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## POWER OF EMPLOYERS' ORGANISATIONS

Preface by the chairman

Employers' organisations matter. This is one of the main conclusions of an extensive study on global trends and business challenges conducted last year by the International Organisation of Employers (IOE) and the employers' bureau of the ILO. According to the study, global trends like technological innovation, global economic integration, sustainability and demographic shifts present "a mix of challenges and opportunities that cannot be addressed by individual businesses alone. Companies need to develop collective solutions via employers' organisations to underwrite the viability and competitiveness of individual businesses."



I believe this is very true. Employers' organisations are key players to engage with policymakers to shape the regulatory environment for next-level economies and future-ready societies. Employers' organisations find innovative solutions to emerging issues affecting the workplace, often in close cooperation with trade unions. Moreover, employers' organisations harness the productive potential of change, not only for the benefit of business but also for society as a whole.

In the Netherlands, hundreds of people are active every day in employers' and business organisations on a national and sectoral level. They offer services to their members and deliver policy solutions to politicians. And they do so successfully. Last year, employers' organisations and trade unions in the Netherlands agreed on the future of the pension system. Employers' organisations, trade unions and NGOs concluded a national climate agreement to help achieve climate goals. Furthermore, employers' organisations, societal organisations and research institutions launched an Artificial Intelligence Coalition to make the Netherlands a leading country in this area of technology. To sum up: in several initiatives employers' organisations were at the forefront of shaping the future of our country.

*'Emerging countries need strong employers' organisations to create an excellent business climate'*

I am convinced that employers' organisations in developing countries can play a similar role. Emerging economies need strong employers' organisations to create an excellent business climate and to be in constant dialogue with unions and civil society to address challenges concerning the future of work and the future of their economies – right now. In Africa for example, a continent with a lot of potential as the VNO-NCW Africa Strategy pointed out, important challenges have to be addressed. There must be sufficient food production to feed 2.5 billion Africans by 2050, clean energy to boost cities' growth, good physical infrastructure and adoption of new technologies, to name a few... African employers' organisations can provide leadership on key policy issues and contribute to innovative solutions to these complex challenges.

That is why it is so important to keep investing in professionalising employers' organisations in developing countries. This mission has been taken up with a lot of enthusiasm by the DECP team. In a broader coalition with PUM, NL in Business and VNO-NCW's international policy department, I am convinced that DECP is on its way to improve private sector development in foreign countries. That is not only for the benefit of business and society in developing countries, but also for Dutch companies that want to spread their wings around the world.

Keep up the good work!

Hans de Boer  
Chairman DECP

## BUILDING A NETWORK OF EXPERTS

The core activities of DECP are to advise, transfer knowledge and share experiences with employers' organisations in emerging countries. DECP has a great deal of in-house knowledge, for example regarding membership management, lobbying and advocacy, negotiation skills, social dialogue and competence development. But DECP is demand driven and frequently questions pop up that cannot be answered by DECP staff members alone. Therefore, DECP started to expand its network of experts with specialists who are willing to reinforce the country managers every now and then. In this context, Kees van Rooden and Erik Heidemann recently went on a DECP mission.



Erik is a media advisor at the Dutch employers' organisation AWWN. He was asked to conduct a training on the use of social media at ECOP, the Philippine Employers' Confederation. How did Erik become involved with DECP? Erik Heidemann: 'A direct colleague of mine, Jannes van der Velde, is country manager for DECP in Malawi and Zambia. An intern at DECP recently published a report on the importance of social media for employers' organisations. DECP decided to build a training upon these results.'

*'Teaching others forced me to analyse my own working process'*

DECP has in-house knowledge on the strategic part of communication in general, but in-depth operational expertise was needed. The country manager for the Philippines, Andrew Moore, identified that ECOP could benefit from this type of training. Jannes asked me if I would be willing to join them for his activity.'

So, you contributed to a kind of pilot. How did you experience this? 'It was an eye-opener for me. First of all because, as a media advisor, I am not a lecturer. But teaching others forced me more or less to analyse my own working processes, reconsider them and define concrete answers to the "what, how and why" questions. Can you imagine that not only the participants learned a lot, but I did too? Secondly, I was surprised by the level of the participants. It was much higher than I had expected. We were able to adapt the training by reengineering the programme during the process. This taught me that tailormade work is a strength of DECP.'

*'I like to share my knowledge and experiences especially with organisations in emerging countries'*

Kees van Rooden is an expert in financial management. Although he retired recently, he is frequently asked by PUM, the Dutch Senior Experts network, to share his expertise. DECP and PUM are working closely together. The country manager for Malawi identified the need at ECAM, the employers' association of Malawi, to analyse the current financial processes and build a new framework to improve financial management. Kees was selected by PUM as the best man for this mission. Kees van Rooden: 'At first the idea was to implement a software system in order to improve financial processes. But I soon found out that the involvement of the staff should have priority. After all, it is people who create and use the systems. If they are not involved or able to develop a framework, it will never work. It turned out to be extremely difficult to find relevant information about the financial and administrative situation of ECAM, because that information wasn't structured. Let's call that a challenge!'



How did Kees deal with that? 'The fact that basic information was not available and the financial situation was worrying, determined our starting point. Awareness of the urgency of having a sound administration in place was raised within the organisation. We have now arrived at the point where the financial status is clear and the

management and bookkeeper are aware of their tasks. I am still involved with the current developments. Important steps have been made.'

Would Erik and Kees be prepared to go on another DECP mission? Erik: 'Absolutely. Sharing knowledge is precious and rewarding work. The participants appreciated my efforts and we all learned a lot!' Kees: 'I'd really like to go on another mission. I like to share my knowledge and experiences especially with organisations in emerging countries that can immediately benefit from that. Our work is important for the

organisation and on a longer term contributes to the development of the country. And, it is nice to work together with DECP.'

The DECP management is enthusiastic about this kind of cooperation as well. It offers expertise, flexibility and reinforces the network. Therefore, new missions are planned to actively support partners with the expertise they need and to expand the network of experts.



## EAST AFRICA. SUCCESSES AND CHALLENGES

Having activities in six East African countries, DECP covers quite a significant part of this side of the continent. In 2019, two DECP country managers continued their work in the region. In some cases, they were accompanied by a DECP colleague or external expert.

Since the serious troubles in 2015, Burundi has been facing very serious political and economic problems. The employers' organisation AEB does what it can with its very limited resources. It maintains some basic level of activities in social dialogue with the trade unions, on issues of labour law and social affairs, and tries to maintain a basic level of communication with its members. AEB is keen to do more to give the private sector a voice. Given the very limited resources it has available at present, it counts on DECP for support to achieve these additional activities. A first area of more intensive focus is directed at the improvement and expansion of its communication efforts towards members and decision makers. DECP has supplied some financial support and its technical expertise.

