

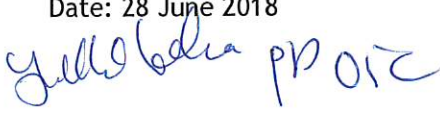



INTERNATIONAL LABOUR ORGANIZATION

Promoting decent work in global supply chains through cross-border social dialogue in selected sectors

DEVELOPMENT COOPERATION
FINAL PROGRESS REPORT

Basic Information	
Countries covered:	Global
Donor:	Government of the Netherlands
Budget:	USD 87,556
TC Symbol:	GLO/16/35/NDL
Administrative unit:	SECTOR
P&B Outcome:	Outcome 5 on decent work in the rural economy (2016-2017) Outcome 7 on promoting safe work and workplace compliance (2018-2019)
DWCP outcome:	GLO 217 (Outcome 5) and GLO 242 (Outcome 7)
Start date:	01.01.2017 - 31.03.2018
End date:	31.03.2018

Reporting Information	
Report prepared by:	Iskandar Kholov, 16 June 2018
Report reviewed by:	<div> Casper N. Edmonds, Head of Unit, Extractives, Energy and Manufacturing, Sectoral Policies Department (SECTOR) <i>I have reviewed the classifications and agree they are a fair and accurate reflection of progress</i> </div> <div> Date: 28 June 2018  Reviewer initials: CE </div>
Report approved by:	<div> Alette van Leur, Director, Sectoral Policies Department (SECTOR) <i>I have reviewed the classifications and agree they are a fair and accurate reflection of progress</i> </div> <div> Date: 28 June 2018  Approver initials: AvL </div>

Summary

With the support of the Ministry of Social Affairs and Employment of the Netherlands, the Sectoral Policies Department (SECTOR) of the ILO began implementing the project on cross-border social dialogue in January 2017. The aim of this project was to contribute to achieving decent work in global supply chains through expanding and disseminating knowledge about cross-border social dialogue frameworks, processes and mechanisms in three selected sectors. The working paper that was produced by the project forms part of the ILO programme of action (2017-21) and the companion roadmap that the Governing Body agreed on in March 2017 in follow-up to the International Labour Conference's Conclusions on decent work in global supply chains.

The main outcome of the project complements existing and ongoing research on national and cross-border social dialogue and international framework agreements by other international and regional organizations and by the ILO itself, including but not limited to research conducted for the report for the recurrent discussion on social dialogue at the International Labour Conference (ILC) in 2018 and the report for the Meeting of Experts on cross-border social dialogue that is scheduled to take place in early 2019.

The Office conducted a study on International Framework Agreements (IFAs) and other cross-border social dialogue frameworks and processes in three selected sectors: the food retail, garment and chemicals¹. These are sectors of considerable economic importance, which employ hundreds of millions of workers, and in which multinational enterprises and representatives of trade unions have a rich and varied history of engaging in voluntary forms of cross-border social dialogue. The study, which was published in May 2018, showed that among the many different forms of voluntary cross-border social dialogue that have emerged in the past decades, IFAs have become important tools that are increasingly used by multinational enterprises and global union federations to seize opportunities and address challenges in various economic sectors. The three case studies analysed in the study also showed that IFAs have helped improve the relationship between management and workers in the enterprises concerned, and that they have helped prevent and manage labour disputes and, as such, helped to promote the protection of freedom of association and the right to organize in those enterprises and among their subsidiaries and suppliers.

Based on the outcome of the project, a knowledge-sharing event will be held in October 2018² in the Netherlands. There are several objectives and expected outcomes of the event. It is anticipated that participants will gain:

- An overview of cross-border social dialogue mechanisms and a more profound understanding of their merits and the role of the ILO;
- Awareness of the potential of IFAs, among other effective cross-border social dialogue instruments, to advance decent work in global supply chains;
- Ideas and inspiration for effective engagement in various forms of cross-border social dialogue and how to make a meaningful contribution to the promotion of decent work; and
- Insight on which role cross-border social dialogue and particular IFAs can play to do due diligence and enhance influence and control in the supply chain.

In addition to the above, the event will create an excellent opportunity for key stakeholders in the relevant sectors to network and thus consider their engagement in cross-border social dialogue.

The event will bring together experts from the Dutch government, academia, multinational enterprises, employers' and workers' organizations, as well as other stakeholders who have an interest in the topic of cross-border social dialogue.

