

DECP Annual report 2018

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Preface by the chairman

Exploring new boundaries



The Dutch economy is developing well. International trade plays a central role in this; export and foreign investments have been important drivers for our growth in recent years. Yet we must look further and – literally

and figuratively speaking – explore new boundaries. Economic growth is taking place more and more outside Europe and outside the advanced economies. If we want to ensure our future prosperity, Dutch entrepreneurs will have to look beyond traditional markets and explore new, developing markets. Did you know that growth in developing countries last year was 4.4%, compared to 2.2% in the advanced economies? That picture will only become clearer in the coming years. The fastest growing economies of the future can be found in the developing countries!

It is in the interest of the Netherlands to respond well to this development with professional trade promotion. With initiatives such as NLinBusiness and Invest-NL, we are putting everything in place for this. An important part of the professional approach is also the continuous improvement of the business climate in developing countries. That is what DECP is committed to by strengthening employers' organisations in these countries. We believe in the power of employers' organisations to influence social-economic policy and to improve the business climate; strong employers' organisations contribute to a strong economy.

An attractive business climate in developing countries is important for Dutch exporters and investors. But of course it is also of major importance for the countries themselves. Generating more economic activity and jobs, purchasing power for the people and tax revenues for the government is the appropriate route to wellbeing and prosperity. Moreover, growth and jobs in developing countries reduce the pressure on labour

migration because people feel less need to build a better life elsewhere.

Private sector development is playing an increasingly important role in Dutch development cooperation policy. In the past year, the government set out the development cooperation policy in the memorandum "Investing in global prospects". This memorandum stresses the importance of improving the business climate to offer entrepreneurs growth opportunities and enable them to create jobs. The activities of DECP fit in seamlessly with this. Knowledge sharing and promotion of high-quality entrepreneurship, as well as conducting a constructive social dialogue between employers and employees, lay the foundation for a sound business climate, also in new areas such as skills development. Our partner organisations are eager to work on that, as I experienced myself last year in a consultation with our Latin American partners on the future of work. 2018 was an important year for DECP, the year in which the new five-year programme period started. Central to this are the capacity building of employers' organisations and – together with Mondiaal FNV and CNV Internationaal – the strengthening of social dialogue in developing countries. But a third pillar has also been introduced: "connecting". In the years to come, DECP wants to use its position as a trusted partner with the employers' organisations to improve the position of Dutch businesses in the partner countries. In my opinion there is a new win-win!

Along these lines, DECP is going to explore new boundaries in the coming years. We will do that with a new director, as Paul Witte retired at the end of last year. I would like to thank Paul for his enormous effort in further professionalising DECP and leaving the programme in good shape with promising perspectives for the future!

Hans de Boer
Chairman DECP

Introduction

For DECP and its partners, 2018 can be regarded as a year of major changes, on the one hand to guarantee future successes and of acceleration of on-going processes on the other hand. 2018 was the first year of a five-year programme period that was developed according to the theory of change. Roughly defined, a theory of change (TOC) describes what you do, why and how you do it, and what you expect to achieve. This methodology helps DECP and its partners define a starting point at a certain moment, set goals and choose activities that push the organisation forward in terms of results, outcome, and sustainable impact. One of the tools to guide this process is the Longlist of Key Performance Indicators (KPIs). In cooperation with the main stakeholders – the Dutch Ministry of Foreign Affairs (department for sustainable economic development) and APEX organisation VNO-NCW – DECP set up an extended survey to describe the current performance on several indicators on a scale of 1 to 4. Nearly all employers' organisations DECP is cooperating with have been mapped during 2018, providing for a base assessment. This allows both DECP and the employers' organisations to set goals and focus for the next years. During this five-year period, country managers will use the Longlist of KPIs to monitor progress, to reset objectives if necessary and, at the end of the programme period, to report on the impact of the cooperation.

'DECP partner organisations contributed to Manila Declaration on skills development'

Improving the business climate, growth of the private sector and employability still remain the main drivers of DECP. However, this can only be achieved through the ever on-going efforts of strong and successful employers' organisations. Therefore, DECP continued to offer cross-cutting workshops that allow board and

staff members of employers' organisations to exchange knowledge and experiences and to gain new insights and inspiration on how to face certain challenges. Often, a cross-cutting workshop is followed up by country-specific discussions and problem solving. Social dialogue, capacity building, skills development, communication, and lobbying and advocacy are still major issues that are approached in this way. Partnerships like ACE (ASEAN Confederation of Employers), SAFE (South Asian Forum of Employers) and FOPAO (Fédération des Organisations Patronales de l'Afrique de l'Ouest) turn out to be strong platforms for cross-cutting activities and to guarantee feedback loops over time. The employers' organisations of ten countries – four of which are supported by DECP – cooperating in ACE participated in a cross-cutting workshop on skills development in December 2017. This was a building block in the Manila Declaration on skills development on 20 April 2018.

'Partnerships turn out to be strong platforms'

As a relatively small organisation, DECP underlines the importance of working together with other organisations. Cooperation with the Dutch trade unions CNV Internationaal and Mondiaal FNV turned out to be very successful in Peru, Indonesia and Vietnam, amongst other examples. Strategic cooperation with ITC-ILO, the training centre of ILO, has led to the implementation of a strong EBMO (Employers' Business Member Organisations) training course. Together with some likeminded Scandinavian organisations, agendas are shared to determine whether and how we can work together to accelerate and scale up several processes. As far as connecting the needs of partner organisations and their members to Dutch expertise is concerned, DECP is constantly engaging with the PUM organisation (Netherlands Senior Experts), NLinBusiness and Dutch representatives



SAFE, February 2018. Building the future literally

such as ambassadors in partner countries. In 2018 the first steps have been taken to map the availability of knowledge and specialised machinery in the Netherlands with regard to food processing. Industrialising certain chains of food processing might offer a solution for assuring the sustainable production of food for the fast-growing population of urban areas.

'Cooperation in West Africa intensified'

In 2018, DECP met with representatives of some new countries with which cooperation seems obvious like Nepal and Colombia. Intensive cooperation with several West African countries including Burkina Faso, Ivory Coast, Benin and Togo was agreed upon with regard to the whole spectrum of DECP expertise. Some studies were conducted which have enhanced the DECP expertise, such as how to use social media as

complementary means of communication besides websites and newspapers in areas where internet penetration is relatively low. This study revealed some interesting insights and was shared with a lot of partners. This opens the door to the slogan "Share your accomplishments!" because visibility – and consequently communication – is the backbone for employers' organisations. And, last but not least, 2018 was the last year for Paul Witte as director of the organisation. He retired in December. DECP is grateful for his efforts and energy over the past years in developing the organisation and wishes him the best of luck with his retirement.