The Federation of Kenya Employers (FKE) is very active in important policy areas. In some cases, there are important breakthroughs, in other areas there are challenges. One such success involved advancing the skills agenda. In 2018, and in cooperation with DECP, FKE launched a skills survey, which identified in more detail important gaps and mismatches in skills. The message was taken up by the political authorities and is now being followed up actively by FKE. Being well represented in the relevant skills committee, it now has the opportunity to be a forceful, mandated and well-informed voice of business with the world of education. FKE is intervening in direct dialogue with the Ministry of Education to co-develop a new skills policy, which should lead to closer links between education and labour market needs. Moreover, the Ministry of Industrialization involved FKE in the creation of better links between academia, industry and authorities. Successes are there in the field of social dialogue as well, in particular regarding alternative dispute resolution. FKE developed together with the national trade union a draft agreement for alternative dispute resolution and it strives to implement this soon by means of concrete law reforms, as to alleviate the processes and procedures in labour conflicts.

### *A survey identified important gaps and mismatches of skills*

But there are also challenges. To boost the housing building output (250,000 housing units needed per year), the government intends to levy a specific employers and workers contribution to finance the housing fund. The central question is of course if it is fair and expedient to make workers and employers pay a special contribution for the housing policy, which will benefit all Kenyans, and which hence logically should be financed from general means. On this issue, FKE went to court and hopes to modify important elements in the funding policy. Challenges also as far as the role of social partners in the management of social security is concerned. The government attempted in 2018 to dismiss the social partners from the joint management of social security institutions, whilst such co-management worked well and is considered in



most countries as a normal role for social partners, which contribute massively to social security. This issue is now before the courts.

## Workshop on Negotiation and Mediation Skills



11th-14th March, 2019  
Nairobi, Kenya.

DECP organised a workshop on negotiation skills which was attended by participants from employers' organisations mainly from East Africa. Two participants of FKE wrote a summary of their experiences which has been published on the DECP website. The training programme was successfully conducted through an interactive training format. It attracted many people due to an awareness of the relevance of the course, considering that in today's world negotiation and mediation are crucial means of reaching peaceful and acceptable solutions to the problems be it at international, political, industrial, peace-keeping or social level.

### *The use of the CRM system is paying off*

The Zambian Federation of Employers (ZFE) is extremely interested in influencing the national system of vocational education and training. Therefore, the DECP country manager and the skills expert Jos van Erp visited Zambia and met with important actors in this field. These include the national body of the VQS (Vocational Quality System), several technical colleges and representatives of the mining and manufacturing sectors. They delivered an extended advice report to ZFE to develop the cooperation between companies, colleges and the government. Furthermore, ZFE is ready to offer, as a service a, high-level HR course revealing the secrets of Labour Law, Human Resource Management and Labour Market Intelligence. Meanwhile, the use of the CRM system that was installed in close cooperation with ITCILO in 2014 is paying off. ZFE now is able to communicate quickly with its members about upcoming

events and subscriptions and to send invoices and reminders. This has improved the cash flow significantly.



In Malawi, a new board was installed in January. The DECP expert took this opportunity to refresh the, already successful, cooperation with ECAM and proposed to send an external expert on accountancy to analyse the current situation of the organisation (see page 4). The expert succeeded in putting into place a framework to manage the financial processes and trained the bookkeeper at the user's level.

The Association of Tanzania Employers (ATE) is very involved in the minimum wage discussions being held after a modification in the law. This modification changed the minimum wage system and merged the different sectoral minimum wage boards into one wage board for the private sector and one board for the public sector. With the support of DECP and ILO, ATE has developed a study on minimum wages, which can provide facts, figures and data, based on which the new rate(s) can be determined.

*ATE fulfils a double role with regard to its members, namely being the voice of business and a high-quality service provider*

The study shows that it would be impossible to have one national minimum wage rate for the whole country and uniform for all sectors, given the very large differences in minimum wages amongst very diverse sectors such as agriculture, oil, mining and trade. The study also compares the minimum wages with those in neighbouring countries of the East African Community and examines the possible employment effects of a strong increase in minimum wages. More generally, during his visit to ATE, the DECP country manager noted that ATE has made important progress in the past year. The organisation has grown slightly in membership and achieved a certain turnaround in dealing with issues of non-paying membership. Moreover, services in legal matters and training have further developed and support the double role which ATE fulfils with regard to its members, namely being the voice of business and a high-

quality service provider. ATE is moving forward on many topics, with bold and courageous moves, which can be an example for many other employers' organisations in the region.

The Federation of Uganda Employers (FUE) looks back on a transition in management. A new executive director has taken over and started launching new initiatives and activities. During the country manager's visit, he noted the eagerness of the organisation to play an important role as the voice of business. Membership is growing steadily and the difficulties resulting from having many non-paying members is slowly being overcome. New initiatives to engage CEOs have been taken. Innovation and the business environment are key issues. Moreover, the new Business Agenda with concrete proposals for an improvement in the business environment was launched. FUE is also engaged in revitalizing the social dialogue; a common position has been reached with the trade union NOTU (supported by Mondiaal FNV) on the minimum wage. On this issue, a private bill to revise the system is being discussed in the Parliament, and may be voted on soon. It provides for a sectoral level based minimum wage system. FUE and NOTU were active players in the discussions. Other social dialogue issues are: skills, and specifically the future of technical vocational training, and the creation of systems of mediation to alleviate the role of labour tribunals in labour conflicts.

DECP continues its support in these various areas so as to strengthen the role of FUE in improving the business environment, to strengthen the FUE membership base and to improve services and communication to members, via an ambitious plan for technical and financial support.





### **SPEAKING WITH MEES HARTVELT, MEMBER OF THE BOARD OF DECP**

Mees Hartvelt is one of the members of the DECP Board. He is one of the people behind the scenes who enable the DECP staff to do their work, by advising and coaching them. Thus, DECP would like to introduce Mees to the stakeholders and give him the floor:

#### **What, according to you, are the most important tasks of an employers' organisation?**

'The only task and responsibility of an employers' organisation is to represent the concerns of members. There are many fields of interest that affect the continuity and growth of companies and the business climate, including infrastructure, international trade, social dialogue and growth of formality. The employers' organisation connects all interested parties, it should be accessible and it has to make choices and communicate them clearly'.

#### **What is the interface between Dutch employers' organisations and emerging countries?**

'The Netherlands is a small country in a large world. International trade has always been key to our economy. Countries we now call 'emerging' are on their way to maturity. That makes them key players in the future as well. It is clear that it is in our interest to invest in economic development and perspective in these countries. But it all starts with simply 'being there', participating and building relationships between people based upon equality and trust. At the end of the day, we will all benefit'.