¹ The IFAs selected for the study were signed between Carrefour S.A. and UNI Global Union, & M Hennes & Mauritz AB, IndustriALL Global Union and IF Metall, and Solvay S.A. and IndustriALL Global Union.

² The event was initially planned to take place in early 2018 but was postponed to October as agreed with the donor.

SECTION A: RESULTS ANALYSIS (Outputs, Immediate Objectives)

1. Outputs

Immediate Objective: Tripartite constituents and other stakeholders are better informed about the effectiveness and impact of cross-border social dialogue in selected sectors.

Output weighting	Percent completion	Indicator targets (compare planned against actual)	Analysis of output delivery
Output: The evidence-based knowledge on the contribution of cross-border social dialogue for the promotion of decent work in global supply chains in a selected number of sectors and regions is timely and effectively generated and shared by December 2017.			
100%	100%	<p>Planned:</p> <ul style="list-style-type: none"> A number of semi-structured interviews were held with the signatories of IFAs and other stakeholders along the sectoral supply chains to inform the study; A paper on cross-border social dialogue in a number of sectors is published on the ILO website. Number of government, employers' and workers' representatives participated in a knowledge-sharing event in the Netherlands. <p>Actual: 13 semi-structured interviews with 15 key informants in the multinational enterprises, global union federations, and sectoral trade unions concerned were held. The study was prepared and published on the ILO SECTOR Department's website in May 2018. The knowledge-sharing event that was initially planned to take place in February-March 2018, will be held in October 2018 as agreed with the donor.</p>	<p>The project analysed three IFAs in selected sectors:</p> <ul style="list-style-type: none"> a) food retail - Carrefour S.A. and UNI Global Union b) garment - H & M Hennes & Mauritz AB, IndustriALL Global Union and IF Metall c) chemicals - Solvay S.A. and IndustriALL Global Union <p>The paper produced fully met the expectations. The research and analysis carried out provided insight on the effectiveness of the IFAs to promote cross-border social dialogue and decent work in global supply chains. As agreed with the donor, the knowledge-sharing event will be carried out in October 2018 in The Hague, the Netherlands.</p>

Rating of output delivery

CLASSIFICATION ³	
<input checked="" type="checkbox"/> Highly satisfactory Almost all (>80%) outputs were delivered and the quality (>80% of planned indicator targets met) of outputs was good.	<input type="checkbox"/> Satisfactory The majority (60-80%) of outputs were delivered and the quality (60-80% of planned indicator targets met) of outputs was fair.
<input type="checkbox"/> Unsatisfactory Some (40-60%) outputs were delivered and/or there was a problem with the quality (40-60% of planned indicator targets met) of outputs.	<input type="checkbox"/> Very unsatisfactory Few (<40%) outputs were delivered and/or there was a serious problem with the quality (<40% of planned indicator targets met) of outputs.
<p>Besides desk research, the study benefited from 13 semi-structured interviews with the signatories of the IFAs to capture all the views and remain objective. Moreover, the draft study was shared internally with other ILO Departments to enrich the study with different views and angles and come up with a document that can also inform the research conducted for the report for the recurrent discussion on social dialogue at the International Labour Conference in 2018 and the report for the Meeting of Experts on cross-border social dialogue that is scheduled to take place in early 2019.</p> <p>The paper on the International Framework Agreements in the food retail, garment and chemicals sectors was produced on time. It was published on the ILO website in May 2018 and sent to the multinational enterprises and the global union federations concerned as well as to all the ILO policy departments.</p> <p>The dissemination of the findings of the study in the knowledge-sharing event was postponed to October 2018 as agreed with the donor.</p>	

