



# REPORT

## ***Regional Social Dialogue for Growth, Employment and Sound Industrial Relations in the Services Sector: Sharing Experiences from ASEAN and the EU***

31 March - 1 April 2010

Hotel Sofitel Plaza, Ha Noi, Viet Nam

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### **I – Overview**

As Viet Nam is currently the Chair of ASEAN for 2010, the Ministry of Labour, Invalids and Social Affairs (MOLISA) together with the Friedrich-Ebert-Stiftung (FES) and the ASEAN Services Employees Trade Union Council (ASETUC) jointly organize the conference “Regional Social Dialogue for Growth, Employment and Sound Industrial Relations in the Services Sector: Sharing Experiences from ASEAN and the EU” from 31<sup>st</sup> March to 1<sup>st</sup> April 2010 in Ha Noi, Viet Nam. The conference was well attended by more than 70 participants and more than 15 journalists.

The participants comprised of social partners from government, trade unions, employers, - MOLISA; FES (FES Viet Nam, FES Shanghai, FES Asia); ASETUC representing by affiliated and partner trade unions from the three Global Union Federations: UNI Asia Pacific (UNI Apro), Building & Wood Workers International Asia Pacific (BWI AP) & Public Services International Asia Pacific (PSI AP); Viet Nam General Confederation of Labour (VGCL); ASEAN Secretariat; ASEAN Employers’ Organizations including ASEAN Confederation of Employers (ACE), Malaysian Employers Federation, CAMFEBA (Cambodian Federation of Employers & Business Associations), Indonesian Employers Association (APINDO), Hospital Industry Tripartite Council; ASEAN Senior Labour Officials (except Brunei); guests from Europe including UNI Europa, European hospital and healthcare employers’ association (HOSPEEM), European Commission; guests from Japan including UNI Liaison Council Japan; International Labour Organization Viet Nam (ILO VN); Journalists from local newspapers.

The conference met the objectives to:

- Give an overview on the system of industrial relations in the member states of ASEAN and the EU
- Describe the different stages of regional social dialogue in both regional blocs
- Develop recommendations for the enhancement of regional social dialogue in line with economic integration
- Contribute to the discussion on common issues of interests, namely temporary/ contract work and labour migration among social partners.

### **II – Programme**

#### **OPENING SPEECHES**

- **Mr. Nguyen Thanh Hoa**, Vice-Minister, MOLISA
- **Mr. Nguyen Hoa Binh**, Vice-President, VGCL

The objective of the program is to describe & compare the stages of ASEAN & the EU in social dialogue. There is no single blueprint for regional social dialogue but ASEAN and EU can learn from one another and exchange experiences in best practices on industrial relations and in the specific area on building regional sectoral social dialogue. At the end of the conference, the goal is to develop recommendations to enhance social dialogue to be submitted by MOLISA to ASEAN SLOM in the Preparatory SLOM Meeting on 18<sup>th</sup> May 2010 and later in the ASEAN Labour Ministers Meeting.

## Panel Discussion 1: Sectoral Social Dialogue in Regional Economic Integration Processes - Setting the Framework in EU and ASEAN

### *Guest Speakers*

- **Mr. Frank Siebern-Thomas**, Directorate General for Employment, Social Affairs and Equal Opportunities, European Commission
- **Prof. Mar S.V. Amante**, Professor, College of Economics and Commerce, Hanyang University, Korea

### *Moderator*

- **Mr. Erwin Schweisshelm**, Resident Director, Friedrich-Ebert-Stiftung Trade Union Development Program

Social dialogue is the key instrument in EU policy making. EU social dialogue is complementary to national/ company practices of social dialogue. There are two forms of EU social dialogue: bipartite dialogue cross industry or covering 40 sectors and tripartite dialogue at the social summit. Sectoral social dialogue is initiated by social partners with the request letter sent to the EU to start a social dialogue. The EU Commission then provides financial and legal assistance and support. The outcomes of discussions in EU social dialogue are made available to the public. Factors that contribute to success of EU social dialogue include formal recognition of social partners, initiative roles in developing the social dimension of social integration, institutionalization and continuity of social dialogue, autonomy and responsibility of social partners, clear rules (consultation, procedures, deadlines, implementation, alternative to legislation), capacity building, representativeness, commitment, creativity of strong social partners, strong coordination at regional level, clear mandate from affiliates, relevance of topics and concrete outcomes, access to logistics & financial support.

