Guide for Secretariats of National Tripartite Consultation Bodies in English-speaking African Countries

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Guide
for Secretariats of
National Tripartite Consultation Bodies in English-speaking African Countries

InFocus Programme on Social Dialogue, Labour Law and Labour Administration

IFP/DIALOGUE SOCIAL DIALOGUE SECTOR
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ARLAC
Harare
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FOREWORD

Many ILO member States have tripartite consultation bodies which provide employers’ and workers’ organizations with an official forum where they can play an active part along with government authorities in the formulation and implementation of national labour policy. These bodies are often supported by a secretariat. The secretariat, which is normally attached to the government structure, enables the social partners and the government to keep in touch on a permanent basis. It facilitates formal contacts, encourages informal contacts amongst all of the parties and acts as the focal point for all relevant information. At the request of the authority responsible for the tripartite body, it organizes, convenes and prepares the meetings.

This manual aims to fulfil several objectives: firstly to serve as a working tool for those responsible for the day-to-day running of the secretariats of tripartite consultation bodies and secondly, it may also serve as a reference and offer some ideas for creating and developing such administrative mechanisms. Thirdly, a guide of this nature could also encourage ILO member States to re-launch the activities of their tripartite consultation structures that may have been shelved.

This document is the outcome of a discussion process involving the ILO’s InFocus Programme for Social Dialogue, Labour Law and Labour Administration (IFP/DIALOGUE), the African Regional Labour Administration Centre (ARLAC) and heads of the secretariats of tripartite consultation bodies (hereinafter called “Boards”) in some English-speaking African countries. It is an attempt to respond to the specific needs of this region, which was chosen in the light of the social dialogue assistance that has been conducted there in recent years by the ILO. This tool can be adapted as necessary for use in a given country, but also in other regions to support the work of secretariats of consultation bodies.

It is not limited to secretariats of tripartite consultation bodies at the national level, but can equally be of use to other secretariats in a similar context.

IFP/DIALOGUE has published this manual for English-speaking African countries, a similar manual for French-speaking African countries has already been published, and a Spanish version designated for Latin American countries will follow. The English version was prepared by Mr. Rainer Pritzer, Labour Administration Specialist in IFP/DIALOGUE. Special thanks go to Mr. Normand Lécuyer, whose previous work on the subject has been of enormous value. Thanks also go to Ms Bertha Mwai (Kenya), Ms Sissy Seemule (Botswana), Mr. Daniel Fok-Kan (Mauritius), Mr. Steven Bakasvirewa (Uganda), Mr. Philip Dexter (South Africa) and Mr. Sammy Nyambari, Director of the ARLAC Centre.

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INTRODUCTION

Regardless of a country’s stage of development, its government bears considerable responsibilities for social policy, especially in the field of labour administration. Among others, its activities must guarantee the fundamental rights of all those in the world of work first and foremost, meet their needs and further develop the country.

The labour administration embodies the main components of “good governance”, namely participation, credibility and transparency. It gives concrete expression to these principles by creating, among other things, consultation bodies that involve employers, workers and/or their most representative organizations in the governmental decision-making process. The existence of a tripartite consultation body and an efficient secretariat is a concrete manifestation of acceptance of the fundamental ILO principles and international labour standards such as freedom of association and the right to organize and bargain collectively.

This way of functioning, tripartism, that is specific to the labour administration, enables labour administrations to better identify the needs of the users of its services and/or the needs of its customers. Tripartism enhances their persuasive capacity as well as their ability to influence economic and social policies of governments in general, and labour policy in particular, thanks to its constructive consensus or partnership-based approach. This constitutes a significant comparative advantage that labour administrations must use in promoting social policies designed to impact government policies as a whole.

The present manual specifically addresses the permanent structures that underpin these consultation bodies and meets their logistical needs – namely the secretariats usually put in place when consultation bodies are set up. These secretariats are generally situated within an administrative unit of a ministry responsible for labour administration; they may also be an autonomous authority although this is rarely so in English-speaking African countries. The fact that they are permanent units is in itself an indication of the importance given to the consultation process and to its sustainability.

The manual starts by reviewing the role of governments and ministries responsible for labour administration in promoting social justice and democracy in their country, principally through consultation (social dialogue), and above all by creating administrative machinery that guarantees effective and regular relations among the parties to the dialogue. It then discusses the regulatory aspects to be borne in mind in creating a consultation body. Lastly, it focuses on the main skills required by those working in a secretariat of a tripartite consultation body, its organization, operation and activities. For this purpose, many concrete examples of aide-mémoires and management procedures are annexed hereto. The annexes are the outcome of discussions with practitioners from the African continent and ILO colleagues, and represent a collection of good practices in the management of secretariats. The examples may be amended by the user according to individual needs or preferences. They should be customized to fit the individual country’s situation. The user is free to choose what s/he deems useful for his/her work and disregard what is irrelevant in a given context.
This Guide is published in a concise book format that can easily be consulted by a large number of users, and also as a ring-binder for use on a daily basis. The latter version allows the user to add specific documents in its relevant context, such as customized versions of the invitation letter, check list, agenda, budget sheet, etc., in order to streamline and facilitate routine work.

“Good administration is not a luxury,
It is a sine qua non for development”

(The State in a changing world,
World Bank Report, 1997)
CHAPTER 1

GOVERNMENTS AND CONSULTATION

1.1 General remarks

“Universal and lasting peace can be established only if it is based upon social justice”

(Preamble, ILO Constitution)

Since its inception (Treaty of Versailles, 1919), the International Labour Organization (ILO) has been a unique discussion forum where governments, employers and workers share experiences and concepts from the world of work in order to advance social justice. It has made tripartism and social dialogue the very cornerstones of its activities.

In 1944, at its 26th Session, the International Labour Conference (ILC) reaffirmed the fundamental principles on which the Organization was based and, in particular, that:

(a) the war against want requires to be carried on with unrelenting vigour within each nation, and by continuous and concerted international effort in which the representatives of workers and employers, enjoying equal status with those of governments, join with them in free discussion and democratic decision with a view to the promotion of the common welfare. 

The ILC adopted at its 86th Session (in 1998) the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up which

“recalls:

(a) that in freely joining the ILO, all Members have endorsed the principles and rights set out in its Constitution and in the Declaration of Philadelphia, and have undertaken to work towards attaining the overall objectives of the Organization to the best of their resources and fully in line with their specific circumstances;

(b) that these principles and rights have been expressed and developed in the form of specific rights and obligations in Conventions recognized as fundamental both inside and outside the Organization.”

1 ILO: Constitution, Declaration concerning the aims and purposes of the International Labour Organization, Philadelphia, 1944, Annex, Article I(d).

These eight fundamental Conventions are:

(a) Forced Labour Convention, 1930 (No. 29);
(b) Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87);
(c) Right to Organise and to Bargain Collectively Convention, 1949 (No. 98);
(d) Equal Remuneration Convention, 1951 (No. 100);
(e) Abolition of Forced Labour Convention, 1957 (No. 105);
(f) Discrimination (Employment and Occupation) Convention, 1958 (No. 111);
(g) Minimum Age Convention, 1973 (No. 138);
(h) Worst Forms of Child Labour Convention, 1999 (No. 182).

Prior to the ILO Declaration on Fundamental Principles and Rights at Work (1998), the ILO Governing Body had already decided in 1993 that – apart from the eight above-mentioned fundamental Conventions – another four Conventions were to be considered as Priority Conventions. These four Conventions concern matters of essential importance to labour institutions and labour policy. One of the four Priority Conventions is the Convention on Tripartite Consultation (International Labour Standards), 1976 (No. 144). The present document refers to this Convention in more detail later on. Among all other ILO Conventions and Recommendations, most standards emphasize the importance that must be given to tripartism and the social dialogue.

Most recently, the role of tripartite social dialogue was particularly highlighted when the International Labour Conference adopted the resolution concerning tripartism and social dialogue during its 90th Session in 2002:

“Aware that social dialogue and tripartism have proved to be valuable and democratic means to address social concerns, build consensus, help elaborate international labour standards and examine a wide range of labour issues on which the social partners play a direct, legitimate and irreplaceable role,

Recalling the numerous challenges and opportunities facing the world of work in the framework of ongoing globalisation and the importance of strengthening the collaboration between the social partners and governments in order to achieve appropriate solutions at national, regional and international levels,

Stressing that social dialogue and tripartism are modern and dynamic processes that have unique capacity and great potential to contribute to progress in many difficult and challenging situations and issues, including those related to globalisation, regional integration and transition”

---

The International Labour Conference:

“1. Invites the governments to ensure that the necessary preconditions exist for social dialogue, …and invites governments and workers’ and employers’ organizations to promote and enhance tripartism and social dialogue, especially in sectors where tripartism and social dialogue are absent or hardly exist.”

1.2 Definitions

In many political documents we read about social dialogue, consultation and collaboration at the national level. But what do these fundamental concepts of “good governance” actually refer to?

1.2.1 Social dialogue

Social dialogue is defined by the ILO:

“…to include all types of negotiation, consultation or simply the exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating to economic and social policy”.6

1.2.2 Consultation

National consultation is considered by most governments as a crucial stage in their decision-making process. It is

“…the opportunity given to employers and workers alike to meet to discuss formally – but often also informally – according to an established procedure, issues of common concern, to exchange information and to explore possible means of solving the problems confronting them, so as to lead to opinions and advice (intended for government bodies) rather than to decision-making”.7

Consultation may be formally stipulated in texts and may be a prerequisite for the legitimacy of the resulting decisions. It may also arise from a general operating method related to the principles of good governance and may be systematically used to encourage participation by the social partners in the design and implementation of labour policies.