³ This is a self-assessment

2. Immediate Objectives and Decent Work outcomes

2.1 Immediate Objectives

Indicator	Baseline	Indicator targets (compare planned against actual)
Immediate Objective: Tripartite constituents and other stakeholders are better informed about the effectiveness and impact of cross-border social dialogue in selected sectors.		
The number and quality of knowledge products delivered	Two ILO studies on cross-border social dialogue and international framework agreements published in 2008 and 2011 respectively	Planned: Two SECTOR knowledge products developed: one paper published and one knowledge-sharing event organized. Actual: The paper was published in May 2018 on the ILO SECTOR Department's website and the knowledge-sharing event will be organized in October 2018 as agreed with the donor.
The level of understanding regarding cross-border social dialogue in global supply chains amongst participants of the knowledge-sharing event	A minimum and diverging level of understanding was detected during the start of the event	Planned: A basic level of understanding of decent work issues and social dialogue in global supply chains was expected amongst participants. Actual: The knowledge-sharing event will be organized in October 2018 as agreed with the donor.
The extent to which the study developed under the project informed the report for the recurrent discussion on social dialogue at the ILC and the report for the Meeting of Experts on cross-border social dialogue in 2018	One background study was developed to inform the ILC report and discussion on cross-border social dialogue and the background report for the Meeting of Experts on cross-border social dialogue due by the end of 2018	Planned: The study served as an input into the ILC report and adds valuable information through research that would otherwise not have been carried out. Actual: The study was referred to in Section 3.6 on Cross-border social dialogue of the report for the recurrent discussion on social dialogue and tripartism for the 2018 International Labour Conference (paragraph 214). The reference data on the IFAs development in the subsection 2.5.3 on Transnational company agreements were provided by the research team. ⁴
Analysis of immediate objective achievement: The project enabled the Office to undertake such preparatory work to inform the ILC report and discussion on cross-border social dialogue that would otherwise not have been carried out. The findings of the study on cross-border social dialogue in global supply chains as well as data provided on the IFAs contributed to an enhanced knowledge base. The knowledge-sharing event will serve to disseminate information on the knowledge product developed under the project. It is anticipated that participants will gain: <ul style="list-style-type: none"> • An overview of cross-border social dialogue mechanisms and a more profound understanding of their merits and the role of the ILO; • Awareness of the potential of IFAs, among other effective cross-border social dialogue instruments, to advance decent work in global supply chains; • Ideas and inspiration for effective engagement in various forms of cross-border social dialogue and how to make a meaningful contribution to the promotion of decent work; and • Insight on which role cross-border social dialogue and particular IFAs can play to do due diligence and enhance influence and control in the supply chain. 		

2.2 Decent Work outcomes

CONTRIBUTION TO DECENT WORK OUTCOMES		
DWCP outcome(s) ⁵	IRIS/SM CP code (e.g. LBN103) ⁶	Brief summary of contribution (2000 characters maximum)
Outcome 7 - Promoting safe work and workplace compliance including in global supply chains	GLO 242 A sectoral approach to decent work is applied in selected sectors	Strengthened the capacity of social partners, governments and other stakeholders to address compliance issues through cross-border social dialogue
Outcome 5 - Decent work in the rural economy	GLO 218 - Promoting decent work in the rural economy through knowledge development	Strengthened the knowledge base to collect and analyse data and information to support evidence-based policy making

⁴ ILO: *Social dialogue and tripartism*, Report VI, International Labour Conference, 107th Session, Geneva, 2018, p. 41 and 53.

⁵ Global projects report on their contribution to Global Products under the Outcome-Based Workplans

⁶ For Global projects this is the Global Product code, e.g. GLO126

2.3 Effectiveness analysis

The project contained one immediate objective, which was formulated as follows: “To contribute to enhanced social dialogue mechanisms and processes, including international framework agreements, on the promotion of decent work in global supply chains”.

Its achievements have significantly contributed in enhancing the knowledge base on cross-border social dialogue and more specifically on the effectiveness of international framework agreements in promoting decent work in global supply chains in selected sectors. The study will form an essential part of the preparatory research for the report of the Meeting of Experts on cross-border social dialogue which will be held in early 2019.

The beneficiaries of the project included governments, employers’ and workers’ organizations, as well as other actors involved in the global debate on cross-border social dialogue. The project contributed to a better understanding of international framework agreements and their contribution to decent work in global supply chains.

The project was part of a bigger process involving the Office and the ILO constituents. The study was developed in line with the 2016 ILC resolution on decent work in global supply chains and its respective plan of action adopted by the ILO Governing Body in its November 2016 session

Due to limited resources and time constraints, it was not possible to interview government officials, representatives of employers’ associations, academics, and representatives of non-governmental organizations in the three selected sectors. The study would have also benefited from the interviews with owners or managers of firms that supply goods or services to the multinational enterprises covered in the research.

