent evaluation	Coded	Relevant for further review	Asia	Viet Nam	Labour law

... = data not available.

Reports coded as less relevant for the in-depth review (27)

	TC Code	Date	Title	Document Type	Coding	Coding Part A	Region	Country	Theme
1.	CMB/09/04/SPA	2012/11	Social Protection and Gender in Cambodia – Final Evaluation	Project / independent evaluation	Coded	Less relevant for review	Asia	Cambodia	Gender
2.	DRC/05/01/BEL	2011/01	Améliorer la gouvernance dans les mines du Katanga par la promotion du travail décent – Final Evaluation	Project / independent evaluation	Coded	Less relevant for review	Africa	Congo	Sectors
3.	GHA/08/50/DAN	2010/06	Decent work and local development through dialogue and partnership building – Final Evaluation	Project / independent evaluation	Coded	Less relevant for review	Africa	Ghana	Decent Work
4.	GLO/09/50/NOR	2010/08	Enhancing labour inspection effectiveness (Global Component) – Final Evaluation	Project / independent evaluation	Coded	Less relevant for review	Global	...	Labour inspection
5.	GLO/09/60/SID	2012/03	Promoting freedom of association and collective bargaining rights in the rural and export processing sectors – Final Evaluation	Project / independent evaluation	Coded	Less relevant for review	Global	Pilot countries	Freedom of association
6.	HAI/08/01/USA	2012/09	Better Work Haiti – Mid-term Evaluation	Project/internal evaluation	Coded	Less relevant for review	Americas	Haiti	Better Work
7.	HON/04/50/NET	2006/02	Extension de la cobertura de la seguridad social en Honduras – Final Evaluation	Project / independent evaluation	Coded	Less relevant for review	Americas	Honduras	Social security
8.	INT/02/45/GTZ	2007/07	Implementing HIV/AIDS workplace policies and programmes – GTZ/ILO Partnership 2003–2007 – Final Evaluation	Project / independent evaluation	Coded	Less relevant for review	Global	...	HIV/AIDS
9.	INT/06/62/NET	2010/05	Strengthening the capacity of employers' and workers' organizations to be effective partners in social dialogue – Final Evaluation	Project / independent evaluation	Coded	Less relevant for review	Global	...	Capacity building
10.	INT/07/09/GTZ	2010/04	Implementing HIV/AIDS Workplace Policies and Programmes: Mali, Moldova, Namibia, Ukraine – Final Evaluation	Project / independent evaluation	Coded	Less relevant for review	Global	Mali, Moldova, Republic of, Namibia, Ukraine	HIV/AIDS
11.	INT/09/62/NOR	2011/05	Strengthening labour inspection services in Angola, Brazil, China, India and South Africa – Final Evaluation	Project / independent evaluation	Coded	Less relevant for review	Global	Angola, Brazil, China, India, South Africa	Labour inspection
12.	...	2007/12	Fortalecimiento de la formación en materia de Seguridad Social, los Sistemas de Protección Social, de los Agentes Sindicales en América Latina – Auto-Evaluación (Self-Evaluation)	Self-evaluation report	Coded	Less relevant for review	Americas	Latin America	Social protection
13.	LIR/06/50/NET	2008/06	Poverty reduction through decent employment creation in Liberia – Midterm Evaluation	Project / independent evaluation	Coded	Less relevant for review	Africa	Liberia	Poverty reduction

	TC Code	Date	Title	Document Type	Coding	Coding Part A	Region	Country	Theme
14.	...	2005	Decent Work Pilot Programme: Morocco Case Study – An example of a sectoral approach	Decent Work Pilot Programme case study (draft)	Coded	Less relevant for review	Africa	Morocco	Decent work
15.	PAK/05/01/CAN	2010/04	Women's Employment Concerns and Working Conditions (WEC-PK) – Final Evaluation	Project / independent evaluation	Coded	Less relevant for review	Asia	Pakistan	Gender
16.	RAF/03/20/USA	2005/11	Improving Labour Systems in Southern Africa (ILSSA) Project – Internal Midterm Evaluation	Project / internal evaluation report	Coded	Less relevant for review	Africa	South Africa	Labour inspection
17.	RAF/06/08/FRA	2011/06	PAMODEC Phase II – Projet d'appui à la mise en œuvre des principes et droits fondamentaux au travail – Final Evaluation	Project / independent evaluation	Coded	Less relevant for review	Africa	Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Conakry, Congo, Côte d'Ivoire, Equatorial Guinea, Gabon, Guinea, Guinea-Bissau, Madagascar, Mali, Mauritania, Niger, Senegal, Togo	Fundamental principles and rights at work
18.	RAF/06/11/FRA	2011/01	Projet de modernisation, de renforcement et de dynamisation de l'administration et de l'inspection du travail de sept pays d'Afrique francophone (BIT/ADMITRA) Phase I – Evaluation Final	Project / independent evaluation	Coded	Less relevant for review	Africa	Benin, Central African Republic, Mali, Mauritania, Niger, Senegal, Togo	Labour inspection
19.	RAS/10/51/AUS	2012/06	Global jobs pact framework for labour governance and migration – Mid-Term Evaluation	Project / independent evaluation	Coded	Less relevant for review	Asia	Kiribati, Papua New Guinea, Samoa, Vanuatu	Labour administration and migration
20.	RLA/01/10/SPA	2005/10	Los Sindicatos y el Trabajo Decente en la era de la globalización en América Latina – Final Evaluation	Project / independent evaluation	Coded	Less relevant for review	Americas	Argentina, Brazil, Chile, Colombia, Paraguay, Peru, Uruguay, Venezuela	Decent work
21.	RLA/02/06/SPA	2005/05	Fortalecimiento de los Mecanismos Institucionales para el Diálogo Social – Midterm Evaluation	Project / independent evaluation	Coded	Less relevant for review	Americas	Argentina, Brazil, Bolivia, Chile, Ecuador, Mexico, Peru	Capacity building
22.	RLA/02/06/SPA	2007/05	Fortalecimiento de los mecanismos institucionales para el diálogo social – Final Evaluation	Project / independent evaluation	Coded	Less relevant for review	Americas	Argentina, Brazil, Bolivia, Chile, Ecuador, Mexico, Peru	Capacity building

