

STANDARD SUMMARY PROJECT FICHE

1. Basic Information

1.1 Désirée Number: LE01.03 01

Twining Number: LV/2001/IB-SO-01

1.2 Title: Promotion of Bipartite Social dialogue

1.3 Sector: Employment and Social Affairs

1.4 Location:

Ministry of Welfare (Ms. Ineta Tare, Director of Labour Department,

Tel: +371 7021 700

e-mail: itare@lm.gov.lv

28 Skolas street

Riga 1331)

Secretariat of National Tripartite Co-operation Council

(Ms. Sarmite Catlaka, Secretary of the National Tripartite

Co-operation Council

Tel: +371 7021 787

e-mail: scatlaka@lm.gov.lv

38 Kr. Valdemara street

Riga 1010)

Latvian Employers' Confederation

(Ms. Ieva Jaunzeme, Director General

Tel: + 371 7225162

e-mail: lddk@parks.lv

12-1 Vilandes street

Riga 1010)

Free Trade Union Confederation of Latvia

(Mr. Juris Radzevics, Director

Tel: +371 7035900

29/31 Bruninieku street

Riga 1001)

2 Objectives

2.1 Overall Objective(s):

To strengthen autonomous social dialogue between employer and trade union organisations in order to complement the existing tripartite structures and to facilitate the implementation of the social acquis

2.2 Project purpose:

To promote and develop autonomous social dialogue and bipartite collective bargaining between employer's and trade union organisations

2.3 Accession Partnership and NPAA priority

- Short term priority of Accession Partnership: support the social partners' capacity-building efforts in developing and implementing the social *acquis*, notably through bipartite social dialogue
- NPAA LA-039 "Promotion of social dialogue among employers' organisations, state institutions and trade unions"

- OO 3.1. - Promotion of co-operation between social partners in enterprises
- OO 3.2. - Ensuring the readiness of social partners to engage in European level social dialogue activities

3 Description

3.1 Background and justification:

Currently, the tripartite social dialogue is well developed in Latvia at national level. The topics are identified regarding regular tripartite negotiations held by employees, government and employers representatives in the institutional framework of National Tripartite Co-operation Council and its sub-councils (Tripartite Co-operation Sub-council for Labour Affairs, Tripartite Co-operation Sub-council for Vocational Education and Employment, and the Social Security Sub-council).

Nevertheless, there is still a predominance of tripartite structures, where the government still plays a rather large role, while Latvia faces certain problems as regards to bi-partite dialogue. The development of bipartite social dialogue is still weak both on the national and regional level, although some trends of strengthening can be observed. For instance, at the national level, co-operation between social partners has resulted in conclusion an agreement between the Latvian Free Trade Union Association and the Latvian Employers' Confederation on social partnership. However, no proper structures for bipartite social dialogue have been set up in the regions or at sector/branch level. Special emphasis should be put on promotion of social dialogue at company level, which has not been easy to reach so far.

Today, employers' organisations and trade unions cover a relatively small share of all employers and employees. The representation of stakeholders in trade unions and employers' organisations needs to be expanded to give more weight to the decisions made by representing organisations. Only in some branches collective agreements have been concluded on wages and labour conditions, covering more than half of the enterprises where a trade union is represented. In 1996 there were 1,188 collective agreements effective in Latvia covering 189,545 employees, while in 2000 there were already 2057 collective agreements covering 203,725 employees. Thus, collective agreements cover approximately 25% of the employees in the country. 2018 collective labour agreements were concluded at company level, while the amount of collective labour agreements at branch level reaches 39.

In order to complement tripartism by a stronger bipartism, and to eliminate government involvement where it should have no place, a new approach has been introduced for the new legislation in the field of labour law, i.e., the government lays down only the minimum requirements and the rules of the game, while the right to develop more detailed provisions concerning mutual rights and obligations in labour legal relations of employees and employers has been vested in social partners.

