

The VGCL-LO-Norway Cooperation Program, 2010- 2012: An Evaluation Report

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EXECUTIVE SUMMARY

Overall, the Program has considerably met its objectives for the period 2010-2012, in terms of improved capacity in training and bargaining (for both men and women union officers), increased membership, increased CBA coverage and better CBA provisions, increased capacity in social dialogue, and active participation in policy formulation resulting in better laws affecting workers. Sound management of Program funds has been practiced as well. The Program Steering Committee monitors funds utilization under the Program. A yearly financial audit is done by Ernst & Young Limited.

LO-Norway remains the single largest source of fund for VGCL's training and education activities. Nonetheless, to sustain its training and education activities, VGCL passed a resolution mandating its affiliates at all levels to allocate 15% of their union budget for training and education. The new trade union law mandates enterprises (both unionized and non-unionized) to pay 2% of its total payroll to the union (upper level in the case of non-unionized enterprises). If a substantial number of enterprises would comply with this provision, the 2% trade union fee from enterprises in effect could be a sustainable source of funds for training and education activities. It is thus important to allow at least three years how this provision in the trade union law will be implemented.

Several internal factors have accounted for the Program's achievements, namely: (i) the inclusiveness of the Program in terms of the substantive involvement of VGCL's affiliates and members in all the phases of the Program (i.e. design, planning, implementation and evaluation); (2) flexibility in terms of adapting to changing needs and expectations of VGCL's constituency; (3) judicious and proper use and yearly accounting of funds; (4) timeliness of delivery and completion of activities; (5) existence of a structure responsible for overall project monitoring and implementation; (6) the strong commitment and support of top leadership of VGCL; (7) the institutionalization within VGCL of the regular conduct of training and education activities and internally-generated funding support for these activities at all levels; and (8) the active participation of VGCL in national social dialogue and negotiations on issues important to workers. Externally, a favourable legal climate for unionization in Viet Nam has provided an encouraging environment for VGCL to implement all its activities. Overall, it is highly recommended that the Cooperation Program between LO-Norway and VGCL continue at least for another project cycle.

Recommendations

To sustain achievements of the Program and to enhance the union's capacity in certain areas where improvement is needed, several recommendations are presented in this report.

1. *On training and education.* More regular training opportunities using active learning methods can be provided by the sub-regional training teams of the Program. Where sectoral bargaining is already existing (i.e. textile and garment, rubber, etc.), VGCL can negotiate for paid time off for local trainers who would do training not only in their respective provinces or cities but outside these areas as well. This arrangement can also be negotiated at the enterprise level. In the case of TOTs, the time between the basic TOT and advanced TOT (which is about a year) may need to be reduced to enable the TOT graduates to immediately put into practice the knowledge and skills they acquired from these trainings. There is also a need to increase training and education activities for workplace union representatives. Courses should focus on collective bargaining skills, the amended labour law and the new trade union law. FOLs and other upper level unions should encourage union representatives, who have attended training activities of the Program, to organize their own workplace-level training activities involving other officers and members of the union. Such trainings

should use active learning methods. The conduct for these training activities, in terms of use of factory or company facilities, time off for union education, and others, may be negotiated between the union and the management.

2. *On collective bargaining.* Establishing good coordination between workplace unions and upper level unions may also facilitate the negotiation for better CBAs. As the good CBAs mostly come from the unions in industrial zones, a benchmarking activity or seminar may be organized where these unions can share their experiences. Corollary, study visits to factories or companies with good CBAs may also be organized under the Program.
3. *Seminars.* In view of the legislative initiative drafting a new law on legal proceedings of labour disputes and the plan to amend the social insurance law in 2014, seminars on these two topics may need to be organized to serve as venue to discuss these initiatives and to collect views of VGCL officers and members.
4. *Research and publication.* In view of the amended labour law and the new trade union law, the conduct of pertinent surveys will be very useful to inform union strategy and action and will better equip VGCL with the necessary knowledge to engage in social dialogue with its partners. These surveys are on the following: (i) the role of immediate upper level unions; (ii) social dialogue processes and practices; (iii) organizing and recruiting members, particularly in the non-state sector; (iv) state policy for workers in equitized enterprises; and (v) social protection needs of workers. To complement the various training and education of the Program, new materials are needed to be developed and printed. These are: (i) leadership skills at the workplace (e.g. organizing, negotiation, mobilization, public speaking, etc.); (ii) good practices in collective bargaining (or how to negotiate for better CBA provisions); (iii) good practices in enhancing women's participation in union leadership at all levels of the union; and (iv) the implementing decrees and guidelines of the amended labour law and the new trade union law.
5. *On Gender equality.* Negotiating for paid time-off for women for union training and education on weekdays may enhance women's participation in union activities. There is also a need to monitor how VGCL affiliates have progressed so far in meeting the 30% leadership quota (at the Executive Committee level) for women. The results of the survey on the rate of women leadership in unions and the concomitant measures to improve women's participation in leadership should be disseminated at all levels of VGCL. Beyond creating Women's Committees/Department/Desks, women's participation in bargaining should also be enhanced to facilitate the inclusion of women and gender-related issues in CBAs. Where women comprise the majority of workers in an enterprise, they should too comprise the majority of the Bargaining Committee. Increasing women's participation in actual negotiations provides good opportunities for them to acquire and improve their leadership skills and confidence.
6. *Yearly Program assessment and planning.* A year-end assessment followed by a planning workshop for the coming year may be useful in identifying gaps and deficiencies, prioritizing activities and target groups, identifying possible constraints, and in making Program adjustments where they are needed.
7. *Study visit and other training and education program overseas.* As the LO branch in the City of Oslo already supports study visits of VGCL officers every two years, VGCL may want to consider including trainers trained under the Program in these study visits. To familiarize VGCL officers and members about LO-Norway, showing a short film (with subtitles in Vietnamese) about LO-Norway and its training and education program in every activity of the Cooperation Program may be a way. A short seminar about LO-Norway's training and education program is another way. In addition, LO-Norway and VGCL may want to consider recommending participants to the yearly ENGAGE Certificate Course on "Labour Policies and Globalisation" of the Global Labour University.

1. INTRODUCTION

Since 1998, the Norwegian Confederation of Trade Unions (LO-Norway) has been cooperating with the Vietnam General Confederation of Labour (VGCL) to strengthen the trade union movement in Viet Nam. The partnership has focused on building the capacity of VGCL and its affiliates at all levels in organising and recruiting members (especially in the non-state sectors), training and education, collective bargaining, social dialogue, and research and publication. Capacity-building has been mainly done through the conduct of training and education, seminars, survey and research, and preparation, printing/publication of educational and training materials.

In the 10th National Congress of VGCL, a resolution was passed to recruit 1.5 million new members for the period 2008 to 2013 and to unionize 70% of all enterprises in Viet Nam. The Cooperation Program is envisaged to substantially contribute to the realization of these goals. Thus, in the 2009 Cooperation Agreement between LO-Norway and VGCL, the overall development goal and short-term goal of the Program and the corresponding indicators are presented in Table 1.

Table 1: Development and Short-Term Goals of the Cooperation Program

Goal	Indicators
<p><u>Overall Development Goal</u> The capacity of the trade unions and its officials is strengthened through:</p> <ul style="list-style-type: none"> - the protection of workers' rights and interests - the public policies of importance to workers - education of new members 	<ul style="list-style-type: none"> - Majority of workplaces in Viet Nam is covered by CBAs with better provisions than stipulated by law - The laws covering workers' rights are improved - New members have been recruited and have been trained
<p><u>Short-term goal</u> The capacity of trade union officials in representing and protecting workers' rights and interests has been strengthened.</p>	<ul style="list-style-type: none"> - Increased number of CBA in non-state sector to 70% from end of 2009 level - Training: trade union officers at the grassroots levels have better skills in conducting training, negotiating for CBAs, recruiting new members and organising grassroots trade unions, and improved knowledge about trade union rights, roles and responsibilities - Trade union leaders have improved their understanding of women and gender issues - Trade union leaders at the grassroots level have improved understanding of legal issues and processes.

This report presents the results of the evaluation of the Cooperation Program covering the period 2010 to 2012. The evaluation has two main objectives: (i) to assess the results of the support provided by LO-Norway to VGCL and its lower level affiliates/unions to strengthen the capacity of unions all over Viet Nam; and (ii) to assess the modality of cooperation between LO-Norway and VGCL and provide recommendations on areas for improvement, in particular related to monitoring and reporting of the performance of Vietnamese trade unions. Sources of data for the evaluation came from various reports and other documents coming from VGCL and LO-Norway and from interviews and focus group discussions (FGDs) conducted during the field mission of the evaluator in various parts of Vietnam on 16 to 25 April 2013. The interviews and FGDs involved union officers of VGCL and its lower level affiliates, officers of the Ministry of Labour, Invalids and Social Affairs (MoLISA), and an officer of the Vietnam Chamber of Commerce and Industry (VCCI).

The evaluation activity focused on five dimensions of the Program: (i) relevance; (ii) efficiency; (iii) sustainability; (iv) gender equality; and (v) external impact. These six dimensions were considered in assessing the extent to which the results and outcomes of the Cooperation Program have met the goals set by the end of 2012, particularly the short-term goal and its indicators, and how the various activities under the Program contributed to the realization of the indicators set in the 2009 Cooperation Agreement.

2. THE EVALUATION DESIGN AND MEASURES

Table 2 provides the specific elements and indicators of each of the five dimensions of the Program under review. These elements and indicators were the bases for the evaluation activity.

