

Project Fiche – IPA National programmes / Component I

1 IDENTIFICATION

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| Project Title | Improving Social Dialogue in Working Life |
| CRIS Decision number | IPA /2013/ 023-651 |
| Project no. | 03 |
| MIPD Sector Code | Justice, Home Affairs and Fundamental Rights |
| ELARG Statistical code | 24 |
| DAC Sector code | 15150 |
| Total cost (VAT excluded)¹ | 3.500.000 € |
| EU contribution | 3.150.000 € |
| Management mode | Decentralised |
| <i>Centralised mngmt:</i> EU Delegation in charge <i>Decentralised mngmt:</i> Responsible Unit or National Authority/Implementing Agency | Muhsin ALTUN PAO- CFCU Director Central Finance and Contracts Unit Address: Eskişehir Yolu 4.Km. 2.Cad. (Halkbank Kampüsü) No:63 C-Blok 06520 Söğütözü/Ankara Tel: + 90 312 295 49 00 Fax: + 90 312 286 70 72 E-mail: pao@cfcu.gov.tr |
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| Implementing modality | Stand-alone project |
| Project implementation type | <i>See CRIS DAC Form</i> |
| Zone benefiting from the action(s) | Turkey |

¹ The total project cost should be net of VAT and/or of other taxes. Should this not be the case, clearly indicate the amount of VAT and the reasons why it is considered eligible.

2 RATIONALE

2.1 PROJECT CONTEXT: ISSUES TO BE TACKLED AND NEEDS ADDRESSED

The importance of social dialogue mechanisms and having a social dialogue culture that is adopted by all levels of society is increasing gradually with the pace of industrialization and democratisation of the country. The main aim of social dialogue is to promote consensus building and democratic involvement of the main stakeholders in the world of work. Successful social dialogue structures and processes have the potential to resolve important economic and social issues, encourage good governance and boost economic progress. An effective social dialogue system is an essential element of labour relations and it provides and ensures labour peace as well.

Despite the difficulties and obstacles encountered in the labour relations history of Turkey, partners are aware of the important role of social dialogue and have paid special attention to it for a long period of time. Traditionally Turkey has relatively stronger national level tripartite social dialogue mechanisms. Whereas the implementation of these mechanisms may not be perfect, especially as part of the democratization efforts and establishing a sound system of labour relations in recent years, Turkey has put further efforts to improve social dialogue mechanisms at the national and local level and supported social dialogue mechanisms at the enterprise level.

This development plays a significant role in the light of the EU Accession process. In the process of negotiations with the EU, trade union rights and freedoms have been important subjects of the Employment and Social Policy Chapter. Hence one of the two benchmarks for the beginning of negotiations was set as compliance with the EU and International Labour standards in trade union rights and freedoms. Taking the opinions of the EU Commission into consideration, the requirements of EU membership process, International Labour Organization (ILO) norms concerning association and collective bargaining, Law on Trade Unions and Collective Agreement was adopted in the Turkish General Assembly on 18.10.2012 and published in the Official Gazette on 07.11.2012.

The importance of Trade Union rights and freedoms for EU can be also seen in the Lisbon Treaty. EU acknowledges freedom of association in its Charter of Fundamental Rights and with the ratification of the Lisbon Treaty this Charter became one of binding forces for all EU members; Article no 12 of the Charter states that “everyone has the right to freedom of peaceful assembly and to freedom of association at all levels”; while Article no 28 endorses the right of collective bargaining and collective action “Workers and employers, or their respective organisations have the right to negotiate and conclude collective agreements at the appropriate levels and, in cases of conflicts of interest, to take collective action to defend their interests, including strike action.” The EU Commission explicitly states that negotiations between the social partners are the most suitable way to shape the world of work and to address the key challenges Europe is facing, such as enhancing skills and qualifications, modernizing work organisation, and promoting equal opportunities and diversity. The Commission thereby underlines that the social partners have a unique position within civil society, because, unlike NGOs and other pressure groups and lobbyists, they can negotiate and conclude enforceable agreements. A meaningful social dialogue at European as well as at national level requires:

- Strong, independent and representative workers' and employers' organisations with the technical capacity and access to the relevant information to participate in social dialogue.
- Political will and commitment to engage in social dialogue on the part of all the parties.
- Respect for the fundamental rights of freedom of association and collective bargaining.
- Appropriate institutional support.

For the International Labour Organization (ILO), social dialogue includes all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers on issues of common interest relating to economic and social policy. ILO also is the only tripartite U.N. agency with government, employer, and worker representatives. Because of the importance of tripartism, ILO has made the ratification and implementation of the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144) a priority and social dialogue is always among the key priorities of ILO. Accordingly, at its 97th Session in 2008, the International Labour Conference (ILC) acknowledged "promoting social dialogue and tripartism; and respecting, promoting and realizing the fundamental principles and rights at work" as a strategic objective in the International Labour Organization's (ILO) Declaration on Social Justice for a Fair Globalization. This strategic goal was also discussed in the 102th Session of ILC which was organized in March 2013. In these discussions social dialogue was stated as a key for job-rich recovery from the financial crisis.

For the European Commission, social dialogue is encompassing both the bipartite and the tripartite processes between the European social partners themselves and between the two sides of industry and the Commission. In this project, within the scope of ILO and EU perception of social dialogue, institutional capacity of Ministry of Labour and Social Security, other related public institutions and social partners are intended to be improved by creating greater awareness of the importance of social dialogue at all levels.

In this context, the institutional capacities of the Ministry of Labour and Social Security, employer organisations, trade unions and other institutions, will be improved by various activities such as trainings, conferences, and workshops, discussion forums at international, national and local levels. Social dialogue mechanisms will be disseminated by sharing best practices from EU countries, media campaigns and surveys. It is also aimed that this project will serve to strengthen relations with ILO, ETUC and BUSINESSEUROPE and the Turkish counterparts.

2.2 LINK WITH MIPD AND NATIONAL SECTOR STRATEGIES

MIPD 2011-2013

The project will address trade union rights and freedom of association highlighted in the MIPD. The Justice, Home Affairs and Fundamental Rights section of the MIPD for 2011-2013 states that further progress is needed in Turkey on trade union rights (p.15). Under the section on indicators to measure developments towards these objectives the MIPD also refers to the "enjoyment of full trade union rights by workers and public servants" (p.18).

National Development Plan

The project will support the aims stated in the following paragraph of the Ninth National Development Plan for 2007-13:

- Paragraph 567. The existing social dialogue mechanisms in Turkey will be strengthened. The social dialogue culture will be spread from enterprise to country level, and with this aim new mechanisms will be created.

Moreover, the project will support the aim stated in the Basic Principles part of the Ninth National Development Plan for 2007-13:

- Social contribution and ownership are to be ensured by strengthening social dialogue and participation.

