



**Decp** Dutch Employers  
Cooperation Programme

Afghanistan Bosnia-Herzegovina Georgia Kenya Nicaragua  
Suriname Albania Burkina Faso Ghana Macedonia  
Pakistan Tanzania Armenia Colombia Guatemala Mali  
Palestine Authority Bangladesh Egypt Indonesia  
Moldavia Rwanda Vietnam Benin Eritrea Yemen Mongolia  
Senegal Zambia Bolivia Ethiopia Cape Verde Mozambique

# DECP annual report 2007



Ghana Macedonia Pakistan Tanzania Armenia Colombia  
Guatemala Mali Palestine Authority Uganda Bangladesh  
Egypt Indonesia Moldavia Rwanda Vietnam Benin Eritrea

# 1. Introduction

In the second year of its existence DECP was able to further expand its activities. The number of partner countries contacted increased and the support was broadened in a couple of countries.

Employers and business organisations in partner countries have shown a lively interest in cooperating with DECP. Since the start of its operations in 2006 DECP has already established regular working contacts with 13 of the 36 partner countries. For various reasons (instability, war, etc.) DECP is reluctant to establish relations with around 10 countries. It is expected that by the end of 2008 DECP will have extended its relations to 20 to 25 countries.

The cooperation and the eagerness of national and international organisations and authorities to cooperate is excellent. In particular, relations with the International Labour Organisation (ILO) and the International Organisation of Employers (IOE) have been very supportive and fruitful.

Worldwide, the role of the private sector is acknowledged to be key to economic development. It is also accepted that sound economic development is a necessary condition to diminish poverty. Therefore, DECP concentrates its efforts on its main task of improving the investment climate by strengthening employer and business organisations. These organisations have several instruments to influence government policies in such a way that the climate for "Doing Business" is improved. It is very much in the hands of governments to shape the conditions for a healthy economic climate. The more governments are able to successfully implement sound economic policies, provide a stable political environment, and create a transparent and well functioning judicial system, the more the national and international business communities will be

willing to invest in their countries. Benchmarking, learning from effective policies and good examples from other countries provide a very good stimulus. DECP sees it as one of its main tasks to provide experience and expertise as a catalyst to improve policy. To influence governments, employer and business organisations need to strengthen their analytical and lobbying capacity as well as build up their organisations. Broadening of membership and expanding activities and services to members are key areas for attention. DECP's objective is a virtuous circle: strong business organisations should be well positioned to influence government policies. This can lead to a better business climate, to a shrinking of the informal economy, to higher economic growth, to more jobs and thus to a reduction of poverty and an increase of tax revenues. With the right approach there are benefits for all parties: companies and their business organisations, workers as well as governments.

DECP is convinced that the private sector can make a difference in poverty reduction. The more governments are able to create the right conditions, the more successes will be booked in poverty reduction.



*Presentation of certificates to the participants of the workshop for attracting members in Moldova*

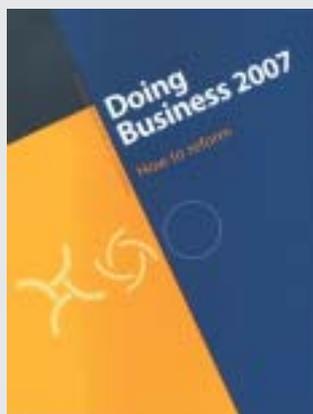
## 2. DECP's operational environment.

*2007 was an interesting and eventful year for DECP.*

Worldwide economic growth was healthy and globalisation provided growing markets for the products of developing countries. The outstanding economic performance of countries like China and India is having a profound impact on the global economy and on Africa in particular. While strengthening their economic ties with many African countries, the emerging giants are also providing a fine illustration of the very principle on which DECP's activities are founded, namely that a strong and vibrant private sector is the most effective way to fight poverty.

*Private sector is the engine of growth*

DECP is very pleased to note that with regard to economic development policies more and more developing country governments and also donor governments are changing course and re-setting their priorities. They are moving away from too much reliance on the public sector and are now embracing the private sector as the true engine of economic growth, creating wealth, providing jobs, generating tax revenue and thus making a critical contribution to the reduction of poverty. The



Netherlands is one of them as the recent policy-paper by the Minister for Development Cooperation "Our Common Concern" makes clear.