Table 2: Evaluation Design

Program Dimensions/Evaluation Questions	Indicators
A. Relevance	
1. Has the project met the needs and expectations of VGCL and its affiliates?	-Members' satisfaction -Number of (new) programs and services
2. Has the project anticipated the needs of VGCL and its affiliates?	-Acceptance of programs and services by members and other stakeholders
3. Has the project been able to adapt to changing conditions? Has there been any innovation as a result of adapting to these changes?	-Support earmarked for professional development -Changes in organizational innovation and adaptability -Changes in services and programs related to changing constituency system
B. Efficiency	
4. Has the project been carried out and the financial and human resources been used in an appropriate and cost-efficient manner?	-Cost of program provided -Ratio of revenues and expenditures -Program completion rate
5. Are financial resources used optimally? How does the quantity of resources used compare to the results obtained?	-Timeliness of delivery of activities
6. Are there administrative systems in place to support efficiency (i.e. financial, human resources, program, strategy, etc.)?	-Financial administration system in place -Staff responsible for project fund management
7. Does LO-Norway and VGCL make benchmarked comparisons on the performance of the program itself over time or on some predetermined target at the beginning of the program?	-System for monitoring program completion -System for determining program completion rates
C. Sustainability	
8. Will VGCL be able to continue the project activities when the LO-Norway support ends?	-Ratio of largest funder to overall revenues -Growth indicators in terms of number of funders, amount of resources mobilized, assets, revenues -Level of diversification of funding sources -Frequency and regularity of hiring consultants/trainers to provide services -Material products (training materials, handbook, manuals, etc)
9. Has the capacity of VGCL and its affiliates been permanently improved?	-Regularity of training programs with internal trainers -Providing training to other unions (in other countries) -Integration of research in union strategy formulation and in union programs and activities -Increased union membership

Table 2: Evaluation Design (Continued)

Program Dimensions/Evaluation Questions	Indicators
D. Promotion of Gender Equality	
10. To what extent have gender issues been adequately addressed in the project?	<ul style="list-style-type: none"> -Union policies, structures, programs and activities aimed at enhancing women's participation in the union -Training activities targeting women -Research projects involving women/gender issues -Gender issues in collective bargaining agreements -Proportion of women in union membership and leadership - Promoting policies on gender equality and women's rights
E. External Impact	
11. Has VGCL been able to improve its performance towards the government, employers and the general public as a result of the project?	<ul style="list-style-type: none"> -Changes in partner attitudes/perception -Changes in reputation among the government, employers and the general public
12. Has there been an impact of political influence in society, improved trade union rights, better labour legislation, etc. that may be directly or indirectly linked to the project?	<ul style="list-style-type: none"> -Participation in enactment of labour-friendly legislations and policies -Permanent representation in national tripartite bodies -Specific legislations and policies enacted

Seven evaluation instruments/questionnaires (mix of open-ended and structured questionnaires) prepared by the evaluator were used in the interviews and FGDs during the field mission in Vietnam. Copies of these questionnaires were sent in advance to VGCL for purposes of translation and to provide time for interviewees and FGD participants to gather the necessary data required.

3. EVALUATION RESULTS

3.1 Relevance of the program

Nearly all the persons interviewed representing the FOLs, trade union schools, and national sector unions of VGCL in the various places visited underscored that the objectives of the Program, particularly the impact of training and education on improving the capacity of trade union officials in representing and protecting workers' rights and interests, have been completely achieved. This was also reiterated in the various yearly narrative reports of project accomplishment prepared by VGCL. Among the Program's training activities, it was the training of trainers (TOT), both basic and advanced, which were considered the most successful and most appreciated by most of the interviewees and participants of FGDs. The trainings on collective bargaining and negotiation skills as well as on union activities at the workplace were highly appreciated as well by many of the interviewees and FGD participants.

In a small survey on the impact of the Program's training and research activities (using QRE VGCL-06), 29 of the interviewees and FGD participants were asked to rate the activities they attended using a 5-point rating scale (with 5 as the highest rate). The rate for general course assessment (with 9 areas evaluated) averaged 4.4, while the rate for trainers' skills (with 6 areas evaluated) averaged 4.7. The respondents also underscored the relevance of the activities to them as they put a high rating of 4.3 on the average on this aspect of the Program (Table 3).

Table 3: Assessment of Program Courses: Survey Findings (29 Respondents)

GENERAL COURSE ASSESSMENT		AVERAGE
A.	THE COURSE OBJECTIVES WERE CLEARLY EXPLAINED TO ME.	4.4
B.	I LEARNED WHAT I EXPECTED TO LEARN.	4.5
C.	THE MATERIAL PRESENTED IS RELEVANT AND VALUABLE TO ME.	4.4
D.	THERE WAS ADEQUATE AMOUNT OF TIME ALLOTTED TO TOPICS.	4.1
E.	THE VISUAL AIDS (POWERPOINT, TRANSPARENCIES, FLIPCHARTS, VIDEOS, ETC.) WERE HELPFUL TO ME.	4.4
F.	THE COURSE WAS WELL-ORGANIZED, ALLOWING A PROGRESSION FROM ONE TOPIC TO ANOTHER.	4.4
G.	THE KNOWLEDGE OR INFORMATION I HAVE ACQUIRED IN THE TRAINING IS BENEFICIAL TO MY WORK AND INVOLVEMENT IN THE UNION.	4.7
H.	THE SKILLS I HAVE ACQUIRED IN THE TRAINING ARE BENEFICIAL TO MY WORK AND INVOLVEMENT IN THE UNION.	4.5
I.	OVERALL, THE TRAINING IS RELEVANT TO ME AS A UNION OFFICER / MEMBER.	4.3
GENERAL COURSE ASSESSMENT AVERAGE:		4.4
TRAINERS' SKILLS		AVERAGE
J.	THE TRAINERS ARE ALWAYS WELL PREPARED.	4.7
K.	THE TRAINERS HAVE DEEP KNOWLEDGE OF THE COURSE.	4.6
L.	THE TRAINERS HAVE GOOD PRESENTATION SKILLS.	4.7
M.	THE TRAINERS COMMUNICATE WELL WITH THE PARTICIPANTS.	4.6
N.	THE TRAINERS ARE ABLE TO STIMULATE GROUP DISCUSSION.	4.6
O.	OVERALL, THE TRAINERS ARE WELL QUALIFIED TO PROVIDE THE TRAINING.	4.7
TRAINERS' SKILLS AVERAGE:		4.7

Note: Average was computed based on the ratings provided by respondents using a rating scale between 1 and 5, with 5 as the highest (Strongly Agree). See number 5 of Appendix B (pp. 30-31) for details of the rating scale.

3.1.1 Involvement of VGCL affiliates at all levels

The involvement, in various degrees, of nearly all the interviewees and FGD participants in the different aspects of the Program may account to a large extent for the successful implementation of the Program in terms of meeting its set objectives. Program involvement came in following manner:

- Prepared proposals for training and education activities for consideration under the Program, in the case of FOLs, trade union schools, national sector unions, and the various department of VGCL involved in the Program
- Chose and sent participants to training activities, in the case of FOLs
- Organized training activities and seminars directly funded by LO-Norway, in the case of FOLs, trade union schools, national sector unions, and the various departments of VGCL that are involved in the Program
- Acted as local trainers in some of the training courses either funded by the Program (e.g. TOTs, collective bargaining, union activities at the workplace, communication skills on legal knowledge and legal procedures, organizing, etc.) or by VGCL and its affiliates, using active training methods
- Joined a team in preparing, writing and printing of training materials and other publications (e.g. manual on union activities for workplace union representatives, collective bargaining, the new labour law and the trade union law), in the case of some of the FOLs, trade union schools, and the concerned VGCL department
- Participated in the various seminars of the Program (e.g. union activities in a market economy, harmonious industrial relations, role and responsibilities of workplace unions)
- Conducted various surveys (e.g. policies for women workers in industrial/export zones, women leadership in trade union organizations, signing of CBA at various sectors), in the case of the concerned VGCL departments
- Participated in some of the surveys, in the case of some of the FOLs

Table 4 shows that basic TOT has been the most attended training activity under the Program, followed by advanced TOT. This is expected as all training participants have to attend TOT in order for them to qualify as trainers in specific skills (i.e. organizing, negotiating, para-legal, etc.). However, not all TOT graduates will become organizers, negotiators, and para-legal experts.

Table 4: Training Activities Attended

Total number of respondents=18		TALLY	%
01	TRAINING OF TRAINERS	15	83.3
02	ADVANCED TRAINING FOR TRAINERS	7	38.9
03	TRAINING COURSE FOR ORGANIZERS	3	16.7
04	TRAINING ON COLLECTIVE BARGAINING AND NEGOTIATION SKILLS	4	22.2
05	TRAINING COURSE FOR WORKPLACE TU REPRESENTATIVES	3	16.7
06	TRAINING IN LEGAL KNOWLEDGE AND PROCEDURES	3	16.7
07	TRAINING ON THEORY AND EXPERTISE OF TRADE UNIONS	1	5.6
08	TRAINING ON ORGANIZING AND MEMBERSHIP RECRUITMENT	1	5.6

The criteria for selecting training participants somehow vary across VGCL affiliates. According to the Education Division of the VGCL Organizing Department, in the case of TOT, participants should be relatively younger (less than 45 for men and less than 40 for women), college graduate, possess some level of presentation skills, and committed to work for the union in the long term. For FOL-Tay Ninh, the bases for selection are as follows: unions with more members have higher proportion of participants; priority is given to unions in the FDI sector; proximity of the participants to the training venue due to budgetary constraints. In some of the training activities, FOL-Tay Ninh covers the accommodation of participants or shares equally the cost with the Program. Meanwhile, FOL-Hanoi gives priority to union representatives who come from labour-intensive enterprises, are female, have the capacity to share knowledge and skills learned from the training, and show potential in the trade union movement.

In a survey asking 29 respondents why they were selected to participate in the various activities of the Program, the common response revolved around encouraging the participants' involvement in union activities. The survey revealed the following findings:

- A big majority (72.4%) said they make themselves active in union activities
- Nearly half (48.3%) said their union encourages them to be more active and involved in union activities
- Nearly 1 in 4 (24.1%) said their union is preparing them to become a good leader in the future
- Nearly 1 in 4 (24.1%) said they are the ones often sent to these activities

To the extent that a big majority of the respondents who were participants/beneficiaries of the various activities of the Program are those that are self-motivated to be active in union activities, particularly in training and recruiting new union members (as pointed out later in this report), we could say that the selection criteria of Program participants used by VGCL and its affiliates has been very effective in choosing the right persons who could contribute substantially in meeting the objectives of the Program.

3.1.2 Institutionalization of TNA and training evaluation

Most of the interviewees and FGD participants representing FOLs acknowledged that they regularly conduct training needs analysis (TNA) among workplace unions, the results of which form the bases for making training plans that are submitted to the VGCL Central Office. This was confirmed by the findings of a small survey (using VGCL QRE-06) conducted by the evaluator: 77.8% of respondents said that TNA was done by their union in planning for training activities; and 61.1% said they were involved in the TNA.

Results of evaluation of training activities are also considered in preparing the training plan. All of the respondents of the small survey confirmed they evaluated training courses and the trainers at the end of every training course they have attended. Moreover, the annual reports prepared by FOLs and national sector unions and submitted to the VGCL Central Office include the training needs of union officers based on the TNAs conducted. The various VGCL departments that are involved in the Program also prepare an annual report of their activities. According to the Education Division of the Organizing Department, the training needs mentioned in these reports are considered in preparing the yearly training and education program of VGCL. The consideration of the results of TNAs and training evaluation in preparing training and education plans may explain, to a large extent, why nearly all the interviewees and FGD participants emphasized that the various activities of the Program have substantially met their needs and expectations. In addition, the conduct of TNAs, the institutionalization of training evaluation, and the survey on the number of workplace unions (done by the Education Division of the VGCL Organizing Department) are effective ways of anticipating the training and education needs of VGCL and its affiliates.