Rating of project effectiveness

CLASSIFICATION ⁷	
<input checked="" type="checkbox"/> Highly effective Almost all (>80%) of the immediate objectives were achieved and the intervention will make a substantial contribution to the achievement of the development objective and decent work outcomes.	<input type="checkbox"/> Effective The majority (60-80%) of the immediate objectives were achieved and the intervention will make a contribution to the achievement of the development objective and decent work outcomes.
<input type="checkbox"/> Ineffective Some (40-60%) of the immediate objectives were achieved, which will result in a limited contribution to the achievement of the development objective and decent work outcomes.	<input type="checkbox"/> Very ineffective Few (<40%) of the immediate objectives were achieved, and it is unlikely a contribution will be made to the achievement of the development objective and decent work outcomes.
The immediate objective was successfully achieved. The insightful knowledge product has contributed to strengthening the knowledge base on the effectiveness and impact of cross-border social dialogue in line with the 2016 ILC resolution on decent work in global supply chains and its respective plan of action adopted by the ILO Governing Body in its November 2016 session. In consultation with the donor the knowledge-sharing event was postponed to October 2018.	

⁷ This is a self-assessment

SECTION B: IMPLEMENTATION ANALYSIS

1. Factors affecting implementation

Check key reasons for shortfalls in the delivery of outputs and achievement of immediate objectives:

- | | |
|--|--|
| <input type="checkbox"/> Implementing partner (constituents or private entities) performance | <input type="checkbox"/> ILO (Office and staff) performance |
| <input type="checkbox"/> Difficulties in inter-agency coordination | <input type="checkbox"/> Inadequate cost estimates |
| <input type="checkbox"/> Lack of constituent or implementing partner commitment/ownership | <input type="checkbox"/> Inadequate project design |
| <input type="checkbox"/> ILO policy changes | <input type="checkbox"/> Counterpart funding shortfall |
| <input type="checkbox"/> Budget processing (revision/disbursement etc.) delays | <input type="checkbox"/> Unexpected change in external environment |
| <input type="checkbox"/> Community/political opposition | <input type="checkbox"/> HR difficulties (recruitment, contracts) |
| <input checked="" type="checkbox"/> Other - please specify: Diverging views of ILO's social partners on IFAs | |

The implementation went smoothly overall. The only factor affecting implementation was the diverging views of ILO's social partners on IFAs, which meant that extensive internal consultations were required.

Consultations with ACTRAV, ACT/EMP and other policy departments were key to ensure a successful implementation of the project that is focused on knowledge dissemination, especially within the context of an important and politically sensitive topic.

2. Risk management

Key Assumptions	Risk level		Describe any mitigation measures applied
	Start of project	End of project	
The quality of the study	Yellow	Green	<ul style="list-style-type: none"> Close involvement of ACT/EMP and ACTRAV to identify representatives from Global Union Federations and Multinational Enterprises that could be consulted; Summaries of semi-structured interviews with these representatives were reviewed by the interviewees; Cross-referenced data and information with different stakeholders involved in the IFAs; The draft study was shared with all the ILO Policy Departments and their feedback taken into account; The study was revised by ILO specialists and professionally edited.
Attendance of the knowledge-sharing event	Yellow	Yellow	As agreed with the donor, the knowledge-sharing event was postponed to October 2018.

3. Management and Institutional arrangements

The management arrangements were adequate as they allowed for an excellent coordination within the Office on the topic of cross-border social dialogue and international framework agreements. The task team that was established for the project was regularly updated on the substance and process of the study during the preparatory meetings.

Partners, including ILO constituents, played a major role in the development of the working paper. The consultations with ACTRAV and ACT/EMP were therefore key in selecting specific sectors and contacting relevant Global Union Federations and Multinational Enterprises.

Rating of project implementation

CLASSIFICATION ⁸	
<input checked="" type="checkbox"/> Highly efficient Almost all (>80%) outputs were of expected quality and delivered within the budget and schedule set out in the original implementation plan.	<input type="checkbox"/> Efficient The majority (60-80%) of outputs were of expected quality and delivered within the budget and schedule set out in the original implementation plan.
<input type="checkbox"/> Inefficient Some (40-60%) outputs were delivered within the budget and schedule set out in the original implementation plan.	<input type="checkbox"/> Very inefficient Few (<40%) outputs were delivered within the budget and schedule set out in the original implementation plan.
The output was of expected quality and delivered within the budget set out in the original implementation plan. The knowledge-sharing event was in the end proposed to be organized after the deadline of the project to ensure higher participation rate and impact.	