'Visibility and communication'

All in all, 2018 was a year of change and acceleration. A solid fundament has been created to build strong and powerful constructions!

“Truly listen to one another”

Mister Henk van Beers is an expert on labour law relations at the Dutch trade union CNV. He works part-time for CNV Internationaal and has been involved in developing social dialogue in Indonesia since 2012. Since 2017, he has worked together with DECP's trainers and country managers.

Meeting with Henk van Beers is more than just conducting an interview. One can feel the passion and fighting spirit as soon as he starts to talk about human rights, decent work and wages. At the same time, he is a convinced advocate of constructive social dialogue. This entails dialogue and cooperation between organisations and government, but more importantly dialogue and cooperation between people. As Henk van Beers says: “If we truly listen to one another, we will hear things that demand us to shift our own perception.”

‘DECP and CNV Internationaal get along well with each other’

Henk van Beers met with some DECP experts about a year and a half ago. DECP was working in Indonesia with employers' organisation APINDO and CNV Internationaal with trade union KSBSI. Henk van Beers: “We immediately felt that we could do something together to support our partners. Both APINDO and KSBSI expressed their wish to start a social dialogue. In a vast country like Indonesia, it is necessary to work in different chapters. That is why we decided to start a training process in five regions. In 2018 followed up in a joint training-of-trainers process on national level and practised in the five different regions. We experienced that talking to each other is easy, but wanting and trying to understand each other is something else.”

“In the Netherlands we are used to listening and working together. This mentality is embedded in our culture. It has been a strong signal to our partners that DECP – which represents employers – and CNV Internationaal – which represents employees – get



Henk van Beers (left) with the consul of the Netherlands in Medan and Dirk Jooze (DECP): ‘creating sustainable changes by working together’

along well with each other. Although we might not always share the same opinion, we are able to give something to each other. Training people in negotiation skills has been an effective tool in transferring this message. Now the challenge for the trainers is to continue the process in each of the chapters, and to continue working together like they have during our mutual training sessions. After all, the people themselves have to initiate changes and make things work.”

‘The people themselves have to initiate changes’

How does he see the future of Indonesia vis-à-vis other countries in Asia? “Things are changing rapidly. In countries where wages are extremely low, e.g. in Bangladesh, companies will not invest in advanced machinery to do the work. But when the economy grows, as is the case in Indonesia and larger parts of Asia, investments are made in mechanisation and digitisation and employees must be prepared to stay employable. At the same time, productivity must increase in order to stay ahead. Just look at what China has achieved over the last decades. Millions of people managed to escape from the poverty threshold. The Indonesians can make this happen as well. But not just like that. It requires cooperation between people, which starts with trusting each other and wanting to listen to each other.”

Visibility. “Share your accomplishments!”

In general, employers' organisations are modest with regard to expressing their achievements. After all, their purpose is to represent and serve their members. And one of the principles of lobbying is that as long as you realise the result, the other party may take the credit. On the other hand, if employers' organisations cannot make it clear what they do and achieve, members and future members might not be able to understand what the real added value of membership is. Thus, “be good at what you do and let others know about it” might be an appropriate communication policy of employers' organisations. Of course, it is even better if you can get others to promote you instead. Proven facts and results are the best carriers of strong messages. A few years ago, the Moldovan employers' organisation CNPM celebrated its 20th anniversary. For this occasion, the management decided to list 20 achievements they could look back on and which were perceived by members as such. To their own surprise it was easy to list at least thirty or forty results of their efforts that members benefitted from. This proved that they have something to offer to companies and economic sectors.

‘Turning the employers’ organisation into a brand’

But just listing achievements is not enough. What is your message? To whom do you want to send it and how? These are all questions which are part of a membership and communication strategy. As a link between members and stakeholders like government and trade unions, employers' associations should clearly define and express what their message is. A well-functioning CRM system is pivotal to communicating easily with members and other stakeholders. Using a mix of communication methods guarantees that the message reaches those who should know. Up-to-date websites, an attractive newsletter which is published regularly, completed with a well-thought-out social media strategy are crucial conditions to turn the name of the employers' organisation into a real brand. Communication is not just about... communication.

The origin of the verb ‘to communicate’ is the Latin verb ‘communicare’ which means ‘telling in order to share’. Employers' organisations communicate in order to achieve a common goal. Lobbying and advocacy strategies are long-term communication strategies towards decision makers in order to influence policy. The better the message is defined, and the stronger the voice of the employers' organisation is, the better the chances of common successes.

‘Telling in order to share’

In order to share ideas on policy influencing concepts, methods, tools and practices, DECP conducted a cross-cutting training in Nairobi, Kenya, in September. Twenty-one staff and board members of seven employers' organisations were intensively trained. The professional situation of the participants was closely linked to the training topic. Most participants were, as senior staff members, directly involved in lobbying and policy or communication. Some countries also delegated a board member of high level function in the private sector who is directly involved in supervising the lobbying of the employers' organisation. This interesting mix resulted in an effective intake of the main lessons of the workshop at the organisational level. In other words, the participants shared practices and (new) ideas.

The participants of the training agreed that the formats of business agendas are one of the most important tools of a business members' organisation. These make it clear what should be done to improve a business climate. But the real challenge is how to bring the content of these business agenda's to life for the target groups they want to communicate with. Graphs, pictures and colours often tell more than a thousand words. Should our communication attitude be modest? No! “Share your accomplishments!”



DECP and ITC-ILO cooperate in developing and conducting strong Membership Management training course

In many cases, employers' organisations do not have, or do not appropriately use, marketing tools. In some cases, they are not aware of the needs and the benefits of developing a proper and professional membership strategy. This requires strong reflection and relevant actions on the key elements composing the membership cycle: awareness, recruitment, engagement, renewal, and reinstatement.

To support partner organisations with their membership strategy, a Membership Management training course has been developed by the Programme for Employers' Activities of the ITC-ILO in collaboration with DECP. The training course focuses exactly on these aspects, with a lot of hands on examples and exchange of good practices.

Training course with 9 East Asian EOs: 'Developing a proper and professional membership strategy'

Indeed, starting from an overview on the membership concepts and the data sets which are essential to contact and monitor members, the course aims at helping employers' organisations better define the target market, the value(s) to be delivered to members, the activities and resources to meet members' expectations and reaching out to new members. The course also supports EBMOs (Employers' Business Member Organisations) in establishing a number of Key Performance Indicators (KPIs) to set membership targets and monitor progress.

In December 2017, the first training on this topic was held in Nairobi for five EBMOs in the East African region and for GEA Ghana. In August 2018, the training was given in Spanish in Costa Rica for Central and South American employers' organisations. DECP

supported the participation of two staff members of SNI in Peru. The participants expressed that this training helped them a lot to improve their job and that they, in turn, trained other staff members at their EBMO and started with the implementation of a new membership recruitment and retention strategy.

