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PROMOTION PROJECT**



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Industrial Relations Promotion Project

Quarterly Report: Q4, Year I

July 1, 2010 – September 30, 2010

Contract No. DFD-I-00-05-00220-00 Task Order No. 8

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List of Acronyms

ADR	Alternative Dispute Resolution
APHEDA	Australian Public Health, Education and Development Aid
BWP	Better Work Program (ILO)
CBA	Collective Bargaining Agreement
CIEM	Central Institute for Economic Management
CIRD	Center for Industrial Relations Development
DOLISA	Department of Labor, Invalids, and Social Affairs
FDI	Foreign Direct Investment
FES	Fredrich Ebert Stiftung
FLA	Fair Labor Association
FMCS	Federal Mediation and Conciliation Service
GVN	Government of Vietnam
ICD	International Cooperation Department
ILO	International Labor Organization
ILSA	Institute of Labor and Social Affairs
IPZ	Industrial Processing Zone
IR	Industrial Relations
LAO	Legal Aid Office
LAS	Legal Aid Service
LWD	Labor & Wages Department
LI	Labor Inspectorate
LTTA	Long Term Technical Assistance
MIS	Management Information System
MOLISA	Ministry of Labor, Invalids, and Social Affairs
MPI	Ministry of Planning and Investment
NA	National Assembly
NIRC	National Industrial Relations Commission
NLC	National Labor College
PCI	Provincial Competitiveness Initiative
PIRC	Provincial Industrial Relations Commission
PPP	Public-Private Partnership
PPT	Project Preparation Team
STTA	Short Term Technical Assistance
TOT	Training of Trainers
TDT	Ton Duc Thang University
ULSA	University of Labor and Social Affairs
STAR	Support for Trade Acceleration Project
VCCI	Vietnam Chamber of Commerce and Industry
VGCL	Vietnam General Confederation of Labor
VNCI	Vietnam Competitiveness Initiative

Quarterly Report Narrative Summary

Highlights for the Quarter:

- The Project finally cleared most of the official hurdles to become formally approved: in July the project was listed in the ODA portfolio of Vietnam; on August 5th, there was an MOU on the project signed between MoLISA and USAID; and on September 15th, the Project Document was approved by the Minister of Labor.
- The MoLISA Workplan was completed, finalized and submitted to the Project Management Unit and Steering Committee by the end of the quarter. This workplan basically parallels the USAID Workplan, but is in a different format.
- This quarter saw several international consultants come to provide technical assistance in the form of dispute resolution, labor inspection, industrial relations education, trade union legal aid, collective bargaining and labor law education. Much of their assistance was to lay the groundwork for the rest of the program:

Richard Fincher, ADR Specialist

Jeff Wheeler and E J Murtaugh, USDOL Labor Inspection Specialists

Jan Sunoo, FMCS International Mediation Specialist

Kent Wong, UCLA Labor Relations Education Specialist

Victor Narro, UCLA Legal Aid Services Specialist

Scott Jacobs, World Bank Inspection Specialist

Katie Quan, UC Berkeley Collective Bargaining and Labor Law Education Specialist

- The first diagnostic assessments are underway in the most of main areas the project will focus on: labor inspection, labor law education, trade union legal services, collective bargaining, dispute resolution and industrial relations education. These are scheduled to be completed in the next quarter.
- While activities began in June, until September 15th, no officially approved activities were conducted (up until it was considered preparation work). The second half of September saw the first official approved activities implemented, which were in the area of Labor Law Education.

Detailed Summary of Activities:

During this quarter, the Industrial Relations Promotion Project began implementing activities, though they had to be categorized as “preparation work” given that the project was not yet approved and were overseen by the International Cooperation Department (ICD) of MoLISA. The project received a big boost with the notification of official approval in July when a letter from the Government Office was received which officially listed the SIIR project into U.S grant portfolio and detailed MoLISA responsibilities for approval of the project. Copies were sent to MoLISA and concerned ministries. However the project document for MoLISA still needs to be finalized.