National Plan for the Adoption of the Acquis

The project will support the aims stated in the Trade Union Rights part of the National Plan for the Adoption of the Acquis, 2008:

- Efforts on reinforcing the social dialogue and facilitating and encouraging the cooperation with EU partners will continue.
- Efforts on establishing unions in accordance with EU standards and relevant ILO contracts, and protecting all trade union rights regarding strike, lock-out and collective labour agreement will continue.

Moreover, the project will support the aim stated in the Social Policy and Employment chapter of the National Plan for the Adoption of the Acquis, 2008:

- Establishment of conditions for an effective social dialogue at all levels by eliminating restrictive provisions on trade union activities and ensuring full trade union rights.

2.3 LINK WITH ACCESSION PARTNERSHIP (AP) / EUROPEAN PARTNERSHIP (EP) / STABILISATION AND ASSOCIATION AGREEMENT (SAA) / ANNUAL PROGRESS REPORT

Accession Partnership

The 2008 Accession Partnership Document of Turkey identifies the priorities under Labour Rights and Trade Unions within the Economic and Social Rights as following:

- Ensure that full trade union rights are respected in line with EU standards and the relevant ILO Conventions, in particular as regards the right to organise, the right to strike and the right to bargain collectively.
- Further reinforce social dialogue, facilitate and encourage cooperation with EU partners.

Annual Progress Report

The 2012 Annual Progress Report has included the following statements under Labour and Trade Unions Rights within the Economic and Social Rights:

- The limited labour rights granted by existing legislation have not always been available to employees (p.30).
- There was limited progress in the areas of labour and trade union rights (p.30).

The 2012 Annual Progress Report has included the following statements in the chapter of the Social Policy and Employment:

- There has been limited progress in the area of social dialogue (p.65).

- High thresholds for entering into collective bargaining continue to significantly restrict the possibility of collective agreements and consequently impede the full exercise of the right to bargain collectively (p.65).
- The level of unionisation and the coverage of collective agreements remain very low, estimated at 8% of the registered waged workers (p.65).

Furthermore, trade union rights constitute the first benchmark for opening the accession negotiations for Chapter 19 Social policy and employment. The benchmark reads “Turkey needs to ensure that full trade union rights are respected in line with EU standards and the relevant ILO Conventions, in particular as regards the right to organize, the right to strike and the right to bargain collectively. To this effect, Turkey needs to eliminate existing restrictions and adopt fully revised legislation in this area for both private and public sectors”.

In line with this requirement, Turkish legislation is to be aligned with ILO conventions (87 Freedom of Association and Protection of the Right to Organize and 98 Right to Organize and Collective Bargaining) and EU Charter of Fundamental Rights (Articles 12 & 28).

2.4 PROBLEM ANALYSIS

Turkey has a long tradition of social dialogue and trade unions have been playing an important role in industrial relations, particularly since the 1950's. Despite the existence of nationwide social dialogue mechanisms all around the country, social dialogue mechanisms at lower levels do not function efficiently. The main reasons stem from certain legal arrangements, lack of culture of cooperation between social partners, and capacity restrictions of social partners.

The legal establishment of trade unions in Turkey were first introduced with the amendment of Associations Law in 1946. Accordingly the Trade Unions Law No: 5018 was adopted in 1947. The Assembly of Labour, one of the main social dialogue mechanisms, also held its first meeting in 1947. Following the adoption of the law, trade union movements developed with an impressive momentum. By 1948, 73 workers' unions, 4 employers' unions and unity of trade unions were already established. In 1952, unions came together under the Confederation of Turkish Trade Unions. With the adoption of Law No 274 on Trade Unions and Law No 275 on Collective Labour Agreements, Strike & Lockout in 1963, the right to strike and collective agreements were recognized. Social dialogue mechanisms have been successfully implemented in the country, tripartite dialogue instruments in particular, have been adopted at national and regional levels. However, there is room for improvement in many aspects of social dialogue mechanisms. Lack of cooperation tradition, difficulties in reaching consensus, weak relations among partners, fragmented structure of social dialogue mechanisms and lack of result oriented approaches are some of the most basic flaws of social dialogue mechanisms in Turkey. Turkish legislation has various provisions that foresee the social dialogue mechanisms. For instance, article 114 of Labour Law No: 4857 is related to the Tripartite Consultation Board which has been established with a view to promoting labour peace and industrial relations and following up legislative developments and implementations. The board provides effective consultations between the government and confederations of employers, public servants, and labour unions. The Labour Assembly and Economic and Social Council are the highest levels of social dialogue mechanisms in Turkey and there are several different platforms where social partners meet, such as Minimum Wage Committee, Supreme Arbitration Board, Employment Office, and the general assemblies and executive committees of Social Security Institution. However, meetings are not convened

regularly and efficiency of these mechanisms can be questioned. At the bipartite level, the main instruments for social dialogue are collective agreements and bargaining, however their coverage is limited due to various reasons. Thus, all these mechanisms can be improved and bipartite social dialogue mechanisms can be rendered more effective.

In order to contribute to a better functioning social dialogue the new Law No: 6356 on Trade Unions and Collective Labour Agreements was adopted in 2012. But practical implementation should be ensured and while legal arrangements have to be further improved to be fully compliant with EU requirements, public awareness needs to be raised in terms of social dialogue. Cooperation tradition can be further improved with the effective enforcement of existing mechanisms.

In general the unionization rate of Turkish workers can be regarded as poor. During the implementation period of Law No 2821 and 2822, the rate of unionization of Turkey was approximately calculated as 60%. However this rate was not based on sound calculations and the method of acquiring data was not reliable before 2012. In 2012, Turkey has started to implement a new method of data collection which was connected with the adaptation of the new Law No 6356. Accordingly the unionization rate was calculated in a much lower level. Considering the fact that trade union representation among employees is merely at 9.21%, social dialogue tools do not function the way they are supposed to. Raising enrolment levels in trade unions shall be one of the most essential objectives in order to stimulate dialogue mechanisms. Along with the poor representation rates of trade unions, collective agreements fail to cover a satisfactory percentage of employees and workplaces, according to the data of 2012 only around 26% among unionized workers are covered by collective agreements. Both of these facts do indicate that social dialogue mechanisms need to be improved in order to achieve expected goals in Turkey.

Unregistered employment is also an important obstacle of social dialogue mechanisms. Most infringements of labour rights are experienced in the unregistered sector and there is no social dialogue tools to overcome these challenges. Almost 40 % of employment is considered as unregistered in Turkey. Trade unions do not function among unregistered workers rendering bipartite and tripartite dialogue options useless. Hard-to organize groups such as unregistered and subcontracted workers and workers based on flexible employment etc. have difficulties on accessing social dialogue mechanism. Along with these groups the fact that workers lost their jobs because of employers' negative attitudes towards trade unionization can be also regarded as a problematic area which needs the development of a better understanding in social dialogue.

Another challenge in social dialogue mechanisms is the lack of communication at enterprise levels. Despite tripartite dialogue options and great initiatives at national level, lower levels of dialogue tools have been insufficient in Turkey. Workplace representation has been limited to occupational safety and health subjects, not sufficient enough for broader dialogue efforts on other labour topics.