	TC Code	Date	Title	Document Type	Coding	Coding Part A	Region	Country	Theme
23.	RLA/05/03/USA	2009/07	Verificación de la implementación de las recomendaciones del Libro Blanco en Centroamérica y República Dominicana – Midterm Evaluation	Project / independent evaluation	Coded	Less relevant for review	Americas	Central America, Dominican Republic	International Labour Standards
24.	RLA/06/08/USA	2008/05	Comprehensive training programme for legal representatives of the labour justice system in Central America – Midterm Evaluation	Project / independent evaluation	Coded	Less relevant for review	Americas	Dominican Republic	Capacity building
25.	RLA/07/03/SPA	2010/06	Fortalecimiento institucional en materia migratoria para contribuir al desarrollo de los países de la región andina (Bolivia, Colombia, Ecuador y Peru) – Midterm Evaluation	Project / independent evaluation	Coded	Less relevant for review	Americas	Colombia, Ecuador, Peru, Bolivia	Migration, institutional strengthening
26.	RLA-RBSA-dialogue 2012	2012/06	Asignaciones de Fondos RBSA 2010–2011 en Apoyo a Organizaciones de Trabajadores y Organizaciones de Empleadores – Evaluación final	RBSA evaluation report	Coded	Less relevant for review	Americas	Latin America and the Caribbean	Fund allocation
27.	SRL/03/01/SID	2006/05	JOBSNET: Employment sourcing and delivery system in Sri Lanka – Midterm Evaluation	Project / independent evaluation	Coded	Less relevant for review	Asia	Sri Lanka	Role of social partners

... = data not available.

Reports coded as not relevant or excluded for other reasons (91)

	TC Code	Date	Title	Document Type	Screening	Coding	Coding Part A
1.	ALB/03/50/ITA	2010/12	Assistance to strengthen the employment and training systems of the national employment services – Final Internal Evaluation	Project / internal evaluation report	...	Coded	Not relevant for further review
2.	ALB/03/50/ITA	2011/11	Assistance to strengthen the employment and training systems of the national employment services – Final Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
3.	BEN/03/50/USA	2005/07	Programme d'éducation concernant le VIH/SIDA en milieu de travail (OIT/USDOL) au Bénin – Midterm Internal Evaluation	Project / internal evaluation report	...	Coded	Not relevant for further review
4.	BGD/01/53/USA	2005/06	A partnership approach to improving labour relations and working conditions in the Bangladesh garment industry – Final Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
5.	BIH/00/03/ITA	2006/01	Promotion of social dialogue and revision of labour legislation; Phase III – strengthening labour administration – Final Evaluation	Project / internal evaluation report	...	Coded	Not relevant for further review
6.	CMB/03/50/USA	2005/04	HIV/AIDS Workplace Education Project Cambodia – Midterm Internal Evaluation	Project / internal evaluation report	...	Coded	Not relevant for further review
7.	CMB/09/50/UND	2011/09	Children, nutrition and food security – Cambodia Joint MDG Programme – Midterm Joint Evaluation	Project / joint evaluation report	...	Coded	Not relevant for further review
8.	COL/11/03/COL	2012/01	Fortalecimiento del diálogo social y la concertación social en Colombia	Project / internal evaluation report	...	Coded	Not relevant for further review
9.	CPR/07/01/IOM	2010/07	Capacity building for migration management in China – Joint Final Self-Evaluation	Project / internal evaluation report	...	Coded	Not relevant for further review
10.	CPR/07/04/NOR	2010/05	Support to promote and apply ILO Convention 111 on employment discrimination in China – Final Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
11.	CPR/08/51/UND	2011/01	ILO component of the culture and development partnership framework (CDPF) – Midterm Joint Evaluation	Project / joint evaluation report	...	Coded	Not relevant for further review
12.	GHA/03/50/USA	2005/05	HIV/AIDS Workplace Education Project Ghana – Midterm Evaluation	Project / internal evaluation report	...	Coded	Not relevant for further review
13.	IND/02/51/USA	2004/12	HIV/AIDS in the world of work: A tripartite response – Midterm Internal Assessment	Project / internal evaluation report	...	Coded	See also IND/05/01/UNA
14.	INS/09/02/IDA	2011/11	Rural access and capacity building project (RACBP) in Nias Island, Indonesia – Midterm Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review

