

TRADE UNION REFORM

FOR WORKER'S RIGHTS AND INTERESTS



HIGHLIGHTS

Industrial zone union network officially established



Ảnh: ILO Việt Nam

After more than 20 years of informal existence, the Industrial Zones Union Network comprised of more than 50 trade unions located in Industrial Zones, Export-Processing Zones and Economic Zones (hereinafter referred to as IZs) in 48 provinces has been officially established by Decision of the VGCL dated 22 June 2018. The Industrial Zones Union Network will promote authentic union activities and enhance the representative roles for workers in key areas of IR. (Page 5)

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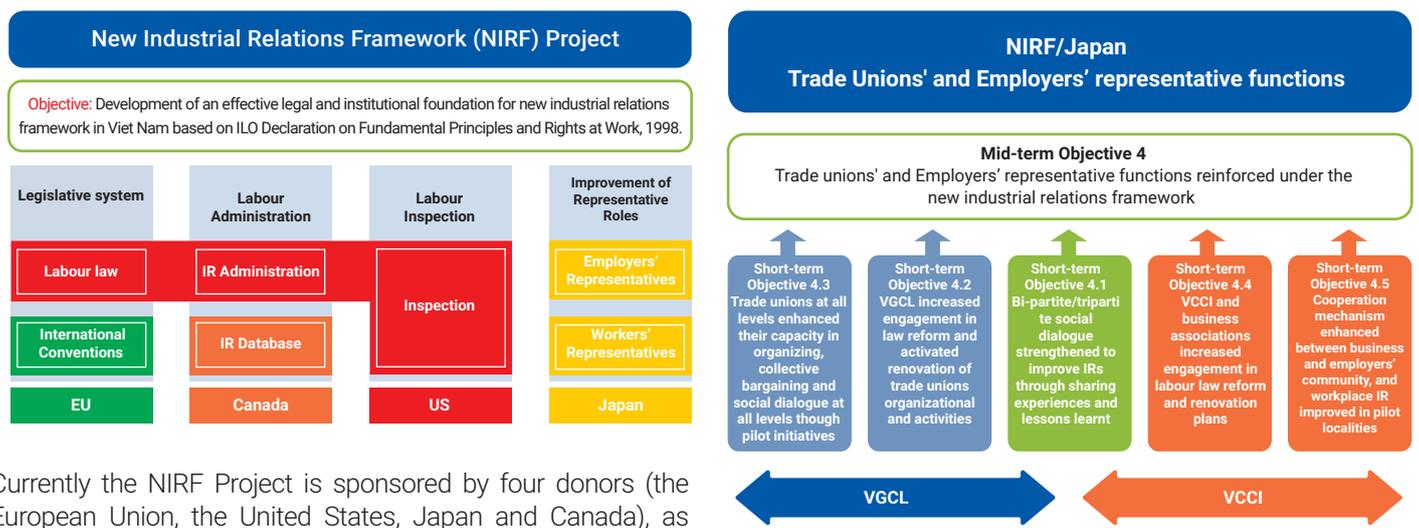
Tổn Liên đoàn
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Việt Nam



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INTRODUCTION TO THE NEW INDUSTRIAL RELATIONS FRAMEWORK (NIRF) PROJECT AND COMPONENT ON IMPROVING THE REPRESENTATIVE ROLE OF TRADE UNIONS AND EMPLOYERS

As a continuing phase of the Industrial Relations (IR) Projects supported by the International Labour Organization (the ILO), the New Industrial Relations Framework (NIRF) Project is aimed at assisting Vietnamese partners in developing effective institutional and legal bases for a new IR framework in Viet Nam in light of the ILO Declaration on Fundamental Principles and Rights at Work 1998. The NIRF Project focuses its assistance on tripartite partners, including the Ministry of Labour-Invalids and Social Affairs (MoLISA); the Viet Nam Chamber of Commerce and Industry (VCCI); and the Viet Nam General Confederation of Labour (VGCL).



Currently the NIRF Project is sponsored by four donors (the European Union, the United States, Japan and Canada), as follows:

- NIRF/USDOL to support the Government of Vietnam in reforming its labour policy and laws;
- NIRF/EU to promote the process of ratification and implementation of ILO Core Conventions in Viet Nam;
- NIRF/Canada to develop an IR information and database system in order to promote an evidence-based policy making process; and
- NIRF/Japan to support the VGCL and VCCI to ensure that the representative capacity for workers and employers will be enhanced under the new IR framework through sharing experiences and lessons learnt from practice.

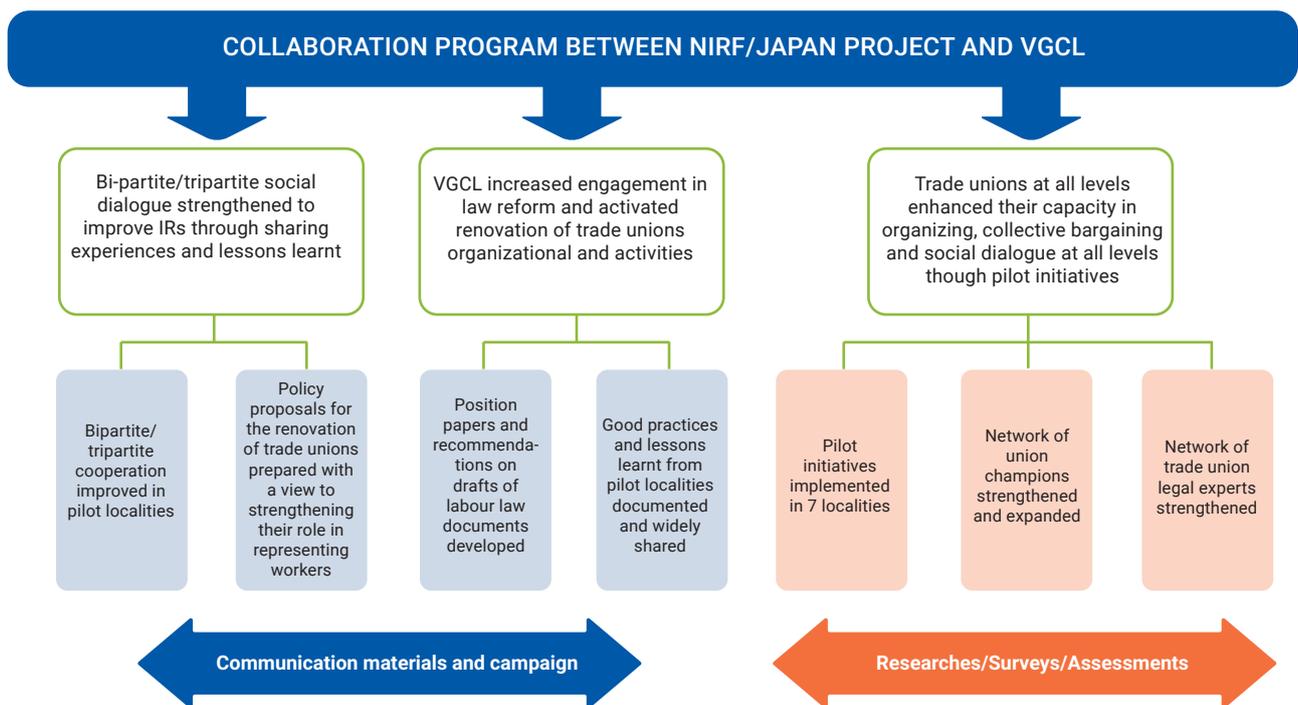


Dr. Chang Hee Lee,
Director, ILO Country Office for Viet Nam

“Dear colleagues of VGCL and the true leaders of workers, you are pioneers of making unions as voices of workers, driver for better wages and working conditions, and a builder of new industrial relations for harmony, stability and equity. Viet Nam is undergoing profound transformation in the context of deeper global integration and technological changes. Your great work contributes not only to better future of workers but also stability of the country built on justice and shared prosperity through strong union and effective collective bargaining. You are champion of Decent Work! ILO is committed to working closely with all of you to build stronger unions which truly represent for workers’ rights and benefits. ”

COLLABORATION PROGRAM BETWEEN NIRF/JAPAN PROJECT AND VGCL

In the context of on-going labour law reform in Viet Nam and out-rolling organizational and operational renovation at all levels of the VGCL, the Japan/NIRF Project has designed three short-term objectives with seven outputs and 21 activities to support reform initiatives of the VGCL and its unions as well as to respond to challenges emerging from the contextual processes of these reforms in a timely manner.



The main partners implementing these activities are the VGCL at the national level, local Federations of Labour and Grassroots Trade Unions, and the Industrial Zone Trade Unions Network and Union Legal Advisors Network in highly industrialized provinces, such as Hai Phong, Da Nang, Quang Nam, Binh Duong, Dong Nai, Ho Chi Minh City and Long An.

A number of pilot programmes for testing out new IR practices will be rolled out in these seven provinces, including:

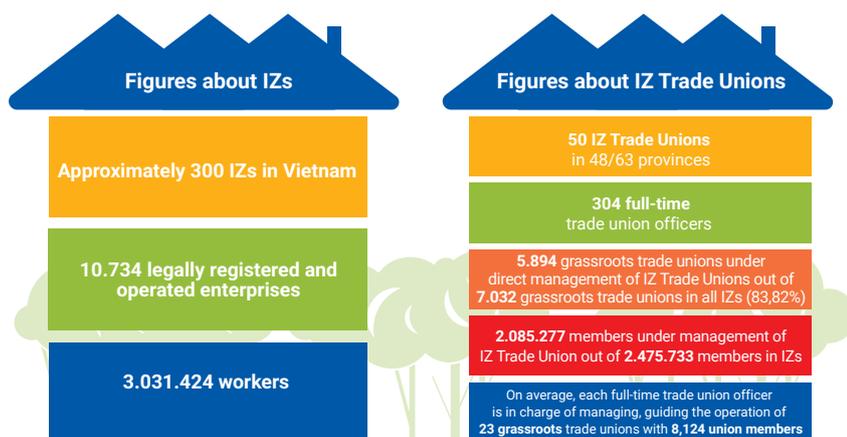
- Pilot on direct election of the chairperson for grassroots trade unions at the Union Congress in order to introduce, choose and elect union leaders who are genuinely capable of representing the voice, rights and interests of workers;

- Pilot on formation of multi-employer unions at small-and-micro sized enterprises in order to diversify the organizing work of unions;
- Pilot on extension of multi-employer collective bargaining agreements with coordinating and supporting roles for upper-level unions; and
- Pilot on promotion of various forms of social dialogue to improve bipartite/tripartite IR, both internally and externally of firms.

Research and communication activities are implemented as cross-cutting elements in all technical outputs of the NIRF/Japan Project in order to improve visibility and the spill-over effects of activities conducted by Viet Nam Trade Unions in order for them to reform themselves according to the guiding principle of “unions of the workers, by the workers and for the workers”.

OFFICIALLY ESTABLISHED INDUSTRIAL ZONE UNION NETWORK

After more than 20 years of informal existence, the Industrial Zone Union Network comprised of more than 50 trade unions located in Industrial Zones, Export-Processing Zones and Economic Zones (hereinafter referred to as IZs) in 48 provinces has been officially established by the Decision of VGCL dated 22 June 2018. The Industrial Zone Union Network will promote authentic union activities and enhance the representative roles for workers in key areas of IR.



The IZ Trade Union is a special institution within the organizational structure of the Viet Nam Trade Union and was piloted for the first time in 1997 in response to an emerging need to organize and represent workers in IZs at that time. The formation of trade unions at the IZ level was initially deployed in Ho Chi Minh City, Dong Nai and Can Tho. From the pilot of these three provinces through to 2003, various major lessons and successes were achieved which resulted in the formal birth of the IZ Trade Union as an integral part of the VGCL as stipulated in its Constitution. The IZ Trade Union is an intermediate-upper level union whose work is intensively grassroots-oriented and which focuses on collective bargaining, dialogue, and representing the rights and interests of workers.

The work of IZ Trade Union officers is characterized by changing practices as

well as geographical and occupational elements found in the IZs; they often own multiple initiatives for organizing workers. For example, the IZ Trade Unions test new approaches such as the 'bottom-up' method of, the establishment of multi-employer unions and groups of unions, as well as

assistance to grassroots trade unions in genuine collective bargaining and dialogue at the firm. Even though each IZ Trade Union gained enormous successes and valuable lessons, disseminating and replicating these outcomes has not received adequate attention. There has been no official forum for IZ Trade Union officers as practitioners for sharing information. Understanding this limitation, these practitioners from the various IZs connected informally in order to learn from the various experiences each had to share.

The model for the IZ Trade Unions Network arose out of such practical initiatives. Starting from the pivotal economic region of south-eastern Viet Nam, the IZ Trade Unions of Bien Hoa (Dong Nai), Ho Chi Minh City and Binh



Mr. Chang-Hee Lee, Director of the ILO Country Office for Vietnam, stated that “The way in which union champions representing the voice of workers through collective bargaining and social dialogue will contribute to deciding the future of Vietnamese workers.”

Duong regularly exchanged information about technical issues in trade union activities at the IZ level. And they recognized the strength of this ‘soft’ mechanism. The IZ Trade Unions in other, adjacent areas gradually joined in these ‘gatherings of brothers and sisters’ working in different IZ Trade Unions on a voluntary basis. This rotating mechanism has helped the IZ Trade Unions network in the south to grow stronger. This practice of the South was promptly applied by IZ Trade Unions in the North.

After a period of effective operation, the Presidium of the VGCL realized that the formalization of the two networks in the South and the North would have a positive impact on trade union reform. Therefore, the establishment of a national network would enhance the

exchange of information and experience thus enabling IZ Trade Union officers to respond to new contexts, to work out trade union solutions for dealing with the effects of globalization (Industrial Revolution 4.0), to protect the rights and interests of trade union officers and workers, and to create a breakthrough in the performance of functions and duties of IZ trade unions throughout the country.

On 22 June 2018, the Presidium of the VGCL issued Decision No. 1151/QĐ-TLĐ on piloting the establishment of the IZ Trade Unions Network, together with Temporary Rules for the Organization and Operation of this Network. The Network has been established to:

- Strengthen information sharing on the status quo of enterprises, labour and employment;

- Share experiences regarding the contents, methods, solutions and skills of trade union work for trade union officers and members in IZs throughout the country.

The IZ Trade Unions Network is being piloted on a national scope by virtue of the growing roles for and importance of IZ Trade Unions in the systems of the Viet Nam Trade Union. There will be no sectoral or occupational/industrial linkages. The IZ Trade Unions Network is a ‘soft’ mechanism, operating on a voluntary basis, to share and support one another in performing trade union functions and tasks. It is expected that the IZ Trade Union Network will take full advantage of its strength and initiative to better representation and defence for workers and to carry out trade union reforms within the context of international integration.

Mr. Mai Duc Chinh, Vice President of VGCL affirmed that the “VGCL defines the IZs Trade Union as strategic areas of trade union organizations. In the past, the union officers of different IZ trade unions gathered together informally to exchange and share experiences about representing legitimate and legitimate interests of workers. The official establishment of IZ Trade Unions Network will certainly be a breakthrough in implementing the functions and duties of IZ Trade Unions in the whole country.”



Legal services have been treated as one of the VGCL's pivotal activities for supporting and directly defending the rights and interests of workers.



CREATION OF THE UNION LEGAL ADVISORY NETWORK: IMPROVING THE EFFECTIVENESS OF UNION LEGAL SERVICES

The Viet Nam Trade Union 10th Congress developed and approved objectives, directions and missions for 11 groups targeting development with four Action Plans, including the target of setting up a Legal Advisory Unit (as a Centre, Office or Team) in all provincial Federations of Labour, National Sectoral Unions and Unions of Corporates affiliated to the VGCL.

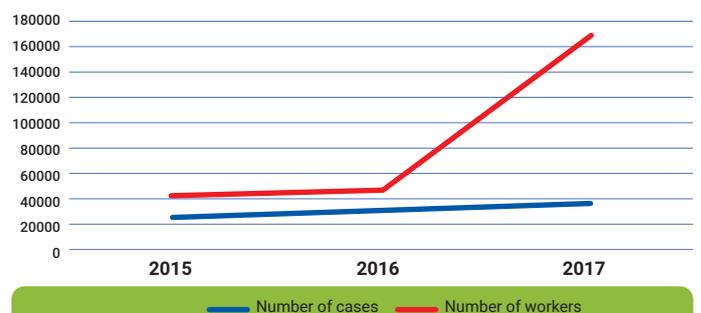
Legal services provided by unions have achieved a number of significant successes in recent years. The number of cases supported and handled by union legal advisory units gradually increased in 2015, 2016 and 2017. Over the same period legal services have been made available in diverse formats, including mobile advisory services, which has been performed regularly and effectively.

These legal advisory activities, however, possess certain limitations in (1) lack of number and capacity of legal advisory staff as well as weak performance of legal services in some locations, which impacts the quality of legal advice and aid provided; (2) low attention by some local unions to renewing the content and forms of legal services offered resulting in a lack of worker trust in union legal services; (3) lack of proactivity on the part of the union

in providing legal services; for example, legal services are only performed upon worker request; and (4) unions experiencing difficulties in representing workers in court litigation due to inconsistencies in legal regulations, etc.

Hence, the formation and maintenance of a network connecting Union Legal Advisory Centres, Offices and Teams is a practical idea for promoting the sharing of information and experiences among units, and furthermore for strengthening the representative functions of practitioners for defending the rights and interests of workers.

Number of cases handled by TU Legal Advisory Units (in 2015, 2016 and 2017)



Source: Data extracted from the 2018 VGCL report

To realize this idea in actuality, the NIRF/Japan Project supports the VGCL in establishing and rolling out pilot activities for the Union Legal Advisory Network in seven provinces in order to enhance information sharing and to conduct trainings on legal services. These activities will focus on representative skills and knowledge of procedures for defending workers and for participating in court

litigation as well as supporting grassroots trade unions in labour dispute settlements. On those grounds, these pilot activities are expected to improve union capacity for representing and defending the rights and interests of workers and good practices; additionally, these activities are expected to result in shared and expanded activity within the Network.

CASE STUDY – LEGAL ADVISORY CENTRE IN DONG NAI

The Legal Advisory Centre in Dong Nai has six staff members performing four key missions, including legal advisory, legal aid, defense for workers' rights and interests at court and with public authorities, and law propaganda.

Function for legal advisory – When the Centre was established, there was only one form of legal advisory available. It was direct advisory for workers. During the process of operation, the Centre diversified the forms of legal advisory, including advice via telephone, in the newspaper 'Labour of Dong Nai', on television and radio programmes in Dong Nai, and via the 1080 call center. At present, both the Dong Nai Federation of Labour and its

Centre of Legal Advisory have joined Facebook. So far the Centre has provided direct advice to 35,879 workers and indirect advice for 120,003 cases through newspapers and radio and television programmes, the telephone and also the 1080 call center.

Function for defending workers – The Centre provided support for 11,432 workers in initiating lawsuits against their employers in court. The provincial Federation of Labour introduced legal advisors to support 1,186 cases through the mediation process and worker defense. Workers were successful in the majority of the labour cases involving the union's legal advisory staff from the Centre. Through its activities the Centre has supported both Vietnamese and foreign workers, who collectively received over 20 billion Vietnamese Dong of compensation.

Function for law propaganda – The Centre disseminated the contents of the law to more than 53,444 workers and trade union officers through 479 training sessions. The Centre initiated many ideas for consolidating a team of core workers to disseminate legal knowledge to workers. To date, the Centre has organized 98 training courses on Saturday and Sunday evenings and educated 677 core workers on labour law, social insurance, health insurance, trade union work and skills of legal advisory, etc. After the training courses, core workers shared this knowledge with other workers through mobile legal advisory sessions.



FOUR BREAKTHROUGHS OF BINH DUONG FEDERATION OF LABOUR FOR THE NEW TERM 2018-2023

Binh Duong is one of the three leading economic development areas of Viet Nam. With more than 1 million workers living and working, and more than 33,000 enterprises investing, in the province, the activities of the Binh Duong trade union require constant new and bold initiatives in order to complete its task of representing and protecting workers in a practical and effective way.



Especially in new context of globalization, the trade unions of Binh Duong at every level have recognized the challenges facing unions, such as the competition for finding employment, unemployment, fluctuations in the number of trade union members and grassroots trade union officers, and the possible formation of new workers' representative organizations. Inheriting results achieved during the 2013-2018 term, overcoming limitations, and undertaking timely reforms as demanded by the new context, the 10th Congress of the Federation of Labour in Binh Duong has set goals, directions and key tasks for trade unions in the province for the coming term with the theme of "Renovation of organizational structure, modus operandi and trade union activities for the legitimate rights and interests of union members and workers in order to ensure the stable and sustainable development of Binh Duong."

The overall objective of the Federation of Labour in Binh Duong in the new term is to reform the organizational structure and operation of the unions, placing the legitimate needs of the members and employees in the centre, strengthening the representative role of the unions with a focus on the enterprise sector. In particular, special attention is being given to the organizing of workers and building of grassroots trade unions, collective bargaining, and social dialogue. These foci are showcased through four breakthrough tasks to be implemented during the 2018-2023 term:

1. Reforming the substance and mode of operation of trade unions in the enterprise sector;
2. Improving the quality of trade union staff;
3. Enhancing the quantity and quality of collective bargaining, signing and effectively implementing collective bargaining agreements;
4. Establishing a network of upper-level unions to support grassroots trade unions, union members and workers in IZs.

To realize these breakthroughs, the Federation of Labour in Binh Duong province has proactively proposed a number of specific solutions:

- Reform campaigning approaches and methods to better attract workers to join trade unions, focusing on enterprises with more than 25 workers; research appropriate models for recruiting workers and forming multi-employer unions in enterprises with fewer than 20 workers;
- Renovate training methods for trade union officers with thematic contents and skills for grassroots trade union officers, especially for leaders of trade unions; promote the supporting role of upper-level unions in districts, IZs;
- Strengthen the role of upper-level trade unions in directly supporting grassroots trade unions in negotiation and dialogue; negotiate important

issues such as wages, bonuses, between-shift meals, working hours, and other benefits;

- Develop together with collaborators a mechanism for setting up a network of upper-level unions to support grassroots trade unions, union members and worker unions in IZs so as to promptly grasp information and directly support trade union officers, union members and workers.

With the full consensus and determination of trade union officers and based on good practices drawn from actual experience, the process of reforming trade unions in Binh Duong is expected to achieve success. The Federation of Labour in Binh Duong will be able to take better care of and better represent the legitimate rights and interests of workers and also be able to provide valuable lessons and experiences drawn from trade union activities in Binh Duong in particular and from across the entire Viet Nam union system in general.

"If the trade union does not promptly reform itself in terms of modus operandi and activities, it will not be able to attract workers to join the Viet Nam trade union, which will result in the union being unable to maintain its current level of membership."

Report to the Congress of the Federation of Labour in Binh Duong – 2018)

HAI PHONG ECONOMIC ZONE TRADE UNION WITH UNIQUE AND PRACTICAL UNION ACTIVITIES TO WELCOME CONGRESS OF THE FEDERATION OF LABOUR TO HAI PHONG; ANNIVERSARY OF VIET NAM TRADE UNION'S ESTABLISHMENT DAY

The Hai Phong Economic Zone Trade Union (EZTU) is one of the pioneers in the trade union movement of Hai Phong and of the VGCL. The achievement of the Hai Phong EZTU, which has contributed to the general development of trade union organizations, derives from unionists who dared to realize their bold initiatives and to overcome all difficulties in order to better represent workers.



In May and June of 2018, trade unions from every level in Hai Phong moved their Upper-level Union Congresses forward in order to prepare for the 14th Congress of the Federation of Labour, which was to be held in Hai Phong. Although there were many important tasks that had to be done, Hai Phong EZTU staff still conducted the union's core task of organizing simultaneously, with activities such as recruiting workers to join the union and setting up campaign committees. The successful unionization of three Korean enterprises (LG Innotek, LG Display and

Ilshintech Vietnam) was considered by the Hai Phong EZTU as the most fruitful outcome for celebrating the Congress of the Federation of Labour in Hai Phong and the Anniversary of Viet Nam Trade Union's Establishment Day. This achievement helped bring the total number of grassroots trade unions to 178, with over 77,000 union members in the Hai Phong Economic Zone.

What is worth mentioning here is how the trade union officers of the Hai Phong EZTU conducted the work of organizing. As one of the most successful pilot implementing units of the organizing method known as the 'bottom up' approach, the Hai Phong EZTU has applied this method not only to narrow the scope of the pilot, but also to expand massively in order to unionize enterprises.

In 2011, the Hai Phong EZTU was selected along with four other provinces in the country to pilot the organizing pilot of the union utilizing the bottom-up method. This approach is very different from the traditional approach formerly used to form a union. Instead of approaching the employer first and asking for

permission to form a union, which depends very much on the good will of the employer, the bottom-up method requires upper-level union officers to directly meet with workers both inside and outside firms to organize them.

At the beginning of the pilot, all units faced a variety of difficulties; with the new method, unions had to spend more time, effort and dedication to organize workers. There were many times that union officers visited the workers in residential areas late at night after they had completed their shifts, or met with workers along the road in the rain, handing out leaflets and applications to those workers, or gathered at the doors of enterprises to talk to workers because the employer did not agree to the union approaching workers in the enterprise itself, etc. Based on experiences such as these, a network of grassroots trade unions was formed, which in turn has created a direct link between workers and the upper-level trade union. With this bottom-up approach and the determination of the Hai Phong EZTU, strong grassroots trade unions have been formed based on the will and desire of the workers.

Ms. Pham Thi Hang – President of the Hai Phong EZTU said that "Only an insider would understand the ups and downs of the process of campaign with the bottom up approach. Only an insider would know how hard it was in the process of approaching, lobbying and setting up a real union for workers, which requires union leaders to be really wise, brave and determined, they must learn from the past as well as have good skills in dealing with changing situation in order to be successful in campaign"

UNION LEGAL ADVISORY – CHINA’S EXPERIENCE

Workers in China are facing multiple legal issues similar to those of Vietnamese workers. To solve these legal issues, in China there are nine legal service providers who can provide their legal counseling services to workers, including the All-China Federation of Trade Unions (ACFTU). This article shares some information that can be referred to as an example of trade union legal advisory services in China.

During the transitional period from employment relations in a planned economy to contract-based employment relations, China introduced a range of protections for workers to help them handle legal issues.¹ There are nine providers of legal services for workers, including the ACFTU.

In the State Council *Regulation on Legal Aid 2003*, Article 8 encourages other social organizations, including local trade unions, to also provide legal aid. Additionally, in 2008, the ACFTU issued the *Trade Union Legal Aid Measures*. This document instructs unions to offer free legal services to employees, trade union workers, and trade union entities.² The Measures provide that local unions may provide legal aid by joining with the justice bureau to establish legal aid workstations for workers or through contracting with law firms or other agencies to provide legal aid to workers.³

To use the legal aid provided by the

trade union, workers must satisfy one of two conditions: (1) the worker meets the local standard for financial hardship and the worker needs legal aid from the trade union in order to protect his legitimate rights and interests; or (2) the worker does not meet the local standard for financial hardship, but has evidence that his legitimate rights and interests have been “seriously infringed upon and [the worker] needs the legal aid of a trade union”. As reported in 2014, the ACFTU established 14,000 legal aid service centers that have handled 62,000 labour dispute cases. The ACFTU reports there are 64,000 volunteers in China providing legal services for the trade union. These centers seem particularly focused on trying to resolve cases through mediation.

Despite numerous successes in providing legal services, the ACFTU is still encountering a number of major difficulties, such as: workers are unaware of this service and do not

Practices in some provinces in China

Beijing

- Some portion of the legal aid cases in Beijing are handled by lawyers working full-time as legal aid staff
- Unions might contract with private lawyers and NGOs to handle specific cases

Shanghai

- Unions in Shanghai established their own legal aid center in the early 2000’s
- Shanghai is reported to have formed a team of 100 volunteer lawyers who provide legal advice and represent workers in mediation, arbitration and litigation
- The Shanghai trade union is also increasing the number of attorneys that it has on staff

¹ Halegua A., *Protecting the Legal Right of Chinese Workers: A Mapping of Legal Issues and Avenues for Recourse in Several Chinese Cities*.

² *Trade Union Legal Aid Measures, promulgated by the ACFTU, 2008, Article 2.*

³ *Ibid*, Article 6

⁴ See *Trade unions bringing legal aid and rights protection services to workers*, ACFTU (June 3, 2015).

INTERNATIONAL EXPERIENCE

know that migrant and non-union workers are also eligible to access these legal services; workers lack trust in the State's legal aid services; some workers are ineligible to receive services or their request for services is not valid; trade union officials prefer to take on the easy cases and ignore the difficult ones; lawyers lack specific experience in dealing with labour-related lawsuits, etc.

The ACFTU has utilized a number of measures to overcome the aforementioned shortcomings. Some

local unions seek partnerships with non-governmental organizations, utilize new approaches for investigating cases and undertake better mechanisms for quality management, including supervising the work of lawyers and contacting workers to solicit their evaluations after their cases have been ruled upon. By doing so, union legal advisory services are more trusted by workers.

The experiences of the ACFTU show the importance of union legal advisory. A number of long-term directions may

be drawn from the Chinese experience, for example: training workers as core volunteers for providing trade union legal advisory is essential and it needs to be expanded; collective bargaining should be strengthened further to improve safety in the workplace and to detect infringements on legal rights; the civil procedure system needs to be improved to be more flexible and innovative; and, the law should provide sanctions as deterrents and the law should be enforced effectively so that offenders cannot repeat their offenses.

ACTIVITY NEWS

Activities in Previous Quarters

- Strategic Planning Workshop with the VGCL (Hanoi, 27-28 March)
- Workshop on Establishment of the Legal Advisory Network (Ho Chi Minh City, 23-24 April)
- Workshop on Establishment of the IZ Trade Unions Network (Da Nang, 21-22 May)
- Training on Mobile Legal Advisory Services for the Union Legal Advisory Network (Vung Tau, 28-29 June)
- Training Courses/Planning for Implementation of Pilots on Organizing Unions, Multi-employer Dialogue and Collective Bargaining
- Training on Organizing a Multi-employer Union in Long An (18-19 May)
- Training on Organizing a Multi-employer Union in Quang Nam (23-24 May)
- Training on Collective Bargaining in Trang Due IZ, Hai Phong (26-27 May)
- Training on Multi-Employer Dialogue in Wood-processing Enterprises in Tan Uyen, Binh Duong (15-16 June)

Activities in the 3rd Quarter of 2018

- Training on Multi-Employer Dialogue in Garment Enterprises at Linh Trung IZ (Ho Chi Minh City, 7-8 July)
- Training for the Union Legal Advisory Network (Can Tho, 16-17 July)
- Training on Multi-Employer Dialogue/Collective Bargaining in Wood-processing Enterprises in the Tam Phuoc IZ (Dong Nai, 3-4 July and 11-12 September)
- Training on Dialogue/Collective Bargaining Skills for the Pilot Implementing Unit of Quang Nam (Quang Nam, 18-19 August and 14-15 September)
- Series of Consultation Workshops on the Draft Labour Code (Revised) (September)
- Research on the Situation regarding Employment Termination of Mid-aged Workers (between the ages of 35-45) in Enterprises Located in Viet Nam

PUBLICATIONS

The International Labour Organization (ILO) has developed a large range of materials for reference purposes with pragmatic information relating to key areas of labour, aimed at supporting its tripartite partners and other stakeholders in exploring principles as well as practices of work. Some of these materials have been translated into Vietnamese to serve native readers. This section of the Bulletin, named 'Publications', will gradually introduce these newly translated references provided by the ILO and other partners.

Collective Bargaining: Policy Guide

This policy guide has been developed to support public authorities in designing policies that promote effective collective bargaining. Although the target audience for this material is governments, it still holds significant importance for trade unions at all levels for supporting the process of policy-making where unions are consulted on the national level, as well as international examples which are applicable to the context of Viet Nam.

The material can be downloaded from the ILO's website:

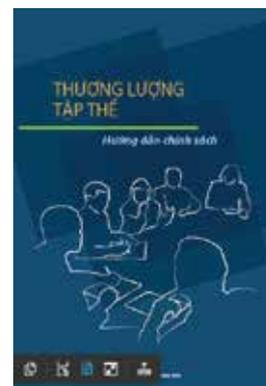
<https://bit.ly/2uNmH0v>

Labour Dispute Systems: Guidelines for Improved Performance

These Guidelines are a part of the ILO's effort to strengthen institutions for the prevention and resolution of labour disputes. Alongside policy recommendations, the material provides examples from various jurisdictions about the effective prevention and resolution of labour disputes. It refers to procedures of the labour dispute resolution process, starting from the consensus-based approach including bargaining, negotiation and conciliation/mediation, through to arbitration and judicial, as well as the utilization of strikes and work stoppages.

The material can be downloaded from the ILO's website:

<https://bit.ly/2mDq71s>



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