3.1.3 Review of training and education activities

The Education Division of the VGCL Organizing Department conducts an annual review of the Program's training and education activities as a way of maintaining the continuing relevance of the Program. The review involves the areas for training, contents of training courses, target groups, and training venue. Training contents are adapted to the Vietnamese context.

3.1.4 Adaptation to changing conditions and new technologies

Revising some components of the Program is done on a case-to-case basis and as the need arises. Between 2010 and 2012, some minor adjustments were made in terms of the date and time of a training activity and training venue. Training content are also revised based on the demands of workplace unions, particularly the newly-elected workplace union representatives. The Program provides flexibility for VGCL to make adjustments in the activities if needed.

The use of a combination of active and participant-centred training methods (e.g. brainstorming, group work, role playing, use of flip charts, film-showing, etc.) and new technologies (e.g. power point presentation using laptops and LCD projectors) is very much encouraged at all levels of VGCL. In fact, these methods were used in the Da Lat training on union activities for workplace representatives on 20-21 April 2013. The trainers in this training, who come from various FOLs, attended the basic and advanced TOTs ran by LO-Norway.

Overall, the local trainers in the Da Lat training performed very satisfactorily in the said training. The trainers came well prepared. They extensively used various active and participant-centred learning methods, such as group discussion, role playing, and use of flipcharts prepared by participants. Apart from power point presentations, the trainers also showed a film. The trainers were rated highly by the participants (see Table 8). Nonetheless, there are several areas that need further improvement. These are the following:

- The trainers have to establish more contact with the participants to understand them better.
- Power point presentations have to be livelier, not text heavy.
- Trainers have to avoid speaking too fast for participants to understand them better. Many participants also take down notes.

- Not all members of the training team acted as trainer in the training. The two women members of the training team only did administrative work, despite the fact that 80% of the participants were women.

The various VGCL departments as well as their affiliate city and province FOLs have started purchasing with their own funds training equipment such as computers and LCD projectors. Some of the local trainers trained under the Program have likewise bought using their own money their own laptops.

Nonetheless, as highlighted in the FGD in Dalat City with some officers of FOL-Lam Dong, at the workplace level, the use of flipcharts and meta cards is still preferred as these methods are more flexible in grassroots education and are not dependent on the use of electronic equipment.

3.1.5 Program outcomes and results and impact of activities

In the small survey on the impact of the Program’s training and research activities, the 29 respondents rated highly the beneficial effects of the knowledge (4.7) and skills (4.5) they acquired from the courses they attended in their work and in their involvement in the union.

The same survey also inquired into the empowerment impact of the activities of the Program among 18 respondents by asking them to rate, using a 5-point rating scale, how their level of capacity in given areas has improved.

The survey findings revealed that through their participation in various training activities, majority of the respondents have improved their capacity (either considerably or a bit) in various spheres of union activity. Table 5 lists the top five areas where improvement was observed by at least 4 in 5 (80%) of respondents.

Table 5: Top Areas with Capacity Improvement Attributed to Training

Capacity Improved	% Respondents (N=18)
Facilitating or acting as trainer in a training course	94.5
Recruiting additional new members	94.4
Exhibiting improved self-image and interpersonal skills	94.4
Participating in other activities to build self-esteem and interpersonal skills	93.5
Taking on additional responsible roles beyond being an ordinary group member	83.3

Nonetheless, it is only in two areas where majority of respondents have had considerable improvement: facilitating or acting as trainer in a training course (55.6%) and participating in other activities to build self-esteem and interpersonal skills (55.6%). Meanwhile, half of the respondents noted considerable improvement of their self-image and interpersonal skills (e.g. more confident to speak publicly, being invited regularly by workplace unions to be a trainer for their training courses, conducting training courses, and more communication with participants during training).

As indicated in Table 6, a bit of improvement was observed by majority (64.7%) of respondents in the capacity to present VGCL’s programs to other potential union affiliates. Meanwhile, half of the respondents noted that their capacity to recruit additional new members improved a bit.

Table 6: Impact of Training on Capacity-Building (Rating by % Respondents)

AREAS		Rating					% Respondents Total
		5*	4*	3*	2*	1*	
A.	TAKING ON ADDITIONAL RESPONSIBLE ROLES BEYOND BEING AN ORDINARY "GROUP MEMBER"	33.3	50.0	5.6	5.6	5.6	100
B.	INITIATING OR LEADING GROUP ACTIVITIES OR PROJECTS	22.2	44.4	11.1	5.6	16.7	100
C.	PARTICIPATING IN GROUP ACTIVITIES	44.4	33.3	5.6	0.0	16.7	100
D.	RECRUITING ADDITIONAL NEW MEMBERS	44.4	50.0	0.0	0.0	5.6	100
E.	PRESENTING VGCL'S PROGRAMS TO OTHER POTENTIAL UNION AFFILIATES	11.8	64.7	0.0	5.9	17.7	100
F.	FACILITATING OR ACTING AS TRAINER IN A TRAINING COURSE	55.6	38.9	5.6	0.0	0.0	100
G.	HOLDING DIALOGUE / COMMUNICATING WITH SUPERVISORS AND MANAGERS AT THE WORKPLACE ABOUT WORKERS' ISSUES AND CONCERNS	23.5	23.5	5.9	0.0	47.1	100
H.	HOLDING DIALOGUE / COMMUNICATING WITH EMPLOYERS' GROUPS, GOVERNMENT AGENCIES, AND OTHER INSTITUTIONS AT THE NATIONAL LEVEL	11.8	35.3	5.9	0.0	47.1	100
I.	HELPING DEVELOP CAMPAIGNS THAT ARE IMPORTANT TO WORKERS (E.G. MINIMUM WAGE, GENDER EQUALITY AT THE WORKPLACE, INDUSTRY BARGAINING, ETC.)	29.4	35.3	0.0	0.0	35.3	100
J.	GETTING ACTIVELY INVOLVED IN CAMPAIGNS THAT ARE IMPORTANT TO WORKERS (E.G. MINIMUM WAGE, GENDER EQUALITY AT THE WORKPLACE, INDUSTRY BARGAINING, ETC.)	35.3	35.3	0.0	0.0	29.4	100
K.	PARTICIPATING IN SUPPORT GROUPS AT THE WORKPLACE, E.G. COUNSELLING AND / OR COACHING CO-WORKERS	12.5	31.3	0.0	6.3	50.0	100
L.	HELPING CONDUCT SURVEY ON VARIOUS ISSUES PRIORITIZED BY THE UNION	37.5	25.0	0.0	0.0	37.5	100
M.	ANALYZING DATA AND SURVEY RESULTS AND PREPARE REPORTS OF SURVEY FINDINGS	25.3	41.2	0.0	0.0	23.5	100
N.	PRESENTING CLEARLY TO A TARGETED AUDIENCE THE RESULTS OF SURVEY AND RESEARCH CONDUCTED	29.4	29.4	5.9	0.0	35.3	100
O.	PARTICIPATING IN OTHER ACTIVITIES TO BUILD SELF-ESTEEM AND INTERPERSONAL SKILLS	55.6	38.9	0.0	0.0	5.6	100
P.	EXHIBITING IMPROVED SELF-IMAGE OR IMPROVED INTERPERSONAL SKILLS	50.0	44.4	0.0	0.0	5.6	100

*Notes: (1) Rating scale used is as follows: 5=Improved considerably; 4=Improved a bit; 3=Uncertain; 4=The same; no improvement at all; 1=Not part of my work as a union officer/member.

Table 6 also highlights areas which a significant number of respondents considered not part of their work. While some of these union actions and activities are done by the VGCL Central Office and its concerned departments, the others should form part of the functions of FOL and national sector union officers and even workplace representatives.

For FOL officers:

- holding dialogue/communicating with employers' groups, government agencies, and other institutions at the national level
- helping develop campaigns that are important to workers
- helping conduct survey on various issues prioritized by the union

For workplace union representatives:

- participating in support groups at the workplace (e.g. counselling and/or coaching co-workers)
- holding dialogue/communicating with supervisors and managers at the workplace about workers' issues and concerns

Trainers' training (TOT)

Interviews and FGDs conducted during the field mission revealed a highly positive assessment of the activities of the Program, particularly the training component which uses active and participant-centred methods. Most of the interviewees and FGD participants coming from various FOLs, national sector

unions, trade union schools, and the various departments of VGCL Central Office attached a high regard to TOT, both basic and advanced (Table 7).

Table 7: Impact of TOT

Specific outcomes of TOT
Increased use of active training methods elicited more participation from participants and facilitated learning
Trainers trained use active methods and new technologies in the training activities directly run by VGCL and its union affiliates at the district, city/provincial and national levels
Trainers trained have better communication and presentation skills
Trainers trained are able to: make short- and long-term training plans for the city/province; propose training activities to their respective FOLs and to VGCL; organize training courses either under or outside the Cooperation Program; acted as trainers in various trainings (e.g. union activities for trade union representatives at the district and workplace level, collective bargaining; communication on labour legislation, auditing and financial management, women's issues and gender equality, implementing democratic rules at the workplace, building strong unions, operating methods of workplace unions, population and family planning for workers, organizing workers' congress, organizing meetings, dealing with disputes and strikes); and developed more effective organizing skills
Union leaders who attended the TOT (basic and advanced) developed more confidence in communicating with their members at the workplace and in dealing with management
Contents of training have now focused on actual workplace issues and workers' needs

The TOT component of the Program serves as a way not only to develop the training skills of union officers and members but to increase the number of VGCL's trainers to meet the growing demand for training among officers and members to improve their understanding of laws and issues affecting workers and to improve their skills in negotiating for better CBAs, recruiting new members, and organizing grassroots trade unions. In every TOT course (basic and advanced), graduates are divided into three groups of 8 to 9 members per sub-region. Each of these groups comprises the trainers' team in the (sub)regional- or province-level training courses under the Program.

Some FOLs take effort in further improving the training skills of workplace union representatives who attended training courses ran by the former. For example, FOL-Tay Ninh convenes a trainers' meeting every month to update the trainers' knowledge on important issues and to track the progress of the trainers. The meeting also serves as a venue for trainers who still have limited training capacity to put into practice their skills. Meanwhile, FOL-Hanoi send letters to the workplace unions of the training participants urging them to provide an environment where the training graduates can share his or her learning. Training graduates are also expected to help in making training plans for their workplace union.