Initial activities centered on an assessment of Alternative Dispute Resolution (ADR) Systems within Labor Relations in Vietnam. An US-based ADR specialist was contracted to come out to Vietnam for technical assistance for several days at the end of the first week in July. The objective of the trip was to study the current dispute resolution systems and practices, including functions of existing provincial conciliation councils and arbitration councils. Interviews with concerned stakeholders such as Vietnam

Chamber of Commerce and Industry (VCCI), Provincial Labor Confederation (Ho Chi Minh City and Binh Duong), various FDI enterprises and private monitoring firms were conducted. Based on these interviews, a report is being developed to provide recommendations for MoLISA and other stakeholders on making dispute resolution more effective. After the rapid assessment survey on ADR, the second phase will provide technical assistance and focused training to tripartite stakeholders, which is tentatively set for January 2011.

Two Labor Inspection specialists from the International Labor Affairs Bureau, U.S. Department of Labor came out to Vietnam at the end of July to undertake an analysis of labor inspectorate system and current data collection/information system will serve as the basis for an assessment report and recommendations of policies and best practices. Various meetings with MoLISA Departments such as Legal, OSH, Labor and Wage, Gender Equality, Employment, and Inspector Training School were set up to get their buy-in and to share information on labor inspection systems in Vietnam and U.S. After that, three roundtable talks on U.S labor inspection system were organized by MoLISA Inspectorate in Hanoi, Danang and Ho Chi Minh City with participation from tripartite stakeholders such as MoLISA departments, VCCI, provincial labor confederation, enterprises, etc. During these three roundtable talks, the two international consultants collected valuable information on the advantages and shortcomings of current inspectorate system and shared and discussed ideas with Vietnamese counterparts. The team will return in October to conduct capacity building activities and to participate in an ASEAN workshop on labor inspection.

The SIIR project, along with the STAR project, made arrangements for a team from the AFL-CIO to come to Vietnam to strengthen bi-lateral ties with the Vietnam General Confederation of Labor (VGCL). The SIIR team organized the meeting schedule with the VGCL and made logistical arrangements and made program available for translation.

August saw the signing ceremony of memorandum of understanding between USAID and MoLISA for the SIIR project was held on August 5th. This marked the official start of the project. Following the signing ceremony, the third draft of the project document was sent to the project owner and concerned stakeholders for comments which will later be sent to the MoLISA Leaders for official approval.

A specialist from Federal Mediation and Conciliation Services (FMCS) conducted three roundtable talks on mediation conciliation and how an FMCS model would in work in Vietnam with three counterparts: Vietnam Chamber of Commerce, MoLISA Inspectorate, and University of Labor and Social Affairs. In each presentation there was different focus on the role of the government, of employers and of IR Education respectively.

The IR education specialist worked with three IR universities to assess the needs for technical assistance for each university. A workshop on “needs assessment of IR education and the possibility of IR Educator Network” hosted by Ton Duc Thang University, was organized in Ho Chi Minh City with the participation of lecturers from University of Labor and Social Affairs (ULSA) and the Trade Union University and representatives from enterprises. After the workshop, each IR institution will send their detailed proposals to the international consultant generate a set of and recommendations for each university. This will also be the basis of a follow up trip that focuses on capacity building, which is slate for December. In addition, Kent Wong will try to bring other labor educator initiatives and networks in the US to work with these universities and expand university to university linkages.

The Trade Union Legal Aid Services Consultant and project staff, in cooperation with VGCL, went on assessment trips to different labor confederations in the North (Haiphong), Central (Danang) and South (Binh Duong, HCMC and Dong Nai) of Vietnam to elevate current legal advisory centers and offices. Based on the findings from this trip, the consultant will write up an assessment report in which recommendations are incorporated. He will also draw up a training curriculum which he is slated to implement in November.