Both the ASEAN Charter of 2009 and the ASEAN Roadmap 2009-2015 explicitly recognize the need for a “people oriented ASEAN, in which all sectors of society are encouraged to participate, and benefit from the process of regional integration ... “. Organized mechanisms for dialogue are one key recommendation by the trade unions to materialize this clause in the Charter. While a rudimentary framework and a plethora of labor projects exist, capacity development is needed to deepen understanding and working mechanisms for social dialogue, among worker and employer organizations, as well as government, academe and other social stakeholders to support social dialogue and ownership over the regional integration process.

Due to different levels of development in the ASEAN and EU process in economic integration coupled by the differences in socio-political-historical contexts of each region and of the member states of respective regions, participants pointed out to the gaps in the challenges based on the current realities of the concept and practice of social dialogue at the regional levels.

Firstly, there is a need to be greater clarity in the definition and conditions for social dialogue. In the case of EU social dialogue, social partners who are considered equal partners are to be consulted regarding matters concerning EU. In the case of ASEAN, the discussion and expertise on matters pertaining to industrial relations (including the mechanism of social dialogue) are largely confined to closed doors discussions. However, it was also clearly stated that social dialogue cannot be used as a lobbying campaign as the fundamental principle is to work towards agreement for all partners through constructive discussions. From the perspective of HOSPEEM (employers' organization from the European hospital sector), the belief is that the integration of social partners early in the process is beneficial to protect and advance in the interests of businesses before legislation are passed.

Secondly, the gap on the capacity for social partners in ASEAN to engage and implement meaningful social dialogue at the national and regional levels was also mentioned. Interestingly, both employers (as represented by ACE-Malaysia, Mr. Shamsuddin) and trade unions raised similar concerns over the ASEAN economic integration process where ACE largely viewed it as an intergovernmental process.

Lastly, there is an apparent need to consolidate and gather timely and updated information on current data on industrial relations and practices in ASEAN.

## Panel Discussion 2: Sectoral Social Dialogue in the Services Sector of the European Union - The Involvement of Employers and Employees

### Guest Speakers

- **Mr. Godfrey Perera**, Secretary General, European Hospital and Healthcare Employers' Association (HOSPEEM), Belgium, Vice chair of employers' association of EC
- **Mrs. Bernadette Segol**, Regional Secretary, UNI Europa

### Moderator

- **Mr. Hoang Huy Loat**, President, Viet Nam National Union of Post and Telecom Workers

Social dialogue was recognized in 1985 with Jacques Delors as President of EC. It started as informal negotiations. It involved representatives of organizations and gradually created confidence, reliability among social partners. EU President Jacques Delors was very favorable to social dialogue but it was still hard for sectors to be heard because they negotiated at the national level. The process was not easy and it took a lot of determination to reach the result.

In the perspective of the employers, the most important factor is that the EU listens to the discussions. It is not compulsory for employers to engage in social dialogue but they are involved in the process because there are benefits for the employers to involve in the social dialogue because they can have the first touch on draft proposal and adopt social partner agreements, which is more flexible than legislation. Moreover, employers can use social dialogue platform to practice their rights to exercise political pressure and participate in European level discussions. The negotiations and dialogues provide them with the latest updates of issues. In addition, employers who accept social dialogue carry the good image in the consumers. Funding is an important factor that gives the independence on their work. In the case of HOSPEEM, members finance the organization.

In the perspective of trade unions, UNI Europa started informal discussion even before 1985 with employers to find solutions for problems in the services sector. It was not so smooth and easy. In 1985, even though social dialogue was recognized, only at the end of 1990s that unions and EC recognized sectoral dialogue. Unions are part of democratic structures and had to face with market integration. Global market must bring benefits to everyone; so the battle is to balance the profits through social dialogue with the deep sense of an integrated European Union. There might be disagreements with employers but both need to continue to sit down and talk. When there is no agreement possible, the commission must legislate. So far UNI Europa has created 10 platforms of social dialogues, some of which are successful, some are making progress and some have no results yet and being pushed still as long as the social dialogue continue. Social dialogue is considered as a possibility for unions and not obligatory. Budget is also a critical factor. Most of the time, there is limited budget. Unions often pay for the officers and articulate leaders. And the advice is to remain financially independent without relying on the fund from the commissions for conducting social dialogue.