Training by trainers trained under the Program

In the Da Lat training organized and ran by trainers trained under the Program and who come from various FOLs, the evaluator observed the extensive use of active methods such as group discussion, role playing, and use of flipcharts prepared by participants. Apart from power point presentations, the trainers also showed a film. The evaluator randomly selected 11 of the 27 participants in the training to evaluate the course using some sections of QRE VGCL-06. These participants rated highly both the course (4.4) and the local trainers (4.6) (Table 8).

Table 8: Course Assessment by 11 Participants, Da Lat Training, 20-21 April 2013

GENERAL COURSE ASSESSMENT		AVERAGE
A.	THE COURSE OBJECTIVES WERE CLEARLY EXPLAINED TO ME.	4.5
B.	I LEARNED WHAT I EXPECTED TO LEARN.	4.4
C.	THE MATERIAL PRESENTED IS RELEVANT AND VALUABLE TO ME.	4.4
D.	THERE WAS ADEQUATE AMOUNT OF TIME ALLOTTED TO TOPICS.	4.3
E.	THE VISUAL AIDS (POWERPOINT, TRANSPARENCIES, FLIPCHARTS, VIDEOS, ETC.) WERE HELPFUL TO ME.	4.5
F.	THE COURSE WAS WELL-ORGANIZED, ALLOWING A PROGRESSION FROM ONE TOPIC TO ANOTHER.	4.4
G.	THE KNOWLEDGE OR INFORMATION I HAVE ACQUIRED IN THE TRAINING IS BENEFICIAL TO MY WORK AND INVOLVEMENT IN THE UNION.	4.6
H.	THE SKILLS I HAVE ACQUIRED IN THE TRAINING ARE BENEFICIAL TO MY WORK AND INVOLVEMENT IN THE UNION.	4.5
I.	OVERALL, THE TRAINING IS RELEVANT TO ME AS A UNION OFFICER / MEMBER.	4.4
GENERAL COURSE ASSESSMENT AVERAGE:		4.4
TRAINERS' SKILLS		
J.	THE TRAINERS ARE ALWAYS WELL PREPARED.	4.6
K.	THE TRAINERS HAVE DEEP KNOWLEDGE OF THE COURSE.	4.5
L.	THE TRAINERS HAVE GOOD PRESENTATION SKILLS.	4.7
M.	THE TRAINERS COMMUNICATE WELL WITH THE PARTICIPANTS.	4.5
N.	THE TRAINERS ARE ABLE TO STIMULATE GROUP DISCUSSION.	4.5
O.	OVERALL, THE TRAINERS ARE WILL QUALIFIED TO PROVIDE THE TRAINING.	4.5
TRAINER'S SKILLS AVERAGE:		4.6

Note: Average was computed based on the ratings provided by respondents using a rating scale between 1 and 5, with 5 as the highest (Strongly Agree). See number 5 of Appendix B (pp. 30-31) for details of the rating scale.

Training on collective bargaining

The VGCL Policies and Legal Affairs Department emphasized that the training on collective bargaining and negotiation skills contributed substantially to more CBAs and better CBA provisions. This was also confirmed by three participants who attended the Da Lat training on 20-21 April (Table 9).

Table 9: Impact of Training on Collective Bargaining

Interviewee	Better Collective Bargaining Provisions
Executive Committee member, union at Tan Thanh Co. Ltd. (cashew production)	Helped in negotiating with the director of the company the inclusion in CBA of the following: reduced the number of shifts, reduced working time from 9 hours/day to 8 hours/day; overtime at 2 hours maximum per day
President, union at Hoa Thanh textile and garment company	Gained more confidence in talking and negotiating with management leading to the inclusion of the following provisions in latest CBA: management increased the budget for free meals for workers to include more nutritious food (80% improvements of meals served)
President, union at Construction and Urban Development joint stock company	Gained more confidence in negotiating better provisions in CBA: yearly excursion for employees; construction of tennis court and volleyball court at the workplace; cultural activities for employees; 5 days off for marriage leave (labour law provides 3 days); company gift for wedding of employees CBA is effective for 3 years, though every year CBA can be re-negotiated
Officers of FOL-Hanoi Expert, VGCL Department of Policies and Legal Affairs	In the last two years, after the training activities of the Program on collective bargaining, 80% of CBAs in FOL-Hanoi have better provisions. These provisions are about 10-15% better than what the law provides

Conduct of surveys

The various surveys¹ included in the Program prepared VGCL well for social dialogue and negotiations with the government and the employers' group on important issues affecting workers such as the minimum wage, signing of CBAs, and laws/policies for women workers. It is to be noted that the minimum wage in Viet Nam is set annually.

The results of these surveys provided substance to the proposals of VGCL. The active participation of VGCL in drafting amendments to the labour law and the trade union law resulted in favourable policies for workers and their unions. For example, the new labour law increased maternity leave from 4 to 6 months. The new law also provided union guarantees, such as free use of office space within the enterprise, time off of 24 hours per month for union work for union president and vice president, and information sharing between the employer and the union. The new trade union law accords more protection for trade union representatives (e.g. if a union representative's employment contract is set to expire during his term as union representative, his employment is extended until his term as union representative expires; protection of union representatives from dismissal in the event of strike). The trade union law also requires employers to pay the workplace union 2% of the total payroll. In the case of non-unionized enterprises, the upper level union (district or FOL) will have the right to collect the union fee.

Development and printing of training and educational materials

Materials printed which drew funding from the Program are used in the various training activities conducted by VGCL's trainers who were trained under the Program. In the Da Lat training on 20-21 April, the printed *Manual on Workplace Activities for Trade Union Representatives* (Volumes 1 and 2) and the *Guide on Collective Bargaining for Workplace Trade Union Representatives* formed part of the training materials. VGCL's Publicity and Communications Department and the Institute for Workers and Trade Union also printed a *Guide on the New Labour Law and Trade Union Law* which they used in the training course on education and communication of legal legislations for workers in the private sector and the course on legal procedures.

Nonetheless, these printed materials are of limited number. Only a limited number of copies are sent to the various FOLs and national sector unions and only workplace union representatives attending training courses or seminars are given copies of these materials.

3.1.6 Strengths and limitations of VGCL in Program implementation

Table 9 presents the strengths of VGCL that facilitated Program implementation and its limitations that may have constrained Program implementation.

¹ Surveys on minimum wage, signing of CBAs in various sectors, legal legislation related to benefits of women workers in export processing zones, rate of women leadership in trade unions.

Table 9: Strengths and Weaknesses of VGCL Affecting Program Implementation

Strengths	Limitations
Commitment and support of VGCL top leadership	Limited capacity of some provinces to conduct their own training courses despite the participation of some of their officers in TOT courses
Providing opportunities for local trainers to continue to develop their training skills	Fewer participants can be invited to participate in training courses using active methods
Careful selection of training participants (young, have potential for training, commitment to stay in the union)	Budgetary and time constraints as trainings using active methods take longer time to implement
VGCL's resolution allocating 15% of union budget at all levels for education and training	Trainers developed under the Program who are not re-elected as workplace union representatives often do not continue as trainers
VGCL's resolution urging the use of active training methods	The absence of a training section or unit at different union levels
Providing funding for the printing/publication of training and other educational materials	Some training participants do not use active training methods when they go back to their union
Ability of VGCL to solicit cooperation of enterprises in allowing union representatives to attend training	Difficulty of some workplace union representatives, particularly in the FDI sector, to attend a 3-day training course because their employers do not allow them
Active and well-prepared participation of VGCL in amending the labour law, drafting the trade union law, determining the annual minimum wage, amending the social security law	Limited number of qualified trainers to meet the increasing demand of officers and members for training Budgetary constraints which limit the number of training opportunities and participants

3.1.7 The Cooperation Program and VGCL's Membership and CBA Growth Targets

The development and short-term goals of the Cooperation Program have been linked to the overall goal of VGCL set in its 10th Congress of increasing membership by 1.5 million by the end of 2013 and unionizing 70% of all enterprises in Viet Nam. Corollary to this overall goal is having CBAs with better provisions (than stipulated by law) in majority of workplaces in Viet Nam.

Despite the outbreak of the 2008 financial and global crisis and its aftermath, VGCL's membership has increased between 2009 and 2010. In November 2012, VGCL's total membership reached 7,945,011 from 6,753,588 in 2009, an increase of 1,191,423 (17%). Between 2009 and 2012, yearly membership growth of VGCL averaged 5.6% (Figure 1).

In 2009, 86.6% of 4,415 newly organized unions were found in the state sector. However, by 2012, of the 5,127 newly organized unions, 79.5% were in the non-state sector. In 2011, the share of non-state sector unions of all newly organized unions (5,127) was 56.4%. In 2010, although there were fewer unions organized (3,703), the newly organized non-state sector unions comprised 89.4% of all unions organized in that year (Figure 2).

Figure 1

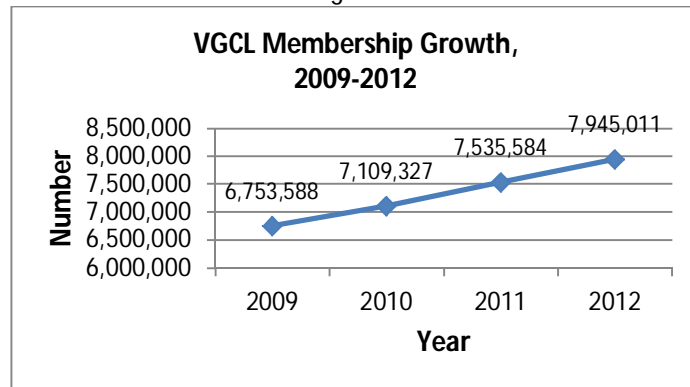
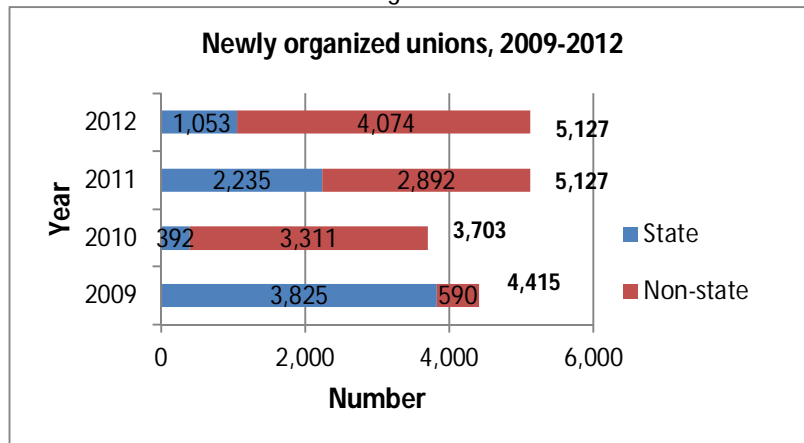


Figure 2



Membership data indicates that VGCL's organizing efforts and membership growth focused in the main in the non-state sector. In 2012, of the 677,448 new members recruited, 80.1% come from the non-state sector, about the same proportion of membership increase from the same sector in 2011 (Figure 3).