Clearly, a profound change in orientation and policies is under way, strongly encouraged and assisted by multilateral

institutions like the World Bank. The latter's "Doing Business" reports are particularly helpful and their findings are used in consultations with DECP's counterparts in the partner countries. Benchmarking and peer pressure have proved to be surprisingly effective tools.

*Importance of SMEs*

DECP has also found that while improving the business climate is necessary for all companies, it is of particular importance for small and medium-sized enterprises (SMEs). Developing countries invariably have very large informal sectors and the right kind of legislation will have a direct impact on the decision by any entrepreneur as to whether or not to enter the formal economy. While large (multinational) companies are often better equipped to handle instability and an unfavourable business climate, administrative constraints hit SMEs – the overwhelming majority of companies - the hardest. Thus, policies aimed at creating a better business climate will benefit SMEs in particular and contribute to their "graduation" to the formal economy.

Looking back at 2007 DECP is pleased to have found that there are employer organisations in most if not all of the partner countries. Many of them are clearly struggling, but some are well developed and skilled at promoting their members' interests. Raising sufficient revenue is a problem for practically all of them, as is expanding their membership base.

They have a host of difficult tasks to perform simultaneously and DECP is often impressed by their commitment, ambitions and determination to create a better business climate, and thus make a substantive contribution to economic growth and the fight against poverty.



*Tourism is of increasing importance for developing countries; hotel under construction in Gysenye, Rwanda*

### *Challenges ahead*

In frequent consultations with counterparts in the partner countries, a number of questions give some grounds for concern.

While it is gratifying to note that governments on the whole are promoting private sector development, DECP has also found that some of them go beyond merely encouraging the creation of an Employers Organisation (EO). In some countries the government actually subsidises the EO.

For DECP this is a problem since it essentially believes that EOs should be financially independent, in particular from the government. The reason is obvious: an EO's primary objective should be a favourable business environment. Such an environment can only be created by the government through the appropriate kind of legislation. Lobbying the government is thus a first priority for EOs. However, as the saying goes, "don't bite the hand that feeds you"...

Any EO that is partly funded by the government will think twice before publicly criticising that same government. There are no quick and easy solutions here. DECP counsels and supports the development of alternative sources of revenue, but this will take time. Even more so because external funds like government subsidies tend to have the perverse effect of reducing the incentive to develop alternatives.

This is precisely the reason why DECP focuses on providing knowledge and expertise and will not – as a matter of policy – provide budget support to EOs. Exceptionally, DECP does provide funding but only for individual one-off events.

Another problem that has been encountered during the fact-finding missions and subsequent contacts is the creation of "umbrella organisations" over and above existing employer organisations. In many countries there are several organisations representing private sector interests. Quite often there is not only an organisation focused on economic policy and representing the private sector as a whole, but also one that mainly concentrates on social issues and labour policies. On top of that there are also powerful sectoral organisations, e.g. industrial associations and farmers' unions.

All of these organisations are, by their very nature, trying to influence government policies.

This proliferation of the voices representing business is not always helpful. Faced with so many interlocutors governments sometimes actively encourage the creation of an umbrella organisation composed of representatives of the various EOs.

However, while DECP agrees that speaking with one voice is more effective, creating such an "umbrella" is

not the obvious solution. Even if the leaders of the various EOs are members of the governing board of the newly created "umbrella", effective cooperation between them is the exception rather than the rule. What is more, DECP sometimes witnesses the troubling spectacle of the "umbrella" organisation competing with the established EOs by trying to recruit their members. While this is clearly a worrying development in itself, things are sometimes made even worse by some donor countries which have started to encourage and even finance some of these "umbrella" organisations.

From DECP's perspective this type of funding is very unfortunate and should be stopped or at the least phased out. Experience shows that it is often more effective to try and bring about a merger of the various organisations or at least some form of federation. This will take a considerable time, but mutual trust between the leaders of the various organisations is of the essence here and an artificial "umbrella" imposed and funded by a foreign donor is very unlikely to achieve that goal. Furthermore, donor funding is not a very stable source of income. The risk of the "umbrella" collapsing when donor money dries up is very large indeed.