There are very limited social dialogue mechanisms in SMEs and at not desired levels in larger workplaces. There is a need to provide a new point of view for trade unions to conciliate their approach of worker representation structure.

In addition to the problems with the existing mechanisms, full participation of all social partners in these processes could not be achieved, which constitutes a burden against ensuring

‘genuine’ social dialogue in Turkey. Hence the dialogue mechanisms are further hindered by lack of capacity on the part of the social partners. Capacity building efforts for social partners needs to be supported with a view to their future role in the elaboration and implementation of employment and social policy notably through autonomous social dialogue.

To tackle these specific problems and promote social dialogue at all levels in Turkey, this project has been designed with a holistic approach. The project will not only aim at the organised labour (trade unions of employees and employers) but also those employees and employers who are not unionised, as well as the public institutions and officials who are dealing with trade unions.

The main beneficiary of the project will be the General Directorate of Labour of MoLSS. The DG for Labour will implement the project in close cooperation with the social partners.

The main target groups of the project will be:

- Trade unions and confederations of workers, employers and civil servants
- Unionised employees and employers
- Employees and employers who are not unionised
- Educational institutions, teacher, academicians and students
- Staff of the relevant Ministries:
 - Ministry of Labour and Social Security (including İŞKUR & SSI)
 - Ministry of Interior Affairs (in particular, the relevant departments dealing with trade unions; governorates; police)
 - Ministry of Justice (in particular, judges and prosecutors, and courts dealing with labour issues)
- Local administrations, Provincial Employment and Vocational Boards

Furthermore, due to their relevance with the topic and for facilitation of the project activities, the following institutions can be identified as stakeholders of the project:

- Ministry of Industry, Science & Technology (in particular, DG of Organized Industrial Zones)
- Ministry for EU Affairs
- Ministry of National Education & Universities
- Ministry of Development
- TOBB and Chambers of commerce and industry
- Mediators & Arbitration Boards
- Relevant NGOs

The ILO, ETUC and BUSINESSEUROPE are also among the main stakeholders of this project due to their relevance for international labour standards, implementation and monitoring. Therefore, during the implementation of the project the expertise of these institutions will be sought. For the details of implementation, please see Section 4 "Implementation Issues".

2.5 LINKED ACTIVITIES AND DONOR COORDINATION

The project will provide complementary with the previously implemented “Strengthening Social Dialogue, For Innovation and Change, In Turkey” project. The activities of the project were implemented from 2006 to 2008 and served to increase the capacity of MoLSS and social

partners. Under the capacity building activities a set of trainings on the relevant *acquis communautaire*, ESF policies and structures were organized and seven data bases covering the relevant documents on social dialogue were designed. Another result of the project was the improvement of tripartite social dialogue. In this context public institutions together with social partners conducted workshops, trainings and awareness raising events. The project had also a grant component which aimed to increase the cooperation between social partners at bipartite level. In the frame of the grant scheme 26 projects were implemented.

Another area where this project can have complementary is on Social Dialogue statistics. In this sphere MoLSS has implemented an EU Project on “Improving the Statistical capacity of MoLLS”. This Project carried out between 20th of October 2010 till 20th of October 2012. The project established a system which is called “Statistical Information Management System.” This system enables to reach 7 topics of statistics which are: Strike Statistics, Lockout Statistics, Mediator Statistics, Collective Agreement Statistics, Certification of Agreement Statistic, Determining Competence Statistics and Arbitration Court Statistics.

In addition to the project implemented by MoLSS, there were two other IPA projects implemented by ETUC together with its Turkish affiliated trade unions (DİSK, HAK-İŞ and Türk-İş). The first project was called "Civil Society Dialogue: Bringing together workers from Turkey and the EU through a shared culture of work". It has shown the importance of the mutual exchange and understanding between trade unions in the European Union and Turkey on a range of different issues. Trade unions on both sides have asked for more cooperation, more working together, and more opportunities to establish a dialogue between organisations. The other project called "Dialogue between trade union organisations in Turkey and the European Union with a focus on young workers" is mostly focused on young workers' situations as a limited topic.

The current project builds upon the previous projects in Turkey which have been implemented by various confederations' and their affiliated member trade unions with European Sectoral Federations and European Trade Union Confederation. This project will also complement and strengthen the impact of a joint project currently promoted by the European social partners (ETUC, Business Europe, UEAPME, and CEEP), aiming at delivering capacity building, training and mentoring programmes for social partners in the candidate countries.

2.6 LESSONS LEARNED

The previous “Strengthening Social Dialogue, For Innovation and Change, In Turkey” project has served to MoLSS in order to build capacity on the relevant legislation and practices of the EU in terms of social dialogue and European Social Fund. The project implementations were especially successful in terms of increasing the capacity of the main beneficiary the EU Coordination Department of the Ministry. The established capacity helped the Ministry in the negotiation process on Chapter 19 on Social Policy and Employment and on the programming and management of the Instrument for Pre Accession Human Resources Development Component.

The activities of the previous project were concluded at 2007 since then the Ministry is working to further increase the institutional capacity, in this frame more than 200 new assistant experts and almost 600 inspectors were recruited in the last 6 years. Hence the proposed project will aim to build further capacity in MoLSS. The main beneficiary of the

project will be DG Labour. However the activities will have a focus to have joint actions with the social partners and deeper involvement of international institutions such as the ILO and ETUC. Beyond the capacity building activities the project aims to create platforms for all the parties where different studies on the field can be conducted with the consultancy of these international institutions.

We can conclude that one of the main lacking points of the former project was the awareness raising activities. The project did serve to build capacity among the relevant parties to some extent mainly due to trainings and workshops. However the access to affect public opinion was limited. As it is been stated in the back ground and problem analysis one of the main problems of social dialogue in Turkey is the weak bipartite mechanisms. The reason behind that problem may have different routes; however it is mainly stemmed from the lack understanding of employer side and the unawareness of the employee side. Therefore awareness raising on freedom of association, collective bargaining and worker representation at all levels will be one of the main focus points of this project.

One successful practice of the previous project was the grant component. The grant scheme served the employer and employee side to develop projects which serve to have innovative action to promote bipartite social dialogue in Turkey. Therefore this project does include also a grant scheme which should further assist social partner to develop bipartite social dialogue by their own initiatives.

The previous project created some data basis which was useful on the day by day work of the MoLSS. However there is a need to put further effort in order to have a more integrated system which could be also useful to the public and social partners. Along these databases the Social Dialogue statistics are improved by an EU Project “Improving the Statistical capacity of MoLSS”. The Statistical Information Management System was developed under the project and the Ministry worked further in order to create robust and reliable statistical data, and established an automation system. The system is based on notifications to the Social Security Institution and serves to finalize the process on defining the competent trade unions in order to conduct collective agreements. The software which was developed by the EU project created useful tools which serve both public institutions and social partners. In this frame this project aims to support the development of new modules which should serve better access and sharing of the produced data.