As regards the number of CBAs, nearly all (96.3%) of unions in the state sector was covered by a CBA in 2012. In the FDI sector, majority (64.6%) of the enterprises had CBAs in 2012, while 59.2% of all enterprises in the domestic private sector had CBAs in the same year (Figure 4). Overall, enterprises with CBAs averaged 65.2% in 2012. While the number of enterprises with better CBAs increased by 15 percentage points between 2010 and 2011 (from 45% to 60% respectively), it declined by 20 percentage points between 2011 and 2012 (from 60% to 40% respectively).

Figure 3

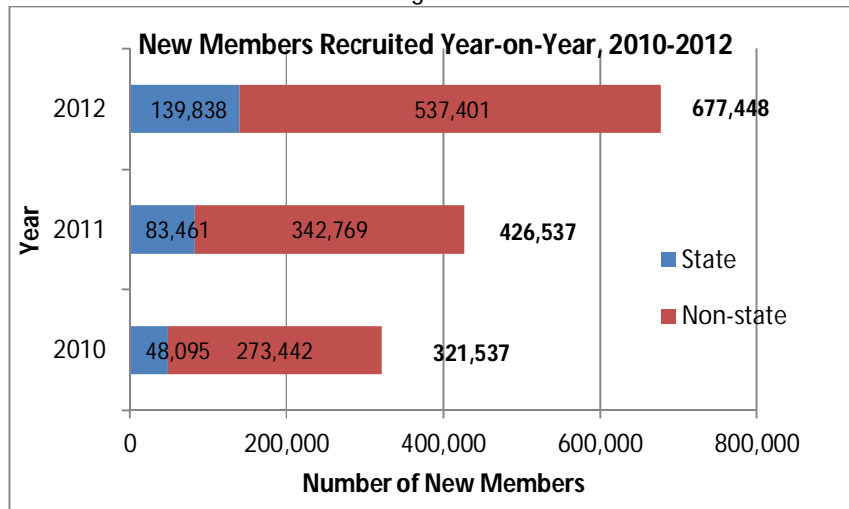
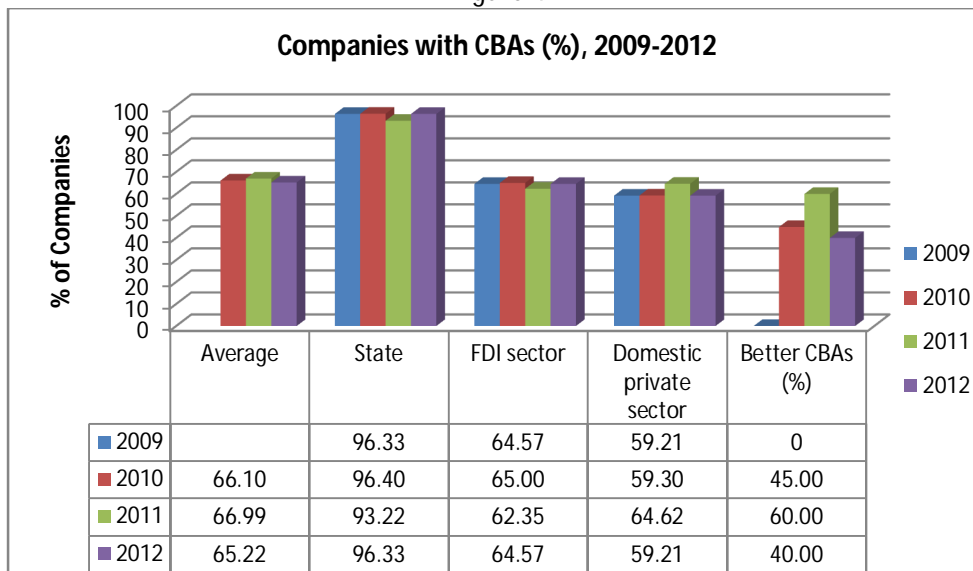


Figure 4



As emphasized in the yearly (2010 to 2012) narrative accomplishment reports of VGCL, the training and workshops on organizing, collective bargaining, and trade union skills have contributed substantially in strengthening the capacity of VGCL and its affiliates in the recruitment of new members particularly in the non-state sector and in the negotiation for more CBAs with better provisions. This observation is confirmed to some extent by the results of the survey and interviews conducted by the evaluator during the field mission in Vietnam (see Tables 5, 6 and 9).

One positive development in the industrial relations landscape in Viet Nam is the industry-level bargaining in the textile and garment sector. The first CBA was signed in 2011. This CBA was renewed for two more years (or until 2013) with the participation of 81 textile and garment companies. At present, VGCL has piloted the signing of a CBA for a group of companies in the same export processing zones (EPZs), as well as for trade unions in the rubber sector.

3.2 Efficiency

3.2.1 Ratio of revenues and expenditures

Ernst & Young Vietnam Limited performs a yearly financial audit of how the Program funds are utilized. For the period 2010 to 2012, Ernst & Young reported that financial statements of the Cooperation Program give a true and fair view of its fund balance, receipts and disbursements for the years covered in accordance with the set accounting policies (Table 10).

Table 10: Financial Overview of the Program, 2010-2012

Year	Total Receipts (VND)	Total Disbursement (VND)	Fund Balance at the Beginning of the Year (VND)	Fund Balance at the End of the Year (VND)
2010	711,839,200	1,778,282,400	1,320,725,908	(88,028,843)
2011	2,413,223,025	1,929,318,859	(88,028,843)	417,587,800
2012	2,648,337,100	3,027,251,270	417,587,800	38,673,630

While there was a deficit incurred in 2010, this deficit was offset by the surplus of income over expenditures in 2011. In 2012, while total disbursements exceeded total receipts, the deficit of income over expenditure was covered by the fund balance at the end of 2011. At the end of 2012, a surplus amount of VND 38,673,630 was generated.

3.2.2 Program completion rate and timeliness of delivery activities

All planned activities for the period 2010 to 2012 have been implemented as scheduled. In fact, an additional 2-day training course for shop stewards in the non-state sector was conducted in 2012. The funds used for the training course came from the savings earned from other activities.

The survey results on minimum wage prepared VGCL well in negotiating with its partners on the yearly minimum wage rate. Likewise, the survey results on women's issues in industrial zones provided valuable input in putting more favourable provisions for women workers in the new labour law, particularly on maternity leave.

3.2.3 Project fund management and monitoring

Apart from the yearly financial audit done by Ernst and Young, the Program Steering Committee monitors fund utilization. This Committee is comprised of the VGCL Vice President, the Deputy Director and an expert of the International Department.

3.2.4 System for monitoring Program completion

After the completion of each activity under the Program, a report is submitted to the concerned VGCL department detailing the number of participants by sex, money spent, and results of the evaluation (for training), among others. FOLs that are involved in the activities of the Program also prepare annual reports.

In the case of training activities of the Program which are conducted by local trainers, the Head of the Education Division of VGCL's Organizing Department makes himself present whenever possible.

3.3 Sustainability

3.3.1 Resource generation for continuity of the Program

To date, LO-Norway is the single largest source of fund for the training activities of VGCL that use active learning methods. For all the activities for the period 2010 to 2012, LO-Norway provided most of the funding requirement. Nonetheless, VGCL also provided contributions-in-kind (courier services, use of office facilities, personnel support, and vehicle expenditures). In 2010 and 2011, it contributed about 18% and 10% of total receipts/revenues, respectively. VGCL also receives continuing funding for some of its training activities from other labour organizations in the developed countries, namely LO-Denmark, LO-Sweden, International Labour Organization, DGB, JILAF, and others. However, LO-Norway's support has broader coverage in terms of involvement of union affiliates in various parts of Viet Nam and more activities. The LO-Norway and VGCL Cooperation Program is also long-term.

VGCL does not depend on a single funding source for its training and other activities and consistently obtains new funding sourced internally and/or externally. VGCL convenes annually a donors' meeting to avoid project overlaps and to better organize project activities and project areas.

VGCL has started to build up its own resources to sustain its training and education activities. It has passed a resolution mandating its affiliates at all levels to allocate 15% of their union budget for training and education. The new trade union law which mandates enterprises (both unionized and non-unionized) to pay 2% of its total payroll to the union (upper level in the case of non-unionized enterprises) would also be a sustainable source of funds for training and education activities. Moreover, the on-going effort to increase the number of local trainers within the union complements the initiative to internally generate resources for training. Developing good local trainers also reduces the need to depend on external trainers or training consultants.

Would VGCL continue the activities under the Program even without LO-Norway funding support? All the officers from various FOLs, national sector unions, trade union schools, and the various VGCL departments interviewed by the evaluator replied positively. As mentioned above, training and education is a priority of VGCL. In fact, a number of VGCL's FOLs have initiated their own local trainings on some of the topics covered by the Cooperation Program. However, many of the interviewees remarked that should funding from LO-Norway ends at a time when VGCL has not yet substantially built up its resources for training and education, the number (and frequency) of training courses and other activities as well as the number of participants may be reduced due to budgetary constraints. In this case, it is likely that: (i) VGCL's plan of forming sub-regional training teams may be derailed; and (ii) VGCL's twin targets of organizing 70% of all enterprises in Viet Nam and having better CBAs in majority of enterprises by 2014 may be difficult to meet or may not be met at all.

It is beyond this evaluation to determine when VGCL would be able to solely fund all the activities under the Program. However, one positive development that may enhance the union's capability in the medium-term to be financially self-reliant is the provision in the new trade union law which mandates enterprises (both unionized and non-unionized) to pay 2% of its total payroll to the union (upper level in the case of non-unionized enterprises). If a substantial number of enterprises would comply with this provision, the 2% trade union fee from enterprises in effect could be a sustainable source of funds for training and education activities. However, it is important to allow at least three years how this provision in the trade union law will be implemented.

3.3.2 Organizational capacity for Program continuity

As regards VGCL's organizational capacity to continue implementing the Program activities, apart from the Steering Committee, various departments of the VGCL Central Office are also involved in program design, planning and implementation. These departments are the following: Organizing Department, Women's Department, Policies and Legal Affairs Department, Publicity and Communication Department, Institute for Workers and Trade Union, and the International Department. The inclusiveness of the Program in terms of the involvement of VGCL affiliates at all levels in TNA, preparing proposals and plans for training, organizing and conducting training and other activities, preparing training and education materials, and evaluating training activities augurs well to the sustainability of the Program.