There are successful examples of social dialogue but not everything is as rosy and easy. There are certain challenges faced in EU social dialogue in the retention and recruitment negotiation of a framework of action, tackling thist party violence at workplace, strengthening social dialogue structures, building capacity for social partners. In some sectors, there is no dialogue or it is difficult to produce results such as telecom and banking sectors. The advice is to be patient and work hard to achieve the initial objective. Economic integration is for the benefit and welfare of the people, it is not an end by itself. Social dialogue in an integrated region like EU, or ASEAN is an absolute necessity. And it must be the joint effort of strong workers and employers organizations in democratic governments. To achieve social dialogue, it takes a long and difficult process.

Based on the presentations from both the employers' organization and trade union organization from EU, the following points were highlighted regarding the process of sectoral social dialogue:

- Set up social dialogue committee (bi-partite or tri-partite)
- Identify common interests/ concerns/ topics Agreement on issues e.g. OSH
- Proposal to EU/ EP/ EC
- Timeline for implementation on agreement
- Work programme to follow
- Continue to build on social dialogue proposal for funding from EC

### Panel Discussion 3: Best practices for Partnership and Industrial Relations at ASEAN level

#### *Guest Speakers*

- **Mr. Takaaki Sakurada**, Chairman, UNI Liaison Council of Japan
- **Mr. Le Xuan Thanh**, Deputy Director, Department of Labor and Salary, MOLISA
- **Mr. Celito Legarda**, Vice Chairman, Hospital Industry Tripartite Council (HITC)
- **Mr. Teo Yock Ngee**, General Secretary, Amalgamated Union of Public Employees (AUPE), Singapore

#### *Moderator*

- **Mr. Chau Nhat Binh**, Deputy Director, International Relation Department, VGCL

On the principle of social partnership, what are the best practices for Partnership and Industrial Relations in ASEAN countries? The panel discussion started with the presentation on Japan experience to introduce the possible cooperation between the management and trade union. Following were tripartite-structured presentations providing different perspectives of the government, the employers and the employees in ASEAN countries.

The key elements of the employment system in Japan are long term employment (life-time employment), seniority-based wage system (promotion by age) & enterprise-based union. These elements lead to these practices: there is no clear job description in the employment contract; and the cross social values of work beyond differences of enterprises have not been established. Since pay increases according to experiences, skills & seniority at the company, negotiation on wages and working conditions have to be conducted between management and labour within the company. Union functions as a counterpart of the enterprise and need to address financial difficulties of the company. Union officers are elected from employees. Union-shop contracts and check-off system maintain the membership and member fees. On the one hand, unions have favourable conditions for activities but on the other hand, the movement can be overwhelmed by industrial logics. National center and industrial federation now assume the leading role to enhance trade union movement. Since March 1955, the Japan Productivity Center (JPC) was jointly established by unions, employers and academia with 3 principals: ensuring job security, labour management cooperation and fair distribution of productivity gain. Japanese labour-management relations have been formed by confrontation, collective bargaining & cooperation, labour-management consultation. Labour-management consultation has been functioning as supplement to collective bargaining to help unions participate in managerial and administrative decision making and in the process of information distributing. There have been changes in Japanese society due to the spread of fundamentalism. Companies cut costs and share less profit to maintain competitive in the international market. Atypical workers replace regular employees for much less pay. The significant change of the government since August 2009 brings about favourable conditions for workers. Trade union movement is strongly expected to strengthen its international solidarity and to exert its power and function in the society, especially through tripartite cooperation which involves the government, employers and unions beyond national boundaries.

In Viet Nam, the industrial relations have newly formed and developed in connection with the development of the market-oriented economy in Vietnam. The Labor Code which was issued and took effect on 1 January 1995, which is the beginning of the industrial relations development in Vietnam. The Industrial Relation Committee, which is a tripartite organization at national level and the Center for Industrial Relation Development were established. However, the representation of the tripartite is not yet well structured. Only 30% of enterprises have trade union. There is representation for employers at the central level but at the local level, there are only 6 provinces to have representative agencies for the Viet Nam Chamber of Commerce and Industry (VCCI) and the rest provinces have employer councils. There has not been compatibility among the organizations representing for employees at industry level, regional level and organizations representing for employers at industry and regional level. The labour market develops unequally which creates pressures and tension in industrial relation. Individual labour disputes and collective labour disputes increase gradually. All Collective Bargaining s are at the enterprise level. The law requires conciliation councils at the enterprise level, with representatives from employer and employee, to settle the dispute. If the conflicts of interests are impossible to settle at the enterprise level, the disputes are brought to provincial level for arbitration and if no settlement possible, it will be brought to court. The current situation is that there is a lack of partners in social dialogues and negotiations. As a result, Viet Nam strongly promotes the establishment of representative organizations of employers and trade unions at sectoral and local level to enhance the capacity of social partners for social dialogues, negotiations and

signing of collective bargaining agreements and also strategies to enhance capacity for Industrial Relation Committee at national level to implement labour laws more effectively. There exist national agreements in negotiation in textile industry. Regarding the membership fee, there are contributions from employers based on income of the enterprise and supports for infrastructure & facilities.