	TC Code	Date	Title	Document Type	Screening	Coding	Coding Part A
15.	INT/02/42/SWI	2005/09	ILO/Swiss Interregional Project on Addressing Labour Issues Through National Cleaner Production Centres – Midterm Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
16.	INT/02/57/NET	2003/12	Promoting More and Better Jobs for Young Women in Vietnam – Final Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
17.	INT/03/04/DAN	2004/06	Danish support to the Employment-Intensive Investment Programme (EIIP) – Final Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
18.	INT/03/27/ITA	2009/07	Prevention and mitigation of HIV/AIDS labour and socioeconomic impact in the world of work in Uganda and Ethiopia – Final Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
19.	INT/07/09/GTZ	2009/09	Implementing HIV/AIDS Workplace Policies and Programmes: Mali, Moldova, Namibia, Ukraine – Midterm Self Evaluation	Project / internal Evaluation report	...	Coded	Not relevant for further review
20.	INT/07/14/EEC	2011/12	Assessing and Addressing the Effects of Trade on Employment	Project / independent evaluation	...	Coded	Not relevant for further review
21.	INT/07/52/FRG	2008/06	Strengthening trade union capacity for social dialogue through the further development of the Global Labour University – Midterm Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
22.	INT/99/07/POR	2002/06	Stratégies et techniques de lutte contre l'exclusion sociale et la pauvreté (STEP) Phase I 1998–2001 – Final Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
23.	INT/00/000/AAA	2008/10	Projet de lutte contre le VIH/sida en milieu du travail à Madagascar: autoévaluation du projet	Project / internal Evaluation report	...	Coded	Not relevant for further review
24.	JOR/07/02/USA	2011/10	Better work Jordan – USAID – Midterm Internal Evaluation	Project / internal Evaluation report	...	Coded	Not relevant for further review
25.	LEB/08/01/CAN	2010/09	Support to public employment services in Lebanon: Strengthening capacity of the National Employment Authority – Midterm Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
26.	MOL/08/02/ROM	2011/09	Building capacity for coordination of social security for migrant workers – Final Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
27.	PAR/09/50/UND	2011/12	Fortaleciendo capacidades para la definición y aplicación de políticas de agua potable y saneamiento – Evaluación conjunta intermedia	Project / joint evaluation report	...	Coded	Not relevant for further review
28.	PHI/04/01/CAN	2007/12	Promoting Youth Employment in the Philippines (PYEP) – Final Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review

	TC Code	Date	Title	Document Type	Screening	Coding	Coding Part A
29.	RAF/07/02/SPA	2009/01	Asistencia técnica para la mejora de la coordinación de los flujos migratorios de Senegal, Mauritania y Mali à España – Final Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
30.	RER/06/03/EEC	2009/11	Towards sustainable partnerships for the effective governance of labour migration in the Russian Federation, the Caucasus and Central Asia – Final Evaluation	Project / external evaluation report	...	Coded	Not relevant for further review
31.	RER/06/52/NET	2008/12	Boosting youth employment using an integrated approach in the framework of DWCPs in Azerbaijan and Kyrgyzstan – Final Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
32.	RLA/02/52/NET	2003/12	Incorporación de la dimensión de género en las políticas de erradicación de la pobreza y generación de empleo en América Latina – Midterm Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
33.	RLA/02/55/USA	2005/01	Principios y Derechos en el trabajo en el contexto de la XIII conferencia Interamericana del Trabajo – Midterm Internal Evaluation	Project / internal evaluation report	...	Coded	Not relevant for further review
34.	RLA/03/09/SPA	2007/02	Fortalecimiento de los servicios de las administraciones de trabajo (FORSTAT) – Final Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
35.	SRL/02/50/NET	2003/01	Extension of social security coverage for the poor and excluded in Sri Lanka – Final Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
36.	SRL/05/07/NOR	2007/08	Income Recovery Technical Assistance Programme ILO-IRTAP in Sri Lanka – Final Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
37.	VIE/04/50/NET	2006/02	Pilot Program for Youth Employment in Viet Nam – Final Evaluation	Project / independent evaluation	...	Coded	Not relevant for further review
38.	VIE10003OUF Annual report	2011	United Nations Annual Report: Viet Nam	Annual report	No evaluation	Coded	Not relevant for further review
39.	JOR/01/50/USA	2005/10	Strengthening the social partners capacity for promotion of social dialogue in Jordan – Midterm Evaluation	Project / independent evaluation	...	Coded	Linked document, see below
40.	MOR/01/50/USA	2005/01	Strengthening Industrial Relations and Labor Law Compliance in Morocco – Midterm Evaluation	Project / independent evaluation	...	Coded	Linked document, see below

	TC Code	Date	Title	Document Type	Screening	
41.	AFG/06/01/GTZ	2007/10	Expansion of employment services to nine provinces in Afghanistan – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
42.	BEN/03/50/USA	2007/01	Workplace Education Programme on HIV/AIDS and the World of Work – Benin – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
43.	BIH/97/07/ITA	2001/02	Establishment of Enterprise Development Agencies (EDAs) in Bosnia and Herzegovina – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
44.	CHI/09/50/UND	2011/07	Fortalecimiento de las capacidades nacionales para la prevención y gestión de conflictos interculturales en Chile – Evaluación intermedia conjunta	Project / joint evaluation report	Found not relevant	Excluded
45.	CMB/03/50/USA	2007/05	HIV/AIDS workplace education programme – SHARE Cambodia: Strategic HIV/AIDS responses by enterprises – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
46.	CMB/12/02/USA	2012/06	Expansion into footwear industry of better factories Cambodia – Midterm evaluation	Project / external evaluation report	Found not relevant	Excluded
47.	COS/09/50/UND	2011/07	Desarrollo de la competitividad para la región Brunca en los sectores de turismo y agro-industria – Evaluación intermedia conjunta	Project / joint evaluation report	Found not relevant	Excluded
48.	CPR/04/51/USA	2009/08	HIV/AIDS Workplace Education Programme in China – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
49.	ETH/03/50/USA	2006/03	HIV/AIDS Prevention Education Programmes in the Workplace in Ethiopia – Mid-Term Evaluation	Project / independent evaluation	Found not relevant	Excluded
50.	GHA/03/50/USA	2006/10	HIV/AIDS Workplace Education Project in Ghana – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
51.	GUY/03/50/USA	2005/05	ILO/USDOL HIV/AIDS Workplace Education Programme Guyana – Midterm Internal Assessment	Project / internal evaluation report	Found not relevant	Excluded
52.	HON/08/51/UND	2011/01	Gobernanta Económica Agua y Saneamiento en Honduras – Evaluación conjunta intermedio	Project / joint evaluation report	Found not relevant	Excluded
53.	INS/09/02/IDA	2011/11	Rural access and capacity building project (RACBP) in Nias Island, Indonesia – Midterm Evaluation – Annexes	Supplementary evaluation documents	Found not relevant	Excluded
54.	INS/09/02/IDA	2011/11	Rural access and capacity building project (RACBP) in Nias Island, Indonesia – Midterm Evaluation	Project / independent evaluation	Found not relevant	Excluded
55.	INT/00/000/AAA	2009/02	US AID – Cambodia: Labour / industrial productivity; activity relations – External report	Project / external evaluation report	Found not relevant	Excluded