3 DESCRIPTION

3.1 OVERALL OBJECTIVE OF THE PROJECT

The overall objective of this project is to promote social dialogue at all levels in Turkey.

3.2 SPECIFIC OBJECTIVE(S) OF THE PROJECT

The specific objective of the project is to increase the capacity of social partners and relevant public institutions as well as to raise awareness on social dialogue at all levels.

3.3 RESULTS

Result 1. Institutional capacity of MoLSS, related institutions and social partners has been improved to better engage in social dialogue in working life.

- Trainings were delivered to approximately 1000 representatives of public institutions and social partners.
- 12 workshops and 5 studies on different aspects of social dialogue were conducted.
- 1 survey and field research was conducted on the perceptions of society on social dialogue and trade unions.
- 3 study visits and 5 internships with the participation of 46 representatives of public institutions and social partners were conducted.
- One analysis on the competency and authorization system was conducted.
- Identification and publicizing of social dialogue indicators were conducted.
- A situation and gap analysis was conducted; and an action plan and draft roadmap for better compliance with ILO and EU standards was drafted.

Result 2. Awareness of the institutions and the general public on freedom of association, collective bargaining and social dialogue at all levels has been improved.

- 5 awareness raising activities with the participation of 300 people were conducted.
- 2 international conferences with the participation of 400 people were conducted.
- Awareness raising activities in 50 education institutions were conducted.
- Awareness raising activities for 300 SMEs were conducted.
- 1 short film 1 best enterprise competition was organized
- 2 public spot lights were produced.
- Social media instruments for public institutions and social partners were designed.
- Promotional material was produced.
- Certification mechanisms to identify decent work places in terms of social dialogue were designed.

Result 3. Social dialogue mechanisms at all levels have been improved.

- Minimum 20 grant project for social partners in order to improve social dialogue were supported.
- At least 2 bipartite committees addressing specific topics in specific sectors were supported.
- At least 2 work councils were established.
- At least 5 trainings were organized for shop stewards and managers of social partners.
- At least 5 trainings were managed by the social partners to train their members.
- At least 2 working groups were established in order to improve intra-union dialogue.
- Functioning of at least 1 existing tripartite social dialogue mechanism has been improved.

3.4 MAIN ACTIVITIES

Result 1. Institutional capacity of MoLSS, related institutions and social partners has been improved to better engage in social dialogue in working life.

Activity 1.1. Conducting trainings on national and international labour standards and practices as well as social dialogue mechanisms.

- Activity 1.1.1. Training on international labour standards in the framework of ILO conventions and EU standards targeting public institutions (approximately 100 participants from MoLSS 100, 100 from MoIA, 100 from MoJ).

- Activity 1.1.2. Training on international labour standards in the framework of ILO conventions and EU standards targeting social partners (approximately 230 participants).
- Activity 1.1.3. Training on the best practices about Tripartite/Bipartite Social Dialogue mechanisms, work councils, worker representations targeting especially the staff of MoLSS and social partners (5 Trainings x 50 Staff).
- Activity 1.1.4. Organising training for the members of 10 pilot Provincial Employment and Vocational Boards about social dialogue (10 Trainings x 20 Staff).
- Activity 1.1.5. Training of trainers targeting vocational trainers and job consultants of ISKUR, staff of MoLSS and local administrations about social dialogue and relevant legislation (approximately 50 people).
- Activity 1.1.6. Organizing two workshops with the representatives of MoLSS, MoIA, MoJ and social partners to discuss the issues relevant to implementation of the trade union and labour legislation (2 Training X 50 Staff).

Activity 1.2. Conducting studies and researches, establishing working groups on freedom of association, right to collective bargaining and worker representation on the basis of ILO Conventions & EU acquis.

- Activity 1.2.1. Organizing at least 5 workshops with the participation of larger enterprises together with smaller enterprises targeting transfer of knowledge of bipartite social dialogue mechanisms on branch of activity level.
- Activity 1.2.2. Organizing at least 5 workshops among 20 branches of activities targeting to identify best practices and defining models on sectoral levels for stimulating bipartite social dialogue mechanisms.
- Activity 1.2.3. Studying best practices for involving hard-to organize groups such as unregistered and subcontracted workers and workers based on flexible employment etc. into social dialogue mechanisms.
- Activity 1.2.4. Organizing a workshop that will study and prepare a report on the effects of private employment agencies and subcontracted/temporary employment on unionization and trade union rights.
- Activity 1.2.5. Conducting a study and disseminating the results on contribution of social dialogue to economic development and growth.
- Activity 1.2.6. Conducting a survey and field research on perception of the society about trade unions and social dialogue and formulating the results in order to identify and share recommendations.
- Activity 1.2.7. Conducting a study on economic and social councils and other tripartite social dialogue mechanisms; work councils and worker representatives in the EU member states and formulation and dissemination of recommendations.
- Activity 1.2.8. Conducting a study and preparing report on the decisions of ILO Application Committee on Conventions 87 & 98 & 144.
- Activity 1.2.9. Conducting a study on practices of extension of labour agreements in the EU member states and formulating recommendations and disseminating the results.
- Activity 1.2.10. Conducting situation analysis, conducting gap analysis and drafting action plan and road map in order to better compliance with ILO and EU standards related to social dialogue, freedom of association, right to collective labour agreement.

Activity 1.3. Organizing study visits and internships in order to identify best practices.

- Activity 1.3.1. Organising study visits to get detailed information about Social Dialogue mechanism as best practices in EU member states targeting staff of MoLSS and Trade Unions (3 Study Visits x 12 Staff).
- Activity 1.3.2. Organizing internships at institutions relevant to social dialogue (such as ITUC, Dublin Foundation, ILO, ETUC, BUSINESSEUROPE and EU Economic and Social Committee etc.) targeting staff of MoLSS and Trade Unions (5 Internships x 2 Staff).

Activity 1.4. Improvement of IT services of MoLSS regarding social dialogue.

- Activity 1.4.1. Analysing the needs and doing necessary adjustments and improvements in the competency and authorisation system for collective bargaining.
- Activity 1.4.2. Identifying social dialogue indicators according to international practices; gathering relevant data and publishing on the web site.

Result 2. Awareness of the institutions and the general public on freedom of association, collective bargaining and social dialogue at all levels has been improved.

Activity 2.1. Organizing conferences on the main themes of freedom of association, collective bargaining and social dialogue at all levels.

- Activity 2.1.1. Organizing awareness raising activities in 5 selected branches of activity.
- Activity 2.1.2. Organizing a conference on the hard-to organize groups such as unregistered and subcontracted workers and workers based on flexible employment etc. who have difficulties on accessing social dialogue mechanism and on workers who lost their jobs because of employers' negative attitudes towards unionization.
- Activity 2.1.3. Organizing an international conference at an early stage of the project on the impact of the global financial crisis on trade unions and social dialogue.

Activity 2.2. Producing printed and digital media tools in order to raise awareness.