1.2.3 Collaboration

“The process whereby the public authorities assign direct responsibility to the social partners for the management and administration of a public service within the framework of the implementation of national labour policy”.8

This document will be addressing consultation only:

“In practice, tripartite consultation (at national level) is conducted in structures, usually called committees, boards or commissions, officially established by legislation and accountable to the Minister who is responsible for labour issues or related issues or to the Minister in charge of labour administration. However, there is recognition that there are a rising number of ad-hoc meetings which may generally be integrated into existing structures.”9

Consultation through social dialogue can take place only if governments and the social partners are in a position to implement these principles of good governance or to exercise these rights. This will be greatly facilitated if there are structures that promote dialogue on important and specific issues. It is therefore necessary to set up permanent mechanisms where they do not exist and strengthen existing ones for this purpose.

The best plans produced by the best policies will lead nowhere in the absence of adequate management capacity for lasting implementation.

1.3 Aims of the consultation process

ILO Recommendation No. 113 concerning Consultation at the Industrial and National Levels (1960) describes the purpose of consultation in tripartite bodies:

“Such consultation and co-operation should have the general objective of promoting mutual understanding and good relations between public authorities and employers’ and workers’ organizations...with a view to developing the economy as a whole or individual branches thereof, improving conditions of work and raising standards of living.”10

8 Ibid.
9 Ibid.
It goes on to state that such consultation and co-operation should aim, in particular:

“1. at joint consideration by employers' and workers' organizations of matters of mutual concern with a view to arriving, to the fullest possible extent, at agreed solutions; and

2. at ensuring that the competent public authorities seek the views, advice and assistance of employers’ and workers’ organizations in an appropriate manner, in respect of such matters as:

   a) the preparation and implementation of laws and regulations affecting their interests;

   b) the establishment and functioning of national bodies, such as those responsible for organization of employment, vocational training and retraining, labour protection, industrial health and safety, productivity, social security and welfare;

   c) the elaboration and implementation of plans of economic and social development.”

One major outcome of this process would be the involvement in different degrees of the social partners in government policies and hence the fostering of a climate of social peace.

1.4 Roles of governments (labour administrations)

Governments and labour administration systems have two principal roles to play in social dialogue, whether bipartite, tripartite or multipartite, namely those of promoter and participant.

1.4.1 Promoter

Under ILO international labour standards, governments are made responsible for promoting consultation with the social partners and taking the appropriate measures to ensure that such consultation is regular and effective.

The labour administration suggests the creation of specific procedures… within the national context… at the initiative of the Government… so as to ensure and foster participation by the social partners:

creation of specific procedures...

ILO Convention No. 144 on tripartite consultations (1976), calls for appropriate procedures to facilitate social dialogue:

11 Ibid., Art. 5.
“Each member of the International Labour Organization which ratifies this
Convention undertakes to operate procedures which ensure effective consultations, with
respect to the matters concerning the activities of the International Labour
Organization set out in Article 5, paragraph 1, below, between representatives of the
Government, of employers and of workers.”12

“The competent authority shall assume responsibility for the administrative support of
the procedures provided for in this Convention.”13

...within the national context

The same Convention stipulates that to do this within the national context:

“The nature and form of the procedures provided for in paragraph 1 of this Article
shall be determined in each country in accordance with national practice…”14

Consideration of the national context is also highlighted in Recommendation No. 113:

“Measures appropriate to national conditions should be taken to promote effective
consultation and co-operation at the industrial and national levels between public
authorities and employers’ and workers’ organizations…”15

...at the initiative of the Government (its labour administration)

The initiative of promoting social dialogue (bipartism, tripartism or multipartism) is the
responsibility of the labour administrations. In the case of tripartism and multipartism, they
create suitable fora and institutions, such as national consultation boards. In order to foster
bipartism amongst interested partners, they create the conditions necessary for the exercise of the
universal right to organise and to bargain. For it is

“Important that employers’ and workers’ organizations should enjoy freedom of
association, without which there could be no effective system of tripartite consultation
either at the national or at the international level, since employers and workers had to be
able to state their views independently.”16

13 Ibid., Art. 4, para. 1.
14 Ibid., Art. 2, para. 1.
Conference, 88th Session, para. 39.
ILO Convention No. 150 on the role of labour administration (1978) provides that:

“Each Member which ratifies this Convention shall make arrangements appropriate to national conditions to secure, within the system of labour administration, consultation, co-operation and negotiation between the public authorities and the most representative organizations of employers and workers, or — where appropriate — employers’ and workers’ representatives.”

... to ensure and foster participation by the social partners

There are various means of ensuring participation by workers and employers and their organizations. Paragraph 3 of Recommendation No. 113, reads:

“In accordance with national custom or practice, such consultation and co-operation should be provided for or facilitated:
by voluntary action on the part of the employers’ and workers’ organizations; or
by promotional action on the part of the public authorities; or
by laws or regulations; or
by a combination of any of these methods.”

1.4.2 Participant

While the process of social dialogue is related to the principles of good governance, it implies listening and, above all, exchange and the active involvement of all the parties, including the Government. The Government must take part in tripartism as a participant and as a partner, in order to encourage exchanges, carry forward the discussion and to try to find support for its policies and actions.

As the promoter of bipartism, the State furnishes instruments to encourage dialogue between the social partners. In all countries, the State also represents a major employer. As such, it must have in place a mechanism through which it will engage in social dialogue with its own employees.

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1.5 Consultation mechanisms and operational links
(with the labour administration system)

1.5.1 The consultation body

Government actions with regard to consultation at the national level should specifically entail creating consultation bodies attached to ministerial structures, with their permanent secretariats to ensure sustainability as well as efficient and effective functioning.

The consultation body is the vehicle for the consultation process. It may be structured in several flexible ways (form and size) depending on the aims being pursued. Examples are given in Chapter 2 below.

This mechanism usually groups the public authorities (labour administration and sometimes other ministerial departments such as those of finance, trade, commerce, economic planning, agriculture, public service, etc.), employers’ and workers’ organizations and, in some cases, civil society groups. Sometimes, this mechanism comprises employers’ and workers’ organizations only. All these bipartite, tripartite or multipartite bodies have to be guided by well-established procedures for consultative exchanges meant to provide the Government with recommendations or advice on national labour policies and socio-economic policy directions or decisions.

In many cases it falls under the supervision of the ministry responsible for labour administration or under one of its divisions (Annex 1). In other cases it may fall under the supervision of other ministries, such as Finance, Economic Planning, Industry etc.

When it is a tripartite body, often the Minister or his/her representative is its chairperson. In the case of bipartite bodies, the two dialogue partners decide on the chairperson. In other cases, the chairperson may be an impartial and independent person.

1.5.2 The secretariat

This is a permanent administrative unit, a reallocation of duties or the creation of a specific post in order to establish a secretariat charged with preparing, organising and following up the activities of the consultation structure. Ideally, the unit comprises a senior official from the labour administration (e.g. a secretary to the Board) assisted by administrative support services.

In operational terms, the secretariat is usually attached to an administrative unit of the relevant ministry (division for research and planning, or for labour, employment or industrial relations, or even to a department of the administration), regardless of whether the consultation covers labour administration in general or one of its specific areas of activity (Annex 2).

In some cases the tasks usually performed by a secretariat are entrusted to an already existing administrative unit, in addition to its normal functions.

In the case of bipartite employer-worker bodies, the parties to the social dialogue generally perform the secretariat functions. In some instances, however, a unit within the labour administration system could act as a facilitator and provide the parties with secretariat services.
CHAPTER 2
THE CONSULTATION BODY

2.1 Terms of reference

Consultation bodies may take different forms and cover wide-ranging areas of responsibility depending on the needs, balance of power, political situation, wishes of the social partners, culture of social dialogue, and the like. They may be directly linked to a ministry or operate as an independent Committee/Council.

They may be bipartite, tripartite or multipartite in composition. The Government may refrain from participating in the consultation but may have the benefit of the opinions, lending only its support by appointing a chairperson and providing a secretariat. The Government may participate fully in the consultation. The Government may also participate as an employer.

There are various ways of appointing the chairperson. S/he may be appointed by the Government, after consultation with the social partners, or following a suggestion of the Board or its individual members. In some cases, s/he may be a civil servant, in other cases s/he may be independent of the parties to the dialogue. The chairing may also rotate among the parties.

The areas of responsibility may also vary, covering the private or public sector or both at the same time. The topics of the social dialogue are clearly not restricted merely to “issues related to ILO activities”, but include all matters connected with the areas of activity of labour administrations at the national level. The main issue is “securing the social peace as a fundamental guarantee for boosting productivity in the world of work and furthering economic and social development. . . .”

While no formula should be ruled out, for the sake of simplicity, this guide deals with national-level tripartite consultation entities. The various rules suggested may nevertheless be used for tripartite and/or bipartite consultation entities at other levels and consequently be adapted to suit specific requirements.

2.2 Elements of the regulatory frameworks (governing the creation of a consultation body)

The elements shown below comprise a summary of topics that must be envisaged when creating or re-launching a tripartite consultation body and its secretariat. They may be laid down in a legislative text or by internal regulation (ministerial decree, tripartite agreement). (See also Annex 3 which can be adapted to suit national practice and customs).

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11

2.2.1 Creation of a consultation body

Name of tripartite body .................................................................

Mission and mandate .................................................................

Composition and procedure for the appointment of members:
- the chairperson (e.g. a Minister or his/her representative);
- representatives of the Government and governmental agencies;
- representatives of employers’ organizations;
- representatives of workers’ organizations;
- regular and alternate members;
- independent members;
- terms of office;
- experts.

Structure and Finances:
- sub-committees (standing and/or ad hoc);
- nomination of vice-chairpersons;
- remuneration and expenses;
- budget, including secretariat.

Sessions/Meetings:
- venue of meetings;
- frequency of meetings;
- convening procedures;
- agenda;
- rules of consensus and voting;
- minutes of meetings;
- quorum.