	TC Code	Date	Title	Document Type	Screening	
56.	INT/03/62/USA	2008/11	Cross-country Study of the ILO/USDOL HIV/AIDS Workplace Education Program Strategic HIV/AIDS Responses in Enterprises (SHARE) – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
57.	INT/07/14/EEC	2011/12	Assessing and addressing the effects of trade on employment – Midterm evaluation	Project / independent evaluation	Found not relevant	Excluded
58.	INT/07/16/SPA	2011/03	Proyecto para el desarrollo racional y sostenible del sector pesquero – Evaluación Final	Project / independent evaluation	Found not relevant	Excluded
59.	INT/08/70/IRL	2011/07	PEPDEL and INCLUDE: Promoting the employability and employment of people with disabilities through effective legislation (Phase III) – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
60.	IRQ/07/03/UNQ	2011/08	Improving quality and relevance of technical and vocational education training (TVET) in Iraq – Final Joint Evaluation	Project / joint evaluation report	Found not relevant	Excluded
61.	LAO/01/01/LUX	2007/08	Lao PDR Social Security Project, 2002–2007 – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
62.	LEB/08/05/UNR	2011/03	Enhancing local employment, skills and enterprises in Nahr El Bared, Lebanon – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
63.	LIR/06/50/NET	2010/07	Poverty reduction through decent employment creation in Liberia – Final evaluation	Project / independent evaluation	Found not relevant	Excluded
64.	MAG/00/01/NAD	2005/07	Projet Haute Intensité de Main d'œuvre (HIMO) Routes (Phase I) – Midterm Evaluation	Project / independent evaluation	Found not relevant	Excluded
65.	MAG/03/02/NAD	2005/07	Projet Haute Intensité de Main d'œuvre (HIMO) Bâtiment (Phase I) – Midterm Evaluation	Project / independent evaluation	Found not relevant	Excluded
66.	MAG/03/03/NAD	2005/07	Projet Haute Intensité de Main d'œuvre (HIMO) Urbain & Communal (Phase I) – Midterm Evaluation	Project / independent evaluation	Found not relevant	Excluded
67.	NIC/08/51/UND	2011/01	Gobernabilidad democrática y económica del sector Agua y Saneamiento en RAAN y RAAS – Evaluación conjunta intermedia	Project / joint evaluation report	Found not relevant	Excluded
68.	NIC/09/52/UND	2011/05	Juventud, Empleo y Migración – Desarrollo de Capacidades Nacionales para Mejorar las Oportunidades de Empleo y Autoempleo de las Personas Jóvenes en Nicaragua – Evaluación conjunta intermedia	Project / joint evaluation report	Found not relevant	Excluded
69.	PAK/51/497/34	2009/06	Community-based livelihoods recovery programme for earthquake-affected areas – Final Joint Evaluation	Project / joint evaluation report	Found not relevant	Excluded
70.	PAN/09/50/UND	2011/06	Fortalecimiento de la equidad para reducir las brechas en los servicios públicos de agua segura – Evaluación conjunta intermedia	Project / joint evaluation report	Found not relevant	Excluded

	TC Code	Date	Title	Document Type	Screening	
71.	RAF/05/61/SID	2009/06	Implementing HIV/AIDS workplace programmes and policies: Bolivia, Senegal, Sierra Leone – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
72.	RAF/05/61/SID	2008/12	HIV/AIDS prevention and impact mitigation in sub-Saharan Africa – Mid-Term Evaluation	Project / independent evaluation	Found not relevant	Excluded
73.	RAS/02/50/USA	2005/01	Training for Rural Economic Empowerment (TREE) Project – Midterm Evaluation	Project / independent evaluation	Found not relevant	Excluded
74.	RAS/02/55/USA	2007/11	Expanding economic opportunity and income security through workforce education, skills training, employment creation (TREE): Pakistan and the Philippines – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
75.	RAS/06/03/JPN	2006/12	Expansion of employment opportunities for Women (EEOW) Viet Nam Chapter – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
76.	RAS/06/13/JPN	2007/03	Report of Independent Final Evaluation of EEOW Cambodia Chapter – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
77.	RLA/02/57/USA	2005/10	Management & Labor Cooperation Project "PROMALCO": For the promotion of human resource-oriented enterprise strategies and workplace partnerships in the Caribbean – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
78.	RLA/03/09/SPA	2006/02	Strengthening the employment administration services in Bolivia, Ecuador and Peru (FORSAT) – Midterm Evaluation	Project / independent evaluation	Found not relevant	Excluded
79.	RLA/03/53/USA	2008/03	HIV/AIDS Workplace Education Programme SHARE – Strategic HIV/AIDS Responses by Enterprises– Final Evaluation– Barbados	Project / independent evaluation	Found not relevant	Excluded
80.	RLA/03/53/USA	2008/02	HIV/AIDS Workplace Education Programme SHARE – Strategic HIV/AIDS Responses by Enterprises – Final Evaluation – Jamaica	Project / independent evaluation	Found not relevant	Excluded
81.	RLA/07/04/USA	2011/08	Strengthening the civil service systems in the labour ministries in CAFTA-DR countries – Final External Evaluation	Project / external evaluation report	Found not relevant	Excluded
82.	RLA/07/06/IDB	2010/07	Fomento de una Cultura de Cumplimiento en Materia Laboral – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
83.	RLA/08/01/SDC	2010/12	Gestión del conocimiento sobre calidad y equidad de la formación profesional y sus aportes para el trabajo decente – Evaluación Fínale	Project / independent evaluation	Found not relevant	Excluded
84.	SRL/05/05/SID	2009/09	Capacity Building for Employment Services and JOBSNET (CABNET) (ILO Accelerated Employment Services Project (AES), Sri Lanka – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
85.	TOG/03/50/USA	2006/10	Workplace Education Programme on HIV/AIDS and the World of Work – Togo – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
86.	TUR/08/01/RBS	2010/03	Pilot project on active labour market policies for advancing gender equality through decent employment for women in Turkey (RBSA Activity) – Self Evaluation	Project / internal evaluation report	Found not relevant	Excluded