- Activity 2.2.1. Organizing a short film competition about trade union rights with price rewards.
- Activity 2.2.2. Production and publication of a minimum of two public spotlights in national and local media.
- Activity 2.2.3. Establishing social media instruments at government, employee and employers level.
- Activity 2.2.4. Production of printed materials, electronic content and promotional materials.

Activity 2.3. Organisation of awareness raising activities and conferences for educational institutions on trade union rights.

Activity 2.4. Building awareness on the concept and the mechanism of social dialogue at the workplace/enterprise level.

- Activity 2.4.1. Organizing a competition with an award, targeting the best enterprises in terms of social dialogue mechanisms.
- Activity 2.4.2. Creating a certification mechanism on decent work which shall promote enterprises with effective social dialogue mechanisms.
- Activity 2.4.3. Awareness raising activities targeting SMEs (300 SMEs).

Result 3. Social dialogue mechanisms at all levels has been improved.

Activity 3.1. Promoting Social Dialogue between Social Partners.

- Activity 3.1.1. Setting up bipartite committees for addressing specific topics (such as working conditions, occupational health and safety, flexi-time, positive actions) in specific sectors or enterprises.
- Activity 3.1.2. Designing and implementing joint management-unions plans in selected enterprises or sectors.
- Activity 3.1.3. Enhancing social dialogue in enterprise level including information and consultation procedures.
- Activity 3.1.4. Setting up pilot works councils.
- Activity 3.1.5. Setting up forms of employee representational participation and partnership at different levels.
- Activity 3.1.6. Activities aiming to increase unionization rate especially for the SME sector.
- Activity 3.1.7. Setting up experiences of pacts at local level.
- Activity 3.1.8. Experimenting best practices to promote social dialogue at different levels.
- Activity 3.1.9 Organising trainings for awareness-raising, information and education programs on communication strategies for shop stewards and managers of social partners.

Activity 3.2. Increasing Capacity Building of Social Partners

- Activity 3.2.1. Training activities managed by the social partners to train their members.
- Activity 3.2.2. Actions for improved governance with an integrated approach.
- Activity 3.2.3. Adaptation to industrial change and new forms of work.
- Activity 3.2.4. Establishing networks and working groups in order to strengthen intra-trade union dialogue.
- Activity 3.2.5. Establishing networks and working groups in order to strengthen intra-employer organizations dialogue.

Activity 3.3. Providing assistance to the beneficiary on grant management and monitoring

- Activity 3.3.1. Organizing grant information days.
- Activity 3.3.2. Providing assistance for Frequently Asked Questions.
- Activity 3.3.3. Organizing grant management trainings.
- Activity 3.3.4. Assisting beneficiary on grant monitoring, reporting and management.

Activity 3.4. Improving the functioning of existing tripartite social dialogue mechanisms

- Activity 3.4.1 Conducting a mapping study on the functioning of existing tripartite social dialogue mechanisms in Turkey.
- Activity 3.4.2 Organising a workshop to disseminate and discuss the results of the study made under 3.4.1; and formulate recommendations for improvement.

3.5 ASSESSMENT OF PROJECT IMPACT, CATALYTIC EFFECT AND CROSS BORDER IMPACT (WHERE APPLICABLE)

Creation of a common understanding regarding benefits and improvements to be derived from the project will ensure the active support and ownership of stakeholders from the earliest stage

of design to be continued throughout the life of the project and thereafter. The expected results of the project creates an opportunity and a forum for the stakeholders to plan their interventions, taking into consideration the external factors, the sequence of activities and the possibilities to promote synergies.

Within this project, the capacity of MoLSS, relevant public institutions and trade unions to respond to the issues of social dialogue will be further reinforced and augmented. The project will create a core group of well informed and competent trainers who will act as a catalyst for change on the ILO norms and standards and best practices in EU. Social dialogue mechanisms can be improved and bipartite social dialogue mechanisms can be rendered more effective.

3.6 SUSTAINABILITY

The main beneficiary of the project will be the DG Labour of MoLSS. According to the Law No: 3146 establishing the Ministry of Labour and Social Security the main responsibilities of the Ministry are described as followed:

- Regulating and solving the problems of labour life,
- Establishing measures to provide full employment,
- Taking necessary measures to provide the human resource required by the labour market,
- Controlling the labour market,
- Taking measures in order to provide vocational trainings for the employees and rehabilitation of the handicapped,
- Taking measures in order to provide social security.

The Ministry is the key actor in order to regulate the work life in Turkey. As a result of this project the improved institutional capacity of the Ministry, will help MoLSS to have a better understanding of social dialogue on its day by day operations. With the improvement of its IT services the Ministry will provide better service and information platforms to the Turkish citizens and social partners.

On the other hand with the implementation of the project, employers and employees, relevant Turkish public institutions and general public will have stronger awareness about social dialogue, trade union rights, the implementation of legislation as well as about related EU requirements. Enhanced trade union consciousness, correspondingly the possible increase in trade union density and also the spread of social dialogue culture will contribute to the sustainability of the project.

3.7 ASSUMPTIONS AND PRE-CONDITIONS²

The achievement of the results of the project will depend on the following assumptions:

² Assumptions are external factors that have the potential to influence (or even determine) the success of a project but lie outside the control of the implementation managers. Such factors are sometimes referred to as risks or assumptions but the Commission requires that all risks shall be expressed as assumptions. Pre-conditions are requirements that must be met before the sector support can start.

- The sustained political commitment of the government to further improve legislation in line with EU standards and to increase trade union and social dialogue consciousness.
- The sustained willingness and ability of the main stakeholders to cooperate with one another effectively to this end, requiring coordination and trust.
- The good will and support of other potential stakeholders.
- The continuing implementation with adequate capacity, infrastructure and resources.

4 IMPLEMENTATION ISSUES

The project will be implemented through a TA component to be implemented with a direct contract with the ILO, and a grant scheme.

The **TA component** will focus on increasing the institutional capacity of MoLSS and relevant public institutions and social partners to better engage in social dialogue in working life. As well as the trainings on international labour standards, workshops will be organised to discuss the issues relevant to implementation of the trade union and labour legislation. Furthermore, studies on best practices for involving hard-to organize groups; on economic and social councils and other tripartite social dialogue mechanisms; on the reports and decisions of ILO Application Committee on Conventions will be conducted. Moreover, a situation analysis, gap analysis and action plan and road map will be prepared in order to better compliance with ILO and EU standards related to social dialogue, freedom of association, right to collective labour agreement.

This component will also aim at improving the institutional capacity of the provincial employment and vocational boards, conducting training of trainers, organising workshops for enterprises and identifying best practices, conducting studies and surveys, organising study visits and internships, improving IT services, producing printed and digital media tools, organising awareness raising for educational institutions, and providing assistance on grant scheme management and monitoring.

The TA component will be implemented through a direct grant agreement with the ILO, which is a particular type of body possessing specific technical competence in the concerned area and thus best suited to implement this project.