The training and education materials produced and printed under the Cooperation Program also contribute to program sustainability in terms of having readily available materials for training and education activities. In fact, the Institute for Workers and Trade Union re-printed the *Manual on Union Activities for Trade Union Representatives* (Volumes 1 and 2) using VGCL's own resources. The Institute also published a book *Collective Bargaining in Other Countries*.

3.3.3 Indicators of permanent improvement of capacity

Sub-regional training teams

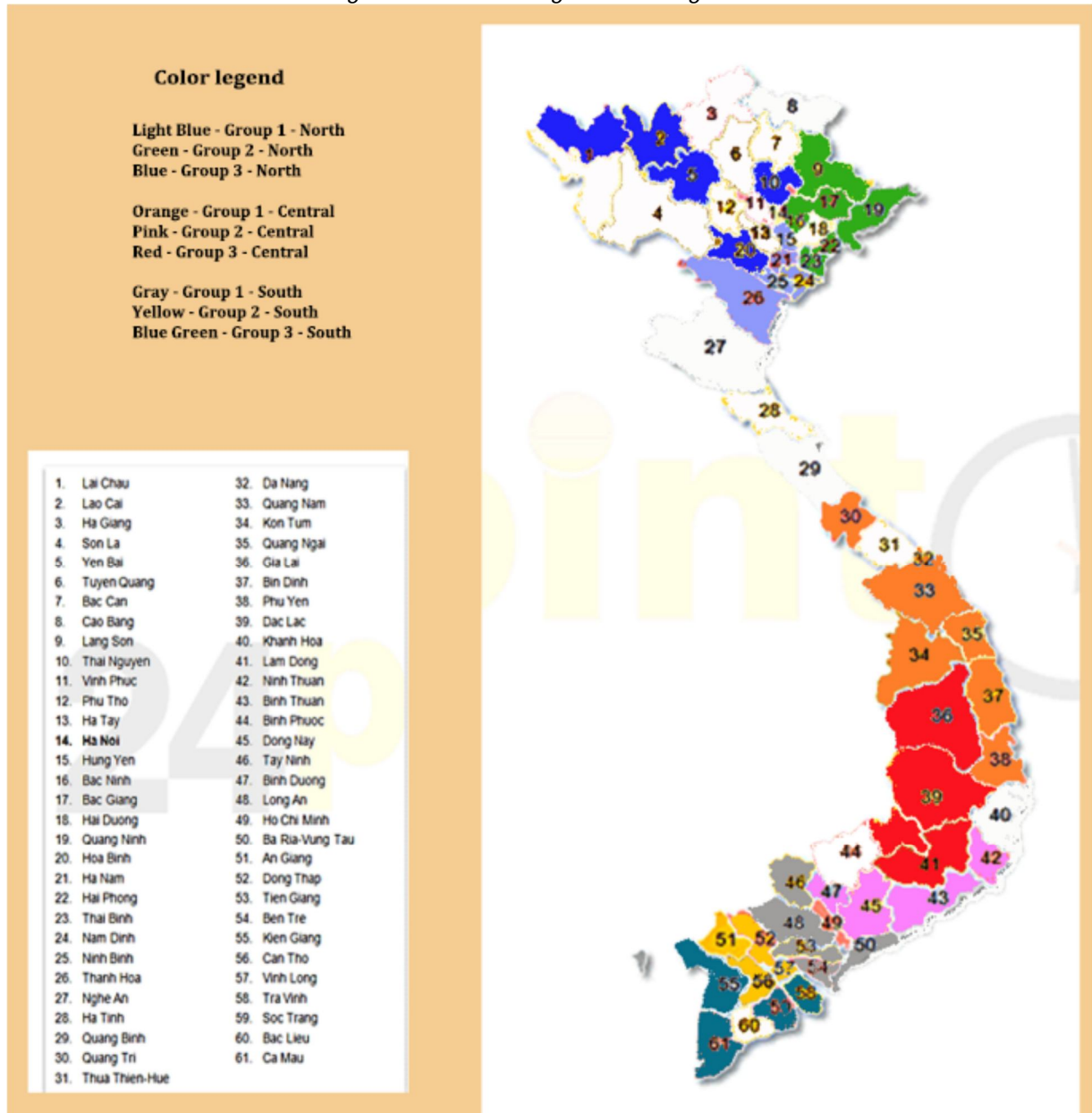
As pointed out earlier, developing qualified trainers and increasing their number and capacitating workplace union representatives in various spheres of union activity through training and other educational activities are among the top priority of VGCL. Trainers trained under the Program have started conducting local training on various topics in various parts of Viet Nam. Often, these training activities are organized by national sector unions, city/provincial FOLs, and trade union schools. Under the Program, three sub-regional training teams have been organized each in Northern Viet Nam, Central Viet Nam, and Southern Viet Nam (Table 11).

Table 11: Locational distribution of VGCL sub-regional training teams

Sub-regional training team	Location of FOLs/Organizations
<i>Northern Viet Nam</i>	
Group 1	Nam Dinh, Ha Nam, Hung Yen, Thanh Hoa, Ninh Binh, Trade Union School of Transport Sector, Union of National Defence Ministry
Group 2	Hai Phong, Quang Ninh, Bac Ninh, Thai Binh, Bac Giang, Lang Son, VGCL Organizing Department
Group 3	Lai Chau, Yen Bai, Thai Nguyen, Lao Cai, Hoa Binh, VGCL Department of Policies and Legal Affairs, VGCL Department of Women Workers' Affairs
<i>Central Viet Nam</i>	
Group 1	Kon Tum, Quang Ngai, Quang Tri, Quang Nam, Binh Dinh, Da Nang, Phu Yen
Group 2	Bin Thuan, Binh Duong, Dong Nai, Ninh Thuan
Group 3	Lam Dong, Gia Lai, Dac Lac, Dac Nong
<i>Southern Vietnam</i>	
Group 1	Tien Giang, Ba Ria-Vung Tau, Tay Ninh, Long An, Ben Tre, Viet Nam Rubber Plantations' Union
Group 2	Can Tho, Vinh Long, Dong Thap, An Giang, Hau Giang
Group 3	Soc Trang, Kien Giang, Cau Mau, Tra Vinh, Kien Giang

The training teams in each sub-region do not only cover the provinces where their organizations are located but also the nearby provinces. Figure 5 presents the organizational locations of the sub-regional training teams. Note that all the provinces in white do not have sub-regional training teams at the time of evaluation.

Figure 5: VGCL sub-regional training teams



Surveys

It could also be said that the conduct of the various surveys mentioned above and the competence acquired from doing these surveys have facilitated the integration of research in union strategy formulation as evidenced by the active and substantive participation of VGCL in drafting the

amendments to the labour law and the new trade union law, in minimum wage negotiations at the national level, and in the industry bargaining in the textile and garment. In fact, VGCL regularly reviews and if necessary conducts its own minimum wage survey in preparation for the yearly national minimum wage negotiations.

3.4 Women and gender issues

3.4.1 Program's contribution on the promotion of gender equality

According to the VGCL Women's Department, women comprise about 48.5% of all VGCL members. To date, the VGCL policy allocating 30% of leadership positions at all levels to women has not been met, mainly due to the following: (i) women need to put more effort to become leaders as they have to shuttle between caring for their family and working in enterprises; and (ii) discrimination against women still persists. Women's share in leadership positions at all levels of the union is between 21% and 22%. VGCL's 2012 narrative Program accomplishment report mentions that women account for 24% of members of the executive committee at various levels of VGCL. VGCL targets to increase to 30% women's share in union leadership in the Executive Committee at all levels of the union by the end of 2013.

Nonetheless, there are VGCL affiliates where women's share in leadership positions is high. For example, of the 5 members of the FOL-Tay Ninh Committee, 3 are women. In FOL-Lam Dong, more women were elected as officers at the workplace, so that 80% of the participants in the Da Lat training were women. FOL-Lam Dong also reported that they have met the 30% leadership quota for women: Of the 34 members of its Executive Committee, 15 are women, and of the 11 members of its Standing Committee, 5 are women.

The Cooperation Program requires a minimum of 25% participation of each sex in any activity not geared specifically on gender issues. This policy was followed in the period under review. In most of the training activities of the Program, the share of women participants exceeded 25%. In fact, in some of the activities, women's participation exceeded 50%.

A number of women interviewees and FGD participants emphasized that the various training activities of the Program have substantially improved their capacity and consequently their potential to become leaders. Ms. Huynh Thi Hai Van, Director of the VGCL Population and Reproductive Health, narrated that she was able to improve her communication and presentation skills through her attendance in two TOT courses (basic in 2011 and advanced in 2012). As a result, she was able to organize training courses on population and family planning for workers using the skills and techniques she learned from these courses. Through her experience as a trainer, she was able to develop confidence in negotiating with employers the implementation of the law on gender equality.

Like Ms. Van, Ms. Hoang Thi Hien, Deputy Director of the Organizing Department of FOL-Nam Dinh, remarked that after attending the two TOT courses, she was able to develop the capacity and confidence to run seminars (e.g. building a strong trade union) organized by her FOL.

3.4.2 Program's contribution on women's involvement in bargaining

Two women workplace leaders, Ms. Ng Thi Thuan, Executive Committee members of the union at Tan Thanh Co. Ltd., and Ms. Kim Thi Thu Nhan, President of the union at Hoa Thanh Textile and Garment

Company, who were interviewed by the evaluator said that their participation in the training course on collective bargaining has helped them improve their knowledge and skills in negotiating for better provisions in their CBA (see Table 9).

Ms. Tran Thi Hong, Vice President of FOL-Nam Dinh, participates in the industry bargaining in the textile and garment sector. About 10 companies in Nam Dinh are involved in this bargaining. She represents the National Union of Textile and Garment along with the 10 union representatives of the 10 participating companies. According to Ms. Hong, all 10 union representatives are involved in the training courses on collective bargaining organized by FOL-Nam Dinh. Every year, the union has been able to negotiate improvements on wages, break meals (adjusted yearly for inflation), and other benefits (e.g. maternity leave, sick leave, use of personal protective equipment). Moreover, Ms. Hong observes that the employers involved in sectoral bargaining are more cooperative in allowing union representatives to participate in the trainings organized by the FOL.

The Program's survey on women workers' rights and gender equality in EPZs helped VGCL to push for evidence-based proposals in drafting the law on gender equality and in amending labour law provisions pertaining to women. As a result, under the new labour law of 2012, women workers now enjoy longer maternity leave (6 months from the previous 4 months).