In the Philippines, there is industry tripartite councils model common in education, hospital, broadcast. The government is now forming tripartite councils in transport and aviation. The presentation shed a light on the Hospital Industry Tripartite Council (HITC) at the National Capitol Region. The chair is from the government and the vice chairs are from the employers and employees side. HITC functions to review existing labour, economic and social policies; promote recommendations and proposals on labour, economic and social concerns. There is a forum for tripartite sectors to provide advice to the labour secretary which serves as a communication channel. The management labour council fosters better cooperation between workers and employers through the means of memorandum of understanding on cooperation and dialogue.

In Singapore, tripartism principles are the most important for the industrial relations. There was a campaign "Journey to Tripartism" in Singapore which started in 2007 in the National Trade Union Congress (NTUC). The Singapore Tripartism Forum (STF) was established as an example of tripartism in action. In Singapore context, tripartism is a win-win situation. It takes a lot of understanding to reach common agreement. The National Wages Council works on consensus with no voting but to reach common understanding of both employers and employees.

#### Panel Discussion 4: Priorities for ASEAN in the Field of Labour and Employment in 2010

##### *Guest Speakers*

- **Dr. Donald Tambunan**, ASEAN Secretariat (ASEC), Head, Division of Social Welfare, Women, Labour and Migrant Workers
- **Mr. Christopher Ng**, ASETUC, Regional Secretary, Union Network International Asia Pacific (UNI Apro)
- **Mr. Hj Shamsuddin Bardan**, ASEAN Confederation of Employers (ACE), Executive Director, Malaysian Employers Federation (MEF)
- **Mrs. Le Kim Dung**, ASEAN Labour and Employment in ASEAN Socio-Cultural Community (ASCC), Deputy Director, International Cooperation Department, MOLISA

##### *Moderator*

- **Mr. Tran Phi Tuoc**, Director, International Cooperation Department, MOLISA

The presentations are structured not only as tripartite format but also engage social stake holders to share about the priorities in ASEAN in terms of Labour and Employment, as well as to reflect on the possibility of an enhanced institutionalized social dialogue in ASEAN.

The following priorities were presented by Dr. Donald Tambunan in the area of labour and employment of ASEAN:

- Priority I: Employment Generation and HRD Development
- Priority II: HRD Development and Labour Market Monitoring
- Priority III: Enhancing Labour Mobility
- Priority IV: Strengthening Social Security and Social Protection
- Priority V: Strengthening Tripartite Co-operation
- Priority VI: Occupational Safety and Health Capacities and Standards in ASEAN
- Priority VII: Promotion and Protection of Migrant Workers in ASEAN

Social dialogue is still a new concept in ASEAN. The diversity of ASEAN States which means different Human Resource infrastructures, finance capacity, different interests requires at the first state trust among stakeholders (government, workers/ trade unions, employers) in order to work together. Everyone should take the encouragement to play a contributive role in achieving an effective mechanism for a regional social dialogue to push forwards development of these priorities.

SLOM Working Groups on:

- Progressive Labour Practices to Enhance ASEAN Competitiveness
- Occupational Safety & health
- Migration
- HIV / AIDS

A typical process to introduce new mechanism in ASEAN would look as follows:

- Setting up implementation committee and its rules/ procedures
- Setting up the secretariat for implementation
- Establishing recognition/ assessment mechanism
- Compilation of related domestic rules and regulations
- Implementation Phase:
  - Review by recognized institutions
  - Review of applicants
  - Establishing work programme

Emphasis: ASEAN is regarded as bureaucratic organization, composed of government officials. This mindset has to change. ASEAN must be people centered and people oriented organization. It must embrace all members of society in ASEAN. ASEAN was limited to government officials in the past but now it is changing to engage civil society and trade unions' participation. The transformation takes time with challenges and even painstaking experiences. Some countries want to move fast and others want to go slowly. Therefore, consensus is an important principle. By this, we all agree to go forward although we have not yet agreed on the concrete decisions. It is important also to bear in mind the diplomacy rule and continuously make efforts to build trust.