Nevertheless, in order to promote bipartite social dialogue, government commitment will be crucial, at least in the initial phase. The role of the government will be to create favourable conditions, motivation for partnership and co-operation of social partners and to give an impetus for launching a full-scale process of negotiations and bargaining between employers and employees. A comprehensive policy document on social dialogue and specific strategies for reaching the objectives laid down in that document is proposed to ensure progressive development of social dialogue at all levels. No policies on bipartite social dialogue have been elaborated yet.

Component 1 – Increasing the capacity of government on social dialogue issues

In order to promote bipartite social dialogue, one of the major tasks to be undertaken by government is to provide secretariat assistance and advisory support to social partners. For this purpose, the capacity of Ministry of Welfare and National Tripartite Co-operation Council has to be raised to extend the current co-ordination of tripartite social dialogue to bipartism as well. These institutions should be able to encourage the development of bipartite social dialogue. The government should undertake regular registering, analysis and monitoring of collective agreements and their contents which provides a useful assessment for social partners to improve the scope of collective bargaining.

Component 2 – Assessment of key social partners and social dialogue

First of all, assessment of the current situation in terms of legislation related to social dialogue, social partnership structures has to be carried out, and drawbacks of partnerships at different levels have to be detected. The existing data on the number and characteristics of current players (trade unions, organised employers, and potential players, as well as of satellite organisations in social dialogue have to be systemised to enable efficient analysis of the existing situation at national, regional, branch and

company level. It is envisaged to collect the data in a joint database operated by NTCC, the Free Trade Union Confederation of Latvia (FTUCL) and Latvian Employers' Confederation (LEC), ensuring that the necessary information is easily accessible for the parties involved and can be efficiently applied in the process of social dialogue to facilitate the parity of trade unions and employers' organisations. For this purpose, computer networks within each of the key organisations (FTUCL, LEC and National Tripartite Co-operation Council (NTCC)) need to be developed. The database should also serve as a reference for the state of play in collective bargaining. On the grounds of data analysis, a survey questionnaire has to be drawn up to identify the particular problems and views of employers and employees. The information will be needed for detecting problems of mutual concern so that common understanding of social partners can be achieved for solving priority issues and a successful strategy can be developed.

Analysis of the situation has shown that LEC will require regional centres in the nearest future to ensure efficient information channelling, basically aimed at reaching out to company level. It is envisaged to provide assistance for establishment of such centres within the project. FTUCL already have such regional and local centres, however, they need improvement of equipment and IT solutions.

Mutually linked websites of social partners would help to disseminate the relevant information. General information on social dialogue should be inserted in the website of the Ministry of Welfare, along with links to related sites.

Component 3 – Development of policy document on social dialogue

Social dialogue in Latvia has experienced significant development over the recent years, yet there is still a number of shortcomings to be dealt with. Therefore, the next step to be taken within the project is development of a gap elimination strategy, including tools for reaching out to the different target groups identified in the survey and selecting the necessary measures to be taken with respect to these groups and the detected problems. The overall strategy should be divided into national, regional and branch sub-strategies. Building of bipartite social dialogue should be based on mutual trust and confidence of social partners which implies common understanding of the situation and clear anticipation of possible developments in the future.

Besides the national and regional/branch strategies, the most important issues for consideration through social dialogue in the future should also be defined and specific sub-strategies for efficient resolution of these issues developed (for instance, labour policies and training policies (life-long learning), employment creation, working conditions, etc.).

The strategies should envisage the government role in promotion of social dialogue through bringing social partners together.

Component 4 – Improving social partners' capacity to develop autonomous social dialogue

In order to expand the coverage of trade unions and employers' organisations, thus promoting participation in solving social and economic issues, PR campaigns and training have to be carried out for raising the awareness level of labour market actors aimed at extension of membership of the respective organisations.

Although the number of concluded collective agreements tends to grow, the quality of negotiations still needs to be raised. In order to solve the problem, the awareness level of social partners of their own role has to be raised, and their know-how in solving various issues of industrial relations has to be increased.