3.5 Overall impressions of VGCL and its affiliates about the Cooperation Program

Overall, most of the VGCL officers at various levels of the union have a positive view about the Program, LO-Norway and its people. Table 3 for example may provide a good indication how VGCL training participants assess the training skills of LO-Norway trainers. The average rate was high at 4.7 (almost 5, the highest rate). The institutionalization within VGCL of training and education using active training methods through the issuance of a policy mandating 15% of union funds for these activities is another indicator how VGCL values LO-Norway's focus on this type of training method. In fact, nearly all of the union officers of VGCL's affiliates who were interviewed by the evaluator expressed appreciation of the active learning methods introduced by LO-Norway.

There is one concern though raised by a number of the interviewees. It is the need for more trainers from LO-Norway to do training for VGCL people. Due to the high demand for training directly done by LO-Norway, Floro Francisco may not be able to meet all the training requests.

3.6 External impact and improvement of VGCL's capacity for national social dialogue and consultation

From the discussions with an officer of the Vietnam Chamber of Commerce and Industry (VCCI) and some officers of the Ministry of Labour, Invalids and Social Affairs (MoLISA), the evaluator surmises a positive perception of VGCL by these other industrial relations actors.

According to Ms. Vi Thi Hong Minh, General Manager of VCCI's Bureau for Employers' Activities, both VCCI and VGCL were members of the committee that drafted the amended labour law and the new trade union law. She observed that VGCL did some surveys and used the results of these surveys in justifying their demands and proposals. For Ms. Minh, the trade union law gives more power to grassroots unions because these unions lack the capacity to bargain with employers. Overall, she noted VGCL's quality participation in the committee. Ms. Minh pointed out that VGCL wields more influence on the government than VCCI, because the Viet Nam government holds the view that workers should have more protection than business.

The officers from MoLISA also gave a favourable assessment of VGCL's participation in the committee that drafted the amended labour law and the new trade union law and in the yearly negotiations on the minimum wage. They observed that in every proposed amendment to the labour law, VGCL was well prepared in presenting their proposals using the surveys and studies they have conducted. There was active participation of VGCL in the whole process and in discussing every contents of the labour law. VGCL also participates actively and qualitatively in the industry bargaining in the textile and garment sector and has played an important role in expanding coverage of the industry bargaining agreement (from 70 to more than 100 enterprises). Overall, they observed that the capacity of VGCL in policy-making has improved and even better than the employers' group.

An officer from MoLISA's Center for IR Development shared the general results of some studies on collective bargaining in Viet Nam. Accordingly, majority of enterprise-level CBAs reflect labour law provisions because trade union representatives at the grassroots level have limited bargaining capacity and there is a lack of coordination between local unions and upper level unions. The good CBAs come from unions in the industrial zones, which are the result of real negotiations between employers and union representatives (as a result of strong workplace unions and good coordination between workplace unions and upper level unions).

4. CONCLUSION AND RECOMMENDATIONS

Clearly, the various activities of the Cooperation Program that were implemented between 2010 and 2012 have considerably met the set indicators presented in Table 2. Several internal factors have accounted for the Program's achievements, namely: (i) the inclusiveness of the Program in terms of the substantive involvement of VGCL's affiliates and members in all the phases of the Program (i.e. design, planning, implementation and evaluation); (2) flexibility in terms of adapting to changing needs and expectations of VGCL's constituency; (3) judicious and proper use and yearly accounting of funds; (4) timeliness of delivery and completion of activities; (5) existence of a structure responsible for overall project monitoring and implementation; (6) the strong commitment and support of top leadership of VGCL; (7) the institutionalization within VGCL of the regular conduct of training and education activities and internally-generated funding support for these activities at all levels; and (8) the active participation of VGCL in national social dialogue and negotiations on issues important to workers. Externally, a favourable legal climate for unionization in Viet Nam has provided an encouraging environment for VGCL to implement all its activities. Overall, it is highly recommended that the Cooperation Program between LO-Norway and VGCL continue at least for another project cycle or until 2017 when it could be assessed whether the 2% trade union fee can be a stable source of funding for VGCL's training and education.

To sustain the above achievements and to enhance the union's capacity in certain areas where improvement is needed, the following recommendations are put forward in this report:

For training and education activities

1. With the election of new workplace representatives and officers at various levels of VGCL, more regular training opportunities using active learning methods are required, particularly courses on trainers' training (basic and advanced), organizing and recruitment of new members, union activities for workplace representatives, collective bargaining, gender equality, and labour legislations. The conduct of these courses by VGCL's sub-regional training teams (i.e. trainers trained under the Cooperation Program) does not only address this training demand but also provide more opportunities for these trainers to further develop their training skills. For example, local trainers

can run TOTs at the provincial level. Trainers developed under the Program who are not re-elected as workplace union representatives should continue to be part of VGCL's internal pool of trainers who could be tapped to do training in various areas in Viet Nam. Corollary, the sub-regional training teams should cover as well other nearby provinces and areas.

Where sectoral bargaining is already existing (i.e. textile and garment, rubber, etc.), VGCL can negotiate for paid time off for local trainers who would do training not only in their respective provinces or cities but outside these areas as well. This arrangement can also be negotiated at the enterprise level.

2. In the case of TOTs, the time between the basic TOT and advanced TOT may need to be reduced to enable the TOT graduates to immediately put into practice the knowledge and skills they acquired from these trainings. At present, the time between these two TOT courses is about a year.
3. In 2012, enterprises with CBAs accounted 65.2% of all enterprises; about 40% of these CBAs have better provisions stipulated by law. To enable VGCL to achieve a 70% CBA coverage of all enterprises and better CBA provisions for majority of enterprises by 2014, there is a need to increase training and education activities on collective bargaining skills involving workplace union representatives. These courses should also include the amended labour law and the new trade union law. Establishing good coordination between workplace unions and upper level unions may also facilitate the negotiation for better CBAs. As the good CBAs mostly come from the unions in industrial zones, a benchmarking activity or seminar may be organized where these unions can share their experiences. Corollary, study visits to factories or companies with good CBAs may also be organized under the Program.
4. Continue prioritizing the participation of union representatives from the non-state sector, particularly unions in industrial zones, in the various training activities of the Cooperation Program.
5. The training needs of provinces facing financial difficulty also require assistance from the Program. LO-Norway and VGCL should endeavour to draw more training participants from these provinces. In addition, VGCL's sub-regional training teams can conduct needed training courses in these provinces.
6. FOLs and other upper level unions should encourage union representatives, who have attended training activities of the Program, to organize their own workplace-level training activities involving other officers and members of the union. Such trainings should use active learning methods. The conduct for these training activities, in terms of use of factory or company facilities, time off for union education, and others, may be negotiated between the union and the management. In this way, union members would also benefit, albeit indirectly, from the training and education activities of the Program. Trainers trained under the Program comprising the sub-regional training teams may also be invited to do enterprise-level training. This training can be divided into sub-components and can be done for half day or one hour or even after work. Time-off for union education among workers can be an area for collective bargaining.
7. In view of the legislative initiative drafting a new law on legal proceedings of labour disputes and the plan to amend the social insurance law in 2014, seminars on these two topics may need to be organized to serve as venue to discuss these initiatives and to collect views of VGCL officers and members.

Research and survey activities

8. In view of the amended labour law and the new trade union law, the conduct of pertinent surveys will be very useful to inform union strategy and action and will better equip VGCL with the necessary knowledge to engage in social dialogue with its partners. These surveys are on the following: (i) the role of immediate upper level unions; (ii) social dialogue processes and practices; (iii) organizing and recruiting members, particularly in the non-state sector; (iv) state policy for workers in equitized enterprises; and (v) social protection needs of workers.

Materials development and publication

9. To complement the various training and education of the Program, new materials are needed to be developed and printed. These are: (i) leadership skills at the workplace (e.g. organizing, negotiation, mobilization, public speaking, etc.); (ii) good practices in collective bargaining (or how to negotiate for better CBA provisions); (iii) good practices in enhancing women's participation in union leadership at all levels of the union; and (iv) the implementing decrees and guidelines of the amended labour law and the new trade union law.

Promotion of gender equality

10. In areas or union levels (district, city/province FOLs, national sector unions) where women's share in leadership is still below 30%, the minimum quota of 25% for women's participation in the various activities of the Program may need to be increased. In addition, the scheduling of these activities should take into consideration women's availability. In this regard, negotiating for paid time-off for women for union training and education on weekdays may enhance women's participation in union activities. There is also a need to monitor how VGCL affiliates have progressed so far in meeting the 30% leadership quota (at the Executive Committee level) for women. The results of the survey on the rate of women leadership in unions and the concomitant measures to improve women's participation in leadership should be disseminated at all levels of VGCL.

Beyond creating Women's Committees/Department/Desks, women's participation in bargaining should also be enhanced to facilitate the inclusion of women and gender-related issues in CBAs. Where women comprise the majority of workers in an enterprise, they should too comprise the majority of the Bargaining Committee. Increasing women's participation in actual negotiations provides good opportunities for them to acquire and improve their leadership skills and confidence.

Monitoring and evaluation of the Program

11. A year-end assessment followed by a planning workshop for the coming year may be useful in identifying gaps and deficiencies, prioritizing activities and target groups, identifying possible constraints, and in making Program adjustments where they are needed. In this year-end assessment, the annual reports coming from the various FOLs and national sector unions should be reviewed. The various departments of VGCL that are involved in the various activities of the Program should participate in this yearly assessment. LO-Norway and VGCL can co-fund this activity.
12. It is also important that affiliates of VGCL are clear about which specific international organizations are involved in each of the activities of VGCL. In the FGD with some officers of FOL-Hanoi, for example, the participants were at first confused about which LO organization is supporting the activities they were involved in. It is to be noted that apart from LO-Norway, VGCL also gets support from the LO Branch in the City of Oslo. It is difficult to monitor and evaluate activities on a per program or donor basis if beneficiaries are not clear about which organizations are supporting their activities.

Study visits outside Viet Nam

13. A common proposal coming from many of the interviewees and FGD participants is the inclusion of study visits outside Viet Nam, particularly in Norway. This proposal, however, entails a substantial amount of funds yet involving only one or two VGCL officers, plus an interpreter. Moreover, the LO branch in the City of Oslo already supports study visits of VGCL officers every two years. In this regard, VGCL may want to consider including trainers trained under the Program in the study visits sponsored by the LO branch in the City of Oslo.

According to the interviewees, they would want to have a study visit to Norway to know more about LO-Norway and how it conducts its training and education program. But this can be achieved even without a study visit. Presenting a short film (with subtitles in Vietnamese) about LO-Norway and its training and education program in every activity of the Cooperation Program may be a way of familiarizing VGCL officers and members about LO-Norway. A short seminar about LO-Norway's training and education program is another way.

In addition, LO-Norway and VGCL may want to consider recommending participants to the yearly ENGAGE Certificate Course on "Labour Policies and Globalisation" of the Global Labour University (for more information about the program, visit: <http://www.global-labour-university.org/216.html>) network. This course is organized every year. Scholarships are available for qualified participants coming from Asia.

