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# **Supporting Implementation of Labor Laws and Promotion of Sound Industrial Relations in Vietnam (SIIR)**

**ANNUAL REVIEW**

**YEAR II: October 1, 2010 – September 30, 2011**

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

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## INTRODUCTION

This report covers the Year II of the two-year Industrial Relations Promotion Project running from October 1, 2009 to September 30, 2011 implemented by DAI under contract with USAID. This project is both the first governance project of its kind managed by the USAID Mission and the first bi-lateral cooperation between USAID and the Ministry of Labor, Invalids, and Social Affairs (MoLISA) in the field of industrial relations. As a ground-breaking project in both its content and partnerships, this project has also become a trial and learns process for USAID, DAI and the main stakeholders.

While MoLISA is the main Vietnamese counterpart, the project was designed to be tripartite involving the Vietnamese General Confederation of Labor (VGCL) and the Vietnamese Chamber of Commerce and Industry (VCCI) as the two other main partners. The Vietnamese Cooperative Association (VCA) was added as a second employer counterpart. Later three universities which were associated with the main tripartite partners and which were identified as having the potential to play an important role in the development of Vietnam's industrial relations system were identified and included within the scope of the project: University of Labor and Social Affairs (USLA – under MoLISA), Trade Union University (TUU – under the VGCL) and Ton Duc Thang University (TDT – under the VGCL).

Industrial Relations Promotion Project's near-term management priorities continued to be:

- Contribute to the process of policy planning for labor inspection by promoting new approaches and initiatives for MoLISA Labor Inspectorate (LI), which included recommendations for (i) strengthened management information system; (ii) training and development for labor inspectors and (iii) regional labor inspectorate counseling services.
- Contribute to the process of strategic planning for implementation of IR-related laws and regulations in the new Labor Code and Trade Union Law, by working with MoLISA to improve and strengthen “Project 31” (the national strategy for labor law education)...
- Promote legal aid services to both workers and employers working with the VGCL and VCCI and introducing comparative practices and models from other countries in this area.
- Support the development of a participatory national strategy for promoting sound industrial relations by 2020 as foundation for labor administration and more advanced industrial relations in Vietnam.
- Strengthen capacity for tripartite stakeholders on collective bargaining agreements, social dialogue and alternative dispute resolution with a combination of training, consultations and promotion of pilot practices.
- Provide technical assistance to three partner universities in order to strengthen labor relations curricula.

## OVERALL IMPACT ON INDUSTRIAL RELATIONS

This project was designed to address on-going problems of major concern to state management agencies, private industry (both domestic and FDI), and civil society institutions (VGCL and universities). In 2010 after the number of industrial actions decreased, 2011 saw the numbers increase dramatically as inflation topped 20 percent. In 2008-2009, when the project was conceived, the number of industrial actions was at a high of about 700 disputes, and in 2011 this number increased from 400 to over 850 disputes. The labor laws designed to protect worker rights and attract both foreign and domestic investment underwent a comprehensive revision throughout 2011, with enactment expected in 2012. Due to Vietnam's new full membership in the Trans Pacific Partnership (TPP), there will be even greater emphasis on labor laws and how they are practiced in relation to international standards.

As agreed to by USAID and MoLISA, this project was to provide technical assistance in key labor relations areas, including labor inspection, dispute resolution, and education in collective bargaining, labor law, and industrial relations. Addressing these areas can play a vital role in determining how far Vietnam can go in attaining trade benefits. These trade benefits can then help preserve Vietnam's economic growth. As importantly, development in these areas can contribute to a predictable and stable industrial relations system that continues to represent the interests of all stakeholders and leads to greater economic and social stability.

The project has been driven by the primary needs expressed by labor, management and government, represented by the main tripartite stake holders VGCL, VCCI and MoLISA. To date, the project has made good progress on providing technical assistance in the two main areas of work: strengthening implementation of labor laws and promoting industrial relations. It has done this by offering new types of labor law education strategies, addressing dispute resolution needs, strengthening legal aid services, promoting new forms of collective bargaining and enhancing innovative industrial relations education programs. The tripartite partners have all benefited from in-depth diagnostics which have formed the basis for targeted technical assistance and greater tripartite cooperation. These demand driven activity areas also contributed in the development industrial relations models which were part of the project design.

In Vietnam the legal framework is the basis for all industrial relations. If something is not in law, it is very difficult for tripartite actors to implement it. In other countries, industrial relations (e.g. collective bargaining or alternative dispute resolution) are often view as an alternative to the legal processes or something beyond than what is stated in law. Thus, in Year II there has been the opportunity to empower and work with the project partners to influence industrial relation policy makers into incorporating the proposed new approaches to labor relations into the legal frameworks. While there are immediate impacts, the longer term affects are difficult to measure after a little more than a year of implementation. There is great potential that not only are project partners being empowered, assisted and educated in new approaches, but also that systematic change will result. This systematic change could begin with the legal framework and continue down into the enterprise levels, where labor disputes begin.

Much of the envisioned work outlined in the original project design created by USAID and MoLISA has either been completed or is being implemented. However, by the end of the two years, there is work to be done, especially in comprehensively developing the activity areas and really developing the outcomes in order to have lasting impact. To note:

- Due to the delay in the official project implementation, most of the planned first year activities were carried over into the second year. 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 curtailed to a degree given the abbreviated timeframe.

- The project plans has followed through with the majority of the planned activities as envisioned in Year I and II work plans (the latter being modified based on the incorporation of the Year I activities). However, the importance of follow up cannot be minimized. While work on the various industrial relation models has begun, the current timeframe of the project may not allow for the needed follow up. If there were two full years of the project implementation (without delay), the project would be able work with partners to continue to strengthen and refine these models and other activity areas. The months lost in waiting for approval would have given the additional time needed for greater impact, sustainability, and multiplier effects.
- The project will complete the majority of the planned activities as envisioned the original workplans with the addition of the extension period. However, the importance of sustainability cannot be minimized. While work on the various industrial relation models has begun, the current timeframe of the project may not allow for the needed follow up. If there had been two full years of the project implementation, the project may have been able to work more with partners to strengthen and refine these models and other activity areas.
- Over the course of Year II, tripartite partners have presented policy recommendations to the leadership of MoLISA, VGCL, and the VCCI in the main areas described in the original USAID taskorder. These recommendations were initially based on in-depth diagnostic evaluations made on the systems of labor inspection, dispute resolution (mediation and conciliation and arbitration services), collective bargaining, trade union legal advisory services and current labor law education strategies. These recommendations have been further expanded and refined based on continued work in these areas through capacity building, systems strengthening and model initiatives development.
- It would be unrealistic to assume that any project could change the course of the industrial relations in any country in two years. The original concept of the project was to use a two-year timeframe to provide technical assistance, in order to allow partners to develop more effective means of improving and strengthening systems, processes, and capacity in conjunction with on-going labor law reforms. While the technical assistance has been provided, it is up to the project partners to implement outputs and sustain outcomes.

## **OPERATING ENVIRONMENT: IMPACTS ON PROJECT IMPLEMENTATION ON YEAR II**

The delay in official government approval of the project by over half a year has had lasting effects on what can be accomplished in the compressed timeframe of little over a year. The project team worked creatively and strategically throughout Year II with the main tripartite stakeholders to be realistic about what activity areas could be implemented. Year I only saw one month of full implementation after project approval, prior to which the project was able provide technical assistance through US-based specialists in labor inspection, industrial relations education, collective bargaining, labor law education, dispute resolution (including ADR) and legal aid. This assistance gave the project the foundation to launch activities, the vast majority of which were held in Year II. However, a six month extension period from October 1, 2011 to March 31, 2012 is necessary in order to fully achieve the objectives of the project.

Some of the problems encountered and overcome and other outstanding issues to note:

- As discussed with project partners, some areas of planned work have had to be reprogrammed, in order to concentrate on achieving the major outcomes. For example, due to the importance of developing an industrial relations model with the Labor and Wages Department of MoLISA, they decided to reprogram the work on an information data system. The Labor and Wage Department wanted to concentrate on the development of a Provincial Labor Relations Bureau model. The Labor Inspectorate also decided to scale back the number of activity areas that the project was to work on with them. Instead, the focus became primarily on developing an enhanced management information system, a regional inspectorate model and an improved self-assessment program.
- 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.

- 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 bilateral 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.
- In Year II the project office has undergone a variety of staff changes. In March, the program specialist went on medical leave and then submitted her resignation. This left the project short-handed and without a viable replacement. The project office will began searching and interviewing some candidates, but none matched the skills needed. Instead the project hired a Program Assistant and continued to use contract part-time translators. The Administrative Assistant also resigned in August from the project to pursue graduate studies in the United State. As this was anticipated, the project was able to hire a new Administrative Assistant. The Program Assistant resigned by the end of the quarter to join a research institute. By the end of quarter (and for the extension period) the project was able to identify a new Program Specialist and Administrative Assistant.