Both the employers and the employees face the problem of lack of information on social dialogue related issues. The project envisages awareness raising campaigns, training (including simulation games) and transfer of good practice aimed at increasing the knowledge of social partners on various opportunities provided by social dialogue. At this stage, NTCC could take up the responsibility for co-ordination of training and information activities, yet their facilities need to be improved to carry out the task efficiently.

Pilot project 1

Pilot sectoral committees composed of employer and trade union representatives in specific sectors could be settled and put into functioning on concrete collective bargaining issues and signature of

collective agreements, and also be of direct use for the preparation of sectoral social partners to the future role they will be expected to play in the sectoral dialogue committees that exist at EU level.

Pilot project 2

Workers' participation in decision-making on enterprise level requires to be encouraged, but social partners lack experience as regards to this kind of activity, so initially, some resistance can be expected. Therefore, to provide a good practice example for enterprises, a pilot project will be implemented within the framework of this project, setting up a works council in a few enterprises (of various size) of Latvia. Training on prediction of crises and human resources development planning in a company would form a part of the pilot project activities.

Both employers and employees should receive specific training on communication, bargaining and negotiation skills in order to enable them to negotiate the necessary provisions and conclude mutually beneficial collective agreements in accordance with the new labour legislation.

Component 5 - Improvement of the mechanism for peaceful settlement of labour disputes

Mediation, conciliation and arbitration are some of the important instruments of social dialogue, as they enable faster and more efficient solution of labour disputes without involvement of court institutions. Rules and procedures for peaceful settlement of collective interest disputes are still not well developed in Latvia, and effort has to be made to reconstruct a sound system of industrial relations geared to prevention of labour disputes. The social partners need to be encouraged to take initiative in settlement of collective interest disputes. The new Law "On Settlement of Labour Disputes" is on the way, expected to be adopted by the end of 2001. The relevant procedures have to be elaborated and the mediators trained for efficient settlement of collective interest disputes. Accordingly, technical support will have to be provided for mediation, arbitration and conciliation services. To ensure the mobility and efficiency of mediators that will be required according to the provisions of the new Law "On Settlement of Labour Disputes", special equipment including laptop computers will be necessary.

Component 6 – Preparation of social partners for their future role in social dialogue at EU level

In the pre-accession context, social partners have to be prepared for full-scale participation in European social dialogue. Therefore, a strategy and mechanisms for participation in European Trade Union Confederation (ETUC) and Union of Industrial and Employers' Confederations of Europe (UNICE) need to be put in place in good time, as all future members should be equipped with a full capacity to meet the obligations from the start of the membership. Within this component, it is envisaged to ensure channelling of information from Brussels down to the lowest level of social partnership. The employer and trade union representatives will also be directly trained to the activities of the social dialogue process that takes place at EU level, both at cross-sectoral and sectoral levels..

3.2 Linked activities:

The Phare project "Approximation of the Latvian legislation to that of the European Communities" (ALL) in 1999 has delivered specific legal expertise to law drafters in different Ministries. The Labour Department of the Ministry of Welfare was assisted in the harmonisation of Latvian labour legislation with the relevant EU legislation.

Labour Department of the Ministry of Welfare and State Labour Inspectorate will be the beneficiaries under interministerial Phare 1999 project "Integration into the EU: Law Approximation" starting in I quarter 2001 and implemented through twinning. Activities of this project will contribute to implementation of some aspects of OSH framework directive concerning internal management.

The project "Further approximation of legislation and enhanced institution building for occupational safety and health" supported by Phare 1999 Consensus III programme will be carried out in 2001-2002. The project will focus on strengthening management capacity in the MoW and SLI in view of implementation of OSH acquis through establishment of monitoring and evaluation schemes, promotion of OSH through the system of education, enhancement of the consulting role of the SLI.

Phare Pre-Ins Facility 1999 project "Improvement of the working environment in private and privatised enterprises" will be carried out in 2001-2002. Main focus within this project will be on development of capacity of social partners to implement new Labour Law and raise public awareness about the new labour legislation as well as establishment of new institutions – Occupational Safety

and Health Service, Guarantee Institution and Industrial Equipment Department within Labour Inspectorate.