#### **Why did you become a member of the DECP Board?**

'I am representing the Dutch employers' organisation AAVN in the DECP Board. AAVN has a lot of expertise in the field of labour relations, labour conditions and social dialogue and cooperates intensively with organisations that represent employers. Good labour conditions are crucial to achieve manufacturing of goods and delivering of services with added value under secure and safe working conditions. A well-balanced labour market not only contributes to job creation but also to creating a strong social infrastructure and meaningfulness as well. Several employees of AAVN are actively involved with DECP as a country manager or expert'.

### What are the most important tasks and responsibilities for DECP?



‘DECP supports employers’ organisations in specific emerging countries and through cross-cutting activities with the aim of creating strong organisations. The organisations are extremely important to improve and develop the business climate. This creates a civil society that is able to create economic growth and prosperity and thereby reduce unemployment and poverty. This might sound idealistic and reality is stubborn, but I am convinced that through international interaction, like trade, this can be achieved. DECP is working of course within the limits of the framework of the Ministry of Foreign Affairs, which – together with VNO-NCW- are the most important stakeholders’.

### What is the raison d’être of DECP?

‘DECP offers support in terms of advice, knowledge transfer and exchange of experiences. That makes DECP a non-political advisor and indirect representative of Dutch employers and – as a trusted partner of employers’ organisations – an ambassador of the Dutch way to approach the support of emerging countries. The accessibility of DECP makes it easy for a lot of stakeholders and external parties to participate’.

### Can you mention some achievements of DECP?

‘In Vietnam, DECP contributed since the reunification of North and South Vietnam to a better and safer organisation of labour in general. The stakeholders were extremely eager to learn and to change and our support has been appreciated a lot. This attitude is general in Vietnam and the country now is an important player at the global level as a manufacturing country. Africa definitely is the big challenge. This continent really is developing fast and this should go hand in hand with quantitative and qualitative employment. Talent should be maintained to contribute to the economic development of the regions and create jobs and perspective for the fast-growing population’.

*‘The accessibility of DECP makes it easy to participate’*

### What can DECP do to reinforce individual sectors through the umbrella organisation?

‘Europe and the Netherlands are well organised with regard to employers’ organisations and trade unions. This leads to stability and peace. Everybody benefits from that. The basic idea should be ‘get organised.’ If not, it is not going to work. In some countries different interests are mixed and nepotism can play a role. This is not really helping progress in general. Personal interests, according to me, should be subordinate to democracy. Consequently, economic sectors should be well organised and represent a group of companies they are committed to. This encourages successful lobbying and the protection of common interests. It makes you stronger if negotiation is needed’.

## LATIN AMERICA. ON ITS WAY TO A POLDER MODEL?

In Latin America, DECP played a role in establishing the Association of Labour, an important building block to develop social dialogue. The way of working is more or less comparable to the system of consultative bodies that form the framework of the Dutch polder model. Can this model be copied throughout the region?



In Peru a commission of the Association of Labour has been formed to study means to generate stable resources for the association. Mondiaal FNV and DECP subsidised part of the costs during the first two years. This bipartite platform for social dialogue in Peru – Asociación para el Trabajo – has started its activities. The trade union central Confederación General de Trabajadores del Perú (CGTP) and the employers' organisation Sociedad Nacional de Industrias (SNI) came together to discuss topics of mutual interest. Workers and employers wanted to start to talk about three topics; the informal economy, the Peruvian health system and organisational health and safety. In the summer of 2019, 147 union leaders of the Food, Beverage and Related Federation (CGTP ABA) and the Federation of Manufacturing Industry Workers (Fetrimap) exchanged opinions on how to revitalize the Peruvian industry with employers of SNI. Amid all the political turmoil in Peru, workers and employers seem to be getting closer and closer. During this forum on the situation and trends in the Peruvian industrial sector, the general secretaries of the unions of the CGTP and the representatives of the SNI presented their views in a transparent environment, and opinions were received with respect and objectivity.

The workers proposed formulas for resolving conflicts and made suggestions for taking the first steps towards a social dialogue agenda. A good understanding between employers and workers is considered essential to safeguard the future of employment in the industry. At the close of the forum, Alejandro Caballero (ABA) and

Gilber Ibañez (Fetrimap) offered SNI President Ricardo Márquez a platform of points, from which unions and employers in the industry can initiate a sectoral dialogue. In turn, Ricardo Márquez promised to promote the continuity of the bilateral meetings with the ambition to achieve a joint sectoral agenda. This is an example of how the Association of Labour is leading to a closer cooperation between employers and trade unions.

*José Luis Naranjo Correa, Head Social Affairs, Peru: 'DECP is a fountain of experience in social dialogue and a support in our search for tackling matters like informality in Latin America'.*

The National Association of Entrepreneurs of Colombia (ANDI) expressed its concerns about the increase in absenteeism in Colombia, mainly due to common illnesses. After speaking with the DECP country manager, it was decided to bring in two specialists to Bogotá. What would draw the attention of the specialists? What are the differences between the Colombian model of reintegration of sick employees on the one hand and the Dutch and Spanish on the other? And what recommendations could be formulated? During the last week of February, Oscar Saez from Spain and Ton van Oostrum and Peter Boorsma (DECP) from the Netherlands spoke with researchers, academics, trade unions, representatives of insurance companies and human resource managers of individual companies. They spoke about absenteeism, reintegration, model and finances, obstacles and possible solutions. They also visited the Spanish-Colombian chamber of commerce, the Colombo-Dutch chamber 'Holland House' and the Embassy of the Netherlands in Bogotá. The mission resulted in a compact report that was delivered to ANDI soon after the visit. ANDI indicated that the report will help them to formulate proposals for improving the model of reintegration.



Would it be possible to get Bolivian employers and employees around the table in the departments of Tarija and Chuquisaca, as had happened before in the larger departments of Santa Cruz and Cochabamba? That was the question when Roel Rotshuizen and Arnaldo Montero from CNV Internationaal and Sip Nieuwsma and Peter Boorsma from DECP travelled to Bolivia in April. It is the economic downturn that made the unions in the department open to dialogue with regional employers, as it was also apparent when the delegation visited the COD, the central trade union. And without companies there are no employees, the trade unionists also know. Rotshuizen and Nieuwsma talked about the Dutch consensus model and about the

functioning of the Labour Foundation. Boorsma showed that employers and trade unions in Peru have set up their own association of labour, following the Dutch example. Montero shared his evaluation on the initiatives in Santa Cruz and Cochabamba in 2018. Both the representatives of the employers' federations and the trade unions in Chuquisaca and in Tarija confirmed that this is an approach that matches their needs and expressed the intention to take steps to get there.





## VISIBILITY AND COLOURFUL MESSAGES

If you don't make yourself heard, others will not hear you. If you don't show yourself, others will not see you. This wisdom is the reason for DECP to encourage employers' organisations to communicate their achievements. Members that are aware of the added value of their membership will remain members. When potential members hear about the achievements, they will become interested in joining the employers' organisation. Employers' organisations should communicate about their activities and their objectives. Their messages should answer the question: 'What are we working on?' It is even better if successes and achievements can be reported. Communicating objectives, activities and achievements to the right target groups and stakeholders will raise awareness and interest in membership. Eventually, this will lead to more organisations joining, remaining members and paying their membership fees.