And in November 2018, an edition of this course was organised in cooperation with the Asean Confederation of Employers (ACE). High-level employers' organisations' staff members from nine East Asian countries met in Myanmar for a short week, to discuss, exchange, learn and work on improving their membership strategies. The obvious expected outcome is to increase the loyalty and retention of existing members and to enhance the attractiveness of their organisations to new members. In many of these countries, the employers' organisations are well respected and known voices of business. However, an increase in membership and a broader adhesion, also



Myanmar: Working together for almost a week, sharing experiences and new ideas

of certain under-represented segments of the economy, such as SMEs and the informal economy, are key factors for employers' organisations to gain an even larger role.

'Added value for recruitment and retention'

The participants agreed that large membership is the result of well-functioning EBMOs, providing for high-quality services for members and exerting strong policy influence. However, having a marketing-oriented membership strategy, in which a customer/company-oriented approach is central, is certainly an additional key element to achieve wide membership. Employers' organisations hence need to have the capacities, tools and strategies to properly administer, retain, expand and involve members.

Andean countries meet with DECP Chairman Hans de Boer



"Make sure you keep an eye on the concerns of your employees." That was the message from Hans de Boer – chairman of VNO-NCW and DECP – to his South American colleagues in Bogotá, Colombia. De Boer was in Bogotá at the end of November, accompanying a trade mission of more than one hundred companies, led by the Dutch Prime Minister Rutte.

Latin American employers discussed the future of work with DECP chairman Hans de Boer. The directors and board members of the employers' organisations from Bolivia, Peru and Colombia came to Bogotá for a workshop on working conditions and absenteeism, organised by DECP and ANDI, the Asociación Nacional de Empresarios de Colombia. "People are worried about the consequences of internationalisation and robotization for their work and income", said De Boer. "Only by taking these concerns seriously will it be possible to set up a social dialogue and make agreements with trade unions. Concern for employees and their possible problems is also essential to reduce absenteeism", emphasized De Boer.

Labour Foundation realised in Peru

Apart from this special visit of the DECP Chairman, the goal of the two-day meeting for the Bolivian, Peruvian, and Colombian employers was to get to know each other, but above all to exchange knowledge and experience. For additional substantive input, DECP had also flown in a Dutch expert on working conditions and absenteeism. It was the first time that employers' organisations from these Andean countries met in such a setting.

The DECP meeting is part of a broader programme to explore the possibilities of bipartite social dialogue – between employers and trade unions – in several South American countries. In Peru and Colombia, DECP collaborates with Mondiaal FNV, in Bolivia with CNV Internationaal. In Peru, this led to the establishment of a local variant of the Labour Foundation

(Asociación para el Trabajo) in June 2018. In Bolivia, important steps were taken this year especially in the regions of Santa Cruz and Cochabamba.

During the meeting a number of concrete projects in the field of working conditions and absenteeism were presented. For example, the employers' federation in Santa Cruz, Bolivia, together with the regional union, has established a Council for Safety and Health at Work. The Peruvian Sociedad Nacional de Industrias (SNI) is working on a project to transform the labour inspectorate from a body of lawyers who hand out penalties into an organisation of doctors and economists who help SMEs create good working conditions. ANDI has done extensive research into sickness absence among a thousand employers in Colombia. The results of the research are now being used to give politicians, the judiciary and other stakeholders insight into the harmful consequences for employers of the very detailed laws and regulations in this area.



Peru: Representatives of trade union CGTP and employers' organisation SNI establish the Labour Foundation

DECP research on the use of social media in four continents

Social media is an important, promising and inexpensive supplement to the traditional communication of employers' organisations. However, according to research done by DECP focussing on employers' organisations divided over four continents, an extensive strategy is often missing in order to fully utilize the possibilities of social media.



Communication is a core activity of employers' organisations. Communication is needed in order to share the activities and results of the organisations with already existing and future members, as well as to convince stakeholders of their viewpoints. Social media can be a useful supplement to the already existing communication tools, such as newsletters, websites, e-mails, conferences and meetings. After all, social media is not expensive to use, little manpower is needed and it has a wide outreach. In order to figure out how the partner organisations make use of social media and whether there is a need for DECP support in this area, DECP hired a post-graduate student to conduct research on this topic. The research project first looked at West European employers' organisations and other interest groups, and then focused on the employers' organisations in the partner countries.

'Target groups of employers' organisations have good access to social media'

Based on desk research and both research phases, the following conclusions were drawn: social media is an important, meaningful and inexpensive supplement to the communication possibilities of employers' organisations. These possibilities can be optimally utilized by developing an explicit strategy. Many partner orga-

nisations do not have such an explicit and concrete social media strategy. This means there are still many opportunities to make better and more extensive use of social media. Even though certain countries have a relatively low internet and social media penetration rate, it is plausible that target groups of the employers' organisations (entrepreneurs, politicians and policymakers) do have good access to social media. Optimal use of social media requires adjustment of the organisational culture, in particular with regard to the hierarchy. Social media has a democratising effect, as all employees can communicate with each other online without the involvement of an intermediary. Long decision-making procedures are not suitable due to the speed of the internet. This requires a clear policy with regard to responsibilities for (communication) employees.

'Commitment of top management is crucial'

In addition to the traditional means of communication, social media can be deployed more and also more effectively than is currently the case. The most decisive condition for effective use of social media is convincing the top management of the opportunities it presents. Only if the top management is committed can effective implementation be started. Training sessions can be part of this process. Based on a professional strategic communication plan, organisations can take full advantage of these opportunities by having (a number of) employees regularly distribute relevant messages via social media. Currently, DECP is working on guidelines that will be applicable for all consultants. From this standard, customised advice can be derived.



Eline Jansen conducted the research: "It was an enriching experience for me to conduct this kind of research. It made me understand more about the world we are all part of"

Bridging the gap between vocational education and labour market needs

Getting prepared for labour market needs and staying employable

Skills development is a major issue in a lot of emerging countries. Growing companies need people with modern skills. Quite often there seems to be a gap of skills or a skills mismatch. New entrants don't meet the expectations of employers. Employees don't manage to keep up with 21st century developments. The reflex of employers can be to complain about the public educational system or about the government. But taking action and doing something seems to be more effective. Employers can contribute to bridging the gap.

'Cross-cutting workshops for 18 countries'

First, of course, an analysis should be made with regard to the extent of this gap. What competencies are needed to bridge it? Competencies involve knowledge, skills and attitude. Once we know which competencies are needed, do we choose to fill in the gap our-

selves, for example by training new entrants in-company, or do we start a dialogue with representatives of schools and government?

