

**Kazakhstan Tripartite Dialogue Training of Trainers Project  
Agency for Educational Development (AED) Order No. 115PO-193**

**Frank Carr**

The Kazakhstan Tripartite Dialogue Training of Trainers project featured two training sessions for Kazakhstan labor social partners: government representatives, business leaders, and trade union officials. The training sessions were for 3 days and consisted of 15 participants at each session. The participants were primarily from the Confederation of Free Trade Unions of Kazakhstan.

The primary training objective was to prepare the participants for their role as trainers for regional social partnership tripartite dialogue and awareness training sessions. The training was designed to meet the two distinct social partnership goals of conflict prevention and dispute resolution. The first training day was a basic course in understanding communications and negotiating concepts for social partnership tripartite dialogue. The second day was focused on the conflict resolution process of mediation, the dynamics of multi-party negotiation, and international social partnership. The final day consisted of participant facilitation skills training and participant-designed regional social partnership training modules.

The training techniques used by the consultant included: lectures, discussion groups, modeled examples, experiential learning in individual and team role-plays, and self-assessment questionnaires. The participants were provided a labor mediation training manual and a trainer's manual.

**Follow-Up Plans and Other Recommendations:**

The firm of Carr, Swanson and Randolph worked for the past 1½ year in the Republic of Croatia to implement Social Partnership and to generate Commercial Law Reform. The focus of the work was to generate effective social dialogue, create a foundation for mediation in conflict resolution, and to build a core of institutions and laws to implement the programs. Recognizing the similarities in initiating such programs in Croatia and Kazakhstan the following recommendations are made.

1. Conduct social partnership national and regional roundtables with government, employer association, and trade union leadership participation. This is an outreach effort to share the experience of Croatia and to generate support from the leadership in these groups for social partnership dialogue and mediation.
2. Educate government officials, members of employer association, and trade unions representatives on the principles of social partnership in basic and advanced tripartite dialogue training sessions. This should provide understanding on the concept of social partnership through interest-based dialogue with enhanced communication skills and negotiation tools.
3. Promote social partnership awareness through the media using newspapers, trade journals, radio and television. This is designed to provide community awareness and interest in social partnerships.
4. Meet with government agencies, employer associations, and trade unions. The meetings are to establish a common understanding and to generate interest in the goals of social partnerships.
5. Conduct strategic planning sessions for trade unions. This will enable trade unions to build internal strength to meet as full partners for social partnership dialogue.
6. Train a sufficient number of qualified Kazakhstan mediators. The training program needs to include members from the Kazakhstan government, employer associations and trade unions.
7. Establish several Centers for Mediation. In conflict resolution the users of mediation need institutions to find qualified mediators.
8. Design a mediation program for the Courts. The use of mediation needs the support of the judicial system and the Courts can demonstrate their support by advising the parties about the availability of mediation as an alternative to litigation and providing enforcement for mediated agreements.
9. Enact a Mediation Law. A law on mediation provides government encouragement and authority for mediation and states clear rules for the use of mediation and protection of the participants.
10. Invite universities and law schools to attend social partnership functions. This will encourage these institutions to understand the role of effective interest based dialogue and mediation in the concept of social partnership.