## PROJECT ACCOMPLISHMENTS AND HIGHLIGHTS

Building off the shortened timeframe of the first year, with Year II the project has been able to implement planned activities with partners for a full twelve months and has made significant contributions in the main areas of focus, the strengthening the implementation of labor laws and promotion of sound industrial relations. These accomplishments represent the use and leveraging of technical assistance, through the relationships the project has been able to develop. Below is a list of the project's accomplishments in the short time since implementation:

- In Year II, a team of US-DOL specialists have been to Vietnam for three technical assistance trips to work with the Labor Inspectorate of MoLISA. In these trips they have built an in-depth diagnostic evaluation on the labor inspection system conducted in Year I which has been the basis for a set of recommended actions in priority areas as identified by the Labor Inspectorate. These areas include management Information Systems (MIS), training capacity, educational material development, and self-assessment. The US-DOL specialists have made themselves available to work with in-house committees created by the Labor Inspectorate in each of the above areas. They have introduced comparative models of other inspections systems. Already, a model framework for a new information management system is being developed through this technical assistance (see below) which is the foundation of a revised strategy utilizing a new type of self-assessment system. The Labor Inspectorate has submitted proposals to MoLISA leadership for expanding work in these areas.
- This project does not work directly on labor law development, but the policy and strategy recommendations are outcomes of project areas incorporated (through its stakeholders, primarily MoLISA) in the revision process of the Labor Code of Vietnam. This also parallels the work the project is doing with the MoLISA Legal Department (which is tasked with labor law reform), focusing on creating a national strategy on labor law education, laying the foundation for an effective national approach on dissemination and education of labor laws and regulations. Recommendations based on comparative experiences in other countries undergoing labor law revision are to be submitted to strengthen Project 31 in this area.
- The project is supporting the Labor and Wages Department (LWD) of MoLISA, which is a focal point for the National Industrial Relations Commission (NIRC). The project is assisting the LWD to develop a new model for industrial relations at the provincial level, which will be called the Provincial Industrial Relations Commission (PIRC). Comparative examples such as the FMCS and approaches to labor mediation have been introduced through project support, and are being incorporated into this new industrial relations model (see below)
- With the project's assistance, the VCCI has created a framework for a model Labor Arbitration Center. This center would be available to both workers and unions as well as employers (see below)
- The project has been able to provide direct technical assistance to assess and strengthen new approaches to collective bargaining in Vietnam at a national level. This included both targeted capacity building and recommended approaches on multi-employer collective bargaining which have been embraced by the VGCL and VCCI, resulting in the VGCL initiating a multi-employer CBA model for private sector enterprises, including FDI factories, in a selected industrial zone (see below).
- In the area of the dispute resolution, the project has been able to provide technical assistance in both alternative dispute resolution (including both mediation and conciliation) and labor

arbitration through capacity building for the three tripartite stakeholders, introduction of comparative models and best practices, and policy and procedural recommendations.

- The project assisted the VGCL to redefine the role of the trade union's Legal Aid Office/Center system so it can play a pivotal role in assisting in both preventing and resolving wildcat strikes, especially in the absence of effective enterprise unions and collective bargaining agreements. The project has been able to utilize the expertise of a US labor legal aid specialist in the area of capacity building and training material development.
- Based on the work with the VGCL in the area of legal aid, the VCCI requested the project provide technical assistance to establish legal services for employers as a way to prevent labor disputes. The project made available the US labor legal aid specialist, who had experience working with US employers in this area. Based on the set of recommendations, the VCCI has begun a series of legal services education workshops for provincial branches as first step.
- In the area of building university capacity in the field industrial relations (IR) education, the project has been able to provide technical assistance to the three universities offering this discipline, the University of Labor and Social Affairs (ULSA), the Vietnam Trade Union University (VTU) and Ton Duc Thang University (TDT). Through the project's introduction of comparative models, curriculums have been strengthened. A new IR textbook is being developed in cooperative effort by all three universities, and an informal labor educator network has been established. Furthermore, linkages have been formed between leading US labor education programs: UCLA and UC Berkeley Labor Centers, Harvard University Labor Studies, CUNY Murphy Labor Center and Cornell University. These linkages can be the basis for sustained technical assistance beyond the life of the project.

#### Progress on Development of an Industrial Relations Model(s)

The approach to the development of industrial relations models for Vietnam has been both tripartite based as well as focused on the main stakeholders needs. The project has promoted a variety of industrial relation models, as well as building the capacity and providing a variety of technical assistance to all three main stakeholders that will support these models in the short-term and long-term.

- The NIRC (the pre-eminent tripartite body) and the LWD have worked with the project develop a model to address industrial relations (e.g. resolving and preventing labor disputes) at the provincial. The original model was developed in HCMC, was based on the Prime Minister's proclamation for greater promotion of sound industrial relations in 2009 at all levels. However the LWD had been struggling to implement such a model. Since November 2010, the project provided technical assistance to the LWD to help re-formulate this model, which will include all three major stakeholders, and which has been re-introduced, first HCMC (and to be followed by Hanoi).
- Working with the VGCL, the project provided direct technical assistance to implement a new Collective Bargaining Agreement model in Vietnam, the first negotiated multi-employer CBA, which was signed in September 2011. Both MoLISA and the VGCL decided a new approach to multi-employer collective bargaining was needed, based on the recommendations and assessment of a 2009 trial sector CBA for state-owned factories in the garment sector. The project working with the VGCL began a model multi-employer CBA for private sector enterprises, including FDI factories, in the Binh Duong industrial zone. The project provided support and technical assistance to both the union and the employer association in this pilot.

- Working with the VCCI, the project has created a framework for a model Labor Arbitration Center, which is the VCCI's industrial relations model. This Labor Arbitration Center would be considered non-government and available to workers and unions, as well as employers. Its creation was based on fact that the current arbitration system was not adequately being utilized and an alternative was needed that to parallel the existing arbitration system. The VCCI model was based on the current commercial arbitration system, which has greatly facilitated dispute resolution in that sector. The project worked with the VCCI on this framework since January 2011 and provided technical assistance, including the introduction of best and comparative practices from other countries. The VCCI has incorporated the model framework into the Employer's Chapter, which was proposed for the new Labor Code.

#### Other Specific Activity Area Accomplishments of the Industrial Relations Promotion Project

- In Year II, fourteen US labor relations specialists provided international technical assistance in the areas of alternative dispute resolution, labor inspection systems, mediation and conciliation services, trade union legal advisory services, industrial relations education, labor law education and collective bargaining. The project has used international assistance strategically, that many specialists had timing or schedule constraints, often only being available for a few days at time. Thus, the project used some specialists two or three times over the course of the project; however this allowed partners time to build on the recommendations or use skills imparted in between trips. In addition, these multiple visits encouraged the development of relationships between US labor specialists and main project partners, which can lead to long-term impacts.
- In order to utilize, support, and develop local expertise in labor relations, the project worked with partners to identify and use Vietnamese consultants in the areas of labor inspection, system, and practice. This included a rapid assessment of the capacity of implementation of labor laws and regulations that lead to the design new approaches of dispute resolution models. The involvement of Vietnamese consultants helps meet the concern of MoLISA that only international experts were being used. One of the long-term goals is to assist the universities in developing usable national labor expertise.
- Project partners presented initial policy recommendations to the leadership of MoLISA, VGCL, and the VCCI. These recommendations were based on in-depth diagnostic evaluations made on the systems of labor inspection, dispute resolution (mediation and conciliation and arbitration services), collective bargaining, trade union legal advisory services and current labor law education strategies. These recommendations have been further developed over the course of the project.
- The first major activity of Year II was a national tripartite workshop on multi-employer collective bargaining. This workshop was held in Hanoi on October 1, 2010 with a collective bargaining specialist from the UC Berkeley Labor Center as the chief resource person. This was the first-ever examination at the national level of possible new approaches to collective bargaining. A MoLISA Vice-Minister, who stayed throughout workshop, chaired this workshop. Through this assessment, the specialist pointed out the shortcomings of the first attempt of a sectoral agreement in the textile industry and then offered recommendations and suggested new approaches in collective bargaining, beyond the individual enterprise model, including multi-employer bargaining. This resulted in MoLISA and the VGCL implementing this recommended approach of a multi-employer collective bargaining model pilot.
- In the area of Industrial Relations Education, the project was able to make available nine leading labor relations academics to Vietnam from University of San Francisco School of Law, UCLA, UC Berkeley, and Cornell, Harvard, CUNY and Penn State universities. These academics worked with the three partner Vietnam universities in curricula development, labor law clinics,

specific area focus (e.g. collective bargaining and dispute resolution) and course materials – including syllabi, text books and case studies. The three universities now have the models and hands on instruction to strengthen their own curricula and labor relations programs.

- The MoLISA Labor Inspectorate is now willing to embrace new approaches towards inspections in critical areas including information management, training and in-house development capacity, especially the design of appropriate resource materials. The Labor Inspectorate has now formed development committees for each critical area identified and will look to marshal internal resources for each committee. The US-DOL team, working through the project, continued to engage the Labor Inspectorate in these areas and gave timely technical assistance. In one instance, in November 2010 this assistance was the basis for an ASEAN wide declaration on support for strengthening labor inspection. (Vietnam was chair of ASEAN at the time). In another instance in March 2011, the technical assistance provided support for the Labor Inspectorate in developing more capacity on Occupational Safety and Health.
- Working with VGCL, the project is assisting to redefine the role of the trade union's Legal Aid Office/Center system. This current system of providing legal aid to workers in enterprises can play a pivotal role in both assisting in preventing and resolving wildcat strikes, especially in the absence of effective enterprise unions and collective bargaining agreements. The project helped in providing technical assistance through the form of recommendations, which have been incorporated in a VGCL national resolution on restructuring the legal aid system, and through the expertise of a trade union legal aid specialist from the UCLA Labor Center.