COOPERATING WITH 22 PARTNER ORGANISATIONS FOR A BETER BUSINESS CLIMATE

ENABLING NEXT LEVEL EMPLOYERS' ORGANISATIONS IN EMERGING ECONOMIES

Decp

DUTCH EMPLOYERS' COOPERATION PROGRAMME

The Dutch Employers' Cooperation Programme (DECP) is an initiative of the Dutch Ministry of Foreign Affairs and employers' organisation VNO-NCW. DECP strengthens employers' organisations in emerging countries so they can improve local business climate. DECP does not provide funding, but offers advice, workshops and networks. A team of Dutch experts works together with employers' organisations in 22 countries in Africa, Asia and Latin America. Join us at DECP!

Ministry of Foreign Affairs

VNO-NCW

DUTCH EMPLOYERS' COOPERATION PROGRAMME

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This is not a lesson in marketing and communication, but an introduction to a review of the development of the DECP communication toolbox which took place last year. What goes for employers' organisations goes for DECP as well! In recent years, it has become clear to the DECP staff that information about its activities and achievements with partners is valuable for others. Getting ideas and inspiration from colleagues, wherever they are in the world, has a positive impact. The existing DECP website was meant to share activities and experiences. However, DECP had to note that the website was not consulted regularly. Making it more attractive and interactive was one of DECP's projects in the field of communication in 2019.

And it worked! A new, modernized house style was developed. It was integrated in the updated, well structured, set-up of the website, in the PowerPoint presentations and in the corporate brochure. Texts have been updated according to the most recent developments and insights. But the most important way to stimulate communication – besides face-to-face meetings, personal e-mails and messages and phone calls – was

the introduction of the DECP Update. Emailing it every six or eight weeks to partners, friends and other stakeholders allows DECP to draw their attention to recent developments, important information and achievements of employers' organisations around the globe. The statistics prove that the DECP Update is consulted frequently and guides visitors to relevant website pages. DECP will continue to work on further improvements. Your suggestions are more than welcome!



Magnus Ruderaas, Assistant Director of NHO Norway: 'I would like to congratulate DECP on its new communication toolbox. As a likeminded organisation, it is very valuable for us to be coordinated with, and gain deeper insights into, the projects and activities and results achieved by DECP. I therefore particularly appreciate the DECP Update which allows me to keep up to date on DECP's impressive portfolio of projects'.



## CENTRAL ASIA AND SOUTH EAST ASIA JOIN

Central Asia and South East Asia together form a vast region. In the Central Asian part, employers' organisations of six countries are unified in SAFE, the South Asian Forum of Employers. In South East Asia, nine employers' organisations join forces in ACE (ASEAN Confederation of Employers) in order to optimize liaison, co-operation and representation in the fields of labour and social legislation, industrial relations and practices among themselves and in relation to the international community. Although not all of these employers' organisations are partners of DECP, the latter does its utmost to encourage these organisations to get maximum impact out of their cooperation.

In 2019 ACE and SAFE met in Kuala Lumpur, hosted by the Malaysian Employers Federation (MEF), with the aim of discussing labour migration issues such as skills development. The workshop, which was organised by ITCILO and supported by DECP, looked at both the challenges of sending and receiving countries. Challenges in terms of recognising diplomas, getting visas and other practical issues were discussed. This occasion was experienced as the first opportunity to come together and share best practices as employers' organisations from both regions. Follow up will take place in 2020 to discuss important issues that were identified, such as preparing migrants to understand the basics about the receiving countries and to build up a competence passport. A crucial action for each of the participating organisations is to bring the national qualification bodies (VQS, Vocational Qualification Systems) together in order to discuss how they can cooperate. The cooperation between SAFE and ACE will certainly be of significant importance to lobbying and advocacy towards the national governments in their countries and therefore will stimulate the reinforcement of the business climate in the regions.

### *'DECP and CNV Internationaal have been supporting the Indonesian employers' organisation Apindo and trade union KSBISI'*

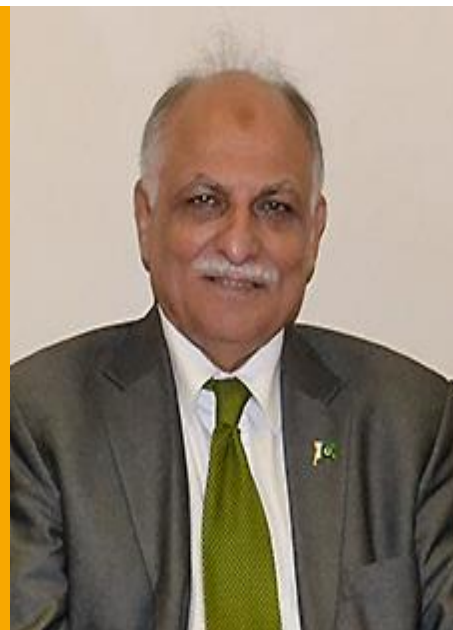
At the country level in Bangladesh, a membership survey has been conducted which was sent out to more than 800 companies and associations; 120 companies and 26 associations responded. They expressed that they appreciate the level of services offered by BEF (Bangladesh Employers Federation). One issue highlighted was communication, which needs development. BEF will focus on efficiency, interaction and a proactive communication policy. And, where necessary, they can count on DECP support.

DECP conducted a training on the use of social media at ECOP in the Philippines (see page 3), looking in detail at how this new form of communication could benefit the members of the Employers Confederation of the Philippines. ECOP has indicated that they have made a number of changes as to how they communicate with their membership.

Also in Pakistan a membership survey was conducted by EFP. The president of the Employers' Federation of Pakistan was pleased to announce that the number of members has increased significantly from 500 to 600. He has been reappointed through elections for another three years.

'As President of Employers Federation of Pakistan, my first contact with DECP was in the third week of January 2017 at the Dubai Retreat hosted by DECP for Board of Directors of EFP. This was followed by the 6<sup>th</sup> SAFE meeting in Kathmandu, Nepal in February. From that time till today, EFP, and especially I, have had a formidable partnership with DECP. The relationship is very holistic. Guidance, new initiatives, sponsorships, and more importantly, understanding each other. EFP proudly promotes DECP as a respected and esteemed strategic partner wherever this earns brownie points for EFP. The annual interaction between DECP hierarchy and me at the ILO ILC have further bonded the partnership. Now, in this new three year tenure, I see scaling up of this relationship. I am sanguine that DECP and EFP will continue vigorously to achieve common goals and objectives. DECP is very special for EFP and I, as President till December 2022, will definitely ensure that this status is maintained'.