The first activity in September was a roundtable meeting in which an International Senior Advisor on Regulatory Reform of the USAID/VNCI project, presented to MoLISA Labor Inspectorate officials the work he was doing on the draft Inspection Law [the consultant had been doing a series of presentations on inspections for various ministries under the VNCI project but MoLISA was not included – thus the project was able to provide the format for him to engage MoLISA]. During the working session, the consultant shared international experience in developing modern management systems for inspection and the types of strategic planning that could be developed and incorporated into current practices. The roundtable meeting was also a platform to help the consultant to understand the labor inspection system (including constraints) in Vietnam within the context of Vietnam’s multiple inspection systems. Through the presentation, the Labor Inspectorate was able to engage the consultant on other countries’ inspection systems and open up possibilities of further technical cooperation between the MOLISA Inspectorate and USAID IR Project and VNCI.

Throughout September, preparations were made for the STTA trip of a collective bargaining and labor law education specialist from UC Berkeley Labor Center. A detailed schedule for two weeks, from 19 September to 2 October was sent to the project owner, MOLISA Inspectorate for approval and who then sent out the schedule to relevant stakeholders who primarily worked with the consultant during this trip. In the labor laws education area, the consultant worked with the MOLISA Legal Department. Two regional workshops on labor laws education were organized in the north (Hanoi) and in the south (HCMC). The workshops which were hosted by a MOLISA Vice Minister focused on sharing international practices on labor laws education as presented by the consultant and on presentations by DoLISAs (provincial level) in the North and the South on the implementation of Project 31 (on labor laws education and dissemination).

Another part of the consultant’s work on collective bargaining – specifically on multi-employer agreements. Four workshops were organized by the ULSA, VGCL, VCCI and MoLISA Labor and Wages Dept. concentrating on new approaches to collective bargaining with different scale of audience. In the workshops, new concepts (centralized bargaining, decentralized bargaining, pattern bargaining, sectoral agreements etc.) were introduced with discussions centering finding applicable models of multi-employer collective bargaining agreement for Vietnam. The workshops include representatives of academia, employers representatives/FDI enterprises, unions, and the government. Along with separate meetings with relevant stakeholders, the workshops on both labor laws education and collective bargaining were forums of information sharing, including internal assessments that the consultant could use to develop follow on recommendations after the trip.

First drafts of two reports on ADR and labor inspection system in previous trips are developed and sent to SIIR technical team for comments. Discussions on the finalization of these reports are on-going, and the report is on the fifth draft.

The draft Year II Workplan was written in the last part of the quarter and sent to the USAID COTR for review.

Operating Environment: Problems encountered/overcame/outstanding issues

- Due to the delay in the official implementation of much of the Year I workplan, most of the activities have been carried over to Year II and incorporated into that plan. This has meant that in the major activity areas of labor inspection, labor law implementation and education, industrial relations model building, dispute resolution, collective bargaining and industrial relations education, the envisioned next phases (e.g. working with trained trainers) have been abbreviated. While these activities have been initiated and are on-going, they cannot be comprehensively addressed as they would otherwise (if there had a full two years of activity implementation). Both the project office and partners are working together to find ways to fit the planned activities in the compressed timeframes.
- Given the compressed timeframe the project office in concert with project partners have decided to reprogram some planned work in order to concentrate on achieving the major outcomes. For example, due to the importance of developing an industrial relations model, the Labor and Wages Department of MoLISA has decided to postpone initiating work on an information data system (as was envisioned in the Year I Workplan), instead wanted to concentrate on the development of a Provincial Labor Relations Bureaus and national industrial relations strategies. The Labor Inspectorate also decided to scale back the number of activity areas the project was to work on with them and focus primarily on developing a model management information system, encouraging parallel capacity building, and developing an improved self-assessment program.
- The project plans to follow through with the majority of the planned activities in the Year I and II workplans (the latter being modified to incorporate of many of Year I activities). However the importance of follow up to achieve stated outcomes cannot be minimized. While work on the various industrial relation models been initiated, the original two year span of the project (i.e. without delay) did allow for some additional work with partners that might be needed might to strengthen and refine these models. The months lost in waiting for approval would have given the additional time needed for greater impact, sustainability, and multiplier effects as well as assessment and evaluation. The project office is working with partners to ensure that there will be sustainability post-project.
- The Project Office in its discussions with MoLISA has realized that they has not fully understood what a USAID-funded project in a contract agreement entails and that they are not receiving the bulk of funding directly. There seems to be misperceptions and confusion bordering on resentment in this regard. The Project Office has explained to MoLISA what the USAID contract process is like, that this is a technical assistance project, and tried to find ways of presenting a larger activity budget (that will go to local partners), but this will be an issue going forward.
- The original USAID taskorder needed to be more focused and less ambitious, given the original two-year timeframe. While its broadness does give flexibility, the expected impact of the project's outcomes needs to be tempered. It is apparent that the government of Vietnam's approach to labor relations and labor laws will not dramatically change due this project (though the Trans Pacific Partnership may be an important change factor). Even in terms of outputs, it is the government, not an outside project that will decide what is implemented and when (e.g. new systems). Also if something is not specified in labor law (e.g. formation of intra-ministry committees) there may need to be a regulation or directive on this particular feature, which lead to delays. The project office is working with both USAID and MoLISA (and other partners) to manage expectations.