Working method:
- ad hoc working party;
- collaboration with other governmental and public authorities;
- inviting experts;
- commissioning work from consultants;
- rules of procedure;
- annual report.
**The secretariat**

A specific article or subsection in the legislative text should address the secretariat attached to the consultation body. The position of the head of the secretariat (often called secretary or Secretary-General) should clearly be distinguished from the position of the chairperson of the consultation body:

- role of the secretariat;
- functions and organization;
- supervisory authority, physical facilities and operation;
- the head of the secretariat;
- officers.

### 2.2.3 Several tripartite bodies

When several tripartite bodies are envisaged, thought may be given to pooling the necessary operational facilities:

- by setting up a common consultation body with specialised divisions or subcommittees (e.g. industrial relations, safety and health…);

or

- by creating a joint secretariat for the specialised tripartite bodies.

In order to ease the process of appointment of members from a limited selection of candidates, the organizational rules may authorise – implicitly or explicitly – the appointment of one person to several tripartite bodies.
CHAPTER 3

THE SECRETARIAT OF A CONSULTATION BODY

3.1 Responsibilities

3.1.1 Role

The secretariat is a permanent administrative unit charged with preparing, organising and following up the activities of the consultation body. The secretariat is generally headed by a senior official (e.g. the secretary or Secretary-General) and assisted by a secretariat staff (Annex 4). It is usually attached to a ministry or another entity within the labour administration.

By reason of its very existence, the secretariat serves as a catalyst in the promotion of the social dialogue at the national level. The secretariat is a unique unit, which is in constant interaction with the world of work. It paves the way for building relations of trust between the labour administration and representatives of the social partners, but also facilitates concrete contacts with the labour administration system. It also fosters the development of skills and the adoption of principles and techniques of dialogue and invites the social partners to become involved, which is a guarantee of genuine and useful dialogue.

3.1.2 Functions

These functions are usually performed by a specific body within a ministry or by an administrative unit (or by someone in that unit) – sometimes in addition to other functions which it has to perform.

The secretariat is charged with supporting the activities of the consultation body. This means assisting the chairperson of the Board, but also preparing, organising and following up meetings. The secretariat also acts as a facilitator and promoter of social dialogue in the unit’s areas of responsibility (Annex 5). At the request of the consultation body, the secretariat may perform any other tasks related to its usual functions, such as certain research work, technical assignments or regularly evaluating the social dialogue itself.

If the functions are performed by a specific unit within a ministry and the consultation body has limited resources, it is recommended that written agreements should be concluded with other departments or divisions for carrying out certain tasks, such as research or technical assignments.

19 Chapter 3 of this guide is supported by a range of documents that appear in the annexes and are meant to serve as examples for each of the topics dealt with. Being examples, they are open to any necessary changes in order to suit national customs and practice.
3.2 Organization and functioning

3.2.1 Planning

The secretariat’s work programme is determined by that of the tripartite body. Its work must be prepared in two stages. First, a reasonable schedule of the body’s meetings must be drawn up. Second, the work of the secretariat itself must be organised to enable it to function.

Agenda of the consultation body

The secretariat must first draw up a projected schedule of meetings of the consultation body, usually on an annual basis, and obtain the approval of the body’s members.

Bearing in mind the possible or likely level of activity and the statutorily-required number of sessions of the consultation body, the secretariat must prepare a preliminary draft schedule of the body’s meetings for the period concerned, in consultation with the members of the structure. Once the opinions or comments of the members of the consultation body have been gathered, a draft schedule endorsed by the chairperson will be submitted for their examination at its first annual session. This will ensure that the scheduled dates for the sessions can be blocked by all members.

Two types of information must be considered in drawing up and proposing this projection:

Scheduling data

The frequency of the meetings will be according to legislative requirements or the body’s founding document. Other important dates and meetings should also be kept in mind when scheduling the meetings of the national tripartite body. Therefore the following need to be consulted:

- the relevant law or the body’s founding document;
- the schedule and agenda of parliamentary sessions;
- other important dates (e.g. holiday periods).

In the case of an already existing body, the pre-established frequency of meetings may be adopted or, if that frequency is considered unsuitable, a new one proposed insofar as the founding texts allow.

Topics for consultation

In giving the projected meetings a relevant agenda, the secretariat should already have in mind those topics that can be anticipated for discussion in the body. The secretariat should therefore make a collection of:

- draft laws that call for an opinion from the tripartite body and which are under preparation (ongoing contact with ministers with social portfolios and the office of the Prime Minister);
- the Government’s priorities, particularly in the sphere of labour administration;
- the priorities of the social partners (joint or separate) (Annex 6);
- other important issues in the labour and social-economic area.
With this information in mind, a realistic schedule can be drawn up and a projected agenda prepared for the sessions on an annual basis. This schedule will facilitate the timely preparation of the matters to be dealt with and the planning of the required resources. It is particularly at this stage where the secretariat of a tripartite body can show a proactive role and inject new impetus into tripartite discussions and social dialogue in general.

A global (annual) planning document could contain a schedule of the body’s activities (Annex 7) and include:

- an up-to-date inventory of existing problems or situations of common interest; and
- the overall projection of the body’s meetings for each operating period.

**Agenda of the secretariat**

In a second phase, the secretariat must prepare its own agenda.

In order to have an overview of the secretariat’s activities, it is useful to maintain and constantly update two planning tools: one covering all the pre- and post-session phases appearing in the body’s schedule, and the other covering the secretariat’s activities that are not directly linked to sessions. For the sake of clarity, and in particular for the use of members of the body, it is advisable to prepare two documents. They could nonetheless be incorporated into the secretariat’s agenda.

**Preparing the body’s sessions**

This is a detailed projection of activities over time, based on meeting dates or periods set in advance, the foreseeable or likely number of meetings for the period and the various stages to be completed in preparing and following up the body’s sessions (Annex 8).

**Agenda of the secretariat**

This agenda or timetable of activities must include all the management stages of the supervisory entity to which the body is attached (annual budget, annual report, planning and programming phases, etc.). It must also include all the activities undertaken by the secretariat outside of sessions of the consultation body, such as the preparation and holding of briefing or training sessions, participation in inter-ministerial meetings, representation in regional fora, etc. (Annex 9).

### 3.2.2 Resource management

The human, material, information and financial resources made available to the secretariat must be appropriate and should enable it to play its role in keeping with the tasks entrusted to it. Depending on the scale of the consultation body’s activities, a minimum staff – the head of the secretariat (i.e. the secretary) and an administrative officer – and operating budget, including equipment, will be needed. The secretary may also exercise other functions for the ministry, which is indeed the case in a number of countries in English-speaking Africa.

In order to ensure efficiency, the human, financial and information resources must be managed in accordance with certain rules.
**Human resources**

**Post of secretary to the Board**

In order to facilitate the choice of the head of a secretariat and to provide terms of reference for his/her work, a clear job description must be provided (Annex 10). The incumbent is preferably a high-ranking civil servant at a respected level so that direct contacts with the senior members of the Board take place at a more or less equal level. The ultimate appointment of the head of a secretariat is generally done by the Minister of the supervisory ministry, accompanied by a letter and published in the Gazette (Annex 11).

Broadly speaking, s/he must:

- follow up the functioning of the national tripartite structure in a practical and ongoing manner (budget, schedule of meetings, agenda, convening notices, holding of sessions, drafting of minutes and final documents, etc.);
- regularly review the progress of the structure’s operation and make useful suggestions to the chairperson so as to obtain his/her instructions or directives;
- maintain permanent contacts with the departments of the labour administration system and other public administrations as well as with the social partners so as to collect the information and documents needed for preparing, organising and holding the meetings and implementing their conclusions;
- put together a collection of relevant documents and furnish the public with information on the body’s aims and activities;
- where necessary, promote the consultation body’s activities and accomplishments;
- manage the secretariat on a day-to-day basis (staff, correspondence, filing, etc.);
- the secretary could be requested to evaluate the social dialogue at the level of the consultation body.

**Other posts**

It is recommended to have some staff supporting the secretary with regard to routine work. A clear budgetary commitment for the number and positions of regular secretariat staff is necessary. In addition, one may consider the secondment of a research officer or a secretary from other sources and link this up with existing structures. There is no need to provide separate job descriptions for such posts. The job descriptions already in place in the various government departments concerned could be used (Annex 12). The staff of the secretariat can consist of:

- one or more administrative assistant(s) and/or secretary;
- one or more technical or research officer(s);
- a librarian;
- a computer expert;
- consultants;
- others, if necessary.
Financial resources

Formal relations must be established with the administrative unit in the supervisory ministry which is responsible for budgetary questions for the activities of the consultation body so as to determine budget periods and procedures. The approach is principally the same, no matter if the budget is integrated into the ministry’s overall budget or if the consultation body is a separate legal personality with a distinct budget line within the government.

The annual budget of the body

Three key points must be borne in mind:

(i) A precise determination of the source of budget funds (Annex 13).

It is crucially important for the consultation body’s annual budget to be based on a specific budget line that is independent of other budget allocations within the labour administration system. This will avoid the need to claim budget re-allocations in the course of the year to the detriment of the body. Only the separation of the budget line for the activities of the consultation body from other budget lines in the ministry will ensure that the allocated money will be spent as envisaged and not diverted to other purposes. Ideally, this budget item should cover anticipated expenditures for the body’s activities and operation.

To arrive at an idea of the size of the necessary budget, all possible sources of revenue must be identified, such as:

• specific budget line;
• resources allocated under other budget lines in the supervisory ministry;
• additional funding (other ministries, technical cooperation projects, contribution from social security in specific cases, etc.).

(ii) A projected activities budget for the consultation body: table of anticipated expenditures and a clearly identified budget for the operating costs of the secretariat (Annex 14).

The secretariat will determine the level of the budget line based on the schedule of the body’s activities (see Annex 7) and on non-implemented conclusions from prior sessions, new concerns forthcoming, inter alia, from the labour administration and from the social partners and its own costs.