*ILO-DECP workshop on Effective Employers Organisations held in Senegal for the French speaking countries.*

#### *Fragile states*

As mentioned earlier the recent policy paper by Minister Koenders for Development Cooperation outlines the main priorities for Dutch development policy. Apart from welcoming the emphasis on economic growth and distribution, DECP is certainly interested in the issue of the so-called fragile states (Afghanistan, Burundi, Colombia, DR Congo, Guatemala, Kosovo, Pakistan, Palestinian Authority and Sudan). DECP therefore intends to find out whether it can play any useful role in cooperation with colleagues in countries like the Democratic Republic of Congo and Burundi.

#### *Multilateral partners*

Over the year 2007 DECP developed a constructive and cost-effective cooperation with the ILO's International Training Centre in Turin resulting in a substantial number of successful training sessions. The ILO/ACTEMP office and the International Organisation of Employers in Geneva have also proved to be valuable partners.

# 3. Activities in 2007

As already mentioned in the Introduction, 2007 was a year of further working out the philosophy of DECP and expanding the network. If a fact-finding mission, a two- or three-day exploratory visit to a potential partner organisation, shows that there are grounds for effective cooperation, a country manager will be appointed for this partner organisation. The country manager – as an expert in the field of business organisations – is the first person to be approached by the partner organisation, he will maintain the contacts with the partner, judges the proposals and proposes initiatives to strengthen the partner’s capacity. He also visits the partner around three times a year.

### Fact-finding missions

A great deal of DECP's work in 2006 consisted of visiting potential partner organisations. Armenia, Benin, Ghana, Kenya, Mali, Tanzania, Uganda and Zambia were visited on a fact-finding mission. Most of these fact-finding missions were successful. Some of them have already led or will lead to Partnership Agreements in 2008.



Fact-finding mission to Mali

In a fact-finding mission discussions are held with employers but also with Ministers and/or Ministries of Economic and Social Affairs, the central bank, international organisations such as the World Bank and International Finance Cooperation, the trade union movement, the Dutch embassy and also the EU representation. Contacts are also made with larger (international) businesses. This wide variety of meetings provides a picture of the country’s economic situation as well as the role and significance of the partner organisation.

### Advisory missions

Countries	governance	Subject		
		attract. members	services	communication.
Albania	2			
Bosnia-Herz.	2		1	
Georgia	1			
Ghana		1		
Indonesia	1		1	
Kenya	1	1		
Rwanda		1		
Surinam	1			1
Uganda	1			
<b>Total</b>	<b>9</b>	<b>3</b>	<b>2</b>	<b>1</b>

Information from the Dutch Embassy is often very helpful. Towards the end of the visit, these exchanges are talked through with the partner organisation. Possible areas for future cooperation are identified and agreements are reached. These agreements usually relate to support for strategic planning and priority choices such as action vis-à-vis government and trade union organisations, dealing with the media and internal organisational issues.

### Advisory missions

DECP's main aim is to strengthen the business climate in the partner country and that should also be the mission of the partner organisation. So lobbying the government in order to improve the business climate should be the number one priority. However, many partner organisations are wrestling with a difficult financial position. Hence, in the struggle for survival, they often concentrate on issues which raise money, and tend to neglect what should be the main task of any employer organisation: advocacy and lobbying. In practice DECP very often finds EOs caught in a vicious circle: members complain that the employer organisation does not do enough to advocate their interests and does not offer adequate services. As a result, they do not pay their membership fees and the EO fails to attract more members and its representativeness shrinks. As a consequence their revenues stay at a low level which means that they cannot develop either advocacy or service activities which would satisfy the members and attract non-members.



'Women Entrepreneurship' training course for Apindo, Indonesia

### Getting out of the vicious circle

So the advice of DECP is mostly targeted at getting out of this vicious circle. It often starts with improving the governance and the image of the organisation. To increase visibility, communication with both members and other stakeholders like the government, trade unions and other NGOs should be improved. A periodical news bulletin, a website, information meetings and workshops can be effective tools to strengthen relations with members and show the added value of the membership of an employer organisation. The advice of DECP is targeted at developing these tools

Countries	Training progr., seminars and workshops				
	DECP/ILO	OSH	Attr. Members	Lobbying	Entrepr.ship
Armenia		1			
Bosnia-Herz.					3
Georgia			2		
Indonesia	2				1
Moldova			1	1	
Rwanda	1				
Uganda					1
Africa English <sup>1</sup>	1				
Africa French <sup>2</sup>	1				
Caribbean	1				
Total	6	1	3	1	5

<sup>1</sup> Participating countries were: Botswana, Ethiopia, Kenya, Malawi, Rwanda, Tanzania, Uganda, Zambia and Zimbabwe.