#### US- Vietnam bi-lateral Relations

- Bi-lateral cooperation between the US and Vietnam in the area of labor relations has already been strengthened at different levels; especially between MoLISA and US-DOL with provision of technical assistance on labor inspection. This has resulted in USDOL make more support for technical assistance available for Vietnam.
- Relations have also been strengthened between MoLISA and the Federal Mediation and Conciliation Service (FMCS), through demonstrations on how the FMCS works and how it could be adapted in Vietnam. This has laid the groundwork for future work to establish a model mediation service. In addition the VCCI has decided to incorporate elements of the FMCS model into its proposed Labor Chapter for the Labor Code. Finally, due to the work of the project in this area, the US Department of State is making support available to the FMCS to offer more technical assistance to Vietnam.
- Assisting in developing dialogue between the VGCL and AFL-CIO on issues of mutual concern, including trade agreements (the TPP in particular). This has resulted in the VGCL being invited to participate in the TPP trade union dialogue in which trade union centers from all seven countries develop a common platform (the VGCL had not been included previously). In addition, the VGCL and AFL-CIO leadership have had formal meetings for the first time due to the project's efforts.
- At a university to university level, there have been significant achievements, including leading US universities with labor relations programs such as UC Berkeley, UCLA, Harvard, CUNY and Cornell University interacting with Vietnamese universities. More than just providing technical assistance, official linkages have been developed which may lead to more Vietnamese labor stakeholders being able to study in these US programs. Also, U.S. professors and labor experts may now be able to teach at these Vietnamese universities. Labor relations education curriculums in these universities, which had not kept up with economic, social or even labor developments, are now exposed to the most current thinking and initiatives in the field. This

impact cannot be minimized. Rather than educating students or mid-career professionals in outmoded ways of dealing with industrial relations (thus being of the problem, not the solution), these universities can now introduce new ways to deal with labor relations in a rapidly changing economy. In addition, universities now can transform into labor research and resource centers, contributing to policy making through their affiliations with MoLISA and VGCL.

- There are also now new connections between partners and US educational institutions. For example, the VCCI now will be engaging with Cornell University to send candidates to participate in Cornell's labor relations programs, specifically on dispute resolution (including arbitration), and also to arrange for Cornell University to run a dispute resolution program in Vietnam through the VCCI. This has resulted in an MOU between

#### Multiplier Effects (including raising the profile of USAID)

- The US labor relations specialists used in this project have formed an informal network in the US to discuss US-Vietnam labor relations and to share information on this project. At various educational forums where Vietnam labor relations had been a topic, USAID's industrial relations project has been highlighted as a positive step forward.
- The two labor educator networks in the US, the Labor Education and Research Association (LERA) and the Union and Labor Educator Association (ULEA) are now aware of a nascent but growing labor educator network in Vietnam, supported through USAID assistance. They are reaching out to it, and have invited the Vietnamese labor educators to become involved. Through these relationships, the Vietnamese universities have a chance to continue to engage with US universities and institutions beyond those introduced by the project.
- While the overall project budget is very limited, the project has been able to leverage additional resources in the form of US-DOL and FMCS technical services in both Year I and Year II. The project has also been able to solicit interest in public-private partnership types of support for labor law education materials and university faculty training and exchanges. The project in the industrial relations education area has also been able to utilize the technical expertise of US labor educators, who have participated in activities and who have covered all of their expenses.

## PROGRESS AGAINST PROPOSED PROJECT ACCOMPLISHMENTS

### Expected Impact/Long-Term Objective

To create an enabling environment for the promotion of sound industrial relations in Vietnam through strengthening capacity for tripartite stakeholders to comply effectively with labor laws and developing strategically labor relations policies and initiatives in the country's emerging market economy.

### Immediate Objectives

#### *Component II: Enhancement of Implementation of Industrial Relations Related Laws and Regulations*

By the end of the project, compliance to industrial relation related laws and regulations is enhanced through increasing understanding of the Labor Code and regulations among the main tripartite stakeholders (i.e. MoLISA, VGCL, VCCI and VCA), strengthening human institutional capacity for labor inspectorates, and enhancing capacity of legal advisory services.

### Progress

Given that most of the Year I activities were moved to the Year II, progress in Component II has been steady in all the identified areas: enhancing compliance in implementing labor laws, strengthening capacity of labor inspectorate and improving legal advisory services. The project has been able to implement or make progress the majority of Component II activities in the Year II workplan. The extension period will allow for completion of outstanding items. Some specific Component II progress areas:

On labor law education and awareness building, the main partner in this area is the Legal Dept. of MoLISA. With the enactment of the new Labor Code scheduled for May 2012, the focus of the work with Legal Dept. was on understanding how to develop better labor law education strategies and to see what types of comparative practices from other countries might be applicable for development of labor law education model strategies. In the first area, the project and the Legal Department worked together to build upon a survey on the capacity of tripartite stakeholders who would not only measure how much they know on labor laws, but how they learn. This began in Year I and was completed in Year II. Following its completion the Legal Dept. held consultation to design new labor law education strategies. To complement this, the project supported a labor law education specialist to conduct an assessment of Project 31, the national plan for labor law education. The specialist presented a series of recommendations to improve the implementation.

In the area of strengthening the capacity of labor inspection, the project continued to use a team of labor inspection specialists from the US DOL to build upon a comprehensive assessment of the labor inspection system and to provide technical assistance in the priority areas identified by the Labor Inspectorate. The DOL team trained and presented on the areas of Occupational Safety and Health, Management Information Systems, Complaint Procedures, Approach to Work Safety and Evaluating Systems. Three committees were formed in the areas of MIS, training and manual development and worked with the project office in these areas. The main area of focus has been designing, implementing and testing a pilot self-assessment scheme for employers in Hanoi and HCMC. This will be developed into an online system in the extension period.

To assist the VGCL in its efforts to develop and improve legal advisory services, the project continued to work with a trade union legal aid specialist from the UCLA labor center. The consultant followed up on an assessment he conducted of several union legal aid centers and offices around the country. He conducted a training on strategic planning and focused on case management and outreach. He provided a variety of materials from US trade union legal aid centers, which the project worked with. Working with

the VGCL, he was able to identify best practices in in-country and present to the LAC national staff. He also worked with a labor law clinic. In the same area, he worked with the VCCI to introduce the concept of legal aid services for employers, especially on labor law education .

### *Component III: Promotion of Sound Industrial Relations*

By the end of the project, the fundamental underpinnings of the IR system in Vietnam are strengthened including enhanced development of national strategy on IR promotion; strengthening capacity of social, CBA and dispute settlement and building capacity if IR education Institution.

### **Progress**

Given that most of the Year I activities were moved to the Year II workplan, progress in Component III has also has been steady in most areas indentify including increasing capacities for social dialogue, collective bargaining, alternative dispute resolution (ADR) and industrial relations education development. And in one area was to focus on promoting industrial relations strategies and models pilot models. The project has been able to implement or make progress in the majority of Component III activities in the Year II workplan. The extension period will allow for completion of outstanding items. Some specific Component III progress areas:

In the area of dispute resolution, the continued technical assistance the project has provided to all tripartite stakeholders has resulted in all partners proposing new initiatives that have been developed into policy recommendations and into legal frameworks in the next year. MoLISA has decided to pilot a model based on the FMCS in the US. MoLISA also worked with the Project Office to decentralize its approach to dispute resolution systems. This is being considered to be incorporated into Provincial Industrial Relations Committee, the model of which has been developed through Year II. VCCI has created a framework for private (i.e. non-governmental) labor arbitration services. The VGCL has also agrees to the use of private mediators. The project continued to promote Alternative Dispute Resolution through training programs for all stakeholders and has conducted bipartite trainings to support workplace negotiations and communications.

In the area of collective bargaining, the project continued to promote alternative approaches to the current enterprise and sectoral CBAs. Working with VGCL the project initiated a pilot multi-employer CBA in Binh Duong province at the beginning of the year. By the end of the year, the multi-employer CBA was signed and the VGCL expressed interest in piloting this model in other provinces. Throughout the year, the project continued to provide training program for all stakeholders to encourage new approaches to collective bargaining.

In the area of industrial relations education, the project continued to promote the role universities can play in development of industrial relations – from training and education to research and policy formation. The project continued to provide access to US labor educators and US labor education program, materials, courses, curricula and syllabli. The three university partners are working together to design and work an industrial relations book and have continued to develop an informal labor educator network.

**CHART OF PROPOSED ACTIVITIES: YEAR II**  
(OCTOBER 1, 2010 – SEPTEMBER 30, 2011)

YEAR TWO	SIIR ACTIVITY WORKPLAN	Oct, 2010	Nov, 2010	Dec, 2010	Jan, 2011	Feb, 2011	Mar, 2011	Apr, 2011	May, 2011	Jun, 2011	July, 2011	Aug, 2011	Sep, 2011	Oct, 2011
<b>SUB-COMPONENT 1: STRENGTHENING CAPACITY FOR CAPACITY FOR LABOR INSPECTORATE</b>														
<b>1.1</b>	<b>Promotion of New Approaches and Strategies to Improve the Labor Inspection Capacity (LI)</b>													
1.1.1	International Consultancies of USDOL labor inspection specialists	→					→				→			
1.1.2	Workshop on Needs Assessment (“Enhancing the Role of Labor Inspection in Promotion of Sound Industrial Relations in Vietnam”)	→												
1.1.3	National tripartite strategic planning workshop on compliance and inspection						→							
<b>1.2</b>	<b>Strengthening management information system for labor inspectors (LI)</b>													
1.2.1	National Consultancy on MIS for labor inspectorate													
1.2.2	Consultative Meetings on Data collection and MIS for labor inspectorate													
1.2.3	Workshop on management information system for labor inspectorate (with USDOL as potential resource persons)						→							
1.2.4	Training of Trainer workshop on computer-based MIS for labor inspectorate													
<b>1.3</b>	<b>Labor inspection training and development (LI)</b>													
1.3.1	Consultative Meetings of labor inspection training committee													
1.3.2	Training Workshop on labor inspection training development management	→												
1.3.3	Consultative Meetings of handbook/manual development committee													
1.3.4	National consultancy for development of training materials on labor inspection in the forms of handbook and manual													
1.3.5	Pilot training workshop on labor inspection for testing manual													
<b>1.4</b>	<b>Regional labor inspectorate model in supplying technical advice (LI)</b>													