The projected budget is prepared by including all the costs of the body’s activities, including those of advisors made available to the body and cost estimates for outside experts and for the preparation of technical documents. It also includes all foreseeable material expenditures (postage, document reproduction, secretariat services / transcription of sessions, any rental of premises or equipment, filing costs, etc.), and a realistic and public evaluation of reimbursements necessary to ensure the participation of members of the body. The projected budget should also include all operating costs of the secretariat itself. They can be distinguished in 3 different categories:

• human resources, i.e. all staff, according to the statutes establishing the consultation body and the secretariat, and other contributions (e.g. detachment from other ministries or other organizations). It is of utmost importance that the salaries of the secretary, the officers and other staff of secretariat are ensured;
• material resources including costs for the premises, equipment, transport, stationery, etc;
• studies and external input: in order to prepare the tripartite meetings in a meaningful way, funds have to be available for consultants, data collection, and processing structures, etc.

(iii) Expenditure management principles or resource management methods (Annex 15).

The expenditure management principles or management procedures specific to the body and/or to the supervisory administrative unit must be clearly indicated. Preferably, a copy of the relevant rules should always be on hand for consultation, if required (can be included in the ring-binder version).

**Budget of a session**

The cost of a session can be estimated mechanically and based on past experience. A provisional budget for the session should be prepared and approved by the competent division in the supervisory ministry before the holding of the session, in keeping with the principles of expenditure management (Annex 15).

The secretariat must ensure follow up of budget execution (stated in the activities budget) by means of follow-up sheets (Annex 16).

At the end of the budget period, the secretariat, in conjunction with any other relevant person, such as the ministry’s internal auditor, will draw up the budget as executed (a balance sheet, Annex 17). The relevant person can be the head of the department in the relevant ministry, if the secretariat is linked to a ministry. It can also be the chairperson of the body, if the body and its secretariat are independent authorities. This balance sheet will include the budget follow-up sheet of the body’s activities (Annex 16) and, for the record, the secretariat’s operating expenditures (Annex 14), possibly covered from other budget lines in the supervisory ministry. Mention should also be made of the cost of performing assignments received from other ministries or agencies (Annex 17).

**Information Resources**

In this connection, the role of the secretariat of the tripartite body is indeed administrative (being responsible for producing, receiving and preserving the body’s documents in general and for the proper transmission of general or specific information documents to the members of the body). In addition, it covers communication (catalyst for exchanges between the members of the body, and even with the public) and general documentation (it remains abreast of topics of interest to all members of the body and keeps other parties accordingly informed). Thus it looks after:

- internal and external dissemination of information;
- exchanges with the social partners;
- the operation of an information desk on all the body’s activities.

With regard to managing acquired information and the knowledge base of the consultation body, a sound and functioning filing system is most crucial. Details on this and other information-related matters are given in the Annex (see Annex 18). Generally, the
The following has to be taken into account when establishing, equipping and staffing the secretariat, and adequate procedures must be established for:

- a filing system;
- relations with the labour administration and the Government;
- relations with the social partners;
- register of recommendations and conclusions;
- informing the public and the media;
- an official spokesperson;
- receiving the public.

The secretariat may also suggest ways and means of highlighting the body’s objectives and activities and raising its profile, for example by creating its own logo, adopting a colour for the cover page of its official documents, publishing a promotional document about the body (role, function, etc.), broad dissemination of its studies and publications, etc. Once the Board approves them, the secretary will be charged with implementing these ways and means.

### 3.2.3 Annual Report

It is highly recommended that an annual report of activities be produced, regardless of whether such a report is required in the founding document or not. It would need to be distributed to all relevant political instances as well as to the public through the media. Such a report will on the one hand increase the visibility of the tripartite consultation body and its supporting secretariat, and on the other hand it will stimulate all actors to work towards realistic objectives and be results-oriented. However, the principle of producing such a document as well as its major outlines must be discussed at a meeting of the body.

The report should cover in particular a summary of the body’s activities during the period as well as an assessment of those activities in keeping with predetermined evaluation criteria. It includes, among other things, the number of members, renewals, achievements, bottlenecks, future directions, substance of political issues, and a record of the follow up given to conclusions, recommendations etc. (Annex 19). In case the body is independent and not directly linked to the ministry, the report should also present a financial statement.

The secretary prepares the draft annual report. It is submitted to the body’s chairperson and to the social partners that are members for their comments. It must be discussed by the body before being published or deposited with the supervisory ministry and/or the Parliament.

The dissemination of the annual report will provide an opportunity to demonstrate the importance of the work done and the usefulness of the consultation body.

On the basis of the report of activities and the financial statement, the consultation body could possibly justify a request for a supplementary budget to cover the assignments entrusted to it.
3.3 Activities (meetings of the consultation body)

The sessions of the tripartite consultation body constitute the main reason for the existence of the secretariat, in addition to any other work being done by this specific administrative unit. In implementing the projected schedule of the consultation body (Annex 7), the secretariat should carry out the following activities:

3.3.1 Preparing for the meeting of the body

Before each session and in keeping with certain rules the secretariat must carry out a series of key tasks crucial to the proper functioning of the session of the body. These tasks are presented in no particular order here.

List and contact details of members

Maintaining an updated list of regular and alternate members is an essential part of the secretariat’s work. It must comprise contact addresses, telephone numbers, fax numbers and e-mail addresses. It must be updated in preparation for each session. In addition, a list must also be kept of committees and their members, equally for subcommittees. This list should comprise names, titles, addresses, telephone numbers etc. to make it easy for the secretariat to correspond. A separate list should be kept for staff, and for experts/consultants or non-members of the consultation body but who are in a position to conduct studies or to enlighten members (Annex 20).

Logistics

The holding of a session entails completing an ordered series of steps beforehand, as well as constant follow up. The use of a check-list in the form of a timetable is recommended to ensure that none of these steps are overlooked (Annex 21).

Agenda

Based on the priority topics or prevailing situation, the secretariat draws up a preliminary draft agenda for the chairperson of the body (Annex 22). The priority topics will be discussed with the chairperson, possibly also with some other members (e.g. Executive Office), pursuant to the rules and depending on the nature of the topics involved. Some topics on the agenda will be recurrent items:

- the adoption of the agenda;
- the minutes of the previous meeting;
- the conclusions pending implementation from earlier sessions (action sheet);
- substantial discussion on varying issues;
- any other business;
- the date of the next meeting.

20 These rules concern, among other things, the notification time frame established or to be stipulated, necessary recommendations required by law, exchanges on other projects or subjects of national interest, the body’s freedom of consultation, the partners’ freedom to make proposals of law or fact, the need to grant them an opportunity to do so, etc.
**Convening the meeting**

The secretary sends, in a timely fashion, a written invitation to each member of the body to attend the session, stating the date, venue, agenda and issues for discussion in keeping with the prescribed or appropriate forms, time frames and conditions (Annex 23). The agenda may also be attached to the invitation (Annex 22). Important and relevant papers for the upcoming session must be attached, as far as possible (Annex 24).

A reminder may be made by simple telephone call to ensure that at least the necessary quorum will be present at the session.

**Transmitting the documents**

The secretariat has to supply participants with sets of working documents, namely draft texts, supporting documents, available comments from social partners, etc., well in advance of the session (Annex 24).

For each agenda item the secretariat should give supplementary information, i.e. identify the issues and objectives and prepare a brief presentation of them. It gathers, collates and processes the information needed, including studies commissioned from consultants, and then proceeds to the drafting of the relevant texts, highlighting useful suggestions at the end of each one, as necessary.

The head of the secretariat produces and completes the documents under the guidance of the body’s chairperson.

### 3.3.2 The holding of the meeting

**Facilities**

Several spot checks must be made during the hours preceding the meeting to ensure:

- the availability and state of the conference room;
- the availability of support services such as photocopying, fax and telephone facilities, toilets, etc.;
- the availability of sufficient spare sets of working documents;
- supply of stationery;
- arrangements for coffee breaks;
- the presence of support staff.

More details are listed in Annex 25.

**Procedures**

It is useful to draw up and approve regulations, which should be prepared together with the parties represented. If such regulations do not formally exist, it would be necessary to ensure that certain rules of procedure are followed (Annex 26):

- verification of the quorum;
- the agenda must be approved and followed by the chairperson and participants;
procedures for intervention by participants are laid down;
use of cell phones during sessions;
securing advance contributions;
support staff must be on hand for preparing the various texts and documents needed immediately or at the close of the meeting; such texts or documents could be a resolution, recommendations, conclusions, reports, minutes, final document, etc.;
should formal conclusions be drawn and adopted? If so, consideration could be given to having them signed by the participants during the meeting itself, in particular for sensitive issues;
funds/allowances have to be ready for the members, according to the rules.

3.3.3 After the meeting

Record of Proceedings

Some kind of written document must be produced to reflect the discussions, or at least the outcome of the discussions of the body (Annex 27). This serves to recall the line of argument of the members at a later stage, or simply to keep a record of the decisions taken to ensure proper implementation and follow-up. The different possibilities are:

- verbatim protocol;
- summary of the discussions, topic by topic;
- only the conclusions or decisions;
- a mixture of the different possibilities.

Resolution, Recommendation

If the body agrees on a Resolution or a Recommendation, the secretary would prepare the letter to be sent for the signature of the chairperson. The signature of the chairperson would be necessary to demonstrate it being a decision of the body. In some cases it might be wise to get the signature of all members of the Board, preferably at the end of every meeting (Annex 28).

Sharing the documents

The secretariat has to ensure that all relevant documents, which are requested during the session, are transmitted to the members of the consultation body (e.g. studies, collection of replies). This could be done during or at the end of the meeting as far as practically and materially possible. At any rate, a deadline is necessary to avoid the late transmission of the final document (e.g. Conclusions, Resolutions).