The answer to that is not easy to determine. It depends on a number of aspects. But one thing is sure: doing nothing is not an option. That is why, in 2018, DECP continued to conduct cross-cutting workshops on this subject. In Manila (the Philippines), Abidjan (Ivory Coast) and Nairobi (Kenya) in total around 60 representatives of 18 countries got their heads together on this challenging issue. Country-specific workshops were conducted in Mongolia, Indonesia and the Philippines. This led to the development of methods that can be used to analyse and define the skills gap and a complete action list which might formulate answers. A particular issue that has been unfolded is how to organise internships and apprenticeships in such a way that they highly contribute to the learning process.



Students and teacher of the 'Centre de Formation aux Métiers de l'Industrie' in Lomé, Togo



The 10 ACE countries signed the Manila Declaration on skills development on 20 April

In Indonesia the slogan of the workshop has been: 'Let's take action'. Recently, in Ivory Coast the slogan was more or less the same: 'Il faut qu'on fasse quelque chose!'. Whatever employers can do themselves, in the end teaching is not their core business. Therefore, dialogue and negotiation with representatives of schools and government will always be part of the job of employers' organisations. But lobbying and advocacy are much more powerful if employers share an effective approach, even on a small scale, and show – also to government – that they can make things happen.

'School created by 15 Togolese companies'

This was done in Lomé, the capital of Togo in West Africa. With the support of the employers' organisation CNPT, about 15 companies created a school and made 10 experts available as teachers. These companies engage every year 75 new entrants and give them additional practical training on issues like welding,

mechanics, electronics, cooling and diesel engines. After a period of nine months, a part of them is employed by the companies. The others find a job more easily in other companies in the region. In addition, the school is a place where employees can go to receive some extra training. This process is known as lifelong learning.

Employers' organisations that take the lead to get the engine started will face a lot of obstacles. But in the end, everybody will benefit. Schools will be able to offer better curricula and might take advantage of cooperation with companies by using modern equipment. Companies will have fewer problems in recruiting employees who have the right competencies. Governments can look forward to economic perspective. And last but not least, young people benefit from better education. They might find jobs more easily, stay employable or develop entrepreneurship which turns them into the architects of their countries' future.

40 years of negotiation skills training according to the Dutch method

For many years DECP has been training partner organisations in the field of negotiation skills according to the Harvard method. What exactly is the Harvard method and how has this training been developed in 'the Dutch way' since it was introduced? Together with AWWN advisor Lars Doyer and DECP expert Dirk Jooisse, we look back on the value of different aspects of this popular DECP training.



Dirk Jooisse and Lars Doyer published a guide called 'the art of negotiation'. It has even been translated into Bahasa, the official language in Indonesia, to facilitate train-the-trainer workshops.

The history of the negotiation training offered by DECP in Vietnam, Peru and Indonesia goes way back. At the beginning of the 1980s, the Dutch employers' association AWWN started with these trainings, based on the so-called Harvard method. The relationship-oriented bargaining turned out to be successful in all countries, regardless of culture. In 1981 the book *Getting to Yes* was published, in which Harvard professors Roger Fisher and William Ury present five rules of thumb to negotiate more effectively. By paying more attention to the relationship between the negotiators and their interests and by broadening the 'cake' that is being negotiated,

you will come to win-win situations. This requires an open attitude from the negotiator regarding his interests and those of others.

At the same time, in the Netherlands the character of the collective bargaining negotiations changed. Until that time there was a guided wage policy: many agreements were determined centrally. But in 1982 employers and trade unions agreed on measures to come out

of the severe economic crisis. Trade unions would moderate wage demands in exchange for shorter working hours, which would enable the creation of jobs for the younger generation. These agreements had to be worked out in the regions and sectors, not on the central level. That meant that the collective labour negotiations suddenly became far more complex.

'Relationship-oriented bargaining'

The Dutch employers' organisation AWWN saw that the Harvard method offered possibilities to conduct collective bargaining differently. "A relationship-oriented negotiation method in which you are open about your intentions and interests is ideal for negotiating labour relations", says senior AWWN advisor Lars Doyer. "You meet trade unions – or at least your employees – again and again; you must continue with them. Negotiation results that are satisfactory to all parties are therefore of great importance." An AWWN team developed a course based on the Harvard philosophy, which was offered to the members. "The adage to open everything up was not only revolutionary for many members, but also for AWWN colleagues who were used to always keeping their cards covered", says Dirk Jooisse, one of the members of the AWWN team that developed the method and nowadays is a trainer for DECP. "Initially we organised open training courses, and later also in-company training for negotiating delegations from branches and companies."

'Opportunities to enlarge the cake'

"The Harvard principles are now frequently applied in collective bargaining", says Doyer. "The focus is on the subject, not on the person. Nowadays, negotiators think in terms of interests. They also see more opportunities to involve more subjects in the negotiations

and thus enlarge 'the cake'."

Over the years, the AWWN method has been developed further. An important innovation concerns the attention for negotiation styles. These styles can vary per person, but also per situation. If you are able to recognize this well, you can negotiate more effectively. At the end of the 1990s, Jooisse followed a number of training courses at Harvard. "It struck me that the Americans are mainly focused on structure and mapping interests. In the Netherlands, we also look more at the relationship and the feeling."

'Strong internationalisation'

Meanwhile, the context has changed. For example, the business world is highly internationalised; many companies in the Netherlands are a branch of an American, Japanese or Chinese company, so cultural differences play a role. Doyer: "Anglo-Saxon companies are accustomed to real fighters on the trade union side. They have to get used to the idea that in the Netherlands employers consider co-creation with trade unions."

Yet, the principles of AWWN's negotiation skills training have universal validity, Jooisse has noticed. In the 1990s he went to the former Eastern Bloc for the ILO. For DECP, Jooisse now trains employers' organisations in countries in Asia, Africa and Latin America. Recently he has been to Peru and Indonesia. There he trained not only employers, but also people from the trade union.

The training appears to be working in all those countries. Jooisse: "Cultural differences are sometimes put forward as an excuse, but as soon as you get deeper into people, you notice that we do not differ much from each other. Everyone in all countries wants attention and respect. Nobody likes to be ignored."