YEAR TWO	SIIR ACTIVITY WORKPLAN	Oct, 2010	Nov, 2010	Dec, 2010	Jan, 2011	Feb, 2011	Mar, 2011	Apr, 2011	May, 2011	Jun, 2011	July, 2011	Aug, 2011	Sep, 2011	Oct, 2011
1.4.1	Consultative meetings on pilot self-assessment scheme										→			
1.4.2	National consultancy for Development of Handbook on Self assessment					→								
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 for regional inspectors on supplying information and technical advice for promotion of self -assessment										→			

**SUB-COMPONENT 2: PROMOTING EFFECTIVE APPROACHES TO LAW IMPLEMENTATION**

<b>2.1</b>	<b>Strategic planning for implementation of IR-related laws and regulations</b>													
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 n Propaganda, Dissemination and Education of Labor Laws and Regulations (TBD)													
2.1.4	Consultative meetings on Evaluation of Impact of “Project 31” on Dissemination and Education of Labor Laws and Regulations (TBD)													
2.1.5	National Consultancy for Developing training materials on ADR													
2.1.6	Pilot training workshop on ADR							→						

<b>2.3</b>	<b>Strengthening capacity of Legal Advisory Services for Employers</b>												
2.3.1	International and national consultancies to develop draft model.												→
2.3.2	Training Workshop on fundamentals and skills of LAS for employers												→
2.3.3	Consultative Workshop on Legal Advisory Services for Employers												→
<b>2.4</b>	<b>Strengthening capacity of Legal Advisory Centers (LACs) and Legal Advisory Offices (LAOs) of the VGCL</b>												
2.4.1	International Consultancy of legal advisory services fundamentals and skills			→									→
2.4.2	Training workshops on LAC/LAOs development management			→									
2.4.3	Development of union legal advisory manuals												→
2.4.4	VGCL Training workshops 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												

**SUB-COMPONENT 3: DEVELOPING NATIONAL STRATEGIES ON IR PROMOTION**

<b>3.1</b>	<b>Building towards Participatory national strategy for promoting sound industrial relations</b>												
3.1.1	An IR Survey is conducted in a number of IZ/IPZs												
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												
3.1.5	Development of the finalized study report on NIRC/PIRC and planning for piloting PIRC model												→
<b>3.2</b>	<b>Enhancing MOLISA’s IR information system on industrial relations (LWD)</b>												
3.2.1	Finalization of an evaluation report on Industrial Relations information system												

**SUB-COMPONENT 4: STRENGTHENING CAPACITY FOR TRIPARTITE STAKEHOLDERS ON CBA AND DISPUTE SETTLEMENT**



## YEAR II WORKPLAN ACTIVITIES: STATUS BY ACTIVITY

### COMPONENT II – ENHANCEMENT OF IMPLEMENTATION OF INDUSTRIAL RELATIONS RELATED LAWS AND REGULATIONS

#### SUB-COMPONENT 1: STRENGTHENING CAPACITY FOR LABOR INSPECTORATE

Under strengthening the capacity of the labor inspectorate there were activity areas to be addressed. The current status:

##### 1.1 Promotion of New Approaches and Strategies to Improve the Labor Inspection Capacity

1.1	Promotion of New Approaches and Strategies to Improve the Labor Inspection Capacity (LI)	Oct, 2010	Nov, 2010	Dec, 2010	Jan, 2011	Feb, 2011	Mar, 2011	Apr, 2011	May, 2011	Jun, 2011	July, 2011	Aug, 2011	Sep, 2011	Oct, 2011
1.1.1	International Consultancies of USDOL labor inspection specialists	→					→				→			
1.1.2	Workshop on Needs Assessment (“Enhancing the Role of Labor Inspection in Promotion of Sound Industrial Relations in Vietnam”)	→												
1.1.3	National tripartite strategic planning workshop on compliance and inspection						→							

##### *Status:*

- 1.1.1 International Consultancies of USDOL labor inspection specialists  
Completed - A team of US DOL specialists (non-fee STTA) traveled three times and conducted trainings, gave presentations and were resource persons in series of activities for the Labor Inspectorate.
- 1.1.2 Workshop on Needs Assessment (“Enhancing the Role of Labor Inspection in Promotion of Sound Industrial Relations in Vietnam”)  
Completed – The USDOL team presented on their final needs assessment report as well on the US labor inspection system. This workshop was in conjunction with the ASEAN Forum on Labor Inspection which MoLISA hosted.
- 1.1.3 National tripartite strategic planning workshop on compliance and inspection  
Completed – This was held in conjunction with the National OSH Promotion Week in Quang Ninh province. A USDOL specialist presented on comparative OSH practices in the US and other countries.

**Notes:** The USDOL team played a key role in working with and providing technical assistance to the Labor Inspectorate in these planned activities.

**Impact:** The impact of direct technical assistance to the Labor Inspectorate has been considerable, particularly in the area of MIS, OSH and labor complaints, as new approaches towards strategy planning,

problem solving and compliance have been introduced. The profile of the Labor Inspectorate has been raised among especially in regard to the US –Vietnam Labor Dialogue and the technical presence of the US DOL in the ASEAN forums. Thanks to this, the Labour Inspectorate has become more proactive in including international inspection practices into its current strategies.

## 1.2 Strengthening management information system for labor inspectors

1.2	Strengthening management information system for labor inspectors (LI)	Oct, 2010	Nov, 2010	Dec, 2010	Jan, 2011	Feb, 2011	Mar, 2011	Apr, 2011	May, 2011	Jun, 2011	July, 2011	Aug, 2011	Sep, 2011	Oct, 2011
1.2.1	National Consultancy on MIS for labor inspectorate					→								
1.2.2	Consultative Meetings on Data collection and MIS for labor inspectorate			→										
1.2.3	Workshop on management information system for labor inspectorate (with USDOL as resource persons)					→								
1.2.4	Training of Trainer workshop on computer-based MIS for labor inspectorate													

### Status:

#### 1.2.1 National Consultancy on MIS for labor inspectorate

Completed – Per the request of the Labor Inspectorate, this activity was combined with Activity 1.2.3, in which local resource persons prepared and gave presentations at a national workshop on MIS. These resource persons as engaged in follow up after the workshop, until the MIS committee was formally established

#### 1.2.2 Consultative meetings on Data collection and MIS for labor inspectorate

Completed - Combined with Activity 1.2.3. These were held prior to the workshop in order to prepare for it and to form the MIS committee and were formalized upon creation of the MIS committee.

#### 1.2.3 Workshop on management information system for labor inspectorate

Completed – The USDOL specialist gave a presentation on US and other country models (including self-assessment systems) and worked with the Inspectorate on a series of strategic options in implement for enhanced information and data systems.

#### 1.2.4 Training of Trainer workshop on computer-based MIS for labor inspectorate

Reprogrammed (Combined with Activity 1.2.3) – At the request of the Labor Inspectorate.

**Notes:** A team of USDOL specialists worked closely with the MOLISA Inspectorate on multi- task mission: management information system development and introducing models for handbooks and other educational materials. The activities were rearranged to fit the schedule of the consultants. In preparation, a series of meetings with ad-hoc individual committees in each area (these committees are to be established through a formal institutional process) was held by the Labour Inspectorate. The Training of Trainers activity was reprogramming as the Training Committee had not been formed and the LI prioritized MIS and manual development (given time constraints).

**Impact:** The three committees i.e. MIS, handbook/manuals, TOT were finally established, based on the recommendations of the US specialist. The LI made a good start with assigning inspectors to be responsible for formation of each committee. The LI created their scopes of work (SOW) that incorporated the objectives of the project as well as the longer-term objectives of the Inspectorate. The idea is to build self-sufficiency and ownership, especially since specific technical assistance for MIS will need to be Vietnam-based as opposed to reliance on international expertise.

### 1.3 Labor inspection training and development

1.3	Labor inspection training and development	Oct, 2010	Nov, 2010	Dec, 2010	Jan, 2011	Feb, 2011	Mar, 2011	Apr, 2011	May, 2011	Jun, 2011	July, 2011	Aug, 2011	Sep, 2011	Oct, 2011
1.3.1	Consultative Meetings of labor inspection training committee										→			
1.3.2	Training Workshop on labor inspection training development management	→												
1.3.3	Consultative Meetings of handbook/manual development committee										→			
1.3.4	National consultancy for development of training materials on labor inspection in the forms of handbook and manual													
1.3.5	Pilot training workshop on labor inspection for testing handbook and manual													

**Status:**

- 1.3.1 Consultative meetings of labor inspection training committee  
On-going– This is in conjunction with the regional inspection model and pilot of the self-inspection and continued the duration of the project.
- 1.3.2 Training Workshop on labor inspection training development management  
Completed – This is renamed: “Strengthening the Role of Labor Inspectors for Promotion of Sound Industrial Relations.”
- 1.3.3 Consultative Meetings of handbook/manual development committee  
On-going – The Labor Inspectorate established a committee to see this process through and continued work in this area for the duration of the project.
- 1.3.4 National consultancy for development of training materials on labor inspection in the forms of handbook and manual.  
Postponed – The USDOL specialist was an initial resource person for the development of the training curricula. The Labor Inspectorate committee is to see this process through and will continue work in this area in the extension period.
- 1.3.5 Pilot training workshop on labor inspection for testing handbook and manual  
Postponed – Once the draft manual is completed (in the extension period) this will be implemented.