	TC Code	Date	Title	Document Type	Screening	
87.	URU/08/51/UND	2011/06	Fortalecimiento de las industria culturales y mejora de la accesibilidad a los bienes y servicios culturales de Uruguay – Evaluación intermedia conjunta	Project / joint evaluation report	Found not relevant	Excluded
88.	VIE/00/01/FRG	2000/12	SAFEWORK and Integrated Labour Inspection – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
89.	VIE/01/52/USA	2005/03	Promoting sound industrial relations at the workplace and strengthening the capacity of industrial relations actors in Viet Nam – Phase I – Midterm Evaluation	Project / independent evaluation	See above	Excluded
90.	ZAM/03/01/SID	2008/08	Developing business service markets for micro and small enterprises in Zambia (Phase II) ILO/BDS Zambia – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded
91.	ZIM/07/01/SID	2009/06	Scaling up HIV/AIDS responses among employers' and workers' organizations in Zimbabwe – Final Evaluation	Project / independent evaluation	Found not relevant	Excluded

... = data not available.

Other documents: Screening and coding results (114)

	Author / institution	Publication date	Title	Database / source	Theme	Coding Part A
1.	AIAS	2011	Comparative study of labour relations in African countries	Other	Labour relations	Less relevant
2.	ASEAN, ILO, JAPAN	2010	Report of the first regional seminar on industrial relations in the ASEAN region	Other	Trends	Less relevant
3.	Bechter, Barbara; Brandl, Bernd; Meardi, Guglielmo	2011	Die Bestimmungsgründe der (Re-)Sektoralisierung der industriellen Beziehungen in der Europäischen Union	ILO	Industrial relations	Not relevant
4.	CEDEFOP	2008	<b>Social dialogue and lifelong learning: supporting industrial changes. Results from a peer learning activity. CEDEFOP Working Paper No. 2</b>	Other	Social dialogue	Relevant
5.	Centre for Strategy & Evaluation Services	2006	<b>Evaluation of financial instruments in support of the European social dialogue – final report</b>	Other	EU social dialogue programmes	Relevant
6.	Chambost, Isabelle; Hoarau, Christian; Roturier, Patrick.	2009	Social dialogue in France and reactions to the financialisation of the economy	Labordoc	Social dialogue	Less relevant
7.	Council of Europe	2011	Towards a Europa of shared social responsibilities: Challenges and strategies	ILO		Not relevant
8.	Degryse, Christophe; Clauwaert, Stefan	2010	Main developments in European cross-industry social dialogue in 2009: 'Bargaining in many shadows'	Cornell	Social dialogue	Not relevant
9.	ETUC	2011	European Social Dialogue: State of play and prospects	ILO	Social dialogue	Not relevant
10.	ETUC, ILO TC	2010	<b>Sectoral social dialogue in EU12 and candidate countries</b>	ILO	Social dialogue	Relevant
11.	ETUC, BUSINESSEUROPE, CEEP, UEAPME	2011	<b>European Social Dialogue: Achievements and Challenges Ahead: Results of the stock-taking survey amongst national social partners in the EU Member States and candidate countries. Final Synthesis Report</b>	Other	EU level social dialogue outcomes	Relevant
12.	ETUI	2012	Benchmarking Working Europe 2012	ILO/other	...	Less relevant
13.	ETUI	2012	Trade unions and transnational projects – a guide to managing European projects, 8th edition	ILO	New training programmes and supporting materials	Not relevant
14.	ETUI	2010	Sectoral social dialogue at EU level – recent results and implementation challenges	Other	Social dialogue	Less relevant
15.	Eurofound	2011	Recession and social dialogue in the banking sector: A global perspective	Labordoc	Recession and social dialogue	Less relevant
16.	Eurofound	2009	<b>Industrial relations developments in Europe 2008</b>	Other	Trends of IR	Relevant
17.	Eurofound	2009	Social dialogue and the recession	Labordoc	Social dialogue	Less relevant
18.	Eurofound	2008	Working conditions and social dialogue	Labordoc	Working conditions and social dialogue	Less relevant