Majyd Aziz  
President Employers' Federation of Pakistan  
President South Asian Forum of Employers



In Nepal the FNCCI benefited from a negotiation training for some 30 representatives from the chapters outside the capital of Kathmandu. The workshop provided delegates with a number of practical tools they can use when negotiating with trade unions and local government officials.

At CAMFEBA (Cambodia) a new head of membership was appointed. He is working on the set up of a policy agenda and membership survey. Follow up will take place in 2020 on these important developments.

In Indonesia, the social dialogue project entered a final phase in 2019. For two years DECP and CNV Internationaal have been supporting the Indonesian employers' organisation Apindo and trade union KSBSI with regional workshops to get acquainted with bipartite social dialogue. After a selection of motivated trainers, two training-of-trainer sessions took place in 2019. Out of 20 candidate trainers from employers' organisations and trade unions, 18 were certified. Indonesian social partners can now rely on having a sufficient number of capable trainers to train regional staff in conducting an effective social dialogue, therewith building harmonious industrial relations in Indonesia. SME development has been a top priority for Indonesia's newly elected government. DECP and the Dutch "Ondernemersklankbord" (a foundation that delivers peer-to-peer SME support) advised Apindo on how to set up peer-to-peer initiatives to enhance the quality of SME entrepreneurship. This will be followed up in 2020.

In Mongolia special attention was paid to developing the service package of the employers' organisation MONEF, which is very focussed on skills development. It delivers expertise to promising sectors like mining, meat processing and construction. Leading companies in these sectors are cooperating with MONEF in order to set up new or improve existing joint in-house company training centres in order to bridge the gap of skills. The expertise DECP is delivering to MONEF helps to push these initiatives forward. Furthermore, a lot of attention has been paid to membership management. DECP and MONEF will focus on these two issues for the next two years.

## VIETNAM UNDER THE MAGNIFYING GLASS

Vietnam's shift from a centrally planned to a market economy has transformed the country from one of the poorest in the world into a lower middle-income country. Vietnam now is one of the most dynamic emerging countries in the East Asia region. Vietnam's economy has performed well in 2019, with GDP expanding by an estimated 6.8 percent, public debt reduced by almost 8 percentage points of GDP since 2016, and there has been a trade balance surplus for the fourth year in a row. These results are remarkable in the context of a slowing global economy.

On November 20, the Vietnamese National Assembly (NA) adopted the amended Labour Act. The new law contains important revisions that allow employees to set up independent trade unions at the factory level, and provides protection for union members. These are positive developments in the direction of strong and more representative trade unions, and they are important for more effective collective bargaining and social dialogue in Vietnam.

In April 2019, DECP and VCCI-VWEC organised, together with VNO-NCW, PUM and the Dutch Embassy in Hanoi, a Women Entrepreneurship roundtable discussion on the occasion of a large Dutch economic trade mission to Vietnam. Delegations of Vietnamese and Dutch women entrepreneurs discussed women empowerment and business opportunities in Vietnam. The need for training and leadership programs in Vietnam was underlined, a topic that will be picked up by DECP and VCCI- VWEC in 2020.



Businesses in Vietnam face challenges of rising labour costs, labour shortage, lack of skills, and lack of commitment. These are major challenges that the DECP partner, VCCI-VWEC, faces. And it also offers opportunities for our partner. In 2019 DECP visited Vietnam three times. During the discussions with VCCI-VWEC, particular

attention was paid to membership management, social dialogue and what new services VCCI-VWEC can offer with high added value.



One of the services already offered by VCCI-VWEC is trainings in negotiation skills and collective bargaining. In order to guarantee its continuation, second-generation trainers were trained by the first generation, under the supervision of DECP. By Vietnamese standards, the Trainers Club is working at a new and highly professional level and it is of great help to further professionalize the social dialogue and its implementation in Vietnam. Besides knowledge about new laws, participants obtain awareness of the working and relevance of these laws, as well as the skills and attitudes needed to implement them in everyday work at the grassroots level of Vietnamese companies. A well-functioning Trainers Club cannot be taken for granted. New ways must be found to make the trainers an effective intermediary for spreading social dialogue in Vietnam. Foreign, among which Dutch, companies can be used as an example and to help realise the implementation.

New themes that deserve attention are 'leadership' as an essential service for an entrepreneurial organisation and 'skills development'. Demonstration workshops have been held for both subjects. DECP is permanently collaborating with the Dutch embassy and CNV International.

## MEETING WITH KAREN BROUWER, DIRECTOR OF MONDIAAL FNV

Karen Brouwer is the director of Mondiaal FNV, the international unit of trade union FNV. She studied languages and cultures of Latin America at Leiden University. After working for Greenpeace, managing an international project and serving as an independent advisor, she joined Mondiaal FNV in 2016.



‘The common thread in my career is connecting people and standing up for their rights,’ Karen explains. ‘Mondiaal FNV really makes the difference in countries that do not respect human rights and labour rights. We work in a demand-driven manner. Our partners, most of which are trade unions, define which kind of support they need and the urgency of issues. These can be issues such as improving minimum wages, the position of women, bonded labour and child labour. And, of course, we help guide the process of social dialogue at the national or sectoral level and even at the company level. We work

bottom up, with people who want to change things in their working environment. We are convinced that strong trade unions contribute to a better business climate in which employers and employees cooperate to create decent jobs.<sup>1</sup>

Worldwide, trade unions are threatened. In a lot of countries, the lives of people who are standing up for others are made difficult; they are prosecuted or even killed. Besides that, there are economic developments, such as the platform economy, in which a direct relation between employee and employer is not that obvious anymore. How do you get people organised? Mondiaal FNV strives for strong trade unions that represent employees and are recognized as social partners. This helps develop social dialogue with employers and the government. If trade unions must struggle to survive from day to day, it will not contribute to such a process.’

*‘Together with DECP, we have managed to push trade unions forward in the countries we are working in’*

How does Karen perceive cooperation with DECP? Karen: ‘I am very satisfied with this collaboration. We have worked together for several years now and have achieved encouraging results. In Peru, we’ve managed to have a Foundation of Labour established by our partners. And that has positive consequences for people, such as the formation of collective labour agreements. This used to be impossible. This type of progress makes me eager to see more! We work together to develop social dialogue which, in some countries, is unthinkable. The fact that we can get along well in itself is an eye-opener for many people. And this cooperation is fundamental. If you pursue good industrial relations in an emerging country as a framework for economic growth and thus job creation, you have to work together in terms of national support. I hope that five years from now, together with DECP, we have managed to push trade unions forward in the countries we are working in to such an extent that they are able to accept their role as a strong social partner. And I hope that we can significantly improve the labour conditions in some value chains such as palm oil and the garment

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<sup>1</sup> Photo by Anne Hamers

industry. Of course, making ourselves indispensable is our ultimate goal.’ Karen concludes: ‘Social dialogue is the basis for sustainable development. And, as the Dutch royal Princess Laurentien expressed at our conference “Building Bridges; How social dialogue benefits people and business”: Open up, listen and find new solutions.’