⁸ This is a self-assessment

SECTION C: SUSTAINABILITY ANALYSIS

The project contributed and will contribute to expanding and disseminating knowledge about cross-border social dialogue to better inform the constituents and prepare them for the Meeting of Experts on cross-border social dialogue to be held in early 2019 and lead the way for the further implementation of the 2016 ILC resolution on decent work in global supply chains and its respective plan of action.

The study paper has been published on a dedicated ILO webpage to ensure that stakeholders can access the information at any time.

Rating of project sustainability

CLASSIFICATION ⁱ	
<input checked="" type="checkbox"/> Highly likely All factors influencing project sustainability have been clearly identified. The sustainability of results has been ensured and there is a firm commitment from constituents and partners to maintain an ongoing flow of project benefits.	<input type="checkbox"/> Likely Factors influencing project sustainability have been identified. The sustainability of results is likely and there is an understanding with constituents and partners to maintain an ongoing flow of project benefits.
<input type="checkbox"/> Not likely Some factors influencing project sustainability have been identified. There is no consensus among constituents and partners about concrete actions needing to be taken to ensure project sustainability.	<input type="checkbox"/> Very unlikely Factors influencing project sustainability have not been identified. The commitment of constituents and partners maintain an ongoing flow of project benefits is unknown.

ⁱ This is a self-assessment

SECTION D: MONITORING, EVALUATION AND KNOWLEDGE SHARING

<i>M&E self-assessment:</i>	YES	NO
Progress was regularly reported both internally (within the ILO) and externally (to donors and partners) against the logical framework	<input checked="" type="checkbox"/>	<input type="checkbox"/>
A progress monitoring system was supported by data collection and analysis	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cost effectiveness of activities and outputs was monitored	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Constituents were able to use M&E for discussion and decision-making in their own organizations	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Baselines and data were adequate to document progress towards results	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Regular feed-back sessions (internally and externally) allowed for proper monitoring and evaluation of the final product.

A light-touch self-evaluation was carried out:

Relevance - To what extent are the objective of the project still valid? Are they consistent with the overall goal (development objective)?

The study follows-up the 2016 ILC Resolution on decent work and global supply chains. It also contributes to the preparation of the meeting of experts on cross-border social dialogue, as indicated in the follow-up roadmap on global supply chains adopted by the Governing Body.

Effectiveness - To what extent were the objectives of the project achieved?

In accordance with the immediate objective defined, the study enhanced the knowledge of the tripartite constituents (the GUFs and companies involved, the government of the Netherlands and other interested governments) and other stakeholders (academia, NGOs) on the impact and opportunities for promoting decent work in global supply chains through the IFAs. It will also contribute to future activities to be developed by the Office and will inform other stakeholders interested in developing similar initiatives.

Efficiency - Was the project implemented in the most efficient way?

The project benefited from the experience and knowledge of the specialists and officials from the Sectoral Policies Department, which contributed to the development of the research and analysis of its findings.

Impact - What has happened as a result of the project?

The study helped to understand the different characteristics of IFAs and the way and mechanisms put in practice for their implementation. It provided an analysis of the results achieved through them and areas of possible improvement. The lessons learned and good practices from these initiatives would provide inputs for strengthening social dialogue and development of other mechanisms of social dialogue in the sectors.

Sustainability:

See section above

- a) Describe the approach to knowledge sharing and how key achievements and success stories generated by the intervention will be captured and communicated:

The findings from the studies carried out under the project were shared with the ACTRAV, ACT/EMP and Policy Departments as well as with the Global Union Federations and Multinational Enterprises concerned. In addition, the findings will be disseminated during the knowledge-sharing event that will be organized in October 2018 in The Hague, the Netherlands which, as envisaged, will be attended by the Dutch Government, employers' organization, Dutch companies, trade unions and NGOs. The study will remain available on the ILO website.