	Author / institution	Publication date	Title	Database / source	Theme	Coding Part A
19.	Eurofound	2011	Recession and social dialogue in the banking sector: A European perspective	Labordoc	Recession and social dialogue	Less relevant
20.	Eurofound	2012	Role of social partners in addressing the global economic crisis: Working paper	Labordoc	Role of social partners	Less relevant
21.	Eurofound	2011	Social dialogue and working conditions	Labordoc	Social dialogue and working conditions	Not relevant
22.	Eurofound	2006	Capacity building of social dialogue in Bulgaria	Other	Capacity building	Less relevant
23.	Eurofound	2006	Capacity building of social dialogue in Latvia	Other	Capacity building	Less relevant
24.	<b>Eurofound</b>	<b>2012</b>	<b>Social dialogue in times of economic crisis</b>	<b>Other</b>	<b>Social dialogue</b>	<b>Relevant</b>
25.	<b>Eurofound</b>	<b>2009</b>	<b>Dynamics of European sectoral social dialogue</b>	<b>Other</b>	<b>Social dialogue</b>	<b>Relevant</b>
26.	European Agency for Safety and Health at Work		European Risk Observatory Report	Other		Less relevant
27.	European Commission	2009	Industrial relations in Europe 2008	Other	Industrial relations trends	Relevant
28.	European Commission	2012	Social Europe guide Volume 2 – Social dialogue	ILO/other	Social dialogue	Less relevant
29.	European Commission	2010	European sectoral social dialogue: Recent developments	Cornell / Labordoc	Social dialogue	Less relevant
30.	<b>European Commission</b>	<b>2010</b>	<b>Commission staff working document on the functioning and potential of European sectoral social dialogue</b>	<b>Other</b>	<b>Reviews the functioning and efficiency of the European sectoral social dialogue committees since 1998</b>	<b>Relevant</b>
31.	<b>European Commission</b>	<b>2009</b>	<b>The challenge of implementation in European social dialogue</b>	<b>Other</b>	<b>Implementation of European social dialogue</b>	<b>Relevant</b>
32.	European Commission	2011	European social dialogue developments 2008–10	Other	Relations developments at European and national level	Less relevant
33.	<b>European Commission</b>	<b>2012</b>	<b>Labour market developments in Europe 2012</b>	<b>Other</b>	<b>Wage and labour cost developments, policy developments, labour market reforms and the employment protection legislation also referring to the climate for social dialogue</b>	<b>Relevant</b>
34.	<b>European Parliament</b>	<b>2008</b>	<b>Social dialogue and its contribution to social cohesion in Turkey</b>	<b>Other</b>	<b>Social dialogue</b>	<b>Relevant</b>
35.	European Parliament, Policy Department external Policies	2008	Social dialogue and its contribution to social cohesion in Turkey: Briefing paper	Other	Social dialogue	Less relevant

	Author / institution	Publication date	Title	Database / source	Theme	Coding Part A
36.	European Social Observatory and ETUC	2011	European Social Dialogue: State of play and prospects – final report	Other	Social dialogue	Relevant
37.	Forsyth, Anthony	2004	The retreat from government support for social dialogue in the Australian public service	Cornell	Social dialogue	Not relevant
38.	Friedrich Ebert Foundation	2009	Freedom of association, employees' rights and social dialogue in Central and Eastern Europe and the Western Balkans	Other	Union and employee rights, social dialogue	Not relevant
39.	Gallai, Sándor	2001	European Social Dialogue: Institutionalization, policy outcomes and their impact on Hungarian tripartism	Cornell	Social dialogue	Not relevant
40.	Ghellab, Youcef. ; Varela, Nancy. ; Woodall, John.	2011	Dialogue social et gouvernance de la sécurité sociale: Un thème d'actualité pour l'OIT [thème spécial] : La bonne gouvernance dans l'administration de la sécurité sociale	Labordoc	Social dialogue	Less relevant
41.	Ghellab, Youcef; Varela, Nancy; Woodall, John	2011	Social dialogue and social security governance: A topical ILO perspective [Special topic]: Good governance in social security administration	Cornell / Labordoc	Social dialogue and social security governance	Less relevant
42.	Gold, Michael; Cressey, Peter; Léonard, Evelyne	2007	Whatever Happened to Social Dialogue? From Partnership to Managerialism in the EU Employment Agenda	Cornell	Social dialogue	Less relevant
43.	Grosse, Tomasz G	2010	Social dialogue during enlargement: The case of Poland and Estonia	Cornell	Social dialogue	Not relevant
44.	Haworth, Nigel; Hughes, Steve	2010	Surfing history's waves: On the resilience of the International Labour Organisation as an international institution	ILO	History of the ILO	Less relevant
45.	ILO	2001	Le rôle des initiatives volontaires concertées dans la promotion et la dynamique du dialogue social dans les industries du textile, de l'habillement et de la chaussure	Labordoc	...	Not relevant
46.	ILO	2001	The role of joint voluntary initiatives in the promotion and momentum of social dialogue in the textile, clothing and footwear industries	Labordoc	Social dialogue	Less relevant
47.	ILO	2004	Automotive Industry Trends Affecting Component Suppliers: Report for discussion at the Tripartite Meeting on Employment, Social Dialogue, Rights at Work and Industrial Relations in Transport Equipment Manufacturing	Cornell / Labordoc	Social dialogue, rights at work, industrial relations	Not relevant
48.	ILO	2011	Corporate structural change and social dialogue in the chemical and pharmaceutical industries	Cornell	Corporate structural change and social dialogue	Less relevant
49.	ILO	2005	Les tendances de l'industrie automobile ayant une incidence sur les équipementiers: Rapport soumis aux fins de discussion à la Réunion tripartite sur l'emploi, le dialogue social, les droits au travail et les relations professionnelles dans le secteur de la fabrication du matériel de transport	Labordoc	...	Less relevant

