

**‘Implementation of  
International Framework Agreements:  
host-country evidence and policy implications’**

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## Context & Focus

Why International Framework Agreements (IFAs)?

- IFAs: integral part of an evolving labor governance regime
- Short supply of in-depth IFA case studies

The paper aims to:

- Assess the IFA impact at the level of MNC subsidiary drawing from case-study research
- Outline implications for practitioners and policy-makers

## Design & methods

3 case-studies: Telefonica, Endesa, Inditex

- Telefonica: average case
- Endesa: low-end of IFA spectrum
- Inditex: high-end of IFA spectrum

Different methods:

- interviews
- internal document analysis
- case-law
- a small-scale survey

## **IFA implementation: evidence**

### Telefonica:

- Weak coverage
- Integration with existing tentative CSR policies
- Enforcement of compliance: IFA cures the symptom, not the disease

### Inditex;

- Extended coverage
- Successful use of IFA as a CSR tool
- Rather positive outcomes on the ground (i.e. resolution of local disputes) albeit not always sustained

### Endesa:

- Termination of the IFA one year after it was signed

## **IFA implementation: accounting for the evidence**

### - Institutional:

- Local trade union presence & affiliation
- Trade union legacies
- International regulation (i.e. ILO Conventions)
- CSR traditions

### - Structural:

- Sector & business activity
- Differences among industries regarding MNC exposure to market & reputational accountability

- Nature of violation (i.e. collective bargaining vs child labour)

- Importance of regional dynamics (i.e. Europe vs LatAm)

## **Policy implications**

For ILO (and other international jurisdictions)

- ‘complementarities’ between ILO and the IFAs

For local unions:

- Use of the IFA in conjunction with national judicial means

For global unions:

- Issues of representativeness & local involvement
- Use of the IFAs in conjunction with regional trade union networks

For both global unions & MNCs:

- Linkages between IFAs and MNC information and consultation structures
- Misconceptions regarding the nature of IFAs: the latter are bilateral CSR instruments with a dominant labour dimension