In fact, the mandate of the ILO globally and in Turkey is closely aligned with EU and the government priorities as reflected in this project. Within the UN system, the ILO has a unique tripartite structure with workers and employers participating as equal partners of governments in the work of its governing organs - hence it embeds social dialogue in its internal structure. Additionally, social dialogue is one of the four pillars of the Decent Work Agenda and it also serves the other three strategic objectives of the ILO. It is at the core of the Declaration on Fundamental Principles and Rights at Work, and is anchored in practically all ILO Conventions and Recommendations, which cannot become fully operational without an effective social dialogue.

This project emphasizes that a key element to ensuring improved social dialogue in the country revolves around the effective practical implementation of Law No. 6356 on Trade Unions and Collective Labour Agreements. Given the history of industrial relations in the country, the application of new legislation should be accompanied by intensive capacity building and awareness raising on freedom of association and collective bargaining rights. The ILO supervisory bodies have been playing an important role since the mid-1990s in reviewing complaints and concerns about the challenges and obstacles posed by the collective

bargaining system which, through regular dialogue between the Government and these bodies, has ultimately resulted in Law No. 6356. The ILO's knowledge and experience in this regard and with respect to other labour relations systems will enable it to create a constructive atmosphere for the Law's implementation, review its impact and assist the necessary dialogue between all relevant stakeholders so that their concerns are fully heard and solutions appropriately considered.

The on-going dialogue with the supervisory mechanisms places the ILO in a unique position to assist the Government in carrying out the gap analysis and ensuring implementation of this project in a manner that will improve compliance with the EU framework and ILO freedom of association standards and principles. This is particularly relevant as one of the benchmarks for opening Chapter 19 of the accession negotiations between EU and Turkey is compliance with EU and ILO standards. This includes particularly ILO Convention 87 on Freedom of Association and Protection of the Right to Organize and ILO Convention 98 on the Right to Organize and Collective Bargaining –both essential to the functioning of social dialogue.

The last paragraph of the Committee on the Application of Standards conclusions (ILC 2013) specifically requests ILO technical cooperation with Turkey on these areas. The Committee welcomed the elements of progress that had been observed in this case through the adoption of the law concerning collective bargaining in the public service but further noted the need to intensify efforts related to certain categories of public service workers who were not covered by this law as well as other limitations to collective bargaining in the public sector. The Committee expressed the firm hope that the legislation, and its practical implementation, would ensure fuller conformity with the Convention and invited the Government to avail itself of the technical cooperation of the ILO in this regard. In particular, the Committee requested the Government to establish a system for collecting data on anti-union discrimination in the private sector and to ensure the removal of any ambiguities in the new legislation in light of its assessment by the Committee of Experts. The Committee requested the Government to provide all relevant information, including as regards the functioning of national complaints mechanisms and all statistical data related to anti-union discrimination in the private and public sectors.

The ILO has a long-standing experience in fostering successful social dialogue and in building the capacity of tripartite constituents all over the world to improve social dialogue mechanisms and shape labour standards and policies. It opened its office in Ankara in 1976 and ever since has been working with the Turkish government as well as the social partners in the country. Hence, ILO has a very long-standing cooperation with the key actors in social dialogue in Turkey and is in a unique position to leverage these partnerships for the project.

Furthermore, as mentioned in the "stakeholder analysis", the involvement of the ETUC and BUSINESSEUROPE in some TA activities is considered useful. Therefore, the ILO is expected to draw on the expertise of these institutions during the implementation of some of the project activities.

The **grant component** will aim at enhancing social dialogue at branch and companies levels and improving social dialogue mechanisms. It will compose a platform where employer organizations and representatives may come together with trade unions and worker representatives in order to develop the existence and functioning of the bipartite social dialogue and improve tripartite social dialogue mechanisms. Within this scope, setting up forms of employee representational, participation and partnership at different levels,

awareness-raising activities, and institutional capacity building of social partners are the main activities that will be supported. The grant component may include measures and initiatives regarding the adaptation of social dialogue to respond the challenges in employment and work environment, such as addressing modernization of the labour market.

Within this scope, the activities under 3.1 and 3.2 will be conducted through a grant scheme.

It is aimed that the grant scheme will support approximately 20 pilot projects which will continue minimum 6 months and maximum 12 months. It is planned that the minimum grant amount will be 20,000 € while the maximum grant amount will be 100,000 €. Grant beneficiaries will be responsible to provide 10% of co-financing based on individual grant contracts. The final process, rules and conditions of the grant component will be indicated in the Grant Guidelines.

4.1 INDICATIVE BUDGET

Indicative Project budget (amounts in EUR) (for decentralised management)

| PROJECT TITLE | | | | | SOURCES OF FUNDING | | | | | | | | |
|----------------------|--------|---------|--------------------|--------------------------|--------------------|-------------|------------------------------|-------------|--------------------|---------------------------|-----------------|----------------------|----------|
| | | | TOTAL EXPENDITURE | TOTAL PUBLIC EXPENDITURE | IPA CONTRIBUTION | | NATIONAL PUBLIC CONTRIBUTION | | | | | PRIVATE CONTRIBUTION | |
| | IB (1) | INV (1) | EUR (a)=(b)+(e) | EUR (b)=(c)+(d) | EUR (c) | % (2) | Total EUR (d)=(x)+(y)+(z) | % (2) | Central EUR (x) | Regional/Local EUR (y) | IFIs EUR (z) | EUR (e) | % (3) |
| Direct Contract | | | 2.500.000 € | 2.500.000 € | 2.250.000 | %90 | 250.000 | %10 | 250.000 € | | | | |
| Grant Contract | | | 1.000.000 € | 1.000.000 € | 900.0000 € | % 90 | 100.000 € | % 10 | 100.000 € | - | - | - | - |
| TOTAL IB | | | | | | | | | | | | | |
| TOTAL INV | | | | | | | | | | | | | |
| TOTAL PROJECT | | | 3.500.000 € | 3.500.000 € | 3.150.000 € | % 90 | 350.000 € | % 10 | 350.000 € | - | - | - | - |

NOTE: DO NOT MIX IB AND INV IN THE SAME ROW. USE SEPARATE ROWS.

Amounts net of VAT

- (1) In the Activity row, use “X” to identify whether IB or INV
- (2) Expressed in % of the **Public** Expenditure (column (b))
- (3) Expressed in % of the **Total** Expenditure (column (a))

INDICATIVE IMPLEMENTATION SCHEDULE (PERIODS BROKEN DOWN BY QUARTER)

Dates indicated in the schedule cannot go beyond the contracting and execution deadlines in the financing proposal

| Contracts | Start of Tendering/ Call for proposals | Signature of contract | Project Completion |
|-----------------|---|-----------------------|--------------------|
| Direct Contract | N/A | Q1 2014 | Q1 2016 |
| Grant Contract | Q3 2014 | Q2 2015 | Q2 2016 |

4.2 CROSS CUTTING ISSUES

4.2.1 *Equal Opportunities and non discrimination*

During implementation of the project, gender equality will be the point that special attention will be paid. Participation of women in the training and awareness raising activities will be actively encouraged and monitored. Gender mainstreaming will be emphasized throughout the implementation of the project. All training activities and materials used in the project will be gender-sensitive. Also an emphasis will be given to ensure gender sensitivity in actions taken and in analysis of needs and opportunities.