	Author / institution	Publication date	Title	Database / source	Theme	Coding Part A
50.	ILO	2011	Restructuring, employment and social dialogue in the chemical and pharmaceutical industries: Report for discussion at Tripartite Meeting on Promoting Social Dialogue on Restructuring and its Effects on Employment in the Chemical and Pharmaceutical Industries (24–27 October 2011)	Labordoc	Restructuring, employment and social dialogue	Less relevant
51.	ILO	2011	The global crisis: Causes, responses and challenges	Cornell	Crisis	Less relevant
52.	ILO	2009	Note on the proceedings: Tripartite Meeting on Promoting Social Dialogue and Good Industrial Relations from Oil and Gas Exploration and Production to Oil and Gas Distribution	Cornell	Social dialogue and good industrial relations	Less relevant
53.	ILO	2005	Positive Action – Reducing Poverty through Social Dialogue: A guidebook for trade unions and employers' organizations	Cornell	Social dialogue	Less relevant
54.	ILO	2006	Corporate structural change and social dialogue in the chemical industry	Cornell / Labordoc	Social dialogue	Less relevant
55.	ILO, DIALOGUE	2009	Recovering from the crisis through social dialogue	Cornell / Labordoc	Social dialogue	Less relevant
56.	ILO	2005	Positive action: Reducing poverty through social dialogue: a training manual for trade unions	Cornell / Labordoc	Social dialogue	Less relevant
57.	ILO	2009	International framework agreements and global social dialogue: Lessons from the Daimler case	Cornell	International framework agreements and global social dialogue	Not relevant
58.	ILO	2001	Social dialogue in postal services in Asia and the Pacific: Final report of the ILO-UPU Joint Regional Seminar, Bangkok, 23–26 May 2000	Labordoc	Social dialogue	Less relevant
59.	ILO	2010	MGNREGA: A review of decent work and green jobs in Kaimur district in Bihar	Labordoc	Decent work and green jobs	Not relevant
60.	ILO	2006	Meeting the employment challenge: Argentina, Brazil and Mexico in the global economy	Cornell	...	Not relevant
61.	ILO	2005	Social dialogue in the health sector: Case study Bulgaria	Labordoc	Social dialogue	Less relevant
62.	ILO	2012	Restructuring and social dialogue in the chemical industry in China	Cornell / Labordoc	Social dialogue	Less relevant
63.	ILO	2005	Social dialogue in the health sector: Case study Ghana	Labordoc	Social dialogue	Less relevant
64.	ILO	2012	Social dialogue and collective bargaining in times of crisis: The case of Greece	Cornell / Labordoc	Social dialogue and collective bargaining	Less relevant
65.	ILO	2011	Restructuring and social dialogue in the chemical industry in India	Cornell / Labordoc	Restructuring and social dialogue	Less relevant
66.	ILO	2011	Gender equality and social dialogue in India	Cornell	Gender equality and social dialogue	Less relevant

	Author / institution	Publication date	Title	Database / source	Theme	Coding Part A
67.	ILO	2003	Best practices in social dialogue	ILO	Best practices of social dialogue in Puri, India; workshop outcomes	Relevant
68.	ILO	2012	Non-standard work, social dialogue and collective bargaining in Indonesia	Labordoc	Non-standard work, social dialogue and collective bargaining	Less relevant
69.	ILO	2012	Building better industrial relations in an integrating ASEAN	ILO	Labour relations, social dialogue, labour dispute settlement, economic recession, decent work, ASEAN	Less relevant
70.	ILO	2012	Gender equality and social dialogue: An annotated bibliography	ILO	Gender mainstreaming, social dialogue	Relevant
71.	ILO	2010	Strengthening social dialogue in the utilities sector in Malawi: The impact of structural reforms on social dialogue	Cornell / Labordoc	Social dialogue	Less relevant
72.	ILO	2011	Strengthening social dialogue in water supply sector: Study on the conditions and challenges affecting social dialogue in the water supply sector in the Philippines	Labordoc	Social dialogue	Less relevant
73.	ILO	2010	Trade unions and social dialogue in the period of crisis: The Serbian case	Labordoc	Trade unions and social dialogue	Less relevant
74.	ILO	2008	Social dialogue and skills development: Tripartite approaches to training in Singapore	Cornell / Labordoc	Social dialogue and skills development	Less relevant
75.	ILO	2010	The impact of climate change on employment: Management of transitions through social dialogue	Cornell / Labordoc	Social dialogue	Less relevant
76.	ILO, DIALOGUE	2011	Compilation of African experiences on social dialogue	Other	Social dialogue, labour rights, social peace, political transition, inclusive development, sound industrial relations and good governance	Relevant
77.	ILO, Subregional Office for South Asia New Delhi and IIRA	2003	Best practices in social dialogue, New Delhi	Other	Social dialogue, consultation and tripartite institutions	Relevant
78.	ILO, ACTRAV	2012	Technical cooperation project: Workers have strong, independent and representative organisations (GLO/10/NOR): Final report	ILO ACTRAV	Social dialogue and industrial relations	Relevant
79.	ILO/Norway	2012	Programme Cooperation Agreement between the Norwegian Ministry of Foreign Affairs (MFA) and the International Labour Organization (ILO) 2012–2015	ILO ACTRAV	Cooperation agreement ILO – Norway	Less relevant
80.	Islam, Iyanatul; Verick, Sher	2011	From the great recession to labour market recovery: issues, evidence and policy options	Cornell	...	Not relevant
81.	Korkut, Umut	2002	The European union and the accession process in Hungary, Poland and Romania: Is	Cornell	Social dialogue	Not relevant