## WEST AFRICA. A VARIETY OF ACTIVITIES

In 2017, DECP started to collaborate with several French-speaking West African countries on a structural basis. They are all part of the FOPAO, the Federation of West African Employers' Organisations. These countries are facing some serious challenges but, at the same time, there is a lot of potential for economic growth. Since 2011 for instance, Ivory Coast has shown an annual growth rate of 8%. With the urban area of Abidjan as a major harbour and related industrial activities for its hinterland, Ivory Coast is advancing rapidly. Unfortunately, however, not everybody is benefitting from that. DECP has conducted a series of cross-cutting workshops in Abidjan. In 2018 they focussed specifically on skills development and in 2019 on social dialogue. This programme covers issues like (1) awareness of the impact of well-balanced social dialogue between employers' organisations and trade unions on labour market improvement, (2) lobbying and advocacy and (3) negotiation skills. Five countries participate in this pilot: Ivory Coast, Burkina Faso, Mali, Benin and Togo.

### *In Togo the number of affiliated associations has been extended from 18 to 21*

DECP has supported the development of communication means in both Burkina Faso and Benin. In Togo, the complete staff of the employers' organisation has been trained on constructive teamwork and personal development plans in relation to the mid- and long-term objectives of the employers' organisation. The number of affiliated associations has been extended from 18 to 21. In Burkina Faso, the management of DECP has conducted a workshop for the board to discuss tasks and responsibilities as a major influencer in political decision making in favour of the private sector. In Ivory Coast the cross-cutting workshops of 2018 on skills development have been followed up by conducting a series of trainings focussing on committees of economic sectors that aim to link employers to institutions for technical vocational education and training. This has resulted in a request for capacity support to the Brussels-based VET Toolbox (see page 25) which has been approved. The employers' organisation of Ivory Coast, the CGECl, will receive capacity support to develop modern and up-to-date curricula on several critical functions like industrial maintenance mechanic. Togo and Benin have followed that example and will receive capacity support from VET Toolbox on curriculum development in the field of construction in 2020.

'Our cooperation has been very productive and fruitful; two staff trainings took place in Lomé on teamwork and personal development. Three of our staff members participated in two cross-cutting workshops in Abidjan, Ivory Coast, on Social dialogue and Negotiation Skills. Two other staff members participated in the ILO-ITC EMBO management training co-financed by DECP. And DECP connected our employers' organisation CNP-Togo to VET Toolbox Brussels and Agriterra,' explains Tévi Tété-Bénissan, Executive Director.



Together with the international office of the Dutch Christian trade union CNV, country-specific meetings have taken place in the Netherlands and in Benin with the National Council for Social Dialogue (CNDS) of Benin. This has resulted in a press conference by CNDS and the DECP management in Cotonou, Benin on the objectives of developing a process of social dialogue.



DECP and CNV Internationaal will support the organisation of a national conference on social dialogue in May 2020.



## VET TOOLBOX. 'TOGETHER WE HAVE THE POWER!'

She holds two master's degrees, one in comparative cultural science and the other in conflict and development. She has 17 years of experience in the Flemish Public Employment and Vocational Training Services. In December 2018 she joined VET Toolbox as Team Leader. Bartelijne van den Boogert is an enthusiastic and realistic manager who cherishes ideals without daydreaming. She introduces VET Toolbox.



'We provide niche services to over 120 partner countries with a focus on Sub-Saharan Africa by delivering small, short-term and very concrete contributions to longer-term reform processes.' When we ask Bartelijne to give an example, she immediately lists a few. 'In Pakistan our experts – who deliver capacity-on-the-spot based on their extensive experience – supported putting the new apprenticeship

law into practice. The formal concept was ready, but of course that is only the beginning. In Uganda we supported the development of a Sector Skills Council for the tourism and hospitality sector. In Kenya we hosted a regional seminar linking youth employment to public-private partnership in VET. Our services are always tailor-made and meant to kickstart or boost change processes following a request from the partner country. Delivering capacity, that is what VET Toolbox does. VET Toolbox is a partnership to promote demand-driven and inclusive vocational education and training. The partners that are cooperating include the British Council, GIZ, LuxDev, Enabel and AFD. The project is co-funded by the European Union and the German government and has a coordination hub based in Brussels, Belgium.

### *'DECP is able to express the demand of employers' organisations in the field of competencies'*

What brings VET Toolbox and DECP together? Bartelijne: 'The private sector can be one of the key players to push emerging countries forward. The private sector is represented by employers' organisations. They are the voice of business. Competence development, both with regard to new entrants as well as employees, is an important building block to improve the quality of the labour market. And sustainable matching of offer and demand on the labour market can only happen when all the parties concerned are at the table. DECP is able to express the demand of employers' organisations in this field. Together with their partners, they know how to find us to tackle some of these labour market challenges together.' Are there concrete examples of this cooperation? 'Yes. The employers' organisation of Ivory Coast, the CGECI, has submitted a request for proposal with the support of DECP. A GIZ expert has been selected who is now helping the CGECI analyse the skills gap for some crucial functions in industrial maintenance and food processing with the aim of developing new and up-to-date curricula. Two other requests, from Togo and Benin, are currently being processed. In these cases, the emphasis is on developing curricula for the construction sector.'

Can VET Toolbox and DECP reinforce each other? Bartelijne: 'Definitely and in many ways. One of our activities is to develop a network of experts through e.g. organising events to exchange knowledge and experiences. In 2019 we organised, among other activities, a hackathon and a small-scale expert workshop on public-private partnership. DECP experts participated in both events. The outcomes, like the idea of developing a diagnostic tool for public-private partnerships or digital self-assessments linked to learning interventions, are shared through the VET Toolbox website ([vettoolbox.eu](http://vettoolbox.eu)). But we benefit from new insights as well by linking partners to each other. I am convinced that these networks are sustainable and contribute to improving the quality of vocational education and training in the target countries. After all, we cannot change the world all by ourselves. But together we have the power to give decision makers and key players in emerging countries the best possible support for their improvement processes, should they require it.'



### FIRST YEAR'S IMPRESSIONS BY PETER BONGAERTS

Every year in June representatives of governments, employers' organisations and unions come together in Geneva for the International Labour Conference, often called the "international parliament of labour". As this was my first year as the director of DECP, the conference was an excellent opportunity to meet with most of our 22 partner organisations at once. Together with deputy director Jos van Erp, I had several meetings with executive directors, chairmen and policy directors from the employers' organisations we work with in Africa, Asia and Latin America. After these talks, one conclusion was clear: employers' organisations in emerging countries are eager to learn and to be inspired by employers' organisations in advanced economies and the work of DECP is highly appreciated by our partners.