4.2.2 *Environment and climate change*

During the implementation of the project, environmental safety will be supervised in all activities. For environmental protection, necessary actions for ensuring the well-being of environment and society will be taken during the implementation of the project. Environment-friendly materials and equipment will be used during the project.

4.2.3 *Minorities and vulnerable groups*

During the project, conferences will be organized and best practices will be studied on the hard-to-organize groups such as unregistered and subcontracted workers who have difficulties on accessing social dialogue mechanism and on workers who lost their jobs because of negative attitudes towards unionization.

4.2.4 *Civil Society/Stakeholders involvement*

With the implementation of the project, general public will have stronger awareness about social dialogue, trade union rights, the implementation of legislation as well as about related EU requirements with the help of spotlights, conferences etc. A survey and field research on perception of the society about trade unions and social dialogue will be conducted and the results will be formulated in order to identify and share recommendations. Also, trade unions, employees and employers who are not unionised, as well as the public institutions and officials who are dealing with trade unions are in the agenda of the project. And the project also aims to develop social dialogue among these groups.

ANNEXES

Documents to be annexed to the Project fiche

1. Log frame

ANNEX 1: Logical framework matrix in standard format

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|---|---|---|-------------|--|
| LOGFRAME PLANNING MATRIX FOR Project Fiche | | Project title and number: Improving Social Dialogue in Working Life | | |
| | | Contracting period expires | | Execution period expires |
| | | Total budget: | 3.500.000 € | |
| | | IPA budget: | 3.150.000 € | |
| Overall objective | Objectively verifiable indicators (OVI) | Sources of Verification | | |
| The overall objective of this project is to promote social dialogue at all levels in Turkey. | Significant increase in the number and effectiveness of social dialogue along at all levels in Turkey | MoLSS Records and Reports ILO Experts' Committee Reports EU Progress Reports OECD Records Trade Union Reports Project Reports | | The Government of Turkey is committed to sustain efforts for spreading social dialogue. The economic and social conditions remain constant and /or improve. |
| Specific objective | Objectively verifiable indicators (OVI) | Sources of Verification | | Assumptions |
| The specific objective of the project is to increase the capacity of social partners and relevant public institutions as well as to raise awareness on social dialogue at all levels. | 10% increase in collective agreements. Increased capacity of social partners. | Mid-Term Review Report and Final Report Quarterly PSC meeting reports (IMEC) reports. Progress Report The reports about best practices of social dialogue. Records of dual meetings in enterprises. IŞKUR vocational trainings. Visibility materials. Survey Records of trainings | | The Government of Turkey is committed to sustain increasing social dialogue at all levels. The willingness and ability of the main stakeholders to cooperate with one another effectively is sustained. Other potential stakeholders continue their good will and support. General Directorate of Labour continues to implement the project with adequate capacity, infrastructure and resources. |
| Results | Objectively verifiable indicators (OVI) | Sources of Verification | | Assumptions |
| Result 1. Institutional capacity of MoLSS, related institutions and social partners has been improved to better engage in social dialogue in working life. | Approximately 1000 representatives of public institutions and social partners were trained. 12 workshops and 5 studies on different aspects of social dialogue were conducted. 1 survey and field research was conducted on the perceptions of society on social dialogue and trade unions. 3 study visits and 5 internships with the participation of 46 representatives of public institutions and social partners were conducted. One analysis on the competency and authorization system was conducted. | Mid-Term Review Report and Final Report Quarterly PSC meeting reports (IMEC) reports. The reports about best practices of social dialogue. Records of dual meetings in enterprises. | | General Directorate of Labour continues to implement the project with adequate capacity, infrastructure and resources. Employees and employers perform little resistance on implementing social dialogue mechanisms. |

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| | Identification and publicizing of social dialogue indicators were conducted. A situation and gap analysis was conducted; and an action plan and draft roadmap for better compliance with ILO and EU standards was drafted. | | |
| Result 2. Awareness of the institutions and the general public on freedom of association, collective bargaining and social dialogue at all levels has been improved. | 5 awareness raising activities with the participation of 300 people were conducted. 2 international conferences with the participation of 400 people were conducted. Awareness raising activities in 50 education institutions were conducted. Awareness raising activities for 300 SMEs were conducted. 1 short film 1 best enterprise competition was organized 2 public spot lights were produced. Social media instruments for public institutions and social partners were designed. Promotional material was produced. Certification mechanisms to identify decent work places in terms of social dialogue were designed. | İŞKUR vocational trainings. Visibility materials. Survey | İŞKUR is committed to sustain training the participants on trade union rights Employees and employers are willing to participate the activities. |
| Result 3. Tripartite and bipartite social dialogue mechanisms at all levels has been improved. | Minimum 20 grant project for social partners in order to improve social dialogue were supported. At least 2 bipartite committees addressing specific topics in specific sectors were supported. At least 2 work councils were established. At least 5 trainings were organized for shop stewards and managers of social partners. At least 5 trainings were managed by the social partners to train their members. At least 2 working groups were established in order to improve intra-union dialogue. Functioning of at least 1 existing tripartite social dialogue mechanism has been improved. | Survey Records of trainings | Social partners are willing to participate the bipartite committees Employees and employers perform little resistance on implementing social dialogue mechanisms. The willingness and ability of the main stakeholders to cooperate with one another effectively is sustained. |
| Activities to achieve results | Means / contracts | Costs | Assumptions |
| Activity 1.1. Conducting trainings on national and international labour standards and practices as well as social dialogue mechanisms. - Activity 1.1.1. Training on international labour standards in the framework of ILO conventions and | Direct Contract with ILO | | Examples of best practices are ideal for Turkish enterprises. Local authorities continue their cooperation and coordination on social dialogue mechanisms. |