	Author / institution	Publication date	Title	Database / source	Theme	Coding Part A
			there a place for social dialogue?			
82.	Marinas, Marius-Corneliu; Socol, Cristian; Socol, Aura Gabriela	2011	Comparative analysis of labour market's flexibility within EU	ILO	Good practices in the economic and social fields inside EU	Not relevant
83.	Metis, Eureval	2011	ESF Expert Evaluation Network: Final report to Contract No. VC/2010/0153	Other	ESF	Not relevant
84.	Moreau, Marie-Ange; Blas-López, María Esther	2008	Restructuring in the new EU member states: Social dialogue, firms relocation, and social treatment of restructuring	Cornell	Social dialogue	Not relevant
85.	Unknown	2002	IRS EMPLOYMENT TRENDS – News highlights – Kinnock's European fraud clear up delayed by overhaul of EU staff rules. Family-friendly firms fare better. Rewards and employee involvement boost productivity, says new report. New work probe will focus on social dialogue. United we stand – unions' impact on firms' performance. Older freelancers struggle. Belt tightens on expat employment. In print.	Cornell	...	Not relevant
86.	Unknown	2000	FEATURES – France: Impact of loi Robien and loi Aubry – The impact of working time agreements concluded under the 1996 loi Robien and the 1998 loi Aubry have been analysed by a recent government study. The study highlights how companies have tackled the issues of reducing and reorganizing working time, job creation, pay and social dialogue. In this feature, we review the findings of the study.	Cornell	...	Not relevant
87.	<b>Norwegian Agency for Development Cooperation (Norad)</b>	<b>2011</b>	<b>Social dialogue in developing countries – A desk study</b>	<b>Other</b>	<b>Social dialogue</b>	<b>Relevant</b>
88.	Pace, Michelle; Schumacher, Tobias	2005	Conceptualizing cultural and social dialogue in the Euro-Mediterranean area: a European perspective	Cornell	Social dialogue	Not relevant
89.	Pan-African Employers Federation.	2005	Le dialogue social en Afrique: Études de cas	Labordoc		Less relevant
90.	Parsons, Raymond	2007	The emergence of institutionalised social dialogue in South Africa	Cornell	Social dialogue	Less relevant
91.	Pepper, D. W.; Brebbia, C. A.	2012	Water and society	Cornell		Not relevant
92.	Pochet, Philippe	Undated	European social dialogue between hard and soft law	Cornell	Social dialogue	Not relevant
93.	Prosser, Thomas	2009	The implementation of "new phase" European social dialogue agreements and texts in European member states	Cornell	Social dialogue	Not relevant
94.	Sarfati, Hedva	2006	Social Dialogue: A potential "Highroad" to policies addressing ageing in the EU member states	Cornell	Social dialogue	Not relevant
95.	Schömann, Isabelle	2011	EU integration and EU initiatives on employee participation and social dialogue	Cornell	Employee participation and social dialogue	Not relevant

	Author / institution	Publication date	Title	Database / source	Theme	Coding Part A
96.	Seyni Ndione, Emmanuel; Mbaye, Moussa; Leener, P. de; Enda Graf Sahel; Enda	2005	Changement politique et social: éléments pour la pensée et l'action	Labordoc	...	Not relevant
97.	<b>Advancing Social Justice in Europe and Worldwide (Solidar)</b>	<b>2010</b>	<b>Social dialogue: A tool to promote and defend decent work and quality jobs in Europe. Recommendations for national and European stakeholders</b>	<b>Other</b>	<b>Decent work</b>	<b>Relevant</b>
98.	SSOAR – Social Science Open Access Repository	Undated	Extended social Europe? Social policy, social inclusion and social dialogue in Croatia and the European Union	Cornell	Social policy, social inclusion and social dialogue	Less relevant
99.	Sveriges ordförandeskap i Europeiska unionen; European public administration network; Sverige Arbetsgivarverket	2009	Evaluation of the test-phase of enhanced informal social dialogue for central public administration: Final evaluation	Cornell	Informal social dialogue	Not relevant
100.	UNDP	Undated	Poverty in focus – number 22	ILO	Social protection	Not relevant
101.	United Nations	2008	Achieving sustainable development and promoting development cooperation: Dialogues at the Economic and Social Council	Labordoc	...	Trends
102.	United Nations	2009	Achieving the global public health agenda: Dialogues at the economic and social council	Labordoc	...	Not relevant
103.	United Nations	2006	Full and productive employment and decent work: Dialogues at the Economic and Social Council	Labordoc	Decent work	Less relevant
104.	United Nations	2006	Resources mobilization and the creation of an enabling environment for poverty eradication in the least developed countries dialogues at the Economic and Social Council	Labordoc	Poverty eradication	Not relevant
105.	Vos, Kess J.	2012	New modes of governance in industrial relations	ILO	Industrial relations, social dialogue, globalization	Not relevant
106.	Weber, Sabrina	2010	Sectoral social dialogue at EU level – recent results and implementation challenges	Cornell	Social dialogue	Less relevant
107.	Welz, Christian	2008	The European Social Dialogue Under Articles 138 and 139 of: The EC Treaty	Cornell	Social dialogue	Less relevant
108.	Winston, Morton Emanuel	2008	Social dialogue and the legitimation of corporate human rights policies	Cornell	Social dialogue	Less relevant
109.	Winterton, Jonathan	2007	Building Social Dialogue over Training and Learning: European and national developments	Cornell	Social dialogue	Less relevant
110.	Woolfson, Charles	2008	Social dialogue and lifelong learning in new EU member states: 'Reform fit' in Latvia	Cornell	Social dialogue and lifelong learning	Less relevant
111.	World Bank	2009	Justice without the rule of law? The challenge of rights-based industrial relations in contemporary Cambodia	World Bank	Industrial relations	Less relevant

	Author / institution	Publication date	Title	Database / source	Theme	Coding Part A
112.	World Bank, German Federal Ministry for Economic Cooperation and Development (BMZ) and ILO	2005	Labour institutions, labour-management relations, and social dialogue in Africa	Other	Social dialogue, collective bargaining, labour-management	Relevant
113.	Yildirim, Engin; Calis, Suayyip	2008	The impact of EU accession on Turkish industrial relations and social dialogue	Cornell / Labordoc	Industrial relations and social dialogue	Less relevant
114.	Zientara, Piotr	2010	The involvement of Polish trade unions in social dialogue and workplace governance: Implications for reform	Cornell	Trade unions in social dialogue	Less relevant

... = data not available.