Filing of documents

The filing of documents pertaining to the session must be done in keeping with the established procedure. It has to be carried out immediately after the session so as to avoid misplacing documents (Annex 29).
Informing the public

With the body’s agreement and in keeping with agreed rules governing the issuing of press releases, the secretariat may disclose information concerning the session and its outcomes. This has to be in accordance with national laws and practice (Annex 30).

3.3.4 Follow up and implementation

The secretariat must make a record of all conclusions/final documents emerging from the session. It has to distinguish between three types of actions to be undertaken, by area of responsibility (Annex 31).

By the secretariat

Depending on the role assigned by the body to its own secretariat and the resources made available to it, the secretariat may produce draft legal texts or propose amendments to a law. For this purpose, the secretariat should liaise with the Attorney General. It may also produce administrative documents, research papers, background material, statistics, or other texts – in keeping with the body’s mandate as a consultative body. Another important role of the secretariat is to report back to the body on the follow-up taken to implement its earlier conclusions/recommendations. It therefore needs to maintain close contacts with the wider government structure.

By outside organizations

The secretariat liaises with all external organizations and entities. This is particularly relevant for conclusions whose implementation falls within the technical remit of other bodies or structures. These other units can be other ministries (e.g. Finance and Planning, Economic, etc.), other State authorities (e.g. Central Planning Unit, Central Bureau of Statistics) or research institutes with which appropriate agreements exist.

By consultants

The secretariat may initiate special assignments that could be entrusted to outside experts, under individual contracts. Internal rules concerning subcontracting have to be followed.
USEFUL ADDRESSES

IFP/DIALOGUE

Postal: InFocus Programme on Social Dialogue, Labour Law and Labour Administration
International Labour Office (ILO)
4, route des Morillons
CH-1211
Geneva 22
Switzerland

Telephone: +41.22.799.7035
Fax: +41.22.799.8749
E-mail: ifpdialogue@ilo.org
Website: http://www.ilo.org/ifpdialogue

ARLAC

Postal: African Regional Labour Administration Centre (ARLAC)
P.O. Box 6097
Harare
Zimbabwe

Telephone: 263.4.210191-5
Fax: 263.4.210197-8
E-mail: arlac@arlac.org.zw

ILO Field Offices

R.O. Abidjan

Postal: ILO Regional Office for Africa
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Fax: +225.20.21.28.80
E-mail: abidjan@ilo.org
SRO Addis Ababa

Postal: ILO Subregional Office for East Africa
       P.O. Box 2788 or 2532
       Addis Ababa
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SRO Harare

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SRO Cairo

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ILO Lagos

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       P.O. Box 9212
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ILO Lusaka

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       Lusaka
       Zambia

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**ILO Pretoria**

**Postal:**  ILO Office for South Africa, Botswana, Lesotho, Namibia and Swaziland
P.O. Box 11694
Hatfield, 0028
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ANNEXES

Every user is requested to read these important comments!

The annexes that follow serve as possible examples of how the daily work could be structured and carried out in practice. Some of the annexes could be copied and used during the preparation of each new meeting, but there is no obligation to use these tools instead of other modules. They should, of course, be amended to suit national custom and practice. Some annexes, such as the checklist, may be complemented by the secretary personally. The annexes are given for information only!

The tools suggested may also be used for the activities of the Board, the officers, Specialised Commissions or other ad hoc committees.

Suggestion for users of the ring-binder version

It is recommended to place copies of documents currently in use in this ring-binder, (e.g. invitation letters, agendas) to facilitate subsequent use. Other important documents may also be kept with the corresponding annex (e.g. founding document for the creation of the consultation body, internal and financial rules, list of members).
The place of the consultation body in a labour administration system

ANNEX 1

The place of the consultation body in a labour administration system

Central Level

Political authority(ies)

Tripartite consultation body(ies) for labour administration issues

Administrative authority(ies)

Research

Division / services

Employment

Division / services

Labour

Division / services

Industrial relations

Division / services

Management of internal resources

Division / services

Divisional Level

* Administrative unit responsible for human, material and financial resources.

Note: One or several consultation bodies may be attached to a single ministry responsible for labour administration.
The place of the secretariat of a tripartite consultation body in a labour administration system

Please note the asterisks!

* The secretariat (which should be a permanent unit) of the tripartite consultation body may be attached to one of these administrative units. The secretariat may – according to national requirements – also fulfil other tasks or serve exclusively the tripartite consultation body. In any case, a precise mandate has to be given.

a Administrative unit responsible for human, material and financial resources.
ANNEX 3

Creation of a tripartite consultation body

Creation of the Board

1. A tripartite body is established to be known as the … (e.g. Labour Advisory Board, or similar), referred to in this law as the “Board”.

Role and mandate

2. The Board shall act as an independent consultative body. Its role is to give advice to the Government, through the Ministry of Labour, on the matters outlined in the sections below.

3. The mandate of the Board shall comprise the following tasks:
   a. to consider and advise upon any proposed legislation affecting labour, employment, industrial relations or working conditions, before it is introduced in Parliament;
   b. to consider and advise on any policy measures that fall within the ambit of the Ministry of Labour;
   c. to advise the Minister on any other matters connected with the employment of workers, industrial relations or organizations of employers or workers as is referred to them by the Minister;
   d. to consider and advise on the ratification and implementation in the country of any relevant international labour standards, including Conventions and Recommendations of the International Labour Organization;
   e. to consider and advise on proposals or matters to be discussed at the International Labour Conference of the International Labour Organization, matters which may be raised in reports to be made to the International Labour Office, or issues addressed by other tripartite regional or international conferences.

4. The Board may also, on its own initiative, undertake studies on socio-economic issues, discuss the formulation and implementation of national policy related to labour, economic and social affairs, and report to the Minister of Labour and other relevant ministers upon such discussion.

Composition

5. The Board shall consist of:
   a. the Minister of Labour or a person designated by him or her, who shall be the chairperson of the Board;
b. x members nominated by the Ministry of Labour, the Ministry of Finance, the Ministry of Trade and Development, the Ministry of Justice, the Ministry of Agriculture, etc;

c. x members nominated by the most representative organizations of employers;

d. x members nominated by the most representative organizations of workers.

(Note: The representatives of workers' and employers’ organizations shall be equal in number.)

6. In nominating the representatives, care should be taken to have an appropriate percentage of female members on the Board.

7. The Board shall have a workers’ vice-chairperson and an employers’ vice-chairperson nominated respectively from among the workers’ members and the employers’ members of the Board.

8. Each member of the Board shall have an alternate member, who shall, in the absence of the regular member, replace the regular member and have the same rights and functions as the regular member.

9. The members and alternate members shall be appointed by the Minister of Labour and their names and terms of office published in the Gazette.

**Term of office**

10. Members appointed shall serve for a term of three years. They shall remain in office until they resign or are either reappointed or replaced. Any vacancy arising in the course of the member’s term in office shall be filled in accordance with the procedures prescribed for such appointment.

**Advisors, experts**

11. The chairperson may, after consultation with the Board, invite experts and advisors to a Board meeting to give their expert views and opinions on specific matters. Such experts shall not be entitled to vote.

**Meetings and agenda**

12. The Board shall meet regularly and at least once every three months. It may meet in an extraordinary session upon a request submitted to the chairperson by half of the members of the Board.

13. The secretary shall convene the meetings of the Board at the request of the chairperson or one of the vice-chairpersons. The members of the Board shall be notified at least 15 days in advance of the meeting.

14. The agenda of the meeting shall be prepared by the secretary following consultations with the chairperson and the vice-chairpersons.

**Quorum**

15. The quorum shall consist of x members, of which there should be an equal number of employers’ and workers’ members. If these conditions are not met, the meeting shall be postponed by at least x calendar days.
Decision making

16. The Board’s decisions shall normally be taken on the basis of consensus. Where this is not possible, decisions shall be taken by a simple majority of the members present and voting.

Committees

17. The Board may, as it considers appropriate, establish specialised committees as standing committees or ad hoc committees. These committees shall comprise an equal number of members representing employers’ and workers’ interests. The opinions and decisions of such committees shall be presented to the Board for final decision.

Secretariat

18. The Board shall have a permanent secretariat responsible for preparing the meetings (date and venue, agenda) of the Board and its committees, organising them, drafting the minutes and other records of decisions taken and undertaking follow up, managing the secretariat itself, running the documentation and filing services, and for furnishing information about this tripartite body and ensuring a certain relationship amongst the members of the Board.

19. The permanent secretariat shall be headed by a secretary appointed by the Minister from among senior labour administration officers. The secretary shall assist the chairperson in his/her duties, but shall not have voting rights. Subject to the laws governing the public service, the Government shall provide the Board with a sufficient number of staff for the performance the Board’s mandate.

Executive office

20. The Board may establish an executive office which shall consist of the chairperson, the vice-chairpersons and the secretary.

21. The role of the executive office is:
   a. to prepare the yearly programme of work for approval of the Board;
   b. to monitor the implementation of the Board’s yearly programme of work, including the financial and staffing resources;
   c. to act in urgent cases and report in writing on such actions to the Board as a whole.

Spokesperson

22. The Board may consider appointing an official spokesperson.

Rules of Procedure

23. The Board shall regulate its proceedings in such a manner as it sees fit.

Training

24. Arrangements shall be made between the public service and the representative employers’ and workers’ organizations to secure the necessary training for members of the Board, as well as for the secretariat.

Budget and finances

25. The operating costs of the Board and its secretariat shall be borne by the Government.
26. The members of the Board and advisors and experts may be paid such fees and allowances as may be determined by the Minister from time to time, with the concurrence of the Minister of Finance.

**Annual report**

27. The Board shall, not later than three months after the end of the financial year, furnish to the Government, including the office of the President and the Parliament, the annual report and audited accounts of the Board.