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| <p>EU standards targeting public institutions.</p> <ul style="list-style-type: none"> - Activity 1.1.2. Training on international labour standards in the framework of ILO conventions and EU standards targeting social partners. - Activity 1.1.3. Training on the best practices about Tripartite/Bipartite Social Dialogue mechanisms, work councils, worker representations targeting especially the staff of MoLSS and social partners. - Activity 1.1.4. Organising training for the members of 10 pilot Provincial Employment and Vocational Boards about social dialogue. - Activity 1.1.5. Training of trainers targeting vocational trainers and job consultants of ISKUR, staff of MoLSS and local administrations about social dialogue and relevant legislation. - Activity 1.1.6. Organizing two workshop with the representatives of MoLSS, MoA, MoJ and social partners to discuss the issues relevant to implementation of the trade union and labour legislation. <p>Activity 1.2. Conducting studies and researches, establishing working groups on freedom of association, right to collective bargaining and worker representation on the basis of ILO Conventions & EU acquis.</p> <ul style="list-style-type: none"> - Activity 1.2.1. Organizing at least 5 workshops with the participation of larger enterprises together with smaller enterprises targeting transfer of knowledge of bipartite social dialogue mechanisms on branch of activity level - Activity 1.2.2. Organizing at least 5 workshops among 20 branches of activities targeting to identify best practices and defining models on sectoral levels for stimulating bipartite social dialogue mechanisms - Activity 1.2.3. Studying best | | | |
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| <p>practices for involving hard-to-organize groups such as unregistered and subcontracted workers and workers based on flexible employment etc. into social dialogue mechanisms.</p> <ul style="list-style-type: none"> - Activity 1.2.4. Organizing a workshop that will study and prepare a report on the effects of private employment agencies and subcontracted/temporary employment on unionization and trade union rights. - Activity 1.2.5. Conducting a study and disseminating the results on contribution of social dialogue to economic development and growth. - Activity 1.2.6. Conducting a survey and field research on perception of the society about trade unions and social dialogue and formulating the results in order to identify and share recommendations. - Activity 1.2.7. Conducting a study on economic and social councils and other tripartite social dialogue mechanisms; work councils and worker representatives in the EU member states and formulation and dissemination of recommendations. - Activity 1.2.8. Conducting a study and preparing report on the decisions of ILO Application Committee on Conventions 87 & 98 & 144. - Activity 1.2.9. Conducting a study on practices of extension of labour agreements in the EU member states and formulating recommendations and disseminating the results. - Activity 1.2.10. Conducting situation analysis, conducting gap analysis and drafting action plan and road map in order to better compliance with ILO and EU standards related to social dialogue, freedom of association, right to collective labour agreement. <p>Activity 1.3. Organizing study visits and internships in order to identify best practices</p> | | | |
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| <ul style="list-style-type: none"> - Activity 1.3.1. Organising study visits to get detailed information about Social Dialogue mechanism as best practices in EU member states targeting staff of MoLSS and Trade Unions (3 Study Visits x 12 Staff) - Activity 1.3.2. Organizing internships (ITUC, Dublin Foundation, ILO, ETUC and EU Economic and Social Committee etc.) targeting staff of MoLSS and Trade Unions (5 Internships x 2 Staff) <p>Activity 1.4. Improvement of IT services of MoLSS regarding social dialogue.</p> <ul style="list-style-type: none"> - Activity 1.4.1. Analysing the needs and doing necessary adjustments and improvements in the competency and authorisation system for collective bargaining. - Activity 1.4.2. Identifying social dialogue indicators according to international practices; gathering relevant data and publishing on the web site. | | | |
| <p>Activity 2.1. Organizing conferences on the main themes of freedom of association, collective bargaining and social dialogue at all levels.</p> <ul style="list-style-type: none"> - Activity 2.1.1. Organizing awareness raising activities in 5 selected branches of activity. - Activity 2.1.2. Organizing a conference on the hard-to organize groups such as unregistered and subcontracted workers and workers based on flexible employment etc. who have difficulties on accessing social dialogue mechanism and on workers who lost their jobs because of employers' negative attitudes towards unionization. - Activity 2.1.3. Organizing an international conference at an early stage of the project on the impact of the global financial crisis on trade unions and social dialogue. <p>Activity 2.2. Producing printed and digital</p> | <p>Direct contract with ILO</p> | | <p>IŞKUR is committed to sustain training the participants on trade union rights Employees and employers are receptive to training. Awareness raising activities at the central and local level is implemented in the most effective and efficient means reaching the widest population.</p> |

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| <p>media tools in order to raise awareness.</p> <ul style="list-style-type: none"> - Activity 2.2.1. Organizing a short film competition about trade union rights with price rewards. - Activity 2.2.2. Production and publication of a minimum of two public spotlights in national and local media. - Activity 2.2.3. Establishing social media instruments at government, employee and employers level. - Activity 2.2.4. Production of printed materials, electronic content and promotional materials. <p>Activity 2.3. Organisation of awareness raising activities and conferences for educational institutions on trade union rights.</p> <p>Activity 2.4. Building awareness on the concept and the mechanism of social dialogue at the workplace/enterprise level.</p> <ul style="list-style-type: none"> - Activity 2.4.1. Organizing a competition with an award, targeting the best enterprises in terms of social dialogue mechanisms. - Activity 2.4.2. Creating a certification mechanism on decent work which shall promote enterprises with effective social dialogue mechanisms. - Activity 2.4.3. Awareness raising activities targeting SMEs. (300 SMEs) | | | |
| <p>Activity 3.1. Promoting Social Dialogue between Social Partners.</p> <ul style="list-style-type: none"> - Activity 3.1.1. Setting up bipartite committees for addressing specific topics (such as working conditions, occupational health and safety, flexi-time, positive actions) in specific sectors or enterprises. - Activity 3.1.2. Designing and implementing joint management-unions plans in selected enterprises or sectors. - Activity 3.1.3. Enhancing social dialogue in enterprise level | <p>Direct contract and Grant scheme</p> | | <p>Collected data reliable enough to be used for developing policy. Trade union management give appropriate priority to attendance of their representatives to activities. Trade union representatives are willing to participate and benefit from the training programs.</p> |

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| <p>including information and consultation procedures.</p> <ul style="list-style-type: none"> - Activity 3.1.4. Setting up pilot works councils. - Activity 3.1.5. Setting up forms of employee representational participation and partnership at different levels. - Activity 3.1.6. Activities aiming to increase unionization rate especially for the SME sector. - Activity 3.1.7. Setting up experiences of pacts at local level. - Activity 3.1.8. Experimenting best practices to promote social dialogue at different levels. - Activity 3.1.9 Organising trainings for awareness-raising, information and education programs on communication strategies for shop stewards and managers of social partners. <p>Activity 3.2. Increasing Capacity Building of Social Partners</p> <ul style="list-style-type: none"> - Activity 3.2.1. Training activities managed by the social partners to train their members. - Activity 3.2.2. Actions for improved governance with an integrated approach. - Activity 3.2.3. Adaptation to industrial change and new forms of work. - Activity 3.2.4. Establishing networks and working groups in order to strengthen intra-trade union dialogue. - Activity 3.2.5. Establishing networks and working groups in order to strengthen intra-employer organizations dialogue. <p>Activity 3.3. Providing assistance to the beneficiary on grant management and monitoring</p> <ul style="list-style-type: none"> - Activity 3.3.1. Organizing grant information days - Activity 3.3.2. Providing assistance for Frequently Asked Questions - Activity 3.3.3. Organizing grant management trainings | | | |
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| <ul style="list-style-type: none"> - Activity 3.3.4. Assisting beneficiary on grant monitoring, reporting and management <p>Activity 3.4. Improving the functioning of existing tripartite social dialogue mechanisms</p> <ul style="list-style-type: none"> - Activity 3.4.1 Conducting a mapping study on the functioning of existing tripartite social dialogue mechanisms in Turkey. - Activity 3.4.2 Organising a workshop to disseminate and discuss the results of the study made under 3.4.1; and formulate recommendations for improvement. | | | |
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