On the side of trade union, trade union movement needs to self reflect on their role, approach and strategies to be credible, to enjoy their rights and also to discharge their responsibilities. One of the priorities of ASETUC and the GUFs is to recognize the rights that come with responsibility – an organization for workers/ workplace and for the community and for the country/ region at large. Organizations must play an effective role as partners in social partnership with employers and government in formulating strategies to deal with globalization. The industrial relation model of

Indonesia, Singapore and Japan has the foundation principle of social dialogue in common that proves to be working in the continuously changing circumstances. At this moment, although trade unions are engaged in ASEAN and involve in many dialogues, we still need to make extra efforts to emphasize our roles on promoting workers' rights among myriad issues in the agenda of civil society in the region. The EU structure for union participation is practical mechanism that can be adopted in ASEAN which is a mechanism for regional social dialogue. Movement of professionals and migrant workers are also of important concern that we continue to involve in the global forum on migration and establish our positions and strategies. There is also a connection between labour migration and temporary work agencies. Temporary work becomes increasingly significant due to the human resource adjustment to the market economy of multinational companies. As a result, trade unions need to convince and assist companies in having good practices at first by signing global framework agreements to promote decent work and respect workers' rights. In summary, there are areas of cooperation among the social partners (government, trade unions and employers) namely mechanism of social dialogue, labour migration, mutual recognition agreements and temporary work agencies. Trust and credibility must be built first before the results can be achieved.

On the employers' side, the main concern is to enhance competitiveness through increase productivity because ASEAN can no longer compete on low labour costs alone. To make the region competitive, employers must raise workers' productivity, cut costs across the production value chain and thereby boost demand, FDI, and exports. ASEAN's productivity challenge must be tackled through national reforms and regional integration. In the case of Malaysia, the policy of investing on human resource development is necessary to improve productivity, efficiency and performance of workers. The key proposals are:

- Skills certification and recognition nationally and then regionally
- Review and improvement in labour laws to meet the needs of the economy
- Tripartite partnership e.g. ILO consultation process prior to ALMM/SLOM
- Informal sector to be recognized

On the note from the ASEAN Socio-Cultural Community (ASCC), the strategic blueprint of ASCC promotes decent work because labour is the cross cutting issue in the ASCC.

The discussion extends further to several notes:

- Migrant workers: the issue is not new and the contribution of migrant workers to the economy is significant but the legal framework remains bi-partite. The ASEAN instrument is one of the first initiatives to collectively address the issue among the 10 countries and the process is still on-going. There are differences in the bilateral and multilateral approach. The former is simpler and more efficient.
- Mechanism of community engagement. There are some constraints:
  - Representativeness and Legitimacy of Stakeholders
  - TORs for GO/NGO Forum established
  - Increase bi-/tri-partite dialogue at the national level (MFA and CPRs)
- Role/ Function of EC and ASEC: ASEC has limited mandate and is mainly a secretariat serving the member states. Secretary General has no mandate to speak on behalf of ASEAN. But the Chair of ASEAN has more flexibility in making initiatives. ASEAN Secretariat could assist the initiatives of the ASEAN Chair.
- Consensus: was adopted as a principle by the leaders in ASEAN. It can cause deadlock in making decision but ASEAN is not ready to change this approach. Hence, the minus X factor facilitates the development with different stages in ASEAN. Consensus also applies in political and security issues.
- Social dialogue: can start at the national level first and the decisions then to be disseminate to stakeholders in other respective countries. Social partners are encouraged to be active in the national dialogue process. In practice, the effectiveness of open dialogues is in question.

**Presentation on ASEAN labor administration: A Comparative Study on Labour Legislation and Practices in ASEAN Countries**

*Guest Speakers*

- **Mr. Dang Duc San**, Deputy Director Legal Department, MOLISA

*Moderator*

- **Mr. Nguyen Kim Phuong**, Deputy Director, International Cooperation Department, MOLISA

The comparative study is useful as the reference for the ASEAN labour administrators, workers and employers and legal advisors, especially for CLMV countries in the effort to narrow the legal development gap with more advanced ones. The focus of the study includes:

- Employment contracts
- The regulation of fixed-term contracts;
- The regulation on temporary work
- Valid reasons, procedures and for individual termination of employment by the employer; and
- Procedures and compensation for collective dismissal.
- Labour inspection (functions, power and structure)

The comparison is made based on ILO conventions. The challenge is due to the diversity of labour laws system in the 10 countries and the limited availability of English documents. The recommendation is to have a national consultant for each of the ASEAN countries to do the technical work to provide understanding of the labour laws.