**Notes:** The project continued working with the Labor Inspectorate and a team of labor inspection specialists from the US DOL in priority areas identified by the Labor Inspectorate. However due to

delays in the implementation of the project (i.e. not enough time) some activities were postponed to the extension period.

**Impact:** The project working with the Labor Inspectorate and a team of USDOL labor inspection specialists conducted assessment, recommendations, strategic planning and capacity building activities in priority areas identified by the Labor Inspectorate. The USDOL specialists working through the project have made themselves available to work with three committees (training, material development and information management) established by the Labor Inspectorate in July as part of the original recommendations by the specialists. Training workshops on strengthening complaint process and for implementing the pilot self-assessment model were just completed by the end of the second year.

#### 1.4 Regional labor inspectorate model in supplying technical advice

1.4	Regional labor inspectorate model in supplying technical advice (LI)	Oct, 2010	Nov, 2010	Dec, 2010	Jan, 2011	Feb, 2011	Mar, 2011	Apr, 2011	May, 2011	Jun, 2011	July, 2011	Aug, 2011	Sep, 2011	Oct, 2011
1.4.1	Consultative meetings on pilot self-assessment scheme										→			
1.4.2	National consultancy for Development of Handbook on Self assessment					→								
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 for regional inspectors on supplying information and technical advice for promotion of self -assessment										→			

#### Status:

- 1.4.1 Consultative meetings on pilot self-assessment scheme  
On-going – A committee is in place which is following through in on the regional inspection model.
- 1.4.2 National consultancy for Development of Handbook on Self assessment  
Completed – The committee took this upon themselves to complete as a committee.
- 1.4.3 Monitoring implementation of pilot models of self- assessment in Hanoi or Dong Nai  
Completed – This took place in the last part of year.
- 1.4.4 Workshop on regional labor inspectorate model in supplying information and technical advice  
Completed – A US DOL Specialist was the resource person in this workshop.
- 1.4.5 Trainings on promotion of self-assessment through piloting a regional labor inspectorate model in supplying information and technical advice  
Completed – This is part of the implementation of the process of the pilot model on self assessment.

**Note:** The project working with the Labor Inspectorate carried out the planned pilot activities of the self-assessment. However due to time constraints some of the planned activities were combined in order to complete the outcomes as originally envisioned. In the Extension period the Self-Assessment pilot will be built upon and expanded into a proposed on-line (internet-based) system.

**Impact:** The US DOL team has also introduced comparative models of other self-assessment systems which MoLISA has begun to study and work into strategies. These revised strategies can be the basis of a much more efficient labor inspection system, especially given the on-going and foreseeable shortages of human and fiscal resources of the Labor Inspectorate and ever increasing numbers of workplaces.

The project is working with the Labor Inspectorate to introduce a new model MIS system that will be cost effective and easily installed at the national and provincial levels. Such a model framework would be the basis of a revised strategy that would utilize a newly developed self-assessment system, designed to be both an education tool on labor laws and regulations and a compliance tool.

## SUB-COMPONENT 2: PROMOTING EFFECTIVE APPROACHES TO LAW IMPLEMENTATION

Under Promoting Effective Approaches to Law Implementation the project worked with stakeholders in a number of activity areas. The current status is as follows:

### 2.1. Strategic planning for implementation of IR-related laws and regulations

2.1	Strategic planning for implementation of IR-related laws and regulations (LD)	Oct, 2010	Nov, 2010	Dec, 2010	Jan, 2011	Feb, 2011	Mar, 2011	Apr, 2011	May, 2011	Jun, 2011	July, 2011	Aug, 2011	Sep, 2011	Oct, 2011
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 n Propaganda, Dissemination and Education of Labor Laws and Regulations (TBD)													
2.1.4	Consultative meetings on Evaluation of Impact of “Project 31” on Dissemination and Education of Labor Laws and Regulations (TBD)													
2.1.5	National Consultancy for Developing training materials on ADR													
2.1.6	Pilot training workshop on ADR							→						

#### Status:

- 2.1.1 National consultancy for rapid assessment of capacity of stakeholders to implement labor laws and regulations (on going from Year I)  
Completed – The national consultant completed the survey along with a draft report.
- 2.1.2 Consultative meetings on findings in rapid assessment of capacity of stakeholders to implement labor laws and regulations  
Completed – A review of survey, draft report and impact of labor law education activities was conducted.
- 2.1.3 National Consultancy for development of handbook n Propaganda, Dissemination and Education of Labor Laws and Regulations;  
Reprogrammed
- 2.1.4 Consultative meetings on Evaluation of Impact of “Project 31” on Dissemination and Education of Labor Laws and Regulations;  
Postponed – this will be conducted in the Extension Period (when the UC Berkeley specialist is able to return to be resource person);
- 2.1.5 National Consultancy for developing training materials on ADR

Reprogrammed

## 2.1.6 Pilot training workshop on ADR

Completed - a US specialist on ADR and Labor Arbitration drafted training curricula and conducted training for MoLISA and DoLISA officials in charge of mediation and arbitration.

**Note:** Given the resources and manpower the Legal Department needed to focus on the drafting of the revised Legal Code, the Legal Department was unable to commit to completing activities on developing ADR materials and the handbook to on Labor Law education. The project and the Legal Department working together came up with alternative activities to achieve the same outcomes. The US-based ADR who came to conduct a training workshop for labor arbitrators put together a curricula of training materials on ADR for the Legal Department. The Legal Department wanted to focus the impact of Project 31. So the project has arranged the specialist from UC Berkeley to come out in the extension period to work with the Legal Department.

**Impact:** The main partner in the area of labor law education and awareness building has been the Legal Department of MoLISA. With the postponement of the labor law revision until enactment in May 2012, the envisioned work with the Legal Department to create an education strategy for the new labor laws, implement education program activities, and work to develop regulations and guidelines in critical areas such dispute resolution and collective bargaining was changed. The focus transformed into understanding how to develop better labor law education strategies and to assess what types of comparative practices from other countries might be applicable for development of labor law education model strategies. In Year I, the project and the Legal Department worked together to design a survey measuring the capacity of tripartite stakeholders to not only measure how much they (e.g. local officials) understood about the current labor laws, but how they learned the labor laws. This survey was initiated and preliminary findings produced. However, by the time, the draft report was written, the Legal Department had begun to devote all its resources into the next round of revising the Labor Code. Work in this area will be completed in the extension period

**2.3 Strengthening capacity of Legal Advisory Services for Employers**

2.3	Strengthening capacity of Legal Advisory Services for Employers (VCCI)	Oct, 2010	Nov, 2010	Dec, 2010	Jan, 2011	Feb, 2011	Mar, 2011	Apr, 2011	May, 2011	Jun, 2011	July, 2011	Aug, 2011	Sep, 2011	Oct, 2011
2.3.1	International and national consultancies to develop draft model.										→			
2.3.2	Training Workshop on fundamentals and skills of LAS for employers										→			
2.3.3	Consultative Workshop on Legal Advisory Services for Employers											→		

**Status:**

## 2.3.1 International and national consultancies to develop draft model.

Completed - The Trade Union Legal Services specialist worked with VCCI during his trips here to be a resource a planning session on developing recommendations for employer legal services in Vietnam.

## 2.3.2 Training Workshop on fundamentals and skills of LAS for employers

Completed - The Trade Union Legal Services conducted a training workshop for the VCCI on setting up Legal Advisory services.

### 2.3.1 Consultative Workshop on Legal Advisory Services for Employers

Completed - Building on the recommendations and technical assistance of the Trade Union Legal Services specialist, the VCCI held workshops employers to improve their legal aid skills and to introduce the concept of employer legal aid service centers.

**Note:** The project is also working with the VCCI to assist them in creating a similar system of legal services (to that of the trade union) for employers to better understand labor laws and regulations and how to be in compliance. As the same principles for trade union legal services would be applicable with both employers and because the trade union legal services specialist has experience with employer legal services, the project is able to use his expertise in this area as well. He has already supplied background materials and been in consultation with the VCCI to assess their needs and make recommendations.

**Impact:** The VCCI came up with this area of work after seeing the work of the project with the VGCL in this area. The project was able to have the US legal aid services attend a strategy session with VCCI leadership in November 2010 in which he presented on the models in the US. After that, the project worked with the VCCI to plan out a program to introduce the concept and took advantage of his third visit in July 2011 to conduct a consultative workshop. After which the VCCI was able to hold other workshops on their own introducing the concept of legal aid services for employers. The VCCI have now included this as part of their regular training program.

## 2.4. Strengthening capacity of Legal Advisory Center (LACs) and Legal Advisory Offices (LAOs) of the VGCL

2.4	Strengthening capacity of Legal Advisory Center (LACs) and Legal Advisory Offices (LAOs) of the VGCL	Oct, 2010	Nov, 2010	Dec, 2010	Jan, 2011	Feb, 2011	Mar, 2011	Apr, 2011	May, 2011	Jun, 2011	July, 2011	Aug, 2011	Sep, 2011	Oct, 2011
2.4.1	International Consultancy of legal advisory services fundamentals and skills		→								→			
2.4.2	Training workshops on LAC/LAOs development management		→											
2.4.3	Development of union legal advisory manuals													→
2.4.4	VGCL Training workshops 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													

### **Status:**

#### 2.2.1 International Consultancy of legal advisory services fundamentals and skills

Completed - The project and VGCL have used a US Trade Union Legal Services specialist to provide technical assistance on strategic planning.