- The original project budget did not provide for a full-time professional translator on staff. This has put a burden on project staff who, in addition their other work, must devote large amounts of time to translating project related materials from reports to training curricula to official documents to emails from partners. This does not even include the time spent for editing translations. This has meant that feedback or responses from the project to partners can take time, which in term may cause further delays on the part of a partner. Follow up (such as translation of consultant's reports), can be protracted if the project staff is already working on other tasks. The project has tried various ways of dealing with this issue, including out-sourcing any large documents, shifting workloads as well as hiring part-time translators when necessary.
- The multi-stakeholder nature of this project, with up to ten partners representing the tripartite nature of labor relations in Vietnam, has created burdens in project management. As many planned activity areas are interlinked, it is important that partners can work in coordination. However this means that the project is dependent on partner schedules matching which in turn can lead to delays. In addition, the project has to follow up on with partners to plan further project developments. This type of follow up is difficult to do if many activities are running either simultaneously or close together responding to the compressed timeline. This has meant that anticipated follow up has been delayed in some cases. The project continues to push partners to abide by schedules, particularly important in a compressed time frame.
- As a USAID technical assistance project that specifically states using US specialists, this outside or international expertise is central to many of the projects activities. However this presented logistical problems as the project had to match the international expert's timeline with those of project partners. For the most part the project has been able to harmonize both sets of schedules; however there were instances when international consultants could not come at the time when a partner was ready, thus new dates had to be arranged. The opposite was also true, as a consultant have been ready to come out, but the partner may not been ready (or key person or leader may be out), leading to more rescheduling. Or if a consultant was to work with more than partner, this meant even more complicated coordination. While delays involving international specialists should be expected, especially given the numbers of partners involved and the areas covered, a shortened project timeline has meant that the impact of such scheduling issues is magnified.
- The use of international consultants and resource persons has also created issues with MoLISA especially which perceives project funding going to non-Vietnamese sources, even though this was an expectation in the design of the project. Given the broad spectrum of areas to be covered, the project had to use a variety of specialists, who often charged no fees or gave more time than their contracts specified. However MoLISA expects that the project will use more national experts and consultants. While the project office has tried to be accommodating, it is difficult to hire national consultants at their desired rates given USAID's guidelines on employment and salary histories. The project continues to work with MoLISA to identify qualified national consultants who can be approved by USAID.
- Presently the Labor Code and Trade Union Law are now re-scheduled to be passed in the National Assembly session in May 2012. This can be an opportunity for the project, but also can affect the implementation of activities. The anticipated outcomes activities, including policy recommendations and development of new IR approaches could potentially be used by lawmakers. Conversely the main tripartite partners, especially MoLISA, could delay conducting most other activities, regardless of commitments, (with its attention focused on finishing and passing the draft Labor Code (and draft Trade Union Law). The project is aware of this possibility and has tried to build flexibility in the workplan to accommodate such a change.