3.3 Results:

- Strengthened administrative capacity of the government on social dialogue in terms of promoting and monitoring social dialogue developments.
- Overall assessment about key players and potential players in social dialogue as well as on social dialogue structures acquired and disseminated, basis for strategy development on autonomous social dialogue laid down.
- Strategic framework for activities for improvement of social dialogue system developed
- Autonomous social dialogue and bipartite collective bargaining developed through raising the awareness of employees and employers of the significance of social dialogue and their knowledge of the relevant skills
- Sectoral dialogue committees created in a few sectors
- Works' councils created in a few enterprises of different size
- The survey will help identifying major drawbacks in autonomous social dialogue and collective bargaining, mainly at sectoral and enterprise levels
- Strengthened mechanism for peaceful settlement of labour disputes
- Social partners prepared for their future role in social dialogue at EU level.

The **Twinning Package** should achieve the following **guaranteed results** :

- Policy document on social dialogue developed, including national, regional, branch and topical strategies
- Assessment of the state of play in social dialogue performed
- Database on actors in social dialogue and on collective agreements developed
- Information campaigns aimed at promotion of social dialogue carried out
- Training of social partners on negotiation and other relevant skills carried out
- A few sectoral committees settled with secretariat facilities
- Works' councils created in a few pilot enterprises
- Mechanism and proper institutional framework for peaceful settlement of labour disputes set up
- Leaders of social partners informed and trained for their future activities at EU level

3.4 Activities:

Component 1

- Reinforcement of institutional and administrative capacity of the Ministry of Welfare to provide secretariat support to social partners for collective bargaining and collective agreements
- Capacity building for annual registration and analysis of collective agreements
- Support to functioning of sectoral dialogue committees

Means:

- PAA, PAA's assistant (i.e. arrangements for the whole duration of the project)
- Short/medium term twinning experts (including training, seminars, study visits)
- Equipment for National Tripartite Co-operation Council

Component 2

- Systemisation of data on existing and potential key players within the framework of social dialogue:
 - identification of sources of information
 - identification of features for systemisation
 - systemisation of data
- Improvement of a joint database on actors involved in social dialogue

- Development of specific databases for Employers Confederation (LEC), Free Trade Union Confederation (FTUCL) and NTCC
- Performing a survey to identify the particular problems and views of employers and employees with respect to participation in social dialogue, detecting the obstacles to such participation, particularly at company and branch level.
- Development of computer systems for information dissemination between employers' and employees' organisations and purchase of other ICT equipment to improve links with social dialogue actors on EU level and national level, creating an efficient social dialogue network.

Means:

- Short/medium term twinning experts (including training seminars)
- IT solution and equipment for LEC and FTUCL

Component 3

- Development of policy document on social dialogue and overall gap elimination strategy
- Elaboration of regional/branch sub-strategies according to the specific needs of the regions/branches with special focus on SMEs
- Identification of priority issues to be considered by social partners within the framework of social dialogue at each respective level
- Identification and selection of tools for reaching out to the identified target groups
- Establishment of procedures for financial planning, monitoring and analysis of measures supporting social dialogue at all levels

Means:

- Short/medium term twinning experts (including seminars)

Component 4

- Information campaign aimed at increasing overall coverage of trade unions and employers' associations
- Promotion of public awareness of bipartite social dialogue
- Publishing of guidelines/manuals for social partners about the social dialogue and collective bargaining
- Setting up or improvement of websites of social partners, establishment of links between them
- Regular publication of information on social dialogue in the website of the Ministry of Welfare
- Improvement of consulting services within trade unions and employers' associations
- Training of trainers on bipartite social dialogue issues
- Training of social partners in communication, bargaining and negotiation skills
- Simulation games on collective bargaining
- Implementation of a pilot project establishing a mechanism of workers' participation at enterprise level (national works councils)

Means:

- Short/medium term twinning experts (including training, seminars)
- Technical assistance for the publishing of guidelines/manuals for social partners about the social dialogue and collective bargaining; information campaigns aimed at increasing overall coverage of trade unions and employers' associations; implementation of pilot projects establishing a mechanism of workers' participation at enterprise level.
- Equipment for secretariat work for sectoral dialogue committees

Component 5

- Elaboration of mechanism for peaceful settlement of industrial disputes on national level
- Information campaign on the necessity of mediation among employers and employees carried out
- Development of criteria for selection of mediators/conciliators/arbitrators
- Selection of official list of mediators/conciliators/arbitrators by FTUCL and LEC
- Training of mediators/conciliators/arbitrators in communication and negotiation skills
- Provision of equipment necessary for maintenance of mediation/conciliation/arbitration services

Means:

- Short/medium term twinning experts (including training seminars)
- Equipment - for maintenance of mediation/conciliation/arbitration services

Component 6

- Development of strategy and action schemes for efficient participation in European Trade Union Confederation (ETUC) and Union of Industrial and Employers' Confederations of Europe (UNICE)
- Ensuring information channelling from the relevant European institutions down to the lowest level of social partners' organisations
- Training of leaders of employers' associations and trade unions on efficient application of Information and on the rules of the game in social dialogue at EU level.

Means:

- Short/medium term twinning experts (including training, seminars and study visits)

Twinning arrangements for the project

The complexity of the project as well as the ambitious goals set therein call for involvement of the **Pre-accession Advisor** for the whole duration of the project **15 months** to:

- be the head of the project's experts and activities, being the EU counterpart of the beneficiary
- assist Ministry of Welfare in development of strategic framework for social dialogue, in carrying out and strengthening ministries' role and other functions as required, including secretariat for social dialogue
- be responsible for management and co-ordination of all the components of the project to ensure that the project proceeds, as planned, in an efficient and orderly fashion
- organise, provide for and co-chair regular Project Steering Committee (PSC) meetings
- advice the PSC on ways to improve design, planning and implementation framework of the project components
- to follow all the activities by various institutions and TA projects (Phare, bilateral) in the sectors linked to the project objectives, ensuring coherence of these scattered efforts with the present project
- upon request from the head of the PSC, deliver general advisory support to the Ministry of Welfare, other involved institutions
- ensure successful correlation and collaboration of all the institutions engaged in the project activities as far as it is necessary to achieve the project objectives
- follow up on the activities carried out during short-term missions of the expert pool in all the components proposing the PSC any further measures needed to ensure the sustainability of the project

The **PAA profile** should comprise:

- at least 5-10 years professional experience from working in private or public administration and a good grounding in the fields of:
 - laying down structures and strategic developments in social dialogue

- development of autonomous social dialogue and bipartite collective bargaining through raising the awareness of employees and employers of the significance of social dialogue and their knowledge of the relevant skills
 - development of mechanism for peaceful settlement of labour disputes
 - assistance to governmental bodies and Social partners for preparation those to their future role in social dialogue at EU level
- experience of working with senior politicians and officials in an advisory role.

PAA's assistant will be contracted by the CFCU and will be financed in the framework of the twinning covenant. PAA's assistant will provide full time assistance for purposes of translation and interpretation on a daily basis (15 months).

The necessary equipment will be purchased after the theoretical evaluation of upgrading needed for involved key players (LEC, FTUCL, NTCC) and implementation of the communication systems and data bases as stated in component's activities and results.

4. Institutional Framework

The key players for implementation of all activities within the project will be the Ministry of Welfare, Latvian Employers' Confederation, Free Trade Union Confederation of Latvia and National Tripartite Co-operation Council.

The leading institution for implementation of the project will be the Ministry of Welfare.

The Ministry of Welfare, among other duties, is responsible for social policy and employment, including transposition of the social acquis. The National Tripartite Co-operation Council operating within the framework of the Ministry of Welfare has been designed as a forum for tripartite social dialogue in Latvia. Accordingly, it is planned that the Secretariat of the National Tripartite Co-operation Council will provide secretarial support to development of bipartite social dialogue in the initial phase.