Facts, figures and people

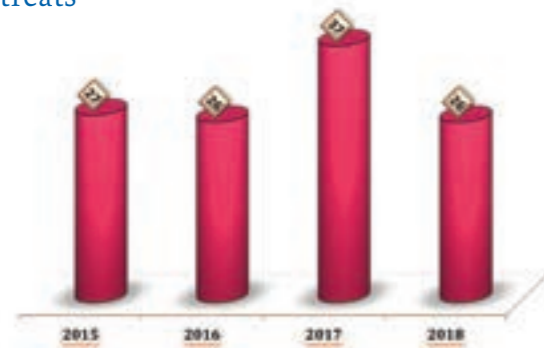
DECP is active in five regions: East Africa, West Africa, Latin America, Central Asia and South East Asia. Most of these regions consist of three to five neighbouring countries. DECP is active in cross-cutting activities, in which it brings the employers' organisations of these countries together. Cross-cutting workshops have proven to be effective at letting participants get to know each other and exchange knowledge and experiences. Follow-up is in most cases country specific and depends on the specific needs expressed by the partner organisation. Even neighbouring countries can be very different from each other. Size, sectors, demography, and being landlocked or not are all factors that can determine the kind of support they ask for. For that reason, DECP maintains its wide range of high-level support and even strives to expand its fields of expertise in cooperation with likeminded organisations and universities. As usual, some facts and figures are presented. But they only come to life when people present them in their own voice. What has been their experience with DECP? What are their concerns? What are their dreams and ambitions? That is why we mix the tables with the stories of our friends and partners. Facts, figures and people together will complete the image.

About advisory missions and workshops

Compared with 2018, in 2017 DECP conducted more workshops in which over 1200 people participated. The large numbers of workshops and participants were partly due to the fact that it was uncertain whether the DECP programme would be approved for the next period (2018-2022). In retrospect, there was no reason to doubt this because, as most people know, DECP got the green light from the Ministry of Foreign Affairs to continue the programme and was even stimulated to scale up in certain regions, such as West Africa.

Therefore, in 2018 existing programmes could be continued and new activities were conceived. Starting up new programmes always takes some time but, in the second half of the year, they were speeded up. Programmes on social dialogue, negotiation, lobbying and advocacy and membership management mostly consist of a series of activities, such as a workshop or training combined with an advisory mission. And the programmes don't stop at the end of the year. For that reason, DECP now is in a flow and the number of people participating in DECP activities is growing continuously.

Trainings, Workshops and Board retreats



By coincidence, the number of cross-cutting workshops has been the same as the number of country-specific workshops; there were 13 of each. A total of 769 people participated, of whom 331 were women. Participants of the conferences and board retreats organised by the partner organisations themselves are included in this number.

Participants in trainings, workshops and conferences



One can state that advisory missions are the core business of DECP experts and country managers. After all, effective workshops and training sessions are strong building blocks in development programmes. Consequently, partners have asked for guidance in following up processes to the next level. Concrete membership management activities, the development of a communication strategy and means, and establishing the Labour Foundation all require step-by-step coaching. In this report, we describe some of the results of these activities.

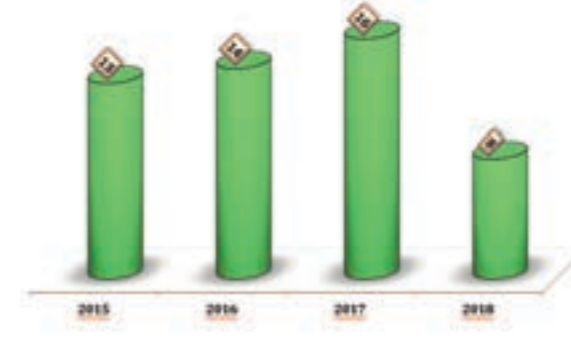
Advisory Missions



DECP conferences and financial support

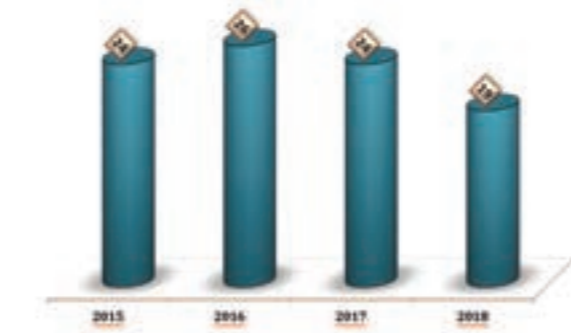
DECP country managers participated in only eight conferences organised by partner organisations. In most cases, the conference was about social dialogue. This is not surprising because once a process of social dialogue reaches a certain level of awareness among different groups of stakeholders, they all have their input in defining the next steps. In-depth discussions are needed to agree on major decisions concerning issues such as labour market policy, collective bargaining agreements, taxes and strengthening the business climate in general. A strong business member organisation constantly looks for ways to create win-win situations with trade unions and the government and therefore contribute to economic growth.

Conferences



In 2018 DECP financially supported 19 projects. These projects varied considerably. The handbook 'The art of negotiating' – created by DECP and AWWN – has been translated into Bahasa, the official language of Indonesia, in order to support a training-of-trainers process. Labour market research in Kenya has been conducted with support of DECP to analyse the major skill gap between the competencies of new entrants and companies' needs. In Malawi, additional capacity for the employers' organisation to hire two interns was made possible with the help of DECP and in Pakistan the publication of EFP's Business Agenda and Economic Vision was co-financed. This is a wide range of activities. DECP country managers consider case by case the balance between spending and return on investment. It can be concluded that each and every cent was worth it. That is why the range of services DECP provides to its partners will be continued.

Finance Projects



CRM as an information and communication backbone: the Zambian experience

Together with the international training centre of ILO (ITC-ILO), DECP promotes the implementation of the customer relationship management (CRM) system. One of the early adopters is Mr. Pondani Phiri, who is working at the Information Technology and Membership Compliance department at the Zambia Federation of Employers (ZFE). After a few years of cooperation, DECP wanted to hear his story.

1. *How and when did you get acquainted with the CRM system?*
In 2014, ZFE was invited by ITC-ILO to participate in the CRM master user training and I was nominated to attend this program in Turin, Italy. The program was highly intensive and practical. However, I had a head start understanding the CRM because I was coming from a background of system administration of hybrid accounting systems.
2. *What, according to you, is the added value of CRM for employers' organisations?*
Having successfully implemented the CRM at ZFE in 2014, the ITC-ILO/ACTEMP have since 2015 engaged me to conduct CRM training and support in other employers' organisations in Botswana, Swaziland, South Africa Namibia, Tanzania, Ghana, Nigeria, Uganda and Rwanda. All these employers' organisations that I have trained are now successfully using the CRM system. Others may face a few challenges due to the fact that some of the staff members who were trained to use the system have since left the organisation and the new staff may need to be retrained again. In conclusion, I will say the CRM is a very powerful tool which each and every employers' organisation must have to effectively serve their members professionally and effectively.