- Even though project approval process is completed and the various bureaucratic structures have been established for the project in accordance with Vietnamese government procedures, this does not mean that the partners have confirmed what they wanted to do, especially within MoLISA. Because there are at least four MoLISA departments involved (under three different Vice-Ministers) there is a lack of consistency in terms of planning and program development. The Labor Inspectorate as the designated lead (called Project Owner) does not have experience in coordinating bi-lateral projects or working with multiple project partners. The project team is spend considerable time having to follow up with each partner to develop plans, only to have partners change activity, priorities making consistency in planning and timing of activities difficult.
- Given the degree of control mandated by government procedures, the project cannot directly implement activities as such but needs to work through each partner through an officially approved workplan. However, while the project is not supposed to deviate from this workplan, this does mean a particular partner is obligated to complete their particular activity areas. This inflexibility means the project is unable to reprogram activities, even if a partner's priorities have changed. This may be an issue towards the end of the contract if some anticipated activity areas are not completed by a specific partner and the project is unable to bring in another partner to complete the activity.
- It has become apparent that the political current environment in Vietnam makes it difficult to implement governance work, especially a USG Industrial Relations project. While Vietnam's participation in the Trans Pacific Partnership negotiations make labor issues prominent in the bi-lateral relationship between the US and Vietnam, by the same token it makes work in this area sensitive to certain government agencies. These sensitivities could mean a planned activity is not allowed to proceed, partners not wanting to implement a planned activity or an international resource person not allowed to come. While these have not happened, the project knows that project partners are often questioned on activity content and relationship to the project. It is routine now that for activity to move forward can take time as outside approvals are sought. The project also needs to submit materials to be presented a head of time to be reviewed. The project office tries to anticipate these delays and longer timeframes in working with partners.

ANNEX I: LEVEL OF EFFORT SUMMARY

Labor Category/Position	Name	Workdays This Quarter	Cumulative Workdays
LTTA			
1. <i>Communications and Reporting, Senior Level</i>	William Conklin (COP)	63	222
2. <i>Deputy Chief of Party</i>	Vu Huu Tuyen	63	234
3. <i>Program Development Specialist</i>	Dang Thi Hai Ha	64	226
Home Office Support			
4. <i>Communications and Reporting, Senior Level</i>	Helle Weeke	-	6
5. <i>Administrative Support, Junior Level</i>	Allison DiSenso	-	13
	Miriam Counterman	-	28
	Danielle Pearl	2	2
6. <i>Information Technology</i>	Stamen Mitev	-	6
7. <i>Information Management Systems</i>	Tanja Lumba	-	10
STTA			
8. <i>Public Administration/Public Finance, Senior Level</i>	Richard Fincher	29	29
	Kent Wong	10	10

**ANNEX II: Number of Participations of Direct Beneficiaries in Project Activities
Compiled Data**

No.	USAID ID	WORKSHOP	No. of participants			Date of implementation	Note
			Total	F	M		
COMPONENT I : ENHANCEMENT OF IMPLEMENTATION OF IR RELATED LAWS AND REGULATIONS							
Sub Component 1: Strengthening Capacity for Labor Inspectorate							
1.1		Promotion of New Approaches and Strategies to Improve the Labor Inspection Capacity					
		Workshop on Strengthening Role of Labor Inspectors in Promoting Sound Industrial Relations in Ha Long	80	28	52	14 Oct. 2010	Jeff Wheeler/ Everett Murtagh
1.2		Strengthening management information system for labor inspectors					
1.3		Labor inspection training development					
		Strategic Planning Workshop on Labor Inspection Training Development Management in Dong Nai	42	12	30	21-22 Oct. 2010	Jeff Wheeler/ Everett Murtagh
1.4		Regional labor inspectorate model in supplying technical advice					
Sub Component 2: Promoting Effective Approaches to Laws Implementation							
2.1		Strategic planning for implementation of IR-related laws and regulations					
2.2		Strengthening capacity of Legal Advisory Centers (LACs) and Legal Advisory Offices (LAOs) of the VGCL					