APPENDIX A

Persons interviewed/Focus group discussion (FGD) participants (Total: 66)

Name	Position/Designation	Name of Union
17 April 2013, Ho Chi Minh City		
Vo Viet Tai	Director, Financial Department & Member, Standing Committee	Rubber Corporation Union
Vo Viet Ngan	Director, Department of Policy & Legal Affairs & Member, Standing Committee	Rubber Corporation Union
Nguyen Van Khanh	Chief, Administration Office & Member, Standing Committee	Rubber Corporation Union
Nguyen Thi Thuy Linh	Expert, Organizing Department & Member, Executive Committee	Rubber Corporation Union
Le Thi Dum Ngan	Deputy Head, Organizing Department	Federation of Labour-Ho Chi Minh (FOL-HCM)
Nguyen Thu Yen	Deputy Head, Training Department	Ho Chi Minh Trade Union School
Doan Thi Minh Nguyet	Deputy Head, Faculty on Labour Protection and Environment	Ho Chi Minh Trade Union School
18 April 2013, Tay Ninh		
Nguyen Xuan Hong	President	Federation of Labour-Tay Ninh (FOL-Tay Ninh)
Vuong Van Lai	Senior Vice President	FOL-Tay Ninh
Phan Van Bua	Director, Organizing Department	FOL-Tay Ninh
Tran Dac Nghium	Deputy Director, Organizing Department	FOL-Tay Ninh
Le Van Tam	Expert, Administration Office	FOL-Tay Ninh
Nguyen Hun Thoai	Vice President	Trade Union of Industrial Zones
Nguyen Trung Va	President	Trade Union of Construction and Urban Development
Ng Thi Thuan	Member, Executive Committee	Trade Union of Tan Thanh Co. Ltd. (cashew company)
Kim Thi Thu Nhan	President	Trade Union of Hoa Thanh Textile and Garment Company
20-21 April, Da Lat		
Vohuu Hai	Director, Publicity Department & Member, Standing Committee	Federation of Labour-Gia Lai
Le Anh Hung	Deputy Director, Organizing Department	Federation of Labour-Dak Lak
Nguyen Quang Hiep	Deputy Head, Workplace Union Department	Federation of Labour-Dak Nong
	Union representative	Federation of Labour-Dak Nong
Li Ngoc Phuc	Chief, Administration Office	Federation of Labour-Lam Dong (FOL-Lam Dong)
Nguyen Thi Nguyen Hang	Expert, Organizing Department	FOL-Lam Dong
Tran Thi Nhu	Deputy Director, Organizing Department	FOL-Lam Dong

Persons interviewed/Focus group discussion (FGD) participants (Total: 66) (Continued)

Name	Position/Designation	Name of Union
Nguyen Van Tam	Head, Education Division, Organizing Department	Vietnam General Confederation of Labour (VGCL)
Plus 11 workplace union representatives attending the Da Lat training on Workplace Union Activities		
22 April 2013, Lam Dong Province		
Ng Minh Hung	President	FOL-Lam Dong
Thai Van Thinh	Standing Vice President	FOL-Lam Dong
Xuan	Vice President	FOL-Lam Dong
Pham Van Duoc	Department for Policies and Legal Affairs	FOL-Lam Dong
Mai Luong Anh	Vice President	FOL-Lam Dong
23 April, Hanoi		
Ngo Van Tuyen	Vice President	FOL-Hanoi
Pham Tuan Anh	Deputy Director, Organizing Department	FOL-Hanoi
Tran Huy Vy	Rector	Hanoi Trade Union School
Duong Van Tien	Vice Rector	Hanoi Trade Union School
Huynh Thi Hai Van	Director, Population and Reproductive Health	VGCL
Nguyen Thi Thanh Mai	Vice Rector	Hanoi Transport Trade Union School
24 April 2013, Nam Dinh		
Phan Van Anh	Vice President	FOL-Nam Dinh
Tran Thi Hong	Vice President	FOL-Nam Dinh
Ngo Chi Thuc	Director, Organizing Department	FOL-Nam Dinh
Vu Quang Huy	Chief, Administration Office	FOL-Nam Dinh
Hoang Thi Hien	Deputy Director, Organizing Department	FOL-Nam Dinh
Hoang Thanh Binh	Rector	Nam Dinh Trade Union School
25 April 2013, Hanoi		
Hoang Ngoc Thanh	Vice President	VGCL
Nguyen Van Dong	Deputy Director, Publication and Communication Department	VGCL
Vu Minh Tien	Deputy Director, Workers and Trade Union Institute	VGCL
Tran Thu Phuong	Division Chief, Women Committee	VGCL
Vu Van Dung	Deputy Director, Organizing Department in-charge of Education	VGCL
Tran Thuy Hang	Expert, Department on Policies and Legal Affairs	VGCL
Vi Thi Hong Minh	General Manager, Bureau for Employers' Activities	Vietnam Chamber of Commerce and Industry (VCCI)
Nguyen Tra My	Officer, Center for Industrial Relations Development	Ministry of Labour, Invalids and Social Affairs (MoLISA)
Ngo Hoang	Officer, Legal Department	MoLISA

Persons interviewed/Focus group discussion (FGD) participants (Total: 66) (Continued)

Name	Position/Designation	Name of Union
Nguyen Thi Yen	Officer, International Cooperation Department	MoLISA
Nguyen Than Hai	Section Head, International Cooperation Department	MoLISA
Pham Minh Nguyet	Officer, Labour Wages Department	MoLISA
<i>26 April 2013</i>		
Chau Nhat Binh	Former member, Project Management Committee of VGCL-LO Norway Cooperation Program	VGCL
Ha Thi Phuong Thao	Expert, International Department	VGCL

VGCL QRE-06: Impact of Training & Research Activities

Name: _____
 Sex: Female Male
 Age: _____
 Name of union: _____
 Position: _____ No. of years in union: _____

I. Extent of involvement

1. Which training activities have you attended? Please check all that you attended.
 - Training of trainers
 - Advanced training for trainers
 - Training course for organizers
 - Training on collective bargaining and negotiation skills
 - Trade union finance
 - Training on legal knowledge & procedures
 - Training on skills of education & information dissemination on labour legislation & policies
 - Other, please specify: _____

2. Were there training needs analysis/assessment activities undertaken by your union in planning for these training activities?
 - Yes No Don't know
 - a. If yes, were you involved in any of the needs analysis activities?
 - Yes No

3. Why were you selected to participate in the training activities? Select all pertinent answers.
 - Because I was/am not more than 50 years old
 - Because my union encourages women like me to participate
 - Because I make myself active in union activities
 - Because my union is preparing me to become a good union leader in the future
 - Because my union encourages members to be more active and involved in union activities
 - Because I am often the one sent to these activities
 - Other, please specify: _____

4. Do you evaluate the course and the trainers involved at the end of the training?
 - Yes No

II. Course Assessment

5. Please check the column that best represents your views using the scale below. Please indicate as well your specific comments and suggestions for improvement.
 - 1=Strongly disagree
 - 2=Disagree
 - 3=Uncertain/neither agree nor disagree
 - 4=Agree
 - 5=Strongly agree

General Course Assessment	Rating				
	1	2	3	4	5
a. The course objectives were clearly explained to me.					
b. I learned what I expected to learn.					
c. The material presented is relevant and valuable to me.					
d. There was adequate amount of time allotted to topics.					
e. The visual aids (powerpoint, transparencies, flipcharts, videos, etc.) were helpful to me.					
f. The course was well organized, allowing a progression from one topic to another.					
g. The knowledge or information I have acquired in the training is beneficial to my work and involvement in the union.					
h. The skills I have acquired in the training are beneficial in my work and involvement in the union.					
i. Overall, the training is relevant to me as a union officer/member.					
Trainers' Skills					
j. The trainers are always well prepared.					
k. The trainers have deep knowledge of the course.					
l. The trainers have good presentation skills.					
m. The trainers communicate well with the participants.					
n. The trainers are able to stimulate group discussion.					
o. Overall, the trainers are well qualified to provide the training.					

III. Empowerment impact of training

6. Using the rating scale below, please check the appropriate column of your response which best describes how you think you have improved in certain areas as a result of your participation in the LO-Norway-VGCL training and research activities. Where required, please specify or briefly describe the capacities which were improved or enhanced.

5 = Improved considerably

4 = Improved a bit

3 = Uncertain

2 = The same; no improvement at all

1 = Not part of my work as a union officer/member

Areas	Rate				
	1	2	3	4	5
a. Taking on additional responsible role(s) beyond being an ordinary "group member" <i>Please specify these roles:</i>					
b. Initiating or leading group activities or projects <i>Please specify:</i>					

Areas	1	2	3	4	5
c. Participating in group activities: <i>Please specify activities and your role:</i>					
d. Recruiting additional new members <i>Please describe your activities:</i>					
e. Presenting VGCL's programs to other potential union affiliates					
f. Facilitating or acting as trainer in a training course <i>Please specify the training course:</i>					
g. Holding dialogue/communicating with supervisors and managers at the workplace about workers' issues and concerns <i>Please describe these engagements:</i>					
h. Holding dialogue/communicating with employers' groups, government agencies, and other institutions at the national level <i>Please describe these engagements:</i>					
i. Helping develop campaigns that are important to workers (e.g. minimum wage, gender equality at the workplace, industry bargaining, etc.) <i>Please specify the campaigns you are involved in:</i>					
j. Getting actively involved in campaigns that are important to workers (e.g. minimum wage, gender equality at the workplace, social security, industry bargaining, etc.) <i>Please specify the campaigns you are involved in & the things you did:</i>					
j. Participating in support groups at the workplace, e.g. counselling and/or coaching co-workers <i>Please describe these support groups:</i>					
k. Helping conduct survey on various issues prioritized by the union <i>Please describe which survey & the things you did:</i>					

Areas	1	2	3	4	5
l. Analyzing data and survey results and prepare reports of survey findings <i>Please name the survey:</i>					
m. Presenting clearly to a targeted audience the results of survey & research conducted <i>Please name the workshop where the survey is presented:</i>					
n. Participating in other activities to build self-esteem and interpersonal skills <i>Please list these activities:</i>					
o. Exhibiting improved self-image or improved interpersonal skills <i>Please specify these skills:</i>					

7. What are the strong features of LO-Norway/VGCL project's training and research activities?

8. What are the weak features or areas that need further improvement?

9. Would you participate again in another training course? Please check your answer.

Yes No Don't know

a. If your answer in number 9 is *No* or *Don't Know*, why?

10. What are your suggestions to better improve the delivery and impact of LO-Norway/VGCL project's training activities?

THANK YOU!