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## **RECOMMENDATIONS**

Recognizing that social dialogue and tripartism have been identified as key priorities in the area of labour and human resource development in ASEAN, the Regional Social Dialogue for Growth, Employment and Sound Industrial Relations was therefore jointly initiated and organized by the Ministry of Labour, Invalids and Social Affairs (MOLISA) Vietnam and the ASEAN Services Trade Unions Council (ASETUC) with the support of the Friedrich Ebert Stiftung (FES) Germany and in collaboration with the Vietnam General Confederation of Labour (VGCL), Vietnam Chambers of Commerce and Industry (VCCI) and the Asian Pacific regional organizations of Building and Woodworkers International (BWI), Public Services International (PSI) and UNI Global Union. Over seventy five participants representing the social partners from the ten ASEAN member countries, including the ASEAN Secretariat, European Commission and social partners, Japan and the FES Germany, BWI, PSI and UNI participated in the Dialogue in Ha Noi, Viet Nam from 31 March – 1 April 2010.

The participants discussed the involvement of the social partners in the EU and exchanged experience and good practices in social dialogue in various ASEAN countries as well as in Japan. They also shared and exchanged experiences on responses to the challenges posed by the trends in the employment of temporary workers and the migration of workers.

The participants recognised that the most effective way to deal with the various challenges and to strengthen the competitiveness of ASEAN, in a socially sustainable way, is to further increase productivity and promote decent work and enhance quality in working life including health and safety in the workplace. This will require a better balance between flexibility and security in employment, promotion of lifelong learning, better balance between family and working life, building of mutual trust among social partners through active participation and promoting the social integration of vulnerable groups including women and young workers as well as migrant workers and their families. To this end, the social partners must work in partnership based on effective and fair human resources management approaches and practices in an economically feasible manner for all stakeholders in each relevant sector - motivated by the shared vision of the social partners, through a process of participatory, sincere and transparent social dialogue.

The participants agreed that ASEAN should promote social dialogue particularly trade unions and employers representatives in the ASEAN decision-making process and in regional integration. Constructive and serious social dialogue will facilitate social cohesion and reinforce social partnership and people's solidarity for the building of an ASEAN community.

Recognising the need for further actions at both the national and the regional levels to deal with the various challenges and facilitate social dialogue for growth, employment and sound industrial relations, the participants agree to adopt the following recommendations for consideration by the governments of the ASEAN member countries.

1. *To promote and institutionalize consultation and social dialogue including sectoral social dialogue among the social partners at the national and ASEAN levels.*
2. *To facilitate and encourage the trade unions and employers' organizations at the ASEAN level to develop practical mechanism to deal with common challenges and implement joint strategic programmes to advance common interests and contribute to economic and social integration.*
3. *To facilitate dialogue at the national and ASEAN levels to deal with the challenges posed by the trend temporary workers and migrant workers.*

4. *To develop and implement, in close consultation with the tripartite social partners, effective policies and programmes to promote partnership industrial relations, increased productivity, quality jobs and decent work.*
5. *To facilitate and encourage further sharing of experiences of best practices in labour management relations and social dialogue at the ASEAN level among the social partners to facilitate their contributions to the social and economic integration process.*
6. *To further seek possible co-operation with the EU and other interested ASEAN dialogue partners in the development of social dialogue for growth, employment and sound industrial relations in the services sectors.*
7. *To consider incorporating these recommendations into national labour programmes and the ASEAN Labour Ministers' Work Programme, the ASEAN/ILO/Japan Industrial Relations Program and the ASEAN Japan HRD Collaboration.*

The participants express their thank to the FES Germany for their comprehensive support and the ASETUC and the three global unions – BWI, PSI and UNI for their technical support and look forward to their continuing support and co-operation. The participants also express their gratitude to the MOLISA Vietnam for hosting the event and extending warm hospitality to them.

The participants seek the co-operation of MOLISA Vietnam to submit these recommendations to the 21<sup>st</sup> ASEAN Labour Ministerial Meeting to be held in Hanoi on the 20<sup>th</sup> May 2010.