		Training Workshop on Trade Union Legal Advisory Service Management	25	6	19	18, 19 Nov. 2010	Victor Narro/VGCL
	2.3	Strengthening capacity of Legal Advisory Services for Employers					
COMPONENT II: PROMOTION OF SOUND INDUSTRIAL RELATIONS							
Sub Component 3: Developing National IR Strategies on IR Promotion							
	3.1	Building towards Participatory national strategy for promoting sound industrial relations –					
	3.2	Enhancing MOLISA’s IR information system on industrial relations					
Sub Component 4: Strengthening capacity for tripartite stakeholders on CBA and dispute resolution							
	4.1	Strengthening capacity for tripartite stakeholders on collective bargaining					
		Tripartite Workshop on New Approaches to Collective Bargaining Agreements (CBA)	63	28	35	1 Oct. 2010	Katie Quan
		Workshop on Trade Union and New Approaches to Labor Collective Bargaining in HCMC	58	22	36	25 Sep. 2010	Katie Quan
	4.2	Strengthening capacity for tripartite stakeholders on ADR					
Sub Component 5: Building Capacity for IR Education Institution							
	5.1	Improving training capacity of IR Education of University of Labor and Social Affairs, Trade Union University and Ton Duc Thang University					
Total			268	96	172		

ANNEX III: CHART OF PROPOSED ACTIVITIES: OCTOBER – DECEMBER 2010

YEAR TWO	SIIR ACTIVITY WORKPLAN	Oct, 2010	Nov, 2010	Dec, 2010
SUB-COMPONENT 1: STRENGTHENING CAPACITY FOR LABOR INSPECTORATE				
<i>1.1</i>	Promotion of New Approaches and Strategies to Improve the Labor Inspection Capacity			
<i>1.1.1</i>	International Consultancies of USDOL labor inspection specialists	→		
<i>1.1.2</i>	Workshop on Needs Assessment (“Enhancing the Role of Labor Inspection in Promotion of Sound Industrial Relations in Vietnam”)	→		
<i>1.1.3</i>	National tripartite strategic planning workshop on compliance and inspection			
<i>1.2</i>	Strengthening management information system for labor inspectors			
<i>1.2.1</i>	National Consultancy on MIS for labor inspectorate			
<i>1.2.2</i>	Consultative Meetings on Data collection and MIS for labor inspectorate			
<i>1.2.3</i>	Workshop on management information system for labor inspectorate (with USDOL as potential resource persons)			
<i>1.2.4</i>	Training of Trainer workshop on computer-based MIS for labor inspectorate			
<i>1.3</i>	Labor inspection training and development			
<i>1.3.1</i>	Consultative Meetings of labor inspection training committee			
<i>1.3.2</i>	Training Workshop on labor inspection training development management			
<i>1.3.3</i>	Consultative Meetings of handbook/manual development committee			
<i>1.3.4</i>	National consultancy for development of training materials on labor inspection in the forms of handbook and manual			
<i>1.3.5</i>	Pilot training workshop on labor inspection for testing handbook and manual			
<i>1.4</i>	Regional labor inspectorate model in supplying technical advice			
<i>1.4.1</i>	Consultative meetings on pilot self-assessment scheme			
<i>1.4.2</i>	National consultancy for Development of Handbook on Self assessment			