The Latvian Employers' Confederation unites and represents the opinion of employers, its membership covering 66 enterprises and 14 associations, covering over 30% of the total workforce in Latvia.

The Free Trade Union Confederation of Latvia unites trade unions, covering approximately 30% of all employed persons.

Both organisations represent their respective members (trade unions and employers) in solving social issues through tripartite social dialogue taking place at NTCC.

5. Detailed Budget

(in EURO)

	Phare Support					
	Investment Support	Institution Building	Total Phare (=I+IB)	National Cofinancing*	IFI*	TOTAL
Twinning Covenant		700 000	700 000	75 000		775 000
Technical Assistance Contract		430 000	430 000	50 000		480 000
Supply Contract	70 000		70 000	25 000		95 000
Total	70 000	1 130 000	1 200 000	150 000		1 350 000

6. Implementation Arrangements

6.1 Implementing Agency

Programme Authorisation Officer - V. Andrejeva, State Secretary of the Ministry of Finance.
1, Smilsu Str., LV-1919, Riga, Latvia
Ph. 371-7222466;
Fax. 371-7224533.

Central Finance and Contracting Unit - A. Eberhards, Director,
1, Smilsu Str., LV-1919
Ph. 371-7222466;
Fax. 371-7224533.

Ms. Ruta Zilvere, Under-State Secretary of the Ministry of Welfare, will be the Senior Programme Officer and responsible for the overall implementation of the project. Project steering group will be established, chaired by her, to oversee project implementation.

The Steering Committee will be chaired by the Ministry of Welfare, and it will comprise representatives from the Latvian Employers' Confederation and the Free Trade Union Confederation of Latvia, as well as representatives of key ministries involved in social dialogue issues (Ministry of Economy, Ministry of Justice, Ministry of Education and Science). Technical implementation of the project will be under full responsibility of the Ministry of Welfare. In implementation of the project, social partner organisations and the Secretariat of National Tripartite Co-operation Council will be involved as well.

6.2 Twinning

The PAA will be situated in the Ministry of Welfare (National Tripartite Co-operation Council). Ms. Ineta Tare, Director of Labour Department of the Ministry of Welfare will be the Latvian counterpart of the PAA.

Beneficiary institutions:

Ministry of Welfare

Project leader and counterpart for the PAA
Ms. Ineta Tare,
Director of Labour Department,
Tel: +371 7021 700
e-mail: itare@lm.gov.lv
28 Skolas street
Riga 1331

Secretariat of National Tripartite Co-operation Council

Ms. Sarmite Catlaka
Secretary of the National Tripartite Co-operation Council
Tel: +371 7021 787
38 Kr. Valdemara street
Riga 1010
Latvia

Latvian Employers' Confederation

Ms. Ieva Jaunzeme
Director General of Latvian Employers' Confederation
Tel: + 371 7225162
12-1 Vilandes street
Riga 1010

Latvia

Free Trade Union Confederation of Latvia

Mr. Juris Radzevics

Director of Free Trade Union Confederation of Latvia

Tel: +371 7035900

29/31 Bruninieku street

Riga 1001

Latvia

6.3 Non-standard aspects

6.4 Contracts

Contract No.1: Twinning covenant (700 000 Euro)

Contract No.2: Service (TA) contract (430 000 Euro)

Contract No.3: Supply contract (70 000 Euro)

7. Implementation Schedule

7.1 Start of tendering/call for proposals: I Quarter 2002

7.2 Start of project activity: II Quarter 2002 (duration 15 months)

7.3 Project Completion: III/IV Quarter 2003

8. Equal Opportunity

When recruiting, promoting and rotating their employees, Latvian public institutions take into account professional qualification, level of competence, compliance with the Law on State Civil Service (when applicable), correspondence to the job description, performance and like factors, not their age, sex or nationality. Equal opportunities for both men and women will also be ensured by other participating institutions.