Later in 2019 I visited several partner organisations across the three continents and I had more in-depth discussions about our cooperation. I have learned that the two pillars of the DECP programme – capacity building and social dialogue – are solid.

Retaining existing members and attracting new ones is a major challenge for most organisations. Improving the relevance of membership by developing services and engaging in effective lobbying also requires a lot of attention. DECP trainings, workshops and advisory sessions helped employers' organisations strengthen their base. In 2019 we have supported employers' organisations with new strategic plans, membership surveys and membership strategies, communication tools, lobbying skills and many other aspects of capacity building to boost strong and representative organisations.

*'New collaborations were developed with the international programmes of VNO-NCW like NLinBusiness and PUM and existing relations with the trade unions were deepened'*

Social dialogue is gaining momentum. "The need for co-ordination and negotiation mechanisms between employers and workers has, if anything, increased in the changing world of work," a recent OECD study concluded. In the countries DECP works with, we also noticed new or renewed interest in social dialogue. That is why we supported, together with the international programmes of Dutch trade unions FNV and CNV, newly initiated social dialogue processes in Africa and sustained our efforts to set up bipartite social dialogue structures in Latin America. In Asia we worked, together with the Asian trade union federation SARTUC, on the issue of labour migration and stimulated employers' organisations to play their role in this important debate.



Apart from its two solid pillars, capacity building and social dialogue, the flexibility of the DECP programme is perceived as an added value by our partner organisations. For instance, in 2019 we have been able to support lobbying processes when unforeseen political changes created new opportunities for employers' organisations. We have experimented with supporting employers' organisations to use social media in a strategic and effective way. We have also noticed that the demand of employers'

organisations to become active in the area of skills development is higher than expected, driving us to rearrange priorities to meet this demand as much as possible.

2019 was the second year of our business plan 2018-2022. Although the number of planned cross-cutting activities was a bit too ambitious compared to the real amount that took place, I am confident we are on track with our programme. We have improved ourselves by launching a new website and releasing a new digital newsletter. New potential partner countries were explored in Africa. New collaborations were developed with the international programs of VNO-NCW (NLinBusiness and PUM) and existing relations with the trade unions were deepened.

And there are three more years to come! As set out in our progress report earlier this year, we are eager to increase our impact in the coming years. We will do this by concentrating even more on what can really make a difference in empowering our partner organisations. We will look for a closer connection with relevant partners who can help us with our mission. Moreover, we will move towards a realistic level of activities that is challenging and manageable for both our partner organisations and the DECP team.

At the International Labour Conference in Geneva earlier this year, the theme was Future of Work, highlighting profound changes in the organisation of work, technological developments, globalisation, demographic changes and environmental challenges. The ongoing impact of these trends requires anticipation and adaptation by businesses, therewith offering an unprecedented opportunity for employers' organisations to reinvigorate the collective power of business and shape the future. It's up to DECP to support employers' organisations in developing countries in that process. The DECP team is ready for that!

Peter Bongaerts  
Director

## ABOUT FACTS AND FIGURES

In 2019, DECP reached 1223 participants – 636 men and 584 women – with cross-cutting and country-specific trainings. Both ITCILO (DECP's partner in most cross-cutting trainings) and DECP strive for a gender balance among participants. On a country specific level this is more difficult because some societies are (still) more male oriented. On the other hand, in Vietnam the majority of the participants at the VVEC trainings were women. In all trainings, having the right qualifications is what counts, so that participants can grasp the contents of the training and will be able to apply their newly acquired knowledge in their daily work.

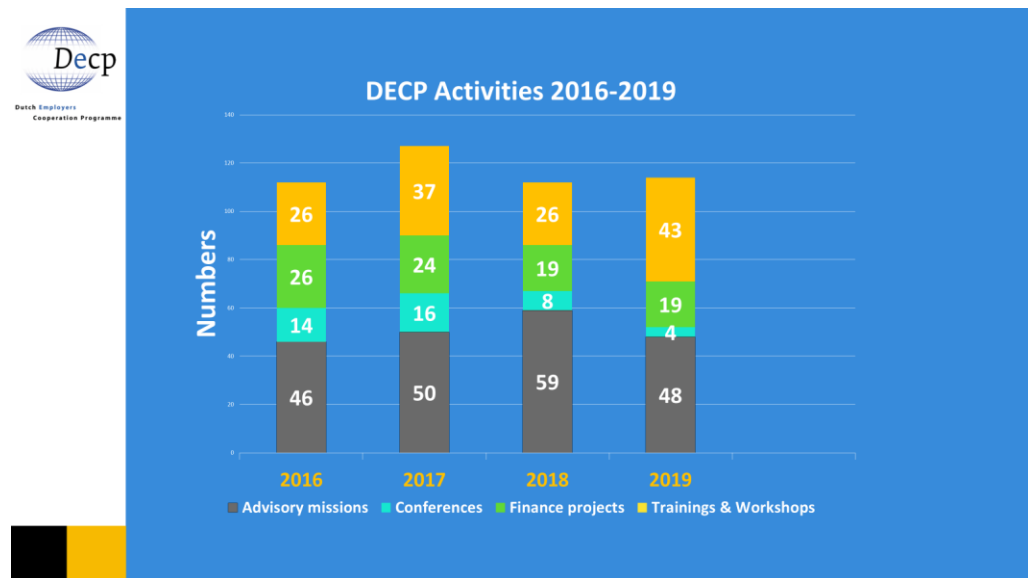
As already mentioned, trainings were both country-specific (33) and cross-cutting (10). In the workplan for 2019, DECP had foreseen a larger amount of cross-cutting trainings but –in hindsight- this was not realistic due to the absorption capacity of the partner organisations. As a consequence, DECP decided to shift the focus more on country specific trainings and advisory missions. The number of country specific trainings increased significantly compared to previous years, as can be seen in the graph. This is largely due to country specific trainings conducted by partner organisations independently like in Vietnam and Ghana and because DECP started giving trainings in two West African countries in 2019. The cross-cutting approach is still perceived as an effective way to encourage exchange of experiences and to build networks. However, in order to push employers' organisations forward, a country-specific follow-up approach leads to in-depth knowledge and application based on the local circumstances. After all, reinforcing organisations requires a more tailor-made approach the cross-cutting trainings cannot offer.