ANNEXES

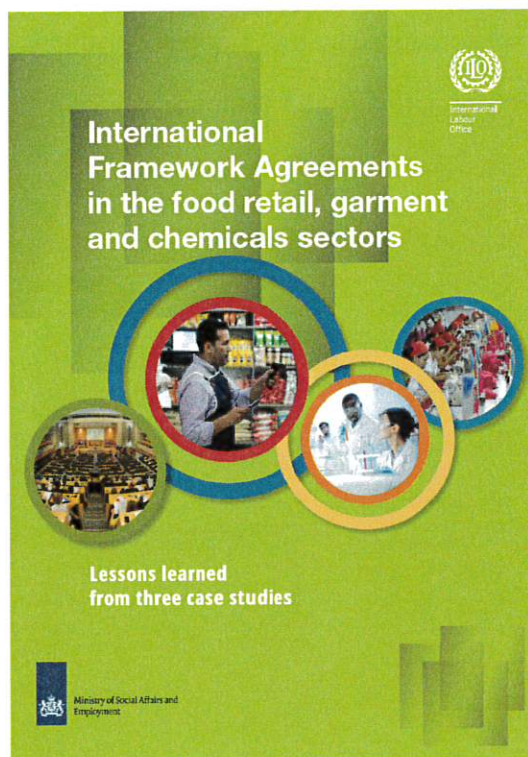
Include any other documentation or information that may contribute to a better understanding of progress.

Suggested Annexes include:

- A list of the deliverable produced by the intervention (the link to the published study at the ILO website)
- A proposed draft concept note for the knowledge sharing event in October 2018

Annex I

The study “International Framework Agreements in the food retail, garment and chemicals sectors: Lessons learned from three case studies” was published in May 2018 and is available on the SECTOR’s publications web page (http://www.ilo.ch/sector/Resources/publications/WCMS_631043/lang--en/index.htm) as well as on the relevant ILO sectoral pages.



Annex II

CONCEPT NOTE

Launch of the ILO study on International Framework Agreements in the food retail, garment and chemicals sectors: Lessons learned from three case studies

Working title

Social dialogue across borders: Castle in the air or driver of a supply chain revolution?

Background

In June 2016, the International Labour Conference (ILC) adopted a resolution and conclusions concerning decent work in global supply chains. Tripartite constituents agreed that global supply chains are complex, diverse and fragmented. They acknowledged their contribution to economic growth and job creation. They also recognized that failures within global supply chains have contributed to decent work deficits and that expansion of global supply chains across borders has exacerbated governance gaps.

The Ministry of Social Affairs and Employment of the Netherlands supported the preparation of the discussion of decent work and global supply chains at the ILC in 2016 through financing several research projects, and it is also supporting the implementation of the ILC conclusions. This includes a financial contribution to three ILO case studies concerning international framework agreements in the food retail, garment and chemicals sectors, which the companies H&M, Solvay and Carrefour have signed with global union federations. The Sectoral Policies Department of the ILO carried out the study, which is available at www.ilo.org/sector, and which will be launched in the Netherlands in October 2018.

Objectives and expected outcomes

There are several objectives and expected outcomes of the launch event. It is anticipated that participants will gain:

- An overview of cross-border social dialogue mechanisms and a more profound understanding of their merits and the role of the ILO;
- Awareness of the potential of IFAs, among other effective cross-border social dialogue instruments, to advance decent work in global supply chains;
- Ideas and inspiration for effective engagement in various forms of cross-border social dialogue and how to make a meaningful contribution to the promotion of decent work; and
- Insight on which role cross-border social dialogue and particular IFAs can play to do due diligence and enhance influence and control in the supply chain.

The interactive exchange should also be seen in the context of past and future ILO meetings on social dialogue, including the recent recurrent discussion on social dialogue at the ILC in June 2018, a tripartite meeting of experts on cross-border social dialogue scheduled for the beginning of 2019, and a meeting planned later in 2019 to consider the follow up on the conclusions of the 2016 ILC on decent work in global supply chains.

In the Netherlands, multinational enterprises that have established IFAs include but are not limited to: Randstad Holding, Royal BAM group, ABN AMRO, Royal Volker Wessels Stevin NV, Euradius BV and Euradius International BV, Ballast Nedam and EADS N.V. For these companies, the event will be an

opportunity to contribute their views and assessment of the benefits and challenges of IFAs and other forms of cross-border social dialogue. In addition, the event should also be of interest to the many Dutch companies that are advancing their Corporate Social Responsibility (CSR) commitments and doing due diligence.

In addition to the above, the event will create an excellent opportunity for key stakeholders in the relevant sectors to network and thus consider their engagement in cross-border social dialogue. Following the event, a report and press release will be prepared and distributed among potentially interested parties.