YEAR TWO	SIIR ACTIVITY WORKPLAN	Oct, 2010	Nov, 2010	Dec, 2010
1.4.3	Monitoring implementation of pilot models of self- assessment in Hanoi or Dong Nai			
1.4.4	Workshop on regional labor inspectorate model in supplying information and technical advice			
1.4.5	Training workshop on promotion of self-assessment through piloting a regional labor inspectorate model in supplying information and technical advice			
SUB-COMPONENT 2: PROMOTING EFFECTIVE APPROACHES TO LAW IMPLEMENTATION				
2.1	Strategic planning for implementation of IR-related laws and regulations			
2.1.1	National consultancy for rapid assessment of capacity of stakeholders to implement labor laws and regulations (on going from year I)	→		
2.1.2	Consultative meetings on findings in rapid assessment of capacity of stakeholders to implement labor laws and regulations			
2.1.3	National Consultancy for development of Handbook on Propaganda, Dissemination and Education of Labor Laws and Regulations			
2.1.4	Consultative meetings on Evaluation of Impact of “Project 31” on Dissemination and Education of Labor Laws and Regulations			
2.1.5	National Consultancy for Developing training materials on ADR			
2.3	Strengthening capacity of Legal Advisory Services for Employers			
2.3.1	Consultative Meeting on Legal Advisory Services for Employers			
2.3.2	VCCI Training workshop on legal advisory services fundamentals and skills			
2.3.3	International and national consultancies to develop draft model.			
2.4	Strengthening capacity of Legal Advisory Centers (LACs) and Legal Advisory Offices (LAOs) of the VGCL			
2.4.1	International Consultancy on legal advisory services fundamentals and skills		→	
2.4.2	Training workshop on LAC/LAOs development management		→	

YEAR TWO	SIIR ACTIVITY WORKPLAN	Oct, 2010	Nov, 2010	Dec, 2010
2.4.3	Development of union legal advisory service manuals			
2.4.4	VGCL Training workshop on legal advisory services fundamentals and skills			
2.4.5	Three regional workshops on strategic planning for implementation of new resolution on union legal advisory services <i>(cancelled)</i>			
SUBCOMPONENT 3: DEVELOPING NATIONAL STRATEGIES ON IR PROMOTION				
3.1	Building towards Participatory national strategy for promoting sound industrial relations			
3.1.1	An IR Survey is conducted in a number of IZ/IPZs (LWD)			
3.1.2	Development of draft National IR Strategies			
3.1.3	Report on ADR and CBA within the framework of industrial relations strategies			
3.1.4	National workshop on draft national IR Strategies (LWD)			
3.1.5	Development of the finalized study report on NIRC/PIRC and planning for piloting PIRC model			
SUB-COMPONENT 4: STRENGTHENING CAPACITY FOR TRIPARTITE STAKEHOLDERS ON CBA AND DISPUTE SETTLEMENT				
4.1	Strengthening capacity for tripartite stakeholders on collective bargaining			
4.1.1	Tripartite workshop on collective bargaining (Department of Labor and Wages, MOLISA)	→		
4.1.2	Piloting pattern bargaining model in textile sector (VGCL)			
4.1.3	Development of training collective bargaining materials and pilot training for selected 50 trade union officials (VGCL)	→		
4.1.4	Training on collective bargaining for 50 VCA officials (VCA)			
4.1.5	Development of training materials and advanced training on collective bargaining for 50 VCCI's HR officers (VCCI)			
4.2	Strengthening capacity for tripartite stakeholders on labor dispute settlement			

YEAR TWO	SIIR ACTIVITY WORKPLAN	Oct, 2010	Nov, 2010	Dec, 2010
4.2.1	Tripartite workshop on dispute settlement (Department of Labor and Wages, MOLISA)			
4.2.2	Development of training materials on ADR			
4.2.3	Training on ADR for 50 selected trade union officials in IZ/IPZs (VGCL)			
4.2.4	Training on ADR for 50 selected VCA's HR officers (VCA)			
4.2.5	Training on ADR for 50 selected VCCI's and supporting the pilot development of labor arbitration center (VCCI)			
4.2.6	Training for strike resolution officials in IZs/IPZs (Department of Labor and Wages, MOLISA)			
SUB COMPONENT 5: BUILDING CAPACITY FOR IR EDUCATION INSTITUTION				
5.1	Improving training capacity of IR Education of University of Labor and Social Affairs, Trade Union University and Ton Duc Thang University			
5.1.1	An extended workshop on industrial relations education with US educators			
5.2.2	Assessment of the IR texbook 2008 edition's quality			➔
5.2.3	Writing and editing the textbook			