3. *What are the obstacles to overcome in order to get the most out of it?*

There are quite a number of obstacles to overcome if you want to successfully implement it, the common ones being:

- **The ICT infrastructure-** This was the greatest obstacle for most employers' organisations, especially in the initial installation of the CRM. DECP supported ZFE, allowing the organisation to procure a server and install fibre optic internet, because at that time the CRM was not in the cloud. Fortunately, now the CRM is in the cloud and all you need is to have a good internet connection and it can be accessed anywhere, from a laptop, mobile phone or desktop.
 - **Staff attitude-** The attitude of the secretariat staff towards change can be a great obstacle. People are always resistant to change and they would rather stick to older methods of doing things. At ZFE for instance, people wanted to revert to the old database which was in Microsoft Access and Excel and they were avoiding the CRM. What I did was hide the old database so that the only option was to use the CRM, and it worked!
 - **Top management-** The top managers should inspire juniors to use the system. Where you have managers who are not willing to use the system, they will definitely pose a great obstacle.
 - **Limited data-** To get the best out of the CRM, it must be enriched with sufficient membership data so that the system is more informative (e.g. membership data). The CRM should have information on the CEOs, Finance Managers, HR Managers and PR Managers as is the case for ZFE.
4. *What can you and/or the staff of employers' organisations do to guide the implementation process?*
The implementation process of the CRM is a very crucial stage because it demands a lot of discipline, dedication and commitment of every one. Once the CRM is installed and membership data is imported, users should be trained. Users should

thoroughly be made to understand the operation concepts of the system, its sections and their modules and functionalities. Lastly, users are then given hands-on experience to use the system through a series of vigorous practical exercises. In ZFE we have a CRM Policy of Use that binds each employee to use the CRM as the only membership tool within which all work processes of the employers' organisation should be done.

5. *Why and how does ZFE benefit from the CRM system?*
ZFE has greatly benefited from the CRM because it has greatly improved the work processes and information flow. It has greatly improved the communication between ZFE and its members and we are able to take stock of services that we are offering to members. We are able to monitor our membership recruitment and retention levels. The CRM also helps us manage our potential members and track the levels of engagement.

Mr. Pondani Phiri is a CRM user, trainer and ambassador



Cooperating with a university



Master students 'Economics and Strategy in Emerging Markets' visiting the international court of justice in The Hague

For several years now DECP has been cooperating with the faculty of Business and Economics of Maastricht University. Until recently this cooperation was in the field of labour market issues and learning & development. Since 2018 MU has offered a master's programme on 'Economics and Strategy in Emerging Markets'. Tania Treibich (assistant professor) is Programme Leader for this new master's programme, while Kaj Thomsson holds the same position for the Emerging Markets specialization at the bachelor's level (launched in 2015). Tania and Kaj explain the added value of cooperating with DECP.

"DECP country managers are mainly working in the field with their partners, which turns them into experts on a local, regional and national scale. On the other hand, academic research often delivers knowledge on a macroeconomic scale of developments, processes and future perspectives. That is why DECP is interested in cooperating with the team of this new Emerging Markets initiative.

From the perspective of Maastricht University, we can provide DECP with expertise on economics, policy and business issues in emerging markets. Questions relevant for DECP include, for example, why some countries fall in the middle-income trap while others (e.g. Chile recently and South Korea previously) managed to catch up with the high-income group. We can also provide regional expertise on specific issues faced for example by Latin American or African countries, interacting in a more bilateral way with DECP country managers.

'Expertise on economics, policy and business issues in emerging markets'

In turn, DECP can provide our students with its knowledge on employers' needs and challenges in emerging

markets, as well as the personal experience of country managers with working in such environments. This can be done generally via guest lectures, as well as in a more targeted way when interacting with students interested in a specific issue (in the context of a project or thesis they are working on). Our relationship with DECP started in the summer of 2018. A DECP expert shared his interest in relating to researchers interested in emerging markets. As a follow-up, he gave a guest lecture in the course “Professional Development in Emerging Markets” (8 October 2018) where he shared his experience, focusing in particular on intercultural communication challenges. Then another DECP country manager gave a guest lecture in one of the courses of the bachelor specialization focusing on Latin America, preparing the students for their third-year internship in that area.

Although we do know DECP a bit by now, we are still not comfortable giving advice on specific topics for the country managers (or any other part of DECP). That said, our general advice would be to focus on a limited number of well-defined projects where the role of DECP is very clear, and where it is equally clear what the added value of DECP’s involvement is. Projects where DECP can function as a bridge-builder between different segments of society, or as a bridge-builder between research and practise (perhaps in collaboration with Maastricht University), seem good candidates to satisfy these criteria.

We would like to add that, in addition to generally being interested in interacting with DECP based on mutual interest in topics and countries, we have really found the collaboration to work very well on a personal level. We are impressed with the creativity and enthusiastic reception to our ideas and our interest in collaborating with DECP.

Federation of Nepalese Chambers of Commerce & Industry (FNCCI), Kathmandu, Nepal

FNCCI is an umbrella organisation of the Nepalese private sector. It was established in 1965. It has a nationwide network and represents businesses at the national and international level. It facilitates the promotion of businesses and economic growth in the country and also deals with labour-related matters and other social issues.

The main objectives of FNCCI are to lobby and advocate, to promote business and industry, to protect the rights and interests of businesses, and to create awareness of and provide services to its members. Mr. Ram Panday, Executive Director, shares his first impressions and experiences.

1. *What are your first impressions of the initiatives of DECP?*

We understand that the DECP has been implementing activities & extending technical cooperation to many employers’ organisations, especially in developing countries to promote social dialogue. We are very much impressed with the role played by DECP in setting up the South Asian Forum of Employers (SAFE) in 2011. Since then, DECP has been extending support in organising the SAFE meeting every year.

Besides this, DECP has been working with individual employers’ organisations in some Asian countries and has shown its interest in supporting FNCCI as well. We had a meeting with Mr. Rogier Chorus, Special Advisor. He assured to provide DECP technical support to conduct some activities. As a result, FNCCI organized a seminar on lobbying and advocacy for FNCCI members on 29 and 30 November 2018. Mr. Rogier Chorus and Mr. Peter Bongaerts Director of DECP both facilitated the seminar held in Kathmandu. The seminar was useful for the participants and was successful in sharing knowledge about lobbying & advocacy. We have found DECP very supportive and look forward to working with DECP in the future.

2. *What are your most important challenges with regard to Nepalese private sector development?*

Nepal experienced a decade of political instability due to internal political conflict. Following the promulgation of a new constitution in 2015 and formation of a new government in 2018, political transition has been ended. Now the government has focused on economic development. Reformation of laws and policies in the changed context and reformation in the governance as per the federal structure is essential to create an enabling environment for increasing investment and job creation.

In the past, we have experienced many ups and downs in the labour relations. Now the situation has changed. Labour relations have taken a new direction. The number of labour disputes has been decreasing. Employers & trade unions have given importance to social dialogues to resolve disputes. At present, we are in the process of implementing a new social security system. As the concept of social security is new for Nepal, the implementation of contributory social security schemes is one of the major challenges. In the meantime, we need to strengthen the capacity of the provincial chapter to promote social dialogue at the province and local levels.