#### 2.2.2 Training workshops on LAC/LAOs development management

Completed - The US specialist was the lead trainer and resource person.

2.2.3 Development of union legal advisory manuals

Postponed - This will be carried over into the extension period.

2.2.4 VGCL Training workshops on legal advisory services fundamentals and skills –

Completed – The US specialist was the lead trainer and resource person.

2.2.5 Three regional workshops on strategic planning for implementation of new resolution on union legal advisory services

Reprogrammed

**Note:** This specialist from the UCLA Labor Center came to work with the VGCL twice in the course of this year and is to run capacity building activities and has agreed to be an outside resource in providing comments and guidance when the planned handbook is complete. The Project and VGCL have created the framework for a hand book/manual on legal advisory skills which will be developed by a national consultant in the extension as there was not enough time during the year. The VGCL decided not to proceed to the proposed workshops on implementing the new resolution on legal advisory services and focus on printing the handbooks when they are completed.

**Impact:** Working with the VGCL, the project continues to strengthen their Legal Aid Office/Center system through technical assistance in strategic planning and management, capacity building, and material development. In Year I, the US specialist conducted an assessment of several union legal aid centers and offices around the country. The timing of this work was opportune as the VGCL was in the process of developing a resolution to significantly change the structure and mission of these centers. As a result of this work, the consultant was able to provide guidance in the drafting of the resolution which has taken place over the course of YI and YII. He also provided initial training on developing strategic planning and management skills which included best practices already in use from selected LAC/LAOs. He worked with a team of LAC/LAO directors from around the country and drew on comparative models in trade union legal aid and services from other countries. He provided materials which the office translated from US legal aid clinics as well as trade union legal services, included case management materials which he introduced to increase the effectiveness of these LAC/LAOs.

## COMPONENT III - PROMOTION OF SOUND INDUSTRIAL RELATIONS

### SUB-COMPONENT 3: DEVELOPING NATIONAL STRATEGY ON IR PROMOTION

Under enhancing development IR model frameworks and IR national strategies the project worked with LWD in six activity areas. The area of developing an IR statistical data system was reprogrammed at the request of the partner, LWD. (They decided that, instead, the priority should be promoting industrial relations strategies and creating pilot models). The current status is as follows:

#### 3.1 Building towards Participatory national strategy for promoting sound industrial relations

3.1	Building towards Participatory national strategy for promoting sound industrial relations (LWD)	Oct, 2010	Nov, 2010	Dec, 2010	Jan, 2011	Feb, 2011	Mar, 2011	Apr, 2011	May, 2011	Jun, 2011	July, 2011	Aug, 2011	Sep, 2011	Oct, 2011
3.1.1	An IR Survey is conducted in a number of IZ/IPZs													
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													
3.1.5	Development of the finalized study report on NIRC/PIRC and planning for piloting PIRC model													

#### Status:

- 3.1.1 An IR Survey is conducted in a number of IZ/IPZs  
Postponed - A national consultant will conduct the survey in the extension period.
- 3.1.2 Development of draft National IR Strategies  
On-going - The project has worked with the LWD to develop draft national strategies. An Industrial Relations Specialist from Cornell University worked with LWD in presenting comparative models on national strategies in assessment workshop. A national consultant followed up in writing a draft national strategy paper for the NIRC. Further work will be done in extension period.
- 3.1.3 Report on ADR and CBA within the framework of industrial relations strategies  
Completed - Specialists on CBA and Dispute Resolution have presented policy and strategy options on new approaches to dispute resolution and collective bargaining. Their draft reports have been submitted and translated
- 3.1.4 National workshop on draft national IR Strategies  
Postponed - The national workshop in the extension when the IR strategy papers are developed.

3.1.5 Development of the finalized study report on NIRC/PIRC and planning for piloting PIRC model  
On – going - Work has begun in this area based comparative options presented by the Industrial Relations Specialist from Cornell University. There has one consultation conducted with NIRC members and work in this area is pending, with a workshop on the PIRC model to be held in Hanoi in the extension period.

**Notes:** The progress in this area has been steady with the project supplying technical assistance in the form of national and US-based expertise and working closely with the LWD, the NIRC focal point. However the planned activities were dependent on the schedules and availability of MoLISA and NIRC leadership as well as the schedules and other commitments of the LWD staff. Thus some activities had to be moved to the extension period either to be initiated and others needs which had commenced, needed the extension period to be complete.

**Impact:** The project is supporting the LWD in its efforts to draft national IR strategies and develop a new model for industrial relations at the provincial level. The project has made specialists available who have conducted consultations and presentations focusing on comparative models and practices of tripartite national bodies and practices in other countries. Thus the LWD now has information to move forward in drafting new IR strategies for the NIRC. The project will follow up in the extension period and provide much need baseline data on labor relations indicators in high labor dispute areas to insure the strategies drafted are comprehensively addressing the main issues.

In the second area, the project is also working with the LWD to develop a more effective provincial based model to address industrial relations (e.g. resolving and preventing labor disputes) which will be called the Provincial Industrial Relations Committee (PIRC). The first PIRC model was by the LWD introduced in HCMC, but since then there has been little progress. The project has been providing technical assistance to the LWD to help strengthen and reformulate this model, which will include all three major stakeholders. The PIRC in HCMC could be a coordination mechanism for labor relations actions in that province. Comparative examples such as the FMCS and approaches to labor mediation have been introduced through project support, and are being considered for this new industrial relations model.

### 3.2 Enhancing MOLISA’s IR information system on industrial relations

3.2	Enhancing MOLISA’s IR information system on industrial relations (LWD)	Oct, 2010	Nov, 2010	Dec, 2010	Jan, 2011	Feb, 2011	Mar, 2011	Apr, 2011	May, 2011	Jun, 2011	July, 2011	Aug, 2011	Sep, 2011	Oct, 2011
3.2.1	Finalization of an evaluation report on Industrial Relations information system													

**Status:**

3.2.1 Finalization of an evaluation report on Industrial Relations information system.  
Reprogrammed

**Notes:** The LWD and the Project Office together agreed that this should be addressed in the extension period if possible after the LWD has focused on the IR strategies and IR survey and the PIRC model development.

## SUB-COMPONENT 4: STRENGTHENING CAPACITY FOR TRIPARTITE STAKEHOLDERS ON CBA AND DISPUTE SETTLEMENT

Under strengthening capacity for tripartite stakeholders on CBA and dispute settlement, the project worked in several activity areas. The current status is as follows:

### 4.1 Strengthening capacity for tripartite stakeholders on collective bargaining

4.1	Strengthening capacity for tripartite stakeholders on collective bargaining	Oct, 2010	Nov, 2010	Dec, 2010	Jan, 2011	Feb, 2011	Mar, 2011	Apr, 2011	May, 2011	Jun, 2011	July, 2011	Aug, 2011	Sep, 2011	Oct, 2011
4.1.1	Tripartite workshop on collective bargaining (LWD)	→												
4.1.2	Piloting pattern bargaining model in textile sector (VGCL)				→									
4.1.3	Development of training 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 training on collective bargaining for VCCI's HR officers (VCCI)							→		→	→			

#### Status:

- 4.1.1 Tripartite workshop on collective bargaining (Department of Labor and Wages, MOLISA)  
Completed - The project worked with the LWD to hold a national workshop in which the CB specialist from UC Berkeley presented on new approaches to collective bargaining, including the multi-employer model.
- 4.1.2 Piloting pattern bargaining model in textile sector (VGCL)  
Completed - The project has worked with the VGCL to implement this pilot model in the Binh Duong IZ based on the work of CB Specialist. The negotiations were concluded and CBA was signed in August 2011.
- 4.1.3 Development of training materials and pilot training for selected 50 trade union officials (VGCL)  
Completed - The CBA Specialist from UC Berkeley conducted a pilot training on different approaches to collective for the VGCL and produced corresponding training curricula.
- 4.1.4 Training on collective bargaining for 50 VCA officials (VCA)  
Completed - The CBA Specialist from UC Berkeley conducted training for the VCA in her second trip to Vietnam.
- 4.1.5 Development of training materials and advanced training on collective bargaining for Human Resource officers (VCCI)  
Completed - The CBA Specialists from UC Berkeley, Cornell, and Penn State Universities conducted trainings for the VCCI on collective bargaining.

**Notes:** Many of the planned activities under this sub-component focused on strategic capacity-building in collective bargaining. The project was able to utilize the expertise of various US-based resource persons in different ways. Apart from the planned trainings, the project made experts available to the three university project partners and other project stakeholders, giving both formal presentations and engaging in discussions and question and answer sessions as part of the project's outreach work.

**Impact:** In the area of collective bargaining, the project focused on providing technical assistance through capacity building to the VGCL, VCA and VCCI on collective bargaining. Bi-partite participants learned new approaches in multi-employer, pattern, three-way (i.e. involving the buyer/brand) and other forms of bargaining that represent a move away from the single enterprise system.

Based on proposals from the project there is now acceptance that there needs to be alternative approaches to the current system of enterprise CBAs. The government's one pilot, a textile sectoral CBA involving 200 state-owned factories, was both weak and difficult to replicate in the private sector. The project provided an evaluation by a collective bargaining specialist on the limitations of this pilot sectoral CBA. Afterwards, the VGCL committed to initiate a smaller scale CBA. The project worked with the VGCL to implement a model multi-employer CBA for private sector enterprises, including FDI factories, in the Binh Duong industrial zone. The project provided support and technical assistance to both the union and the employers association in this pilot project, which included a program of capacity building. This pilot CBA that was signed in August 2011 after an on-going series of negotiations can be a model for similar types of multi-employer CBAs nationally.