9. Environment

Not relevant

10. Rates of return *not applicable*

11. Investment criteria *not applicable*

12. Conditionality and sequencing

- Adequate staffing in the recipient institutions has to be in place for implementation and monitoring of project (i.e., Ministry of Welfare has built the necessary capacity to deal with social dialogue issues through establishment of a special unit for social dialogue matters within the Labour Department or within the Secretariat of the National Tripartite Co-operation Council, and professional people working with social dialogue issues available in LEC and LFTUC)
- The project components must be closely co-ordinated with other ongoing programmes and projects
- Co-financing via national budget must be ensured
- Workgroup should be established for the twinning covenant preparation, clear responsibility of the project implementation must be documented before the project implementation phase starts
- Steering Committee established before the start of the project

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format
2. Detailed implementation chart
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period)

ANNEX 1

LOGFRAME PLANNING MATRIX FOR PROJECT	Programme name and number <u>LE01.03.01</u>	
<i>PROMOTION OF BIPARTITE SOCIAL DIALOGUE</i>	Contracting period expires	Disbursement period expires
	Total budget : 1.35 MEUR	Phare budget : 1.2 MEUR

Overall objective	Indicators of Achievement	Sources of Information	
<ul style="list-style-type: none"> To strengthen autonomous social dialogue between employer and trade union organisations in order to complement the existing tripartite structures and to facilitate the implementation of the social acquis 	<ul style="list-style-type: none"> Number of violations of legislation transposing social acquis decreased 	<ul style="list-style-type: none"> Cabinet of Ministers Regular Progress Report Association Committee and Sub-committees Statistical reports, economic reviews Reports of State Labour Inspectorate 	
Project purpose	Indicators of Achievements	Sources of Information	Assumptions
<ul style="list-style-type: none"> To promote and develop autonomous social dialogue and bipartite collective bargaining between employers and trade union organisations 	<ul style="list-style-type: none"> Number of members of trade unions and employers' organisations increased Number of negotiations between employers and employees organisations at all levels increased Sectoral dialogue reinforced Number of collective agreements increased and their contents improved 	<ul style="list-style-type: none"> Cabinet of Ministers Regular Progress Report Monitoring by Ministry of Welfare Statistical reviews Surveys of FTUCL and LEC Quarterly project reports 	<ul style="list-style-type: none"> Activity of social partners on regional/branch/company level Support from the Government to the social acquis policy development and implementation Effective co-operation of public institutions
Results	Indicators of Achievement	Sources of Information	Assumptions
<ul style="list-style-type: none"> Strengthened administrative capacity of the government on social dialogue Overall knowledge about key players and potential players in social dialogue acquired and disseminated, basis for strategy development laid down Strategic framework for activities for improvement of social dialogue system developed Autonomous social dialogue and bipartite collective bargaining developed through raising the awareness of 	<ul style="list-style-type: none"> Establishment of database and its capacity of operation Assessment of social dialogue and social partners achieved National and regional social dialogue strategies, as well as strategies for specific issues adopted Activities of FTUCL and LEC within the framework of ETUC and UNICE increased 	<ul style="list-style-type: none"> Reports from MoW, CSB Official publications, statistical reviews Reports from the contracting parties Reports from the local governments, trade unions, employers organisations etc. Survey of users Quarterly project reports 	<ul style="list-style-type: none"> Participation of social partners Commitment of the institutions involved in the project to participate in the fulfilment of set tasks The trained personnel resigns Information has not top quality