In this context, we look forward to working with DECP and expect to have further technical cooperation with DECP.

3. *How can SAFE contribute to and/or reinforce your organisation?*

SAFE, as a common platform, can play a more effective role by enhancing its activities. It can help develop united views and present the voice of the employers of this region at the international level. Employers’ organisations in South Asian countries have been facing similar problems. Strengthening the SAFE network is beneficial to all of us. We need to identify issues of common concern and we need to work more closely.

Douglas Opio about his work and DECP



Mr. Douglas Opio

Douglas Opio (37 years old) is one of the youngest Executive Directors of our partners. He started working for FUE (Federation of Uganda Employers) as a Policy and Research Officer. He started managing FUE in December

2017. With a staff of 29 persons, FUE represents 614 companies which together employ around 100,000 people. Douglas was more than happy to share his experiences with other DECP partners.

1. *What are the most important challenges you faced when you took over as ED? What progress has been realised until now?*

The most important challenges that I have faced include the financial sustainability of the organisation, slow membership growth and weak retention, weak visibility and influence of the organisation and inadequate staff capacity to deliver as expected by the employers.

We have managed to increase the income of the organisation through the introduction of new services such as Executive Recruitment, strategy development and managing mergers and acquisitions. We also improved on our ability to deliver existing services for employers.

With the support of DECP, we have been able to improve membership growth and retention through utilisation of the CRM database, organising business clinics for the benefit of members, recruitment of new members using a membership strategy focusing on well esta-

blished companies, wide distribution of promotional materials and improving the quality of existing programmes such as the Executive Training in Employment Relations (ETER) which is now being run in partnership with ITCILO.

‘We have been able to improve membership growth and retention’

In terms of visibility and influence, we have been able to develop a new membership pack; we also produce monthly newsletters and provide articles on a weekly basis for the national newspapers. Our presence on social media has equally improved. We have also revamped our website giving it a better look and feel, making it more attractive and informative. We developed a new lobbying agenda. DECP provided both technical and financial support in these processes.

On staff capacity, we benefited from DECP’s support to train staff members as trainers of trainers. Staff members also benefited from both local and international trainings which were fully financed by DECP. We also do intense mentorship and coaching for staff.

2. *What is your perspective of FUE in the longer term? Let’s say 5-10 years?*

Our aspiration is for FUE to become a self-sustaining organisation with significant reserves to protect it against any adverse shocks. We believe that the membership will grow significantly and retention will be at an all time high due to greater value for money for the members.

‘DECP uses an approach that is demand driven’

We also hope that our visibility and influence will be stronger, and that FUE will become the employers’ organisation of choice for Ugandan employers.

We also strongly believe that we shall do more in terms of trade and investment promotion.

3. *What role can DECP have in supporting you and FUE in achieving these goals?*

DECP should continue to provide technical and financial assistance to the organisation especially focusing on lobbying and advocacy (skills, social security and labour laws), social dialogue, membership growth and retention, and visibility and influence.

4. *What has been your experience with DECP thus far?*
My experience with DECP so far has been excellent. I have had the benefit of being supported by DECP right from my induction into the world of employers’ organisations. My first week at the office was spent in Nairobi attending a DECP workshop on lobbying and advocacy. Since then we have received strong support for our lobbying and advocacy work. The first business agenda that we developed was a result of the support we received under the Pro-Invest project. Basic issues, such as membership data, are no longer a problem since we do work with the CRM database and membership strategy has been developed as well. We have also been able to certify our course, the Executive Training in Employment Relations. It has been a fantastic journey that has enabled us to improve our capacity to deliver as an employers’ organisation. DECP uses an approach that is demand driven and therefore its interventions respond directly to the needs of our organisation.

The level of flexibility and the regular engagement that we have had over the years with DECP experts have enabled us to professionalise the organisation and to deliver at a level that would not have been possible otherwise. We have improved our work methods, introduced new approaches and changed the way the organisation is managed. The sky is the limit now; we are on our way to greater things.

Robert van den Dool, Dutch ambassador in Ivory Coast about DECP

In 2016, the Dutch government decided to reopen its embassy in Ivory Coast, as an embassy with an economic mission. This was in response to a strong call from private sector operators in the Netherlands, seeing opportunities in Ivorian and other francophone West African markets, but also realizing that these opportunities require support from the public sector. This support entails assisting Dutch companies in launching or increasing their business in the Ivorian marketplace, as well as addressing trade policy issues,

and market access barriers faced by these companies with high-level Ivorian officials. Cooperation between public and private partners is a traditionally well-developed feature of the Dutch economic management model, also known as the polder model. It is remarkable to see that, with this cooperative DNA, Dutch private sector operators manage to be very effective in capturing market opportunities in the francophone markets.

‘Building capacity, improving performance’

Public sector support is an important element in this successful venture, but surely not the only one. In recent years, DECP has developed an effective and promising partnership with the Ivorian employers’ association CGECI, also known as “Le Patronat”. DECP has provided CGECI with advice and support with regard to the Dutch way of organizing representative organisations for social consultation and economic management. Building capacity within these organisations not only helps the Ivorian employers’ organisation improve its performance, but also showcases the specific value added of the Dutch way of organizing social economic consultation and cooperation. Despite its small scale in its set up, this assistance is highly appreciated by Ivorian partners and helps the embassy in promoting Holland Branding in a very broad sense. Thus, DECP’s involvement in Ivory Coast is an excellent example of the international potential of the Dutch Touch!



Table 1: List of countries and partners in 2018

Country	Partner(s)
Bangladesh	Bangladesh Employers' Federation (BEF)
Benin	Conseil National du Patronat du Bénin (CNPB)
Bolivia	Federación de Entidades Empresariales Privadas de Cochabamba (FEPC)
	Federación de Empresarios Privados de Chuquisaca (FEPCh)
	Federación de Empresarios Privados de Santa Cruz (FEPSC)
	Federación de Empresarios Privados de Tarija (FEPT)
Burkina Faso	Federación de Empresarios Privados de La Paz (FEPLP)
	Conseil National du Patronat Burkinabè (CNPB)
Burundi	Association des Employeurs du Burundi (AEB)
Cambodia	Cambodian Federation of Employers and Business Associations (CAMFEBA)
Ghana	Ghana Employers' Association (GEA)
Colombia	Asociación Nacional de Empresarios de Colombia (ANDI)
Indonesia	Indonesian Employers' Association (APINDO)
Ivory Coast	Confédération Générale des Entreprises de Côte d'Ivoire (CGECI)
Kenya	Federation of Kenya Employers (FKE)
Malawi	Employers' Consultative Association of Malawi (ECAM)
Mongolia	Mongolian Employers' Federation (MONEF)
Nepal	Federation of Nepalese Chambers of Commerce and Industry (FNCCI)
Pakistan	Employers' Federation of Pakistan (EFP)
Philippines	Employers' Confederation of the Philippines (ECOP)
Peru	Sociedad Nacional de Industrias (SNI)
Tanzania	Association of Tanzania Employers (ATE)
Togo	Conseil National du Patronat du Togo (CNPT)
Uganda	Federation of Uganda Employers (FUE)
Vietnam	Vietnam Chamber of Commerce and Industry (VCCI) and Vietnam Women Entrepreneurs Council (VWEC)
Zambia	Zambia Federation of Employers (ZFE)