#### 4.2 Strengthening capacity for tripartite stakeholders on labor dispute settlement

4.2	Strengthening capacity for tripartite stakeholders on labor dispute settlement	Oct, 2010	Nov, 2010	Dec, 2010	Jan, 2011	Feb, 2011	Mar, 2011	Apr, 2011	May, 2011	Jun, 2011	July, 2011	Aug, 2011	Sep, 2011	Oct, 2011
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)									→				

**Status:**

4.2.1 Tripartite workshop on dispute settlement (LWD)

Completed - The project worked with the LWD to conduct this workshop promoting the concepts of Alternative Dispute Resolution (ADR) and possible inclusion into policies and regulations.

4.2.2 Development of training materials on ADR

Completed - The project worked with an ADR specialists from Cornell University, University of San Francisco Law School and FMCS to created training materials as well as policy options for the tripartite partners.

4.2.3 Training on ADR for 50 selected trade union officials in IZ/IPZs (VGCL)

Completed – The project worked with the VGCL to conduct this training using an ADR specialist from Cornell University.

4.2.4 Training on ADR for 50 selected VCA’s HR officers (VCA)

Completed - The project worked with the VCA to conduct this training using an ADR specialist from Cornell University.

4.2.5 Training on ADR for 50 selected VCCI’s and supporting the pilot development of labor arbitration center (VCCI)

Completed - The project worked with the VCCI and two Dispute Resolution specialists (one from Cornell and the other from FMCS) to produce a draft model of a private labor arbitration center. In addition trainings were conducted by both specialists.

4.2.6 Training for strike resolution officials in IZs/IPZs (Department of Labor and Wages, MOLISA)

Completed – The project worked with the LWD to conduct training for strike taskforces in HCMC using the FMCS Specialist.

**Notes:** Many of the planned activities under this sub-component focused on strategic capacity-building in dispute resolution (including arbitration concepts as well as mediation and conciliation). The project was able to utilize the expertise of various US-based resource persons in different ways, including developing a private arbitration model. Apart from the planned trainings, the project made experts available to the three university project partners and other project stakeholders, giving both formal presentations and engaging in discussions and question and answer sessions as part of the project’s outreach work.

**Impact:** In the area dispute resolution, participants learned new techniques in Alternative Dispute Resolution and new skills negotiation from specialists who adapted the curricula and training content to the needs of each stakeholder.

This technical assistance has resulted in proposals by all partners for new initiatives that have the potential become policy recommendations and incorporated into legal frameworks. MoLISA has expressed interest in piloting a model based on the FMCS in the US and wants to decentralize its approach to dispute resolution systems. This may be incorporated into PIRCs that the project will work on with the LWD. With the project’s assistance, the VCCI has created a framework for a model private Labor Arbitration Center. This VCCI model is based on the current commercial arbitration system, which has greatly facilitated dispute resolution in that sector. This center would be available both to workers and unions as well as employers. The VCCI has incorporated the model framework into the Employer’s Chapter, which was proposed for the new Labor Code. Through work in this area with the VGCL, the project has promoted dispute prevention at the same time as dispute resolution and how certain dispute prevention tactics (such as grievance handling and wage demands) can be used as an alternative to strikes. However, given the long-term nature of this approach, the project also worked with stakeholders to come up with more effective strike guidelines.

## SUB-COMPONENT 5: BUILDING CAPACITY FOR IR EDUCATION INSTITUTION

Under building capacity for Industrial Relations Education, the project worked with three partner university. The current status is as follows:

### 5.2 Improving training capacity of IR Education of University of Labor and Social Affairs, Trade Union University and Ton Duc Thang University

5.2	Improving training capacity of IR Education of University of Labor and Social Affairs, Trade Union University and Ton Duc Thang University	Oct, 2010	Nov, 2010	Dec, 2010	Jan, 2011	Feb, 2011	Mar, 2011	Apr, 2011	May, 2011	Jun, 2011	July, 2011	Aug, 2011	Sep, 2011	Oct, 2011
5.2.1	An extended workshop on industrial relations education (ULSA)						→							
5.2.2	Finalization of IR education program/module for ULSA, Trade Union University, and TDT University													→
5.2.3	Writing and editing the textbook													→

#### Status:

#### 5.1.1 An extended workshop on industrial relations education (ULSA)

Completed - The project working with the three universities held at least three workshops on enhancing IR curricula and courses, including one in which four specialists from US universities acted as resource persons, presenting on curriculum building.

#### 5.2.2 Finalization of IR education program/module for ULSA, Trade Union University, and TDT University

On going - The project continues to supply and transalte material and documents for the development of courses and curricula. At the same time the program continues to make each US specialist available as a resource person for the universities in their area of expertise.

#### 5.2.3 Finalization of IR education program/module for ULSA, Trade Union University, and TDT University

On going - The project is supporting the three universities in collaborative process to produce a revised IR textbook. This includes an assessment of the original IR textbook Draft chapters were completed in August and being revised in the extension period.

**Note:** The project has worked with the three partner universities to not only provide scheduled technical assistance through formal workshops, but almost every US specialist who the project used also acted as a resource person for the universities in activities such as roundtables, presentations, lectures, and discussion groups. The topics covered dispute resolution, collective bargaining, labor law and trade agreements, negotiations, and trade union legal aid and labor law clinics.

The textbook activity was meant to develop both an output (the text book itself) and to serve as an exercise to bring the three universities together working on a common activity for the first time. One of the difficulties that have emerged is that of coordination of such an activity and the time allocation in drafting the chapters by the writers (i.e. university professors). By the end of Year II, most of the

chapters had been drafted, but they have not been reviewed. The extension period will allow for the development of all chapters and their review. In addition, supplemental materials will also be developed.

**Impact:** The project has been able to provide technical assistance to the three universities offering this discipline at different levels. The project's focus on the role universities can play in the development of industrial relations – from training and education to research and policy formation – will have long term benefits in Vietnam. An informal network of labor educators has developed based on the work of the project. Though they are separated by bureaucratic and structures, the three universities have taken it upon themselves to begin to form liaisons and share information in a systematic approach to the development of their Industrial Relations education programs. The project has introduced comparative models of curricula (including translation) through activities using leading US academics in the field from Cornell, Harvard, CUNY and UCLA.

Furthermore, institutional linkages have been formed between these three universities and leading US labor education centers: UCLA Labor Center, Harvard University Labor Studies program, CUNY Labor Education Center, UC Berkeley Labor Center, Cornell University and Penn State University. More than providing technical assistance, these linkages may lead to more Vietnamese labor stakeholders being able to study in these US programs. Also U.S. professors and labor experts may now be able to teach at these Vietnamese universities. There are also now new official connections between partners and US educational institutions. CUNY and Vietnam Trade University are now planning for a joint program in labor relations. The VCCI now will be engaging with Cornell University to send candidates to participate in Cornell's labor relations programs, specifically on dispute resolution (including arbitration), and also to arrange for Cornell University to run a dispute resolution program in Vietnam through the VCCI.

**Table: Number of Participations of Direct Beneficiaries in Project Activities  
Compiled Data  
(Oct. 10- Dec. 10)**

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

		Training Workshop on Trade Union Legal Advisory Service Management	25	6	19	18, 19 Nov. 2010	Victor Narro/VGCL
	<b>2.3</b>	<b>Strengthening capacity of Legal Advisory Services for Employers</b>					
<b>COMPONENT II: PROMOTION OF SOUND INDUSTRIAL RELATIONS</b>							
<b>Sub Component 3: Developing National IR Strategies on IR Promotion</b>							
	<b>3.1</b>	<b>Building towards Participatory national strategy for promoting sound industrial relations –</b>					
	<b>3.2</b>	<b>Enhancing MOLISA’s IR information system on industrial relations</b>					
<b>Sub Component 4: Strengthening capacity for tripartite stakeholders on CBA and dispute resolution</b>							
	<b>4.1</b>	<b>Strengthening capacity for tripartite stakeholders on collective bargaining</b>					
		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
	<b>4.2</b>	<b>Strengthening capacity for tripartite stakeholders on ADR</b>					
<b>Sub Component 5: Building Capacity for IR Education Institution</b>							
	<b>5.1</b>	<b>Improving training capacity of IR Education of University of Labor and Social Affairs, Trade Union University and Ton Duc Thang University</b>					
<b>Total</b>			<b>268</b>	<b>96</b>	<b>172</b>		

**Table: Number of Participations of Direct Beneficiaries in Project Activities  
Compiled Data  
(Jan. 11- Mar. 11)**

No.	USAID ID	WORKSHOP	No. of participants			Date of implementation	Note
			Total	F	M		
<b>COMPONENT I : ENHANCEMENT OF IMPLEMENTATION OF IR RELATED LAWS AND REGULATIONS</b>							
<b>Sub Component 1: Strengthening Capacity for Labor Inspectorate</b>							
	1.1	<b>Promotion of New Approaches and Strategies to Improve the Labor Inspection Capacity</b>					
		Tripartite Workshop on Compliance and Inspection in Quang Ngai	70	16	54	19,20 March 2011	Everett Murtagh
	1.2	<b>Strengthening management information system for labor inspectors</b>					
		Workshop on Information Management Systems in Hanoi in March 2011	65	15	50	31 March 2011	Jeff Wheeler
	1.3	<b>Labor inspection training development</b>					
	1.4	<b>Regional labor inspectorate model in supplying technical advice</b>					
<b>Sub Component 2: Promoting Effective Approaches to Laws Implementation</b>							
	2.1	<b>Strategic planning for implementation of IR-related laws and regulations</b>					