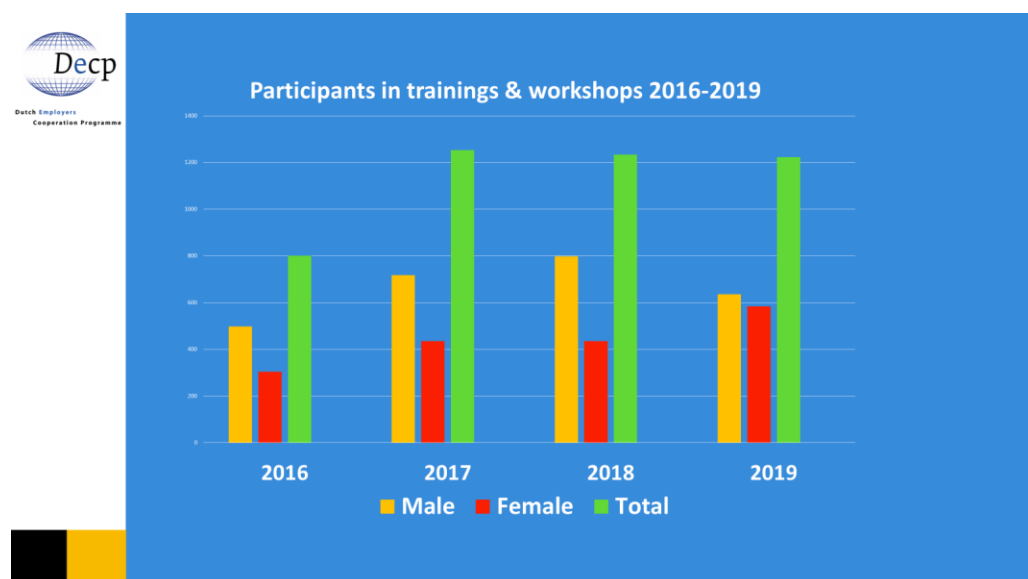
Overall, DECP undertook 114 activities which is more or less the same as in previous years. Advisory missions and the number of supporting projects have stayed the same over the years. Advisory missions as follow up to the trainings are crucial to turn theory into practice. DECP's participation in the organisation and support of



conferences has decreased, while the number of trainings has increased. DECP's work is based on partners' needs and apparently there was less interest for the organisation of conferences in 2019.



The number of people reached with the advisory missions is not always clear. Sometimes a good meeting with two or three decisionmakers or board members can have more impact than a meeting with a larger number of staff members. Furthermore, frequent contact with stakeholders is one of the most crucial conditions for an intense and effective relationship. Advisory missions are just one of the ways to achieve this goal. In reality, contact takes place in many ways. E-mail messages, Skype meetings and phone calls contribute to regular contacts and to a great extent are complementary to face-to-face meetings.



Altogether, DECP advisors embrace the message of the chairman, Hans de Boer: they will keep up the good work!

## LIST OF COUNTRIES AND PARTNERS IN 2019

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

## LIST OF OFTEN USED ABBREVIATIONS IN THE PLAYING FIELD OF DECP

|                |  |
|----------------|--|
| <b>ACE</b>     | ASEAN Confederation of Employers                                       |
| <b>AFD</b>     | Agence Française de Développement                                      |
| <b>AIDA</b>    | Awareness, Interest, Desire, Action (Marketing model)                  |
| <b>APEX</b>    | General term for an umbrella employers' organisation                   |
| <b>AWVN</b>    | Algemene Werkgeversvereniging Nederland                                |
| <b>BEA</b>     | Bureau of Employers Affairs  |
| <b>BMO</b>     | Business Member Organisation   |
| <b>CBA</b>     | Collective Bargaining Agreement  |
| <b>CEO</b>     | Chief Executive Officer  |
| <b>CIPE</b>    | Center for International Private Enterprise                            |
| <b>CNV</b>     | Christelijk Nationaal Vakverbond                                       |
| <b>CRM</b>     | Customer Relations Management system                                   |
| <b>DECP</b>    | Dutch Employers' Cooperation Programme                                 |
| <b>DI</b>      | Confederation of Danish Industry                                       |
| <b>EAC</b>     | East African Community   |
| <b>EATUC</b>   | East African Trade Union Confederation                                 |
| <b>EAEO</b>    | East African Employers Organisation                                    |
| <b>ECOWAS</b>  | Economic Community of West African States                              |
| <b>EO</b>      | Employers' Organisation  |
| <b>FNV</b>     | Federatie Nederlandse Vakbeweging                                      |
| <b>FOPAO</b>   | Fédération des organisations patronales de l'Afrique de l'Ouest        |
| <b>GIZ</b>     | Deutsche Gesellschaft für Internationale Zusammenarbeit                |
| <b>IOE</b>     | International Organisation of Employers                                |
| <b>ILO</b>     | International Labour Organisation                                      |
| <b>ITC-ILO</b> | International Training Centre of the International Labour Organization |
| <b>L&amp;D</b> | Learning & Development   |
| <b>NGO</b>     | Non-Governmental Organisation  |
| <b>NHO</b>     | Confederation of Norwegian Enterprise                                  |
| <b>NIR</b>     | International Council of Swedish Industry                              |

|                |  |
|----------------|--|
| <b>OECD</b>    | Organisation for Economic Co-operation and Development                                 |
| <b>OSH</b>     | Occupational Safety and Health   |
| <b>PUM</b>     | Netherlands Senior Experts   |
| <b>RVO</b>     | The Netherlands Enterprise Agency  |
| <b>SAFE</b>    | South Asian Forum of Employers   |
| <b>ToC</b>     | Theory of Change   |
| <b>ToT</b>     | Training of Trainers   |
| <b>TVET</b>    | Technical Vocational Education and Training  |
| <b>VET</b>     | Vocational Education and Training  |
| <b>VNO-NCW</b> | Verbond van Nederlandse Ondernemingen and the Nederlands Christelijk Werkgeversverbond |
| <b>VQS</b>     | Vocational Qualification Systems   |

## ABOUT DECP

The foundation Dutch Employers' Cooperation Programme (DECP) is a public-private partnership established by Dutch employers and the Ministry of Foreign Affairs in 2006 with the aim of strengthening the position of business member organisations in emerging countries. Via DECP, Dutch employer organisations offer professional expertise to business member organisations in these countries so they can improve the local business climate. DECP offers advice, workshops and networks. A team of experts works together with employers' organisations in 22 countries in Africa, Asia and Latin America.



## THE DECP ORGANISATION

In 2019 the DECP board consisted of:



**HANS DE BOER**  
Chairman of VNO-NCW  
(Chairperson)



**FRIED KAAZEN**  
Vice-Chairman of Royal MKB Nederland  
(Vice-Chairperson)



**MEES HARTVELT**  
Representing AWWN  
(Treasurer)



**MARC CALON**  
Chairman of LTO Nederland  
(Member)



**INEKE DEZENTJE HAMMINK-BLUEMINK**  
Chairperson of FME  
(Member)



**MAXIME VERHAGEN**  
Chairperson of Bouwend Nederland  
(Member)



**CEES OUDSHOORN**  
Director General of VNO-NCW  
(Member)

## THANK YOU

The DECP team thanks all the people and organisations who have contributed to the preparation of this report.

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