Proposed participants

The event will bring together experts from the Dutch government, academia, multinational enterprises, employers' and workers' organizations, as well as other stakeholders who have an interest in the topic of cross-border social dialogue. This may include, but is not limited to representatives from:

1. The Ministry of Social Affairs and Employment
2. The Ministry of Foreign Affairs
3. The Confederation of Netherlands Industry and Employers (VNO-NCW)
4. Dutch companies that have already established an IFA
5. Dutch companies that are involved in the Responsible Business Conduct (RBC) sector agreements
6. Members of the Dutch National Contact Point
7. The Dutch Sustainable Growth Coalition (DSGC)
8. The Netherlands Trade Union Confederation (FNV)
9. The National Federation of Christian Trade Unions (CNV)
10. The Social and Economic Council of the Netherlands (SER)
11. The Global Compact Network Netherlands (GCNL)
12. The Dutch Development Bank (FMO)
13. The Sustainable Trade Initiative (IDH)
14. Solidaridad
15. The Fair Wear Foundation
16. Academia
17. The International Labour Office (ILO)
18. The signatories of the IFAs studied (global union federations IndustriALL and UNI; multinational enterprises Carrefour, H&M and Solvay)

VNO-NCW and the Ministry of Social Affairs and Employment in The Hague will jointly develop and agree on a list of invitees.

Date, time and place

The Ministry of Social Affairs and Employment in The Hague will co-host the half day event, which will be held at VNO-NCW in The Hague, the Netherlands, in October 2018 (exact place and time TBD).

Format and flow

The launch event is designed to allow for an open exchange and brainstorm. The first hour is dedicated to the presentation of the study. Presentations will be short to allow for interactive participation and Q&A sessions.

In addition, two/three breakout sessions with working groups are proposed for more in-depth discussions on the benefits and challenges of cross-border social dialogue with examples from the three case studies of IFAs in the food retail, garment, and chemicals sectors. The sessions could be structured along the following questions to foster a dynamic exchange of experiences and good practices among participants:

- How can cross-border social dialogue contribute to do due diligence and enhance the company's insight in the supply chain?
- How can cross-border social dialogue, and specifically IFAs, contribute to addressing decent work challenges in the sector?
- How can cross-border social dialogue help to increase enterprises influence in the supply chain?
- How can local stakeholders (workers, employers) best engaged in cross-border social dialogue?
- In what way can cross-border social dialogue be used in different sectors?
- How can cross-border social dialogue in the sector be strengthened?
- What other relevant forms of cross-border dialogue exist in the sector?
- How can governments, multinational enterprises, trade unions and other supply chain actors benefit?

[Tentative agenda](#)

09:30 Registration

10:00 Welcome and opening remarks

10:15 Presentation of the study

10:45 Q&A

11:00 Coffee break

11:30 Breakout sessions on various aspects of cross-border social dialogue:

- (I) Insight in and information about what is happening in supply chains, with a case from the food retail supply chain
- (II) Information and influence on the supply chain, with a case about the chemical supply chain
- (III) Building capacity and trust among employers and workers, with a case from the garment supply chain

12:30 Sandwiches and networking

This tentative agenda will be developed into a full agenda by the Ministry of Social Affairs and Employment, the VNO-NCW and the ILO.

[Key messages](#)

The key messages of the presenters and facilitators will include the following:

- Governments, business and social partners have complementary but different responsibilities in promoting decent work in global supply chains.
- Among the many different forms of voluntary cross-border social dialogue that have emerged in the past decades, IFAs have become an important tool for multinational enterprises and global union federations to seize opportunities and address challenges in specific economic sectors.
 - IFAs can promote the protection of freedom of association and the right to organize in global supply chains. They create a space for organizing and strengthening unions and help to spread good social dialogue practices from the home country to other countries.
 - IFAs can also help to establish communication channels, develop the image of multinational enterprises and to minimize risks relating to social and labour issues.
- However, there is scope to further enhance the effectiveness and impact of these tools, especially in the lower tiers of global supply chains.
- When social partners decide to negotiate IFAs, the ILO can support and facilitate the process, on joint request, and provide guidance on minimum requirements for the content. The ILO can also assist in the follow-up process, including monitoring, mediation and dispute settlement where appropriate. Tools could be developed and support provided to global, regional, sectoral and local

actors involved in such initiatives, with ILO labour standards and the MNE Declaration as points of reference.

Budget

To be discussed. The budget may include:

- Venue at the VNO-NCW office
- Coffee and sandwiches
- Printing of the new study
- Missions incl. overnight stay in The Hague of two ILO officials