A new director, the same drive

A business climate does not change automatically. It takes a lot of effort to convince the relevant decision makers and stakeholders that conditions need to be different to make room for entrepreneurship as a driver of growth and jobs and as a solution to societal challenges. But it is possible. I have experienced this myself in the 20 years that I have been active in Dutch employers' organisations and with entrepreneurship policies. That drive –i.e. the desire to transform powerful employers' organisations into change agents to improve the business climate– has brought me to DECP. I want to work with the DECP team to help bring our partner organisations to the next level with regard to power and influence.

'The DECP programme is very ambitious'

Let me first introduce myself. My name is Peter Bongaerts, I'm 47 years old and, as previously mentioned, for a significant part of my working life I have been actively involved with Dutch employers' organisations (VNO-NCW and FME) and entrepreneurship policy (liberal party in the Dutch parliament, VVD). In recent years, as a policy director of the employers' organisation for the export-oriented technological industry, I have experienced first-hand how important the outside world is for the Netherlands. But I've also seen how export and foreign investment decisions are made and how they are based on the social-economic stability of countries, the skills of the workforce and their labour potential, the capacity to absorb technology, the tax climate and the extent to which a constructive dialogue can be conducted with trade unions and other stakeholders.

Employers' organisations are in a position to influence these decisive factors. The knowledge and experience we have in the Netherlands

with the polder model and with maximizing the economic potential of a small country can be useful for employers' organisations in developing countries. What appeals to me about DECP is that we offer help in a demand-driven and very practical way, not by telling others what is good or bad or publishing extensive reports full of abstract recommendations, but simply by providing practical training, for example in negotiation skills together with Mondiaal FNV or CNV Internationaal, and stimulating our partner organisations to put these skills into practice. Moreover, we advise the management of partner organisations on how to work together with vocational education to

close the skills gap. Not only do evaluations show that our partner organisations appreciate this practical approach, I have experienced their gratitude myself when I visited our Asian partner organisations during my first weeks in office. For the 2018-2022 programme period, DECP has set



Peter Bongaerts
Director

clear goals in line with World Bank's Theory of Change to empower our partner organisations. The main lines for this programme period are well set. We focus on capacity building of our partner organisations, on stimulating social dialogue and on a stronger connection between our partner organisations and Dutch companies/entrepreneurs. The latter is a new pillar in the DECP programme and one that I strongly believe in. I want to seek closer cooperation with VNO-NCW, AWWN, PUM, NL.In.Business, sector associations, trade unions and other relevant Dutch organisations to make DECP even more a peer-to-peer programme that is also supportive of Dutch entrepreneurs in developing countries.

The DECP programme is very ambitious. What has struck me most since my start on 1 January is the enormous and unabated enthusiasm of the DECP team for working with our partner organisations. DECP has realised great successes, such as the establishment of a Foundation of Labour in Peru last year. But of course we also encounter setbacks when situations develop more slowly or different than we had intended. Nevertheless, the optimism of building positive change always dominates and leads to interesting results, which you can read in this Annual Report.

I look forward to working with you!



Training of trainers in social dialogue in Indonesia, facilitated by CNV-I and DECP

List of often-used abbreviations in the domain of DECP

ACE	ASEAN Confederation of Employers
AFD	Agence Française de Développement
AIDA	Awareness, Interest, Desire, Action (Marketing model)
APEX	General term for an umbrella employers' organisation
AWVN	Algemene Werkgeversvereniging Nederland
BEA	Bureau of Employers Affairs
BMO	Business Member Organisation
CBA	Collective Bargaining Agreement
CEO	Chief Executive Officer
CIPE	Center for International Private Enterprise
CNV	Christelijk Nationaal Vakverbond
CRM	Customer Relations Management system
DECP	Dutch Employers' Cooperation Programme
DI	Confederation of Danish Industry
EAC	East African Community
EATUC	East African Trade Union Confederation
EAEO	East African Employers' Organisation
EBMO	Employers Business Member Organisation
EO	Employers' Organisation
FNV	Federatie Nederlandse Vakbeweging
FOPAO	Fédération des organisations patronales de l'Afrique de l'Ouest
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IOE	International Organisation of Employers
ILO	International Labour Organisation
ITC-ILO	International Training Centre of the International Labour Organization
Le-D	Learning & Development
NGO	Non-Governmental Organisation
NHO	Confederation of Norwegian Enterprise
NIR	International Council of Swedish Industry
OECD	Organisation for Economic Co-operation and Development
OSH	Occupational Safety and Health
PUM	Netherlands Senior Experts
RVO	The Netherlands Enterprise Agency
SAFE	South Asian Forum of Employers
ToC	Theory of Change
ToT	Training of Trainers
TVET	Technical Vocational Education and Training
VET	Vocational Education and Training
VNO-NCW	Verbond van Nederlandse Ondernemingen and the Nederlands Christelijk Werkgeversverbond

About DECP

Dutch Employers' Cooperation Programme (DECP) was founded in 2006 by the Ministry of Foreign Affairs and employers' organisation VNO-NCW. DECP focuses on strengthening employers' organisations in emerging countries with the aim of contributing to the improvement of the business climate. A dozen DECP experts support employers' organisations in approximately 25 countries divided over five world regions by offering advice, workshops and trainings. Themes such as social dialogue, effective vocational training, effective lobbying and involving Dutch companies (connecting) are central. DECP is active in East Africa, West Africa, Latin America, Central Asia and South East Asia.

The DECP organisation

In 2018 the DECP board consisted of:



Hans de Boer
Chairman of
VNO-NCW
(Chairperson)



Fried Kaanen
Vice-Chairman
of Royal MKB-
Nederland
(Vice-
Chairperson)



Mees Hartvelt,
AWVN
(Treasurer)



Marc Calon,
Chairman of LTO
Nederland
(Member)



Ineke Dezentjé
Hamming-
Bluemink
Chairperson of
FME (Member)



Maxime
Verhagen,
Chairperson of
Bouwend
Nederland
(Member)



Cees Oudshoorn,
Director general
of VNO-NCW
(Member)



DECP Senior and Office Management 2018.