	2.2	<b>Strengthening capacity of Legal Advisory Centers (LACs) and Legal Advisory Offices (LAOs) of the VGCL</b>					
	2.3	<b>Strengthening capacity of Legal Advisory Services for Employers</b>					
<b>COMPONENT II: PROMOTION OF SOUND INDUSTRIAL RELATIONS</b>							
<b>Sub Component 3: Developing National IR Strategies on IR Promotion</b>							
	3.1	<b>Building towards Participatory national strategy for promoting sound industrial relations –</b>					
	3.2	<b>Enhancing MOLISA’s IR information system on industrial relations</b>					
<b>Sub Component 4: Strengthening capacity for tripartite stakeholders on CBA and dispute resolution</b>							
	4.1	<b>Strengthening capacity for tripartite stakeholders on collective bargaining</b>					
	4.2	<b>Strengthening capacity for tripartite stakeholders on ADR</b>					
		Roundtable talk on private arbitration in Vietnam in Hanoi	40	13	27	20 Jan. 2011	Jan Sunno/Vu Huy Tan
<b>Sub Component 5: Building Capacity for IR Education Institution</b>							
	5.1	<b>Improving training capacity of IR Education of University of Labor and Social Affairs, Trade Union University and Ton Duc Thang University</b>					
		VTU: Workshop on "Sharing Best Practices on IR Education"	55	29	26	8 March 2011	Kent Wong
<b>Total</b>			<b>230</b>	<b>73</b>	<b>157</b>		

**Table: Number of Participations of Direct Beneficiaries in Project Activities**  
**Compiled Data**  
**(Apr. 11 – Jun. 11)**

No.	USAID ID	WORKSHOP	No. of participants			Date of implementation	Note
			Total	F	M		
<b>COMPONENT I : ENHANCEMENT OF IMPLEMENTATION OF IR RELATED LAWS AND REGULATIONS</b>							
<b>Sub Component 1: Strengthening Capacity for Labor Inspectorate</b>							
	1.1	Promotion of New Approaches and Strategies to Improve the Labor Inspection Capacity					
	1.2	Strengthening management information system for labor inspectors					
	1.3	Labor inspection training development					
	1.4	Regional labor inspectorate model in supplying technical advice					
<b>Sub Component 2: Promoting Effective Approaches to Laws Implementation</b>							
	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					
	2.3	Strengthening capacity of Legal Advisory Services for Employers					
<b>COMPONENT II: PROMOTION OF SOUND INDUSTRIAL RELATIONS</b>							

<b>Sub Component 3: Developing National IR Strategies on IR Promotion</b>						
<b>3.1</b>	<b>Building towards Participatory national strategy for promoting sound industrial relations –</b>					
	Workshop on Assessment of Current NIRC/PIRC and Comparative Models	23	10	13	25 April 2011	Nguyen Huu Dung
	Consultative meeting on NIRC/PIRC in Hanoi	20	3	17	28 June 2011	
	Workshop on Industrial Relation Strategy in Hanoi	54	31	23	29 June 2011	Lance Compa/ Nguyen Huu Dung
<b>3.2</b>	<b>Enhancing MOLISA's IR information system on industrial relations</b>					
<b>Sub Component 4: Strengthening capacity for tripartite stakeholders on CBA and dispute resolution</b>						
<b>4.1</b>	<b>Strengthening capacity for tripartite stakeholders on collective bargaining</b>					
	Training Workshop on Collective Bargaining in the Collective Sector for VCA in HCMC	50	18	32	4, 5 May 2011	Katie Quan
	CBA Training of Trainings for VCCI in HCMC	20	11	9	28, 29 April 2011	Katie Quan
	CBA roundtable discussion for USLA	25	17	8	23 June 2011	Lance Compa
	Presentation on Multi-party CBAs for VCCI	21	8	13	27 June 2011	Lance Compa
<b>4.2</b>	<b>Strengthening capacity for tripartite stakeholders on ADR</b>					
	Training Workshop on ADR for VCCI in Hanoi	25	12	13	7, 8 April 2011	Richard Fincher
	Training Workshop on "Labor Dispute Resolution in the Collective Sector" for VCA in HCMC	57	18	39	13, 14 April 2011	Richard Fincher
	International arbitration and labor dispute resolution - Experiences for Vietnam Trade Union for VGCL in HCMC	55	7	48	15, 16 April 2011	Richard Fincher

		Training Workshop on Skills Building in Labor Mediation and Arbitration for MoLISA in Can Tho	51	12	39	18,19 April 2011	Richard Fincher
		Strategic Planning Tripartite Workshop on Promotion of ADR Practices in Hanoi	73	34	39	20 April 2011	Richard Fincher
		Training workshop on ADR skills in resolving strikes in IPZs for LWD in Hanoi	43	21	22	7, 8 June 2011	Jeff Bran/John Alder
		Training workshop on ADR skills for Resolving Strikes in IPZs for– LWD in Hanoi	40	12	28	23, 24 June 2011	Jan Sunoo
<b>Sub Component 5: Building Capacity for IR Education Institution</b>							
	<b>5.1</b>	<b>Improving training capacity of IR Education of University of Labor and Social Affairs, Trade Union University and Ton Duc Thang University</b>					
		ULSA: CBA & IR Textbook Roundtable Discussion	25	18	7	23 June 2011	Lance Compa
		VTU: Faculty Training on Labor Law Cases and Trade	38	28	10	25 June 2011	Lance Compa
<b>Total</b>			<b>620</b>	<b>260</b>	<b>360</b>		

**Table: Number of Participations of Direct Beneficiaries in Project Activities**  
**Compiled Data**  
**(Jul. 11 – Sept. 11)**

No.	USAID ID	WORKSHOP	No. of participants			Date of implementation	Note
			Total	F	M		
<b>COMPONENT I : ENHANCEMENT OF IMPLEMENTATION OF IR RELATED LAWS AND REGULATIONS</b>							
<b>Sub Component 1: Strengthening Capacity for Labor Inspectorate</b>							
	<b>1.1</b>	<b>Promotion of New Approaches and Strategies to Improve the Labor Inspection Capacity</b>					
	<b>1.2</b>	<b>Strengthening management information system for labor inspectors</b>					
	<b>1.3</b>	<b>Labor inspection training development</b>					
		Consultative meetings (05) for building training materials for Labor Inspectors in Hanoi	20	7	13	July 2011	LI Committee on Training
		Training Workshop on Procedures and Skills in Handling Labor Complaints and Denunciations in HCMC	73	14	59	20, 21, 22 July 2011	Jeff Wheeler
		Training Workshop on Procedures and Skills in Handling Labor Complaints and Denunciations in HN	72	20	52	26, 27, 28 July 2011	Jeff Wheeler
	<b>1.4</b>	<b>Regional labor inspectorate model in supplying technical advice</b>					
		Workshop on Self-assessment Through a Regional Labor Inspection Model in HCMC	50	14	36	20, 21, 22 July 2011	Jeff Wheeler
		Workshop on Self-assessment Through a Regional Labor Inspection Model in Hanoi	55	20	35	26, 27, 28 July 2011	Jeff Wheeler
<b>Sub Component 2: Promoting Effective Approaches to Laws Implementation</b>							

	2.1	<b>Strategic planning for implementation of IR-related laws and regulations</b>					
	2.2	<b>Strengthening capacity of Legal Advisory Centers (LACs) and Legal Advisory Offices (LAOs) of the VGCL</b>					
		Training workshop on legal advisory service fundamentals and skills in Danang	32	8	24	3 Aug. 2011	Victor Narro/VGCL
	2.3	<b>Strengthening capacity of Legal Advisory Services for Employers</b>					
		Workshop on Legal Advisory Services for employers in Hanoi	27	17	10	2 Aug. 2011	Victor Narro/VCCI
<b>COMPONENT II: PROMOTION OF SOUND INDUSTRIAL RELATIONS</b>							
<b>Sub Component 3: Developing National IR Strategies on IR Promotion</b>							
	3.1	<b>Building towards Participatory national strategy for promoting sound industrial relations –</b>					
		Workshop on Establishment and Operation of PIRC in HCMC	37	11	26	30 Aug. 2011	Nguyen Huu Dung
	3.2	<b>Enhancing MOLISA’s IR information system on industrial relations</b>					
<b>Sub Component 4: Strengthening capacity for tripartite stakeholders on CBA and dispute resolution</b>							
	4.1	<b>Strengthening capacity for tripartite stakeholders on collective bargaining</b>					
36		Training Workshop on CBA for VCCI in Hanoi	24	13	11	20,21 June 2011	Jan Sunoo
37		Workshop Training on CBA for VCCI in Hanoi	22	11	11	28, 29 July 2011	Mark Anner
		Training Workshops for piloting CBA for 16 textile enterprises in Binh Duong	300	70	230	Jan – Sep. 2011 (includes a series of training WS Binh Duong on piloting CBA in Binh Duong)	Binh Duong Multi-employer CBA taskforce

	<b>4.2</b>	<b>Strengthening capacity for tripartite stakeholders on ADR</b>					
<b>Sub Component 5: Building Capacity for IR Education Institution</b>							
	<b>5.1</b>	<b>Improving training capacity of IR Education of University of Labor and Social Affairs, Trade Union University and Ton Duc Thang University</b>					
		ULSA: IR Textbook Development Mini-Talk	30	22	8	5 July 2011	Mark Anner
	<b>Total</b>		<b>742</b>	<b>237</b>	<b>515</b>		