<sup>2</sup> Participating countries were: Benin, Burkina Faso, Guinée, Ivory Coast, Mali, Mauritania, Niger, Senegal and Togo.

and, if already in place, to improve the quality. The partner is also often encouraged to appear more often in the news media with views on current political issues and to develop more activities in the lobbying field.

#### *Training programmes, workshops and seminars*

A basic training programme for employer organisations in developing countries was set up with the ILO International Training Centre in Turin, comprising modules on Governance, Strategic planning, Attracting members, Lobbying and Services. In total, three of these training programmes were held, namely in the English-speaking and French-speaking Sub-Saharan countries in Africa and in the Caribbean (where DECP sponsored the participation of the partner organisation VSB in Surinam). This same training programme was also presented to the regional associations of the Rwanda Employers Federation PSF. A follow-up course complementing the basic training in 2006 was given in Indonesia. Also in Indonesia, a special training course for 'Women Entrepreneurship' was given for some regional associations of the Indonesian employer federation Apindo. This training programme was carried out in close cooperation with the Norwegian employer organisation NHO.

More specific workshops and seminars on Occupational Safety and Health (OSH), Attracting and keeping members, lobbying, and entrepreneurship were mainly held in Eastern Europe and the Caucasus.

With all these training programmes, workshops and seminars DECP trained in total more than 500 staff and board members of employer organisations. These programmes were very highly appreciated. DECP developed its own evaluation form, which was broadly derived from the evaluation form used by the ILO in Turin. The average score of the evaluations was 4.7 on a scale from 0 to 5.

#### *Financing projects*

As already stated in chapter 2 DECP is not in favour of subsidising employer organisations by donor organisations. Thus DECP itself will not finance budgets of partner organisations. It is DECP's strong view that the partner itself should be responsible for the financing of its entire budget and the fact that the members are willing to finance this budget is the best proof of the employer organisation's *raison d'être*. An organisation that is fully self-financed is aware of the responsibility of raising its own revenues, tries to increase the number of members and presses them to pay their fees. However, sometimes limited investments can increase the effectiveness of the EO considerably. In such cases DECP is willing to (partly) finance such small projects. Such projects may include the publication of a news bulletin on a temporary basis, modernising ICT equipment, drafting a business survey. DECP funded a couple of study missions to the Netherlands for EO staff and/or board members to increase their knowledge on a number of subjects. These study missions included meetings with the staff of the largest Dutch employer organisation VNO-NCW and its sister organisation for labour regulations AWWN, as well as with some associations in the Netherlands, the Social Economic Council, Ministries, etc.



*Marcel Meijer, Chairman of the Surinam Trade & Industry Association and Jan Karel Bout after signing the Partnership Agreement*

Countries	Financing and study missions
Bosnia-Herz.	1
Georgia	1
Macedonia	3
Surinam	2
Uganda	1
Total	8

#### *Partnership agreements.*

If, after a fact-finding mission and some successful projects, it is clear that relations with the partner organisation will probably be long-lasting, DECP will in most cases propose to conclude a Partnership Agreement (PA) with the partner. A PA is a framework in which DECP and the partner formalise their cooperation and describe in general the activities they will develop in the long term.

In 2007 DECP concluded Partnership Agreements with Ghana, Rwanda and Surinam.

#### *Other activities*

Also in 2007, DECP issued a number of publications to help partner organisations. These publications can be found on the DECP website.

Chairman Bernard Wientjes addressed the EU-Africa Business Summit in Lisbon in December about promoting private sector business organisations in Africa.

As a special guest and speaker, Jan Karel Bout attended the East, Central & Southern African Employers Organisations Conference in Botswana in February as well as the 11th African Regional meeting in Addis Ababa in April, both organised by ILO.

In spring 2007, Norwegian sister organisation NHO-PSD visited DECