



ILO/Japan
Multi-Bilateral
Programme

► Employers' Networking and Capacity building

Practical experiences
from the project sites





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and Capacity building**

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ABBREVIATIONS

BA	Business Association
CBA	Collective Bargaining Agreement
DTA	Da Nang Association of Tourism
DOLISA	Department of Labour, Invalids and Social Affairs
EO	Employers' Organisation
FDI	Foreign Direct Investment
IZ	Industrial Zone
MEBA	Multi-employer Bargaining Agreement
MOLISA	Ministry of Labour, Invalids and Social Affairs
SME	Small and Medium-sized Enterprises
VCCI	Vietnam Chamber of Commerce and Industry

Policy Proposal

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CHAPTER I

Introduction

Introduction

Employers' representative functions has been one of the two axes of the New Industrial Relations Framework NIRF/Japan activities, alongside the focus on workers' representative organizations. Over the past decades, the ILO in general and individual projects like NIRF/Japan in particular has been working closely with its social partners, including the Viet Nam Chamber of Commerce and Industry (VCCI) and Viet Nam Cooperative Alliance (VCA), to build their capacity in representing employers' interests. These projects have yielded in a number of initiatives to support and build the capacity for the employers' organizations.

The NIRF/Japan project has been working closely with VCCI in which VCCI BEA is the focal point to support employers activities which include activities with VCCI branches in Da Nang and Ho Chi Minh city and Business Associations (such as Binh Duong Furniture Association – BIFA and Quang Nam Tourism Association). During that process there are many lessons and practices which need to be documented and shared widely for further improvements and scaling up.

The objective of this study is to review the activities and initiatives dedicated to VCCI and business associations within the framework of the NIRF/Japan project. In particular, the study aims at:

- Identifying the good practices/practical models by VCCI/BAs in representing and providing services to their members (focusing on the industrial relations issues)
- Making an assessment of the ILO's support via the NIRF/Japan project to VCCI and BAs
- Providing suggestions to VCCI and BAs on improving their services to members on labour issues

The study is based on qualitative and quantitative research methods. The researcher conducted a thorough review of the NIRF Project documents and a consultation with the Project staff before carrying out further in-depth interviews with the local stakeholders of the Project. In total, 06 interviews were conducted with 08 representatives from VCCI Ho Chi Minh city, VCCI Da Nang, BIFA, BIFA Human Resource Managers' Club (HR Club), Quang Nam Tourism Association, Quang Nam HR Club, and a tourism company in Quang Nam. In addition, the researcher also consulted other

relevant informants including specialists in business associations to acquire an overall perspective of the business associations in Vietnam. Apart from the qualitative research methods, the study also benefited from quantitative data provided by the Project.

According to the Terms of Reference of reference (TOR), the researcher was supposed to present the initial findings to a group of experts and members of business associations to consult them on the research. Unfortunately, such consultation opportunity for the researcher was cancelled due to unforeseeable reasons.

The study could have benefitted from more interviews with other stakeholders of the Project. Unfortunately, the fieldwork research was conducted during the time of storms and floods seriously affecting the Central of Vietnam and several potential informants were pre-occupied with handling the impacts of the storms.

Also, the study was supposed to explore the good practices of business associations in representing members only within the framework of the NIRF/Japan Project. However, due to the limited scope of fieldwork research which included only VCCI Ho Chi Minh city, Binh Duong Furniture Association, and Quang Nam Tourism Association, the researcher added other good practices by the business associations outside of the scope of the NIRF Project in an effort to provide a wider understanding of the VCCI and business associations in representing their members. The exploration of non-NIRF good practices was based on a media scan and desk-review of relevant literature. The good practices that were beyond the scope of the NIRF project will be clearly identified in Chapter 2.

The report consists of 04 chapters: Chapter 1 introduces the study; Chapter 2 presents the good practices by business associations in representing their members' interests; Chapter 3 focuses on the models of support by the ILO/NIRF Project for business associations and lessons learnt for future engagement. Chapter 4 concludes the report with the specific suggestions for ILO, VCCI and BAs.

The research was conducted by Dr. Do Quynh Chi, under support from the ILO New Industrial Relations Framework on reinforcing representative functions of the trade unions and employers funded by the Government of Japan.

CHAPTER II

Good practices of Business Associations in representing Members

Good practices of Business Associations in representing Members

2.1. Policy Advocacy

Representing members' voice in the policy-making process is one of the key functions of VCCI and business associations. The past three years witnessed major improvements in the policy advocacy capacity of VCCI and BAs, shifting from passive advocacy to proactive advocacy and policy proposal.

Passive Advocacy: After being promulgated by the Government, laws and policies sometimes face such shortcomings as low feasibility, contraction between laws, thus limiting the enterprise's operation. For such shortcomings, on behalf of its members, VCCI and BAs usually gives feedbacks, proposes amendment and participates in revision. Most recently, when the government launched the 62 trillion dong bail-out package to support workers and employers affected by the COVID-19 pandemic, VCCI and key sectoral BAs such as VITAS, LEFASO, VASEP, HAWA have been proactive in voicing the feedback from the business community with regards to the limitations of the eligibility criteria of the package. Thanks to the timely feedback from the VCCI and BAs, the government has revised the eligibility criteria to extend the coverage to the enterprises in need. In these efforts, the NIRF/Japan Project funded two COVID-19 impact assessment surveys for VCCI and VCCI Da Nang. All other activities were conducted by the VCCI and BAs without the support from the Project.

Proactive Advocacy¹: The voice of the business community in the formation of policies are crucial to ensure their feasibility. VCCI and VCA are among the regular members of the drafting committees of important legislations, including the Labour Code. However, to ensure that their inputs capture fully the opinions of the business community, the VCCI set up an expert group comprising of legal and labour specialists and representatives of the key BAs to develop in-depth position papers on the Amendment of the 2019 Labour Code. The expert group was also backed up by extensive consultative process by VCCI and 9 regional branches as well as 11 key BAs. Another example of VCCI's proactive advocacy is its annual engagement in the National Wage Council. Prior to and during the negotiations on the adjustment of the regional minimum wages, VCCI has been coordinating closely with both the foreign and local BAs to make sure that their proposals reflect and support

1. Activities named here were mainly conducted outside of the NIRF Project framework. The Project funded 02 Labour Code revision consultation workshops in 2019; 02 expert group meetings; and supported the VCCI in developing the position paper on the Labour Code Revision.

the business development. However, while respecting its members' opinions, VCCI has also showed a balanced perspective when taking into account the interests of the government and the workers. In 2019, for instance, VCCI initially proposed an adjustment of 0% of the regional MWs as requested by the Japanese, Korean, Taiwanese BAs, VITAS and Vietnam Association of Small and Medium Enterprises² but later proposed an increase of 2% in consideration of the CPI and the workers' interests.

2.2. Policy Proposal

Over the past decades, VCCI and BAs have made quite a few policy proposals to the Government but the practice of this function was elevated to a new height during the COVID-19 pandemic. As the business community was hit hard by the pandemic at home and in the key exporting markets, VCCI and BAs quickly surveyed the situation of the members and made policy proposals to the Prime Minister and relevant ministries to mitigate the negative impacts of the pandemic. As early as February 2020 and later in April 2020, VCCI submitted a proposal to the Prime Minister listing 50 policy solutions in 09 themes ranging from financial and monetary policies to those on wages and labour³. Many of these policy proposals were adopted by the Prime Minister, such as the temporary reduction of social security contribution, union tax, provision of concessional credits to employers to pay wages to workers, among others.

2.3. Engaging SMEs

VCCI branches, alongside local BAs, have set up 3 more sectoral HR Clubs

While the bigger corporations tend to be very active and influential in voicing up their opinions either through the VCCI or BAs, the SMEs are much more hesitant to express their recommendations or reflect their difficulties at crowded workshops and meetings. They are often confused or have no knowledge of the persons they should talk to about their issues. Organizing the association by groups of industries and frequent meeting for information exchange between the enterprises of the same industry help the enterprises to express their opinions more openly. To reach out to members, especially the SMEs, VCCI initiated the Human Resource Managers' Clubs (HR Clubs), first in the early 2010s in the Northern provinces. Within the framework of the ILO/NIRF project, VCCI branches together with the local BAs set up 03 more sectoral HR Clubs:

2. <https://dantri.com.vn/lao-dong-viec-lam/luong-toi-thieu-2019-vcci-de-xuat-tang-2-khi-ket-thuc-dam-phan-lan-2-20180726130549951.htm>

3. See the full proposal here: http://chinhphu.vn/tai_lieu_tham_khao/TTgDN2020/VCCI.pdf

- HR Club of wood-processing sector in Binh Duong (53 members)
- HR Club of tourism sector in Quang Nam (38 members)
- HR Club of tourism sector in Da Nang (40 members)

HR Clubs not only facilitate the exchange of information and experience among companies in the same sector, it also enables the HR managers of SMEs to learn from the leading enterprises.

Upon consideration of the fast growth of household businesses in the tourism industries, Quang Nam tourism association also established a branch for owners of homestay and villas, most of which are micro enterprises and household businesses. Thanks to this initiative, the owners of homestay and villas received trainings on the regional hospitality standards and advanced services as well as labour-related trainings such as those on labour legislation and the importance of social dialogue.

It remains too early to assess the effectiveness and sustainability of the HR Clubs established within the framework of the NIRF Project. In 2019, the HR Clubs in Binh Duong and Quang Nam had series of trainings, workshops and other activities. As a result, it created the initial benefits for the SMEs, as explained earlier. Yet, in 2020, due to COVID-19, their operation slowed down significantly and most activities were conducted virtually. The head of BIFA HR Club, who is also a business owner, withdrew abruptly from the position due to his personal business difficulties. In Quang Nam, the chairwoman of the HR Club here managed to maintain networking with members via the social media and online meetings but she expressed her concerns that the business difficulties facing her members may affect the sustainability of the HR Club unless more support is provided.

2.4. Practice of social dialogue and collective bargaining towards sound industrial relations

Although social dialogue has long been practised between employers and enterprise unions/workers at the workplace and among the national tripartite partners within the framework of the National Industrial Relations Committee, it had not become a common practice at the regional and sectoral levels until recently. The BAs in many provinces might hold dialogues with the local governments but rarely with the provincial federation of labour (FOLs). However, the need to have such dialogue emerged as the local businesses, especially those in the labour-intensive industries faced with various labour problems ranging from labour disputes, labour shortages, to labour poaching. Within the framework of the ILO/NIRF project, VCCI and

BAs in the targeted provinces organised various dialogues for the local business associations and the local unions to search for solutions to labour issues. For instance: 04 annual dialogues were organised between the local BAs (including both sectoral BAs and foreign BAs) and the industrial zones (IZ) unions in Hai Phong, Da Nang, Binh Duong and Dong Nai; Linh Trung IZ union and employers located in Linh Trung IZ have engaged in regular dialogues.

In many cases, the frequent dialogues between the unions and the BAs resulted in multi-employer bargaining agreements, as in the case of the wood-processing industry in Binh Duong and Dong Nai. The vice chairman of BIFA reflected: *“when we started our dialogue with Binh Duong FOL, it was actually the first time for both parties [BIFA and Binh Duong FOL] to have formal exchange. But thanks to our frank and frequent dialogues, we finally came up with the collective bargaining agreement for the 16 wood-processing companies”*.

Figure 1: Motivations for employers to join MEBA

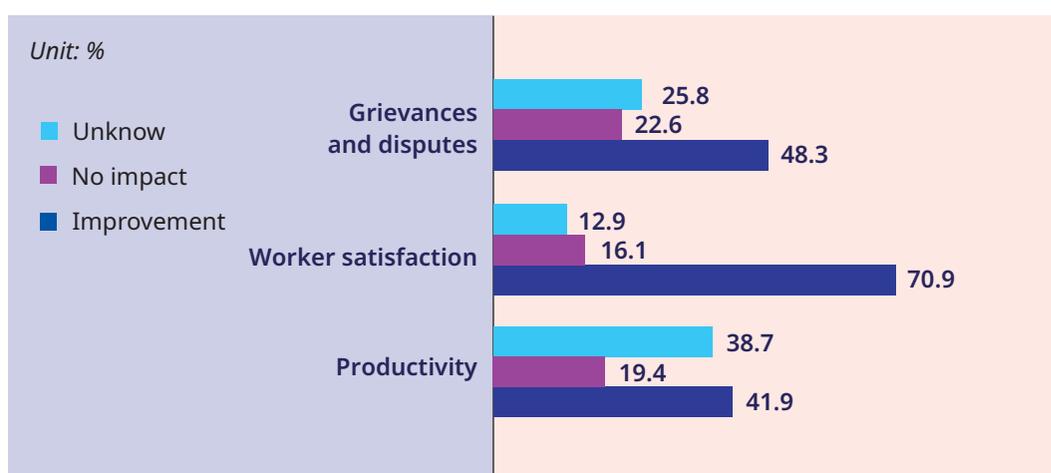


Source: ILO Vietnam (2020)

Within the framework of the ILO/NIRF/Japan Project, the BAs negotiated 03 multi-employer bargaining agreements, including: BIFA represented 16 wood-processing companies in Binh Duong in a one-year CBA with Binh Duong FOL; Da Nang Tourism Association represented 10 tourism companies in Da Nang in a two-year CBA with Da Nang FOL; and Korean Business Association in Trang Due Industrial Zone represented 20 electronic companies in Hai Phong in a two-year CBA with Hai Phong Economic Zone Trade Union (ILO Vietnam 2020). In 2019, the researcher was authorised by the NIRF/Japan Project to conduct a quantitative survey of the companies participating in the 03 MEBA in Binh Duong, Da Nang and Hai Phong. Out of 46 participating companies, 31 companies (67.4%) responded to the survey. According to this survey, the key motivation for the BAs and their members to join in these bargaining initiatives was to improve labour-management relations (see Figure 1). Nearly one year

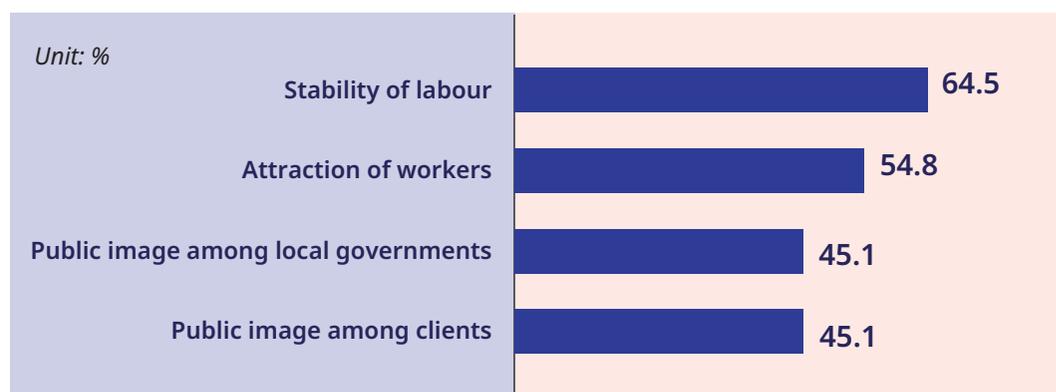
after the signing of the MEBAs, the biggest positive impact for the participating companies was the improvement of workers' satisfaction (Figure 2). As a result, the MEBAs helped the employers to stabilise their labour force (Figure 3) and facilitate the recruitment of new workers.

Figure 2: Employers' evaluation of MEBAs' impacts on Business Performance



Source: ILO Vietnam (2020)

Figure 3: Positive impacts of MEBAs on Employers



Source: ILO Vietnam (2020)

However, the VCCI and BAs consulted in this study expressed their caution about spreading the practice of multi-employer bargaining to other regions or industries. A VCCI representative stressed that: *“The employers joining collective bargaining should initiate from their own needs to address their labour issues. Collective bargaining should not be a formality which may not bring real benefits for employers and workers”*.⁴

4. Interview by the author, October 2020.

2.5. Engaging foreign enterprises

Danang Tourism Association (DTA) is one of the typical VBAs in the country's industry of tourism and hospitality. In Danang, this is the industry with high density of foreign investment. DTA's understand that these enterprises are important entities in transferring the globe's modern hospitality technology to Vietnam. However, the foreign companies can not join Vietnamese BAs as official members. In order to solve this difficulty, the association has established a Foreign Advisory Board operating beside the Executive Board, including Vietnamese entrepreneurs. This is the way helping the industry legalizing their position and their role in the association and in the development of tourism. The foreign advisors have remarkable authority in consulting for the programs, plans of the association. They also usually facilitate the activities sharing experience and tourism management skills toward the Vietnamese colleagues. DTA has also organized the affiliated branches including Hostability Association, Tourism Guide Association. At these branches the positions of chairman or secretary general can be hold by foreigners. Such mechanism allows them to share the good management skills in the industry as well as association governance.

Quang Nam Tourism Association recently made a similar effort to engage the foreign companies through the Quang Nam HR Club. The HR managers and general managers of foreign-owned resorts and hotels in the province joined the HR Club in order to communicate better with the local authorities (via the Quang Nam Tourism Association) while sharing their experience with the local companies. For instance, in dealing with the impacts of COVID-19 pandemic, the foreign-owned companies such as the Four Seasons corporation, shared with the local businesses in workshops and trainings about how to protect their employees from infection and how to arrange labour to cut costs.

2.6. Dealing with the COVID-19 crisis

The COVID-19 pandemic has had enormous impacts on the business community in Vietnam. The employers faced with an unprecedented situation in which they had to adjust their business quickly to deal with the crisis, especially when they had to re-arrange the labour force. Many employers, however, did not have a clear understanding of the legal regulations on how to adjust their labour force and labour cost. Apart from conducting quick impact assessment of the impacts of the COVID-19 crisis to make proposals to



the Government, VCCI and its regional branches also organised series of online and offline workshops and trainings engaging legal specialists and competent authorities to support the employers in understanding the legal regulations. VCCI Ho Chi Minh, for instance, organised more than 20 workshops and trainings in the first half of 2020 to support its members in dealing with the COVID-19 crisis.

The tourism industry in Quang Nam was heavily hit by the COVID-19 crisis; yet, the employers were well prepared when it came to handling the labour issues. According to the Chairman of Quang Nam Tourism Association, thanks to the trainings on social dialogue provided by the ILO NIRF Project, the member companies applied the dialogue techniques in consulting their workers about: how to reduce working hours? To what extent wages would be reduced? After consultations, the employers and workers signed in an agreement. Due to this dialogue-based approach, there has not been any labour disputes during the COVID-19 crisis in Quang Nam.

CHAPTER III

**Models of Project intervention
and practical experiences**

Models of Project intervention and practical experiences

3.1. Models of Project intervention

The ILO/NIRF Project Document specifies to outcomes in supporting the employers' organisations and BAs, including:

- Outcome 4.4: VCCI and BAs increased engagement in labour law reform and renovation plans
- Outcome 4.5: Cooperation mechanism enhanced between business and employers' community and workplace industrial relations improved in pilot localities

Between 2017 and 2020, the Project supported VCCI and BAs with 10 meetings, 10 workshops, 3 dialogues, 6 trainings and 3 research. A detailed list of the activities can be found in Annex 1.

At the beginning of each year, the Project met with VCCI, BAs and IZ authorities in the targeted provinces in the annual strategic planning workshop to jointly work out the key activities for the year. The proposals from VCCI and BAs would be considered by the Project in consideration of the Project's priorities and resources.

Table 1: ILO/NIRF Support to VCCI and BAs, 2017-2020

Types of Support	Project Partners	Key Activities
Policy Advocacy	VCCI BEA and VCCI branches	Consultation on Labour Code Revision
		Consultation on Minimum wage adjustments
		Expert meetings on Labour Code Revision
		Position paper on the LC by VCCI
		Consultation on Decree on WRO
Coordination between VCCI and BAs	VCCI, BAs, IZ authorities in pilot provinces	Annual Strategic Planning Workshops
	VCCI and BAs	Expert Group on Labour Code revision
Building representation capacity	BAs in pilot provinces	HR Managers' Clubs established and meet quarterly
	VCCI BEA and VCCI branches	Training needs assessment
		Workshop on building harmonious IR
		Rapid assessment of Covid impacts
	Quang Nam tourism association	Rapid assessment of Covid impacts
	BIFA & Da Nang Tourism Association	MEBAs negotiated and signed
Tripartite Dialogue	Quang Nam, Binh Duong, Da Nang	
Capacity building	Tourism and garment industries in Da Nang	Trainings on SD and CBA
	BAs and enterprises	Workshop on new FTAs and core ILCs
	VCCI BEA and VCCI Branches	Trainings on ILO Guidebooks and Labour Code

Source: developed by the author based on ILO/NIRF Project documents

Based on our review, the Project's intervention with the VCCI and BAs can be categorised into 04 types:

- (i) Supporting the VCCI in policy advocacy:** The Project provided funding and technical support to the VCCI in organising consultative meetings between VCCI and BAs to collect inputs to the policy-making process. In the past 3 years, the focus of policy advocacy was on the revision of the Labour Code and annual adjustment of the minimum wages;
- (ii) Coordination between VCCI and BAs:** The consultation process, especially the formation of the expert group for Labour Code revision, has facilitated further the coordination between VCCI and BAs;
- (iii) Building capacity:** A variety of trainings were organised to raise the awareness of the employers and BA staff with regards to labour legislation, labour standards and industrial relations issues;
- (iv) Building the capacity to represent members in industrial relations:** Apart from representing members' voice in policy advocacy, the negotiation of MEBA was the first time for the relevant BAs to represent members in industrial relations.

The Project opted for a hybrid approach in which it provided support to both the usual activities of the VCCI and BAs such as policy advocacy and the experimental ones such as tripartite dialogue at the local levels and multi-employer bargaining. The Project also worked closely with both VCCI BEA and the two branches in Da Nang and HCMC together with the sectoral BAs such as BIFA and Quang Nam Tourism Association. The combination of the traditional and experimental ones facilitated the introduction of new ideas, especially when the Project and its partners opted for starting with good-will dialogues.

Although the Project's activities are generally appreciated by the partners, some believed that the Project should spare the resources for initiatives that are new for the partners: *"In principle, the Project should not conduct activities that VCCI has already been able to accomplish. That is a waste of resources"* – the representative of VCCI HCMC commented.

How to make labour issues accessible for employers is another area that the interviewed partners believe that the Project can improve, especially in capacity-building activities. Singling out labour issues may not be a good strategy to buy-in the senior managers and employers who are generally more interested in business issues. The Chairman of Quang Nam Tourism

Association explained: *“if we organise an event focusing only on labour law or trade union issues, the employers will be reluctant to join. We discussed with the Project to diversify the agenda, mixing labour issues with other business-oriented topics”*.

The COVID-19 pandemic seriously affected the business community as well as the sustainability of new initiatives such as the HR Clubs. According to the representative of VCCI Da Nang, the key to the sustainability of HR Clubs is to link them with the relevant BAs: *“HR Clubs are like the arms of the BAs and VCCI branches. HR Clubs should focus on the labour-related issues that the BAs are facing with. For instance: in 2019, the tourism industry of Da Nang was challenged by severe labour shortages and the practice of labour proaching; in 2020, it has been the issue of how to reduce labour costs due to COVID-19”. Without the support from development projects, the interviewed BAs believed that they can sustain HR Clubs but in their own ways: “We can figure out cost-effective ways to sustain the HR Clubs. We can share experiences of members; we can also invite speakers who are more interested in giving to the community than taking high fees”* – the head of Quang Nam Tourism Association confidently said.

Another challenge for the Project was to accommodate and coordinate the different approaches and priorities of VCCI, as the umbrella employers’ organisation, and sectoral business associations at different provinces. The sectoral BAs have their specific concerns and needs that are closely related to their particular industry. Whereas the VCCI has a broader range of interests, especially with regards to policy advocacy. To accommodate the needs of both groups of national and local partners, the Project tried to work directly with VCCI and the local BAs. Although this two-pronged approach fits with the priorities of the partners, it may not be as effective in encouraging the coordination between them.

3.2. Practical experiences

▶ Lesson 1: Adopting an integrated approach to buy-in employers

Although the labour issues are important for employers, it is advisable to integrate the labour-related trainings into a broader interests of the businesses. For instance: new technology and manufacturing excellence are crucial for the wood-processing enterprises in Binh Duong to increase productivity and compete regionally. Labour standards and social dialogue, therefore, can be inte-

grated into an overall training package on productivity improvement to raise the comprehensive awareness of the wood-processing companies.

On the other hand, choosing the right target beneficiaries for labour trainings also plays a crucial role in the success of the capacity-building efforts. While labour issues in general are a part of the business strategy, when it comes to specialised knowledge and skills, it is better to approach the HR managers rather than the business owners.

▶ **Lesson 2: Always start with dialogue**

When the Project introduces a new labour-related initiative to the business community, it is advisable not to impose the idea right from the start; instead, stir up the discussion by quality dialogue between the employers, their BAs and other partners. A vivid example for the need to start by dialogue is the pilot on multi-employer bargaining. Although promotion of collective bargaining is the priority for the trade unions, employers may not necessarily see it as a real need for their businesses. In Binh Duong, for instance, the Project initiated the multi-employer bargaining in 2017 with 05 wood-processing companies but the employers tend to shy away from the negotiation. Only until 2019, when BIFA and Binh Duong FOL started dialogues to discuss how to cooperate to deal with the real issues facing the wood-processing companies such as black credit, labour poaching, labour shortages, the mutual trust between them was improved. Gradually, BIFA and their members realised the benefits of signing a MEBA in minimising unfair labour competition in their local industry. The result was the successful conclusion of an MEBA with 16 wood-processing companies in the end of 2019.

▶ **Lesson 3: Extension of support and coordination between VCCI and BAs**

VCCI has been able to extend their support to members and business associations in 07 pilot provinces through process of Labour Code consultation, minimum wage negotiation, and assessment of COVID-19 impacts. This has already been a progress. However, the support has been constrained mainly to policy advocacy on an ad-hoc basis. It is suggested that in the future ILO projects, more experimental initiatives can be worked out to promote more regular and extensive coordination among different levels of the VCCI and BAs.

CHAPTER IV

Conclusion and suggestions for improvement

This study provided an overview of the activities carried out by the ILO/NIRF/Japan Project in supporting VCCI and the selected business associations in Binh Duong, Da Nang and Quang Nam during the 2017-2020 period. The study also attempted to capture the good practices of VCCI and the BAs in representing their members. The report found that VCCI and the studied BAs have managed to shift from passive to proactive policy advocacy including initiating policy proposals to the Government, especially during the COVID-19 pandemic. VCCI and the BAs have also been active in engaging the SMEs and foreign businesses through various initiatives such as HR Clubs and Foreign Advisory Board. Specifically within the framework of the ILO/NIRF Project, the BAs represented their members in industrial relations pilots such as tripartite dialogues at the local levels and multi-employer bargaining.

Due to the limitations of the research methodology, it is impossible to acquire a comprehensive perspective of the employers' organisations and BAs. However, it is suggested that the Project and its partners consider the following points in their future work:

1. ILO Projects:

- Integrating labour issues into the business priorities of the employers and BAs in designing trainings, workshops, and other capacity-building activities;
- Facilitating quality dialogues between the employers' organisations and BAs with other partners, based on which new initiatives can be introduced in the way that is most suitable for the partners;
- Striking a balance between reinforcing the existing work of the partners and introducing new initiatives.

2. VCCI and BAs:

- Spreading the HR Club model to other industries and localities with cautious consideration of (i) the internal needs of the local businesses in dealing with labour issues; (ii) the linkage and support between the potential HR Club and the local BAs or VCCI branches;

- Initiating regular dialogues between VCCI/BAs with the local and sectoral partners such as the local DOLISAs, FOLs to support the members in dealing with common labour issues.

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