**Commencement**

28. This Act shall come into operation on a date to be fixed by Proclamation.
Role of a secretariat of the tripartite body

The secretariat acts as a catalyst for the social dialogue and supports the consultation body in preparing, organising, holding and following up its meetings and issues. It also furnishes the expert studies and other background material required for accomplishing its missions.
Functions of the secretariat

The secretariat is headed by a secretary or a Secretary-General.

It supports the activities of the Board by:

- assisting the Board’s chairperson in his/her work;
- maintaining an updated list of members of the body;
- drawing up and maintaining a schedule of activities;
- furnishing background material (e.g. opinions, research services or other information needed for the preparation of topics for discussion);
- conducting or commissioning studies or research;
- preparing meetings;
- providing the logistics for meetings;
- following up decisions;
- producing draft conclusions/resolutions for submission to the Government;
- producing reports (minutes, final documents, other reports, etc.);
- providing an annual report on the Board’s activities.

It acts as a catalyst for social dialogue by:

- ensuring the sustainability of the Board’s activities;
- maintaining contacts with members of the Board’s (informing, communicating and consulting);
- keeping available and disseminating information on the Board’s activities (documents, conclusions, reports, etc.);
- attending to information requests from the public and the media;
- being pro-active in discussing the agenda with the chairperson.
ANNEX 6

Information on matters for consultation

Assemble all the documentation required to identify:

The Government’s priorities

- Official statements;
- Official press releases;
- Minutes of the Council of Ministers;
- National policy statement before the Parliament;
- Strategic goals set by the President of the Republic, the Prime Minister or the Minister in charge of labour administration (decrees concerning the powers of the ministry and the consultation body, documents describing the various missions and the ministry’s official action plan for attaining the strategic goals set);
- Meetings between the head of the secretariat, the chair and the supervisory Minister.

The priorities of the social partners

- May Day speech;
- List of claims;
- Report from congresses;
- Hearings with the Minister;
- Issues raised at the last annual session for the planning of the following year;
- Meetings between the head of the secretariat and the social partners.

Other important documentation

- Statistical material in the labour and socio-economic area;
- Press cuttings.
## Schedule of the body’s activities

*(an example)*

<table>
<thead>
<tr>
<th>Session No.</th>
<th>Period</th>
<th>Agenda</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Board X</td>
<td>From January To March</td>
<td>1. Schedule of meetings for the year…</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Draft Administrative Order on…</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Draft Decree on…</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>4. Etc.</td>
<td></td>
</tr>
<tr>
<td>2. Board X</td>
<td>From April To June</td>
<td>1. Draft law on Child Labour</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Conclusions on representativeness of professional organizations…</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Etc.</td>
<td></td>
</tr>
<tr>
<td>1. Subcommittee on Wages (similar for other subcommittees as far as applicable)</td>
<td>From .......... To ..........</td>
<td>1. Minimum Wage</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Collective Agreement in ‘transport’ sector</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Etc…</td>
<td></td>
</tr>
<tr>
<td>2. Executive Office</td>
<td>From .......... To ..........</td>
<td>Topics to be put on the agenda</td>
<td></td>
</tr>
</tbody>
</table>

*NB: This timetable is subject to change.*
## Preparing the body’s sessions

(an example)

### Year 200...

<table>
<thead>
<tr>
<th>Approved programme of meetings</th>
<th>J</th>
<th>F</th>
<th>M</th>
<th>A</th>
<th>M</th>
<th>J</th>
<th>J</th>
<th>A</th>
<th>S</th>
<th>O</th>
<th>N</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Session 1 (Board)</strong></td>
<td></td>
<td></td>
<td>10/4</td>
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<tr>
<td>• Convening time frame</td>
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<td>20/3</td>
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<tr>
<td>• Advance consultations</td>
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<td>21-28/2</td>
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<tr>
<td>• Preparation of documents</td>
<td>2/1</td>
<td></td>
<td>31/3</td>
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<tr>
<td>• Preparation of meetings</td>
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<td>1-9/4</td>
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<tr>
<td>(See text 3.3. Activities)</td>
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<tr>
<td>• Budget for the session</td>
<td></td>
<td></td>
<td>6-9/4</td>
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<td>• Meeting</td>
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<tr>
<td>• Final Document (Minute)</td>
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<td>11-20/4</td>
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<tr>
<td>• Follow up</td>
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<td>10/4</td>
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<td>30/6</td>
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<tr>
<td><strong>Session 2 (Board)</strong></td>
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<td>(10/7)</td>
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<tr>
<td><strong>Session 1 (Executive Office)</strong></td>
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<tr>
<td>• Issues for next year's</td>
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<td>1/11</td>
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<td>agenda</td>
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</tr>
</tbody>
</table>
## Agenda of the secretariat

*(timetable of own activities)*

<table>
<thead>
<tr>
<th>Activities to be carried out / Discussion points</th>
<th>Date of Meeting or Deadline or Duration of activity</th>
<th>Estimated cost (financed by)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual budget (according to national situation)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance sheet (according to national situation)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Report of the Board</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizing a seminar on tripartite cooperation…</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Meeting on social dialogue on child labour</td>
<td></td>
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<tr>
<td>Workshop on Tripartism for technical advisers from other ministries</td>
<td></td>
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<tr>
<td>Preparing a workers' education programme</td>
<td></td>
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<tr>
<td>Subregional meeting on technical cooperation projects</td>
<td></td>
<td></td>
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<tr>
<td>Survey to determine an adequate system of representation</td>
<td></td>
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<tr>
<td>Government seminar on social dialogue (ministers and heads of institutions)</td>
<td></td>
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</tr>
<tr>
<td>First ordinary session of the body in 2004</td>
<td></td>
<td></td>
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<tr>
<td>Training activity for own staff</td>
<td></td>
<td></td>
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<tr>
<td>Etc.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ANNEX 10

Description of the secretary’s duties

Under the authority of the chairperson of the Board:

A. The head of the secretariat acts as secretary to the Board and as such is responsible for organising and coordinating the various activities to be conducted in the framework of the functions assigned to the secretariat before, during, and after the sessions of the consultation body (See Annex 5, Functions of the secretariat).

S/he executes or delegates the following tasks:

Before the session

- Prepares the agenda, in consultation with the chairperson;
- Requests opinions, research or information needed for the preparation of topics;
- Conducts or commissions studies or research; establishes comparative papers;
- Prepares the documentation (copies of new draft law, opinions for discussion, research studies, working papers, other background material, minutes of the previous meeting);
- Maintains an updated list of members of the body and alternates (including telephone, email, fax and addresses);
- Sends out invitation letters (often hand-delivered) to all members of the Board well ahead of time while attaching all relevant background material as far as possible;
- Sends out invitations to experts and other resource persons, as necessary;
- Prepares the budget for the sessions;
- Maintains contacts with members of the body (informing, communicating and consulting);
- Prepares for the holding of meetings (organising the venue, refreshments, allowances, parking places and having spare copies of documentation available).

During the session

- Supports the chairperson;
- Provides the logistics for the meeting (including paper and pencil, ad hoc copies);
- Takes record of proceedings (verbatim or summary of discussions).

After the session

- Ensures payment of allowances to members (according to national practice);
- Drafts reports (minutes, final document, etc.);
Follows up decisions, in particular with the governmental structure (and the Central Statistics Office);
Keeps documents, opinions, reports, etc. available;
Maintains a filing system (e.g. in chronological order, or by subject);
Replies to information requests from the public and the media;
Prepares the consultation body’s annual report;
Promotes the consultation body’s aims and activities;
Carries out missions, if necessary.

B. The head of the secretariat manages the secretariat’s staff, budget, and material and information resources (allocation of relevant documents). Some of these managerial tasks can actually be done in cooperation with the competent divisions of the supervisory ministry.

C. The head of the secretariat may also act as a spokesperson of the consultation body, if this is explicitly foreseen as one of his/her duties. In most countries in English-speaking Africa, however, the head of the secretariat does not act as a spokesperson.
ANNEX 11

Appointment of the head of a secretariat of a tripartite body

There is no specific format to announce the appointment of the head of a secretariat. However, since the head of a secretariat is in most cases a civil servant, the incumbent is usually informed of his/her appointment through a letter signed by the Minister or the Permanent Secretary of the Ministry. The appointment could be as follows:

“The Minister of Labour appoints ________ to be Secretary to the Labour Advisory Board.”

According to the national situation (structure of the ministry and size and role of the secretariat), the incumbent is requested to execute the functions as a secretary to the tripartite body as his/her only assignment, or to act as a secretary in addition to existing functions that s/he had been performing so far (e.g. head of a division/unit within the ministry). It is, however, recommended to assign the secretary as a full-time secretary in order to strengthen the necessary administrative support for the tripartite body.

After the appointment, the same should be published in the Gazette (…. of the country), which is generally the official government document.
Other job descriptions

The Secretary may include the job descriptions of his/her colleagues here:

- technical / research officer;
- administrative assistant or secretary;
- computer expert;
- librarian;
- examples from contracts with consultants (e.g. Terms of References);
- others, if and when available.
The budget for the activities of the consultation body and the operations of its secretariat are generally met by the Government.

Provision should be made for a specific line within the budget of the supervisory ministry (department or division) responsible for the activities of the consultation body to ensure that the consultation body can meet regularly and that the secretariat can exercise its activities on a reliable and sustainable basis. This comprises all costs that are necessary to prepare and hold the meetings, e.g. allowances for members, research studies, stationary (see Annex 14).

The secretariat’s operating budget (staff salaries, premises, equipment, etc.) generally forms part of the overall budget (by category of expenditure) of the supervisory ministry.

According to the organizational location of the consultation body and its secretariat within the labour administration system as well as national practice and custom, the budget lines for the body and the secretariat may be put together or kept separate.
ANNEX 14

The projected budget of the … Board
(size of the budget)

<table>
<thead>
<tr>
<th>Financial Year 200…</th>
<th>Estimated amount</th>
<th>Actual expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specific budget line for the body (Expenditures anticipated for meetings)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Venues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Stationary (pens, paper, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Studies (if not provided for in the budget of the supervisory ministry or requesting ministries and agencies)</td>
<td></td>
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<tr>
<td>• Coffee breaks</td>
<td></td>
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<tr>
<td>• Support staff (in addition to staff that is on a regular ministry budget)</td>
<td></td>
<td></td>
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<tr>
<td>• Travel allowances (non-resident) or lump-sum per diem</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Communications (e-mail, media, telephone, fax…)</td>
<td></td>
<td></td>
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<tr>
<td>• Equipment</td>
<td></td>
<td></td>
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<tr>
<td>• Photocopies</td>
<td></td>
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</tr>
<tr>
<td>• Other (please add here any other specific costs you may have, e.g. costs for an expert’s invitation, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ Budget per session</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ Budget multiplied by estimated number of sessions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Provisions in the overall budget of the supervisory ministry (itemised budget)

| | | |
| • Wages and salaries | | |
| • Communications (e-mail, media, telephone, fax…) | | |
| • Services | | |
| • Maintenance | | |
| • Rent | | |
| • Stationary | | |
| • Equipment (computers, printer, photocopy) | | |
| • Transport | | |
| • Other | | |
| → Total | | |

Total Expenditure
<table>
<thead>
<tr>
<th>Financial Year 200…</th>
<th>Estimated amount</th>
<th>Actual expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other funding sources (income)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Assignments commissioned by other ministries or agencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Special grants, endowments or allowances</td>
<td></td>
<td></td>
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<tr>
<td>• Other</td>
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<tr>
<td>Total Income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance to be Requested (Expenditure Income)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ANNEX 15

Expenditure management principles

It is obvious that the budget for the consultation body and the secretariat has to be managed according to the existing financial rules in order to ensure transparency and accountability. It is advisable to refer to the head of the administrative unit in charge of the daily book-keeping, if in any doubt. The following topics are important in this respect:

- annual budget allocations;
- prior approval of expenditures;
- estimates;
- invoices;
- salaries;
- allowances;
- premises;
- stationery;
- equipment;
- transport;
- etc.

Note for users of the ring-binder version:

You may include here the supervisory ministry’s rules and regulations governing financial management. They may need to be consulted regularly.
This budget sheet has to be seen in context with the projected budget, as presented in Annex 14.

<table>
<thead>
<tr>
<th>Sessions</th>
<th>Budget allocation</th>
<th>Source</th>
<th>Actual expenditure</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.1, e.g. 12 January 2004</td>
<td></td>
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<tr>
<td>No.2, date</td>
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<td>No.3, date</td>
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<td>No.4, date</td>
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<td>No.5, date</td>
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<tr>
<td>No.6, date</td>
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<tr>
<td>Etc...</td>
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</tbody>
</table>
This balance sheet is partly replicated from Annex 14 and extended by the addition of columns for the previous year's financial statements (for the purpose of better comparison).

<table>
<thead>
<tr>
<th>Financial Year 200…</th>
<th>Budget allocations</th>
<th>Origin of funds</th>
<th>Previous Year 200….</th>
<th>Current Year 200….</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget expenses</td>
<td>Budget expenses</td>
<td>Budget expenses</td>
<td>Budget expenses</td>
</tr>
<tr>
<td><strong>Activities of the body</strong></td>
<td></td>
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<tr>
<td>• Budget follow-up sheet (Annex 16)</td>
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<tr>
<td><strong>Operations</strong></td>
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<tr>
<td>• Wages and salaries</td>
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<tr>
<td>• Communications</td>
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<td>• Services</td>
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<td>• Maintenance</td>
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<td>• Stationery</td>
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<td>• Equipment</td>
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<td>• Transport</td>
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<tr>
<td>• Other</td>
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<tr>
<td><strong>Outside assignments (external costs)</strong></td>
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<tr>
<td>• Studies commissioned</td>
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<tr>
<td>• Missions, trips</td>
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<tr>
<td>• Other</td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
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</tbody>
</table>
ANNEX 18

Filing and information management

A minimum of equipment and supplies must be available to establish a structured database on the body’s activities and to have the information at hand when required (filing cabinets, furniture, ring-binders, computers, fax machine, copying machine, paper supplies, pens, transport means, etc.).

Note for users of the ring-binder version

The secretariat should include here all the procedures or model documents that are potentially useful, for future reference.

A. Filing

A filing system must be established making it possible to keep documents in a given order so that they can be located quickly and easily. The filing should be:

- simple;
- precise;
- easy access;
- sustained (stick to the chosen order);
- safe (resistant to external factors such as climate, rodents etc).

There should be a centralised list of files and each file should be numbered. It has been proven most reliable to file by subject, and in chronological order within a subject. When appropriate, or at the start of the year, a new folder may be opened under a given subject. Naturally, the filing system would need to be brought into line with the labour administration system’s general filing system – if national practice and custom so require. However, the following file names may assist in establishing a structured filing system in the secretariat. They are given as examples below. If need be, they may be subdivided – as long as simplicity is maintained.

1. List of Members of the body

2. General correspondence
   (Chronological order)

3. Sessions of the body, including Minutes, Conclusions and Recommendations of the meetings
   (Separate subject file by session) (see also Annex 29)

4. ILO-related matters
   A separate file is justified if the tripartite body’s terms of reference include giving opinions on ILO activities and international standards
Correspondence register

All movements of correspondence (incoming or outgoing) must be entered in a register for follow up. The sender of each document and the date of receipt must be shown on it and entered in the register. The register should also indicate to whom the correspondence is sent on for action.

Archives

In keeping with the procedure followed by the supervisory ministry, documents dating back more than x years should be stored away for safekeeping and possible consultation.

B. Relations with the administration (and other ministries)

All correspondence must be routed via the usual channels, in particular if the secretariat is located within a bigger entity (e.g. ministry).

C. Relations with the social partners

It is an important duty of the secretary to cultivate permanent and positive relations with the social partners. These contacts need not be recorded systematically, as the efficiency is demonstrated by the outcome of discussions in the Board.
D. Register of Conclusions/Recommendations

It is advisable to keep a special register showing a chronological record of “Conclusions and Recommendations”. It should contain references to final documents such as the Board’s replies (by consensus or otherwise) to requests from the Minister, and the minority positions of the parties. This file should be accessible to all members of the secretariat and the consultation body and serve as an easy reference for the most important outcome of the Board’s meetings.

E. Informing the public and the media (dissemination, newspapers, radio, television)

Whether or not an official spokesperson is appointed, s/he should act strictly in line with the agreed procedures.

In English-speaking Africa, the task of spokesperson is usually performed by the Minister’s office, or a Public Relations Officer within the Ministry, and hardly ever by the secretary to the Board. One may also think of the chairperson as the only officer authorised to issue official statements. The secretary may, nevertheless, furnish technical information. However, practice here should be kept in line with national customs and practice (see also Annex 30).

F. Receiving the public

The officers of the secretariat should have access to a display shelf, notice board and/or table and to a collection of documents so as to be able to consult the official documents made available and to be able to hand them out to the public on request.
ANNEX 19

The annual report of the … Board
(Year 200…)

Table of Contents (an example)

Foreword  (Cover note by the Board forwarding the document to the supervisory Minister or equivalent)

Introduction

A. Powers and terms of reference
   • Statutory mandate;
   • Ad hoc.

B. Activities undertaken and outcomes
   • By session;
   • By topic;
   • Other.

C. Problems faced

D. Future work
   • Pending matters;
   • New issues;
   • Other.

Conclusion

Annexes
   • Lists of Conclusions and Recommendations;
   • Lists of Board members, invited experts and guests;
   • List of sessions of the Board and its subcommittees;
   • List of subcommittee members (renewals);
   • Participation of members in Board and subcommittee meetings;
   • The staff of the secretariat;
   • Financial Statements (Annex 17);
   • Other comparative tables of the body’s activities (e.g. covering two financial years).
List of people involved

Board members

- Chairperson and vice-chairperson(s);
- Government members, including from other line ministries;
- Members of workers’ organizations;
- Members of employers’ organizations;
- Other members pursuant to the founding document (as far as applicable);
- Alternate members.

Members of Subcommittees (examples)

- From subcommittee on working conditions;
- From subcommittee on employment;
- From subcommittee on occupational health and safety;
- From subcommittee on international standards,
- From subcommittee on industrial relations;
- From subcommittee on gender;
- From subcommittee on ….

Non-members or opted members

- Consultants;
- Specialists, Experts.

Staff of the secretariat

- Head of the secretariat (secretary or Secretary-General);
- Supporting staff;
- Others.

Note for users of the ring-binder version:

The secretariat could include here the links of all persons involved, including address, telephone, fax, e-mail.
## Logistics

<table>
<thead>
<tr>
<th>Schedule of preparatory activities</th>
<th>(Deadline)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Setting the time and date of the session(s)</td>
<td></td>
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<tr>
<td>Informing the members of future dates</td>
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<tr>
<td>Reserving the conference room</td>
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<tr>
<td>Drafting the agenda (Annex 22)</td>
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<tr>
<td>Approval of the agenda by the chairperson (or competent person, commit-</td>
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<td>tee)</td>
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<td>Preparing consultation documents:</td>
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<td>• request from relevant ministry division on time;</td>
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<td>• commissioning of external study on time;</td>
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<td>• dispatch documents to members;</td>
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<tr>
<td>• receipt of comments, if any.</td>
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<tr>
<td>Sending out the invitation letter to the session, including documents</td>
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<tr>
<td>(Annexes 23 &amp; 24)</td>
<td></td>
</tr>
<tr>
<td>Preparing the conference room (Annex 25)</td>
<td></td>
</tr>
<tr>
<td>Request for payments/allowances</td>
<td></td>
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<tr>
<td>Purchase of stationery</td>
<td></td>
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<tr>
<td>Briefing meeting with the chairperson and the head of department</td>
<td></td>
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<tr>
<td>Preparatory (briefing) meeting with the staff of the secretariat and/</td>
<td></td>
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<tr>
<td>or other support staff</td>
<td></td>
</tr>
</tbody>
</table>
ANNEX 22

Agenda of a meeting
(an example)

1. Opening remarks of the chairperson
2. Introduction of new members
3. Adoption of the agenda
4. Approval of the previous meeting’s minutes
5. Summary of follow-up activities (Action Sheet)
6. Discussions on the report to be sent to the ILO on non-ratified Conventions
   6.1 Convention on …, 1978 (No. 150)
   6.2 Convention on …, 2000
7. Discussion on the proposed amendment to the Labour Act, 2000
8. Presentation of the background paper on…
9. Any other business
10. Date of next meeting
11. Closure of the meeting
ANNEX 23

Invitation letter to the Board’s meeting

Dear Sir / Madam,

Meeting of the Labour Advisory Board

I am directed to inform you that the next meeting of the Labour Advisory Board (or a specific committee, if applicable) has been scheduled for Tuesday, 15 February 200... at 2pm. The meeting will be held in Conference Room ... of the Labour Ministry, 3rd floor, ... precise address.

The agenda will cover the following matters:

……… (Please reproduce the agenda of the meeting here)

I enclose the relevant documents for your perusal.

Yours faithfully,

...............  
(Name)  
Secretary, Labour Advisory Board

Cc:  The Minister, Ministry of Labour  
The Chairperson, Labour Advisory Board
ANNEX 24

Working documents sent to members prior to a meeting

Together with the invitation letter (Annex 23), the following working documents shall be sent to the members of the Board meeting prior to the meeting (as mentioned earlier, the invitation is often hand-delivered). In the rare case that not all working documents are available at that time (generally two weeks before the meeting itself), these documents should be sent as soon as they become available. This will enable a better preparation for the meeting on the side of the members, and ensure a smoother functioning of the meeting itself. The names of the documents below are given as an example. As it may happen that members do not bring the documents to the session, some spare copies should be at hand or quickly and easily be made available on the spot. The secretariat may keep a set of documents in a folder for this purpose.

Working documents

- Agenda (Annex 22)
- Minutes from the previous session
- Documents on each agenda item
- Papers prepared by consultants
- Proposals from social partners
- Related legislative texts
- Other relevant documents
Facilities

Check-list

☐ Sufficient seating and arrangement of the room
☐ Overhead-projector and screen
☐ Black/Whiteboards or flip charts and appropriate pens
☐ Photocopier
☐ Meeting room for subgroups
☐ Room available for coffee breaks
☐ Signboards
☐ Secretary’s office
☐ Telephone
☐ Arrangement to pay allowances (receipts, forms) and for members to sign
☐ Stationery to be used by the participants (notebooks, writing pads, pencils, etc.)
☐ Toilets
☐ Etc.
ANNEX 26

Rules of procedure

General provisions

Recap:
Name of body (... Board);
Role and mandate;
Composition;
Organs
- Board
- Committees
- Executive office

Organization of work

Article …

The meetings of the Board are summoned by the secretary and chaired by the Minister of Labour.

Article …

Those eligible to take part in the work of the Board shall be:

• duly appointed regular or alternate members;
• invited representatives of ministries;
• experts;
• observers authorised by the chairperson.

Article …

If the regular member is present, the alternative acquires observer status and does not participate in the discussions or the voting.

Article …

The chairperson must keep order during the deliberations.

Interventions must be courteous, cordial and polite.

The chairperson may determine the duration of each intervention.

Article …

The chairperson is authorised to interrupt a speaker who exceeds the time allotted.

Article …

During meetings, delegates are called to speak in the order in which requests are recorded.
Article …

No Board member can belong to more than two committees. Members are free to register with the committee of their choice. Each committee must comprise at least … members. A member of one committee may participate in the work of another, without the right to vote.

Article …

Each committee elects a chairperson and a rapporteur from amongst its members.

The chairperson conducts the discussions.

The chairperson may request the services of an external resource person if need be.

Article …

Procedures by which the Board adopts its conclusions, opinions,…(consensus, vote …).

Article …

Committee meetings are convened by the secretary, upon request of the chairperson.

Discipline

Article …

Board members may not use their status for any purposes other than the fulfilment of their terms of reference.

Article …

Board members are required to attend all sessions of the Board, barring justified absence; they must respect the timetables set for meetings and may not disrupt them in any way.

Article …

The use of mobile phones is not tolerated during the meetings. They have to be kept muted.

Article …

Any breach of discipline may incur one of the following penalties:

• a call to order;
• withdrawal of the right to speak;
• in cases of serious misconduct and at the proposal of the Board, the suspension or replacement of the offender.

The Board or the chairperson shall determine the nature of the misconduct.

Article …

The chairperson of the Board shall be responsible for applying these rules of procedure.

(Place)............... on (Date)...............
Procedural rules

Procedural rules depend strongly on national practice and custom. They should cover the following points:

- quorum;
- verification of credentials;
- adoption of the agenda;
- approval of the final document (previous session);
- role of the chairperson;
- taking the floor;
- voting;
- decision making (show of hands/secret ballot; majority vote, split vote);
- time frames for the transmission of documents;
- attendance list;
- discipline (nature of misconduct; penalties);
- date of the next session; (if not statutory).
Summary of the Meeting of the Labour Advisory Board (15 February 200...)

Members present:

i) Mr. X – title;
ii) Ms Y – title;
iii) Mr. Z – title;
iv) and so on.

1. Opening of the meeting
   …One sentence…

2. Introduction of new members
   …Short…

3. Approval of the Minute of the previous meeting
   … The minutes of the meeting held on 10 January 200… were approved without any amendments

4. Report of follow-up activities
   … The secretary reported that the Ministry of Labour embarked on … etc…

5. Discussion on reports to the ILO
   5.1. Convention N° X
       …. The discussion on the non-ratification of Convention… N° …
   5.2. Convention N° Y
       … With regard to ILO Convention N° … the chairperson …

6. Discussion on the Labour Act
   6.1. Working conditions (Section 6)
       …………
   6.2. Female workers (Section 14)
       …………
7. **Presentation on …**
   … A consultant presented an analysis report on … (please summarize)

8. **A.O.B.**
   … The secretary informed the members of an upcoming …

9. **Next meeting**
   … It was agreed that the next meeting be scheduled tentatively for 20 March 200x …

Date ................................................................

The Secretary of the … Board
Resolutions and Recommendations

A. Resolution

Resolution concerning...

Whereas the recent legislation on … stipulates …;

Whereas article .... of Ordinance No. ... of .... 200… on the Labour Code provides … ,

Whereas for years now the labour chambers of the courts …

The … Board, at its first ordinary session for the year 200... held at ... on... 200... concludes that .... and recommends to the Minister of Labour of …

Recommendation 1
Recommendation 2
Recommendation 3

(Place)................ , on (Date)................ .............................. The … Board

B. Recommendations

Recommendations to the Minister of Labour pertaining to the changes needed to ensure that the system of occupational health and safety is safeguarded (date)

Common position
Text...

Diverging position
Text...
Filing of documents after a session

Year 200...

Session No. ... of ... (date)

Board (e.g. Labour Advisory Board)
Subcommittee (e.g. Subcommittee on Wage Determination)

Place in a folder (title and date)

In chronological order:

- invitation letter and its annexes;
- correspondence;
- working documents for members;
- other documents (studies, research papers, etc.);
- minutes of the meeting;
- resolutions, Recommendations, Conclusions;
- communiqûes ;
- follow-up plan;
- responses to follow up;
- the session’s budget and balance sheet;
- logistics file.

The filing should be in line with the general filing system, as presented in Annex 18 (cf. in particular to Annex 18, A. 3).
ANNEX 30

Press communiqué

Any information pertaining to the Board’s activities may be the subject of radio, TV or press communiqués; convening of sessions, opening, and closing communiqué. As to the possible spokesperson, please refer also to Annex 18.

Communiqué

The … Board held its first ordinary session for the year 200… on …

The following matters were discussed during that session:

• schedule of sessions for the year 200…;
• draft administrative order setting the number of employer and worker members of the … Board;
• draft administrative order concerning the organization of elections of worker/employer representatives;
• other matters;
• etc…

Regarding the schedule, the members of the …. Board …

The Board’s first ordinary session for the year 200… closed at the end of the afternoon of … and members have scheduled the second ordinary session for …

(Place)................ , on (Date).............

The Minister (Chairperson of the Board)
The Secretary
The Spokesperson (if applicable)
In completing the final report immediately after a session, the secretary should draw up a list of actions to be taken on the matters discussed to be included in a global annual timetable.

### Post-session follow-up plan

(an example)

<table>
<thead>
<tr>
<th>Meeting from 30 March 200…</th>
<th>J</th>
<th>F</th>
<th>M</th>
<th>A</th>
<th>M</th>
<th>J</th>
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<tbody>
<tr>
<td><strong>The responsibility of the secretariat</strong></td>
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<td>• Drafting of the final report (time frame according to statute, if applicable)</td>
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<td>1 to 15/4</td>
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<td>• Research concerning item 1 of the agenda (one month)</td>
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<td>15/4 to 15/5</td>
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<td><strong>The responsibility of other bodies</strong></td>
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<tr>
<td>• Document, information or opinion to be requested from the Ministry of Justice regarding agenda item 2 (two months)</td>
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<td>1/4 to 31/5</td>
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<td>• Compilation of statistics by the labour inspection division of the supervisory ministry (date)</td>
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<td>31/4</td>
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<tr>
<td><strong>Studies to be commissioned (consultants)</strong></td>
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<tr>
<td>• Statistical studies to be commissioned from the National School of Public Administration in connection with agenda item 3 (time frame)</td>
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<td>1/4 to 10/8</td>
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</tbody>
</table>