<ul style="list-style-type: none"> employees and employers of the significance of social dialogue and their knowledge of the relevant skills Strengthened mechanism for peaceful settlement of labour disputes Social partners prepared for their future role in social dialogue at EU level 	<ul style="list-style-type: none"> Number of collective agreements and employees covered by the collective agreements before and after the completion of the project A few sectoral committees settled and operating in a few key sectors Forms of workers' participation at company level developed in a few pilot enterprises Number of settled labour disputes increased Purchased equipment for FTUCL, LEC and NTCC Number of personnel instructed 	<ul style="list-style-type: none"> Reports of mediation/arbitration/conciliation services 	
Activities	Means		Assumptions
<ul style="list-style-type: none"> Systemisation of data and development of links among social partners for dissemination of information Identification of the particular problems and views of employers and employees on participation in social dialogue Strategic framework development, elaboration of regional/branch sub-strategies according to the specific needs of the regions/branches Information campaigns on bipartite social dialogue and training aimed at increasing overall coverage of trade unions and employers' associations Reinforcement of institutional and administrative capacity of MoW for supporting social dialogue Improvement of mechanism for peaceful settlement of industrial disputes Training of mediators/ conciliators in communication and negotiation skills Provision of equipment for mediation, arbitration and advisory services 	<ul style="list-style-type: none"> Twinning - one PAA and short term experts Local short term experts Training (seminars, study visits) IT solution, equipment 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Support from relevant institutions Active participation of social partners Contractor/sub-contractors does not provide appropriate experts, services Advice/training is relevant, timely and consistent All funds available on time Quality of logistic arrangements Responsibility of the government to have the mechanisms settled with this project to continue to operate after the termination of the project
Preconditions	Adoption of regulations providing for alignment with relevant EU social acquis, adequate staffing in the recipient institutions (MoW, LEC, LFTUC)		

ANNEX 2

IMPLEMENTATION CHART

Project N°: LE01.03.01

Project Title: PROMOTION OF BIPARTITE SOCIAL DIALOGUE

	2001												2002												2003												2004															
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D				
Components of the project																																																				
Component 1																		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X																			
Component 2																		X	X	X	X	X	X	X	X	X	X																									
Component 3																			X	X	X	X	X	X	X	X	X																									
Component 4																		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X																		
Component 5																		X	X	X	X	X	X	X	X	X																										
Component 6																			X	X	X	X	X	X	X	X	X	X	X	X	X	X																				

IMPLEMENTATION CHART

Project N°: LE.01.03.01

Project Title: PROMOTION OF BIPARTITE SOCIAL DIALOGUE

	2002												2003											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Twinning Covenant																								
Pre-Accession Advisor (15 man-months)																								
Assistance in reinforcement of institutional and administrative capacity of the Ministry of Welfare to provide secretariat support to social partners for collective bargaining and collective agreements						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
Short term expertise (4 m/m)																								
Capacity building for annual registration and analysis of collective agreements								X	X	X	X													
Support to functioning of sectoral dialogue committees								X	X	X	X													
Training of the staff of involved institutions								X	X	X	X													
Study visits for staff of involved institutions								X	X															
Short term expertise (4 m/m)																								
Assistance in systemisation of data on existing and potential key players within the framework of social dialogue							X	X	X	X														
Short term expertise (5 m/m)																								
Assistance in elaboration of policy paper and regional/branch sub-strategies according to the specific needs of the regions/branches								X	X	X	X	X												
Short term expertise (4 m/m)																								
Assistance in promotion of public awareness of bipartite social dialogue and training of trainers on bipartite social dialogue issues													X	X	X	X								
Short term expertise (3.5 m/m)																								
Assistance for implementation of mechanism for peaceful settlement of industrial disputes on national level								X	X	X	X													
Training of mediators/conciliators/arbitrators in communication and negotiation skills									X	X	X													

ANNEX 3
CUMULATIVE CONTRACTING and DISBURSEMENT SCHEDULE (by quarters)

	30.06.2001	30.09.2001	31.12.2001	31.03.2002	30.06.2002	30.09.2002	31.12.2002	31.03.2003	30.06.2003	31.09.2003	31.12.2003
Twinning Covenant											
Contracted					700 000						
Disbursed						350 000	400 000	480 000	590 000	700 000	
Service Contract											
Contracted						430 000					
Disbursed							80 000	160 000	240 000	320 000	430 000
Supply Contract											
Contracted								70 000			
Disbursed								35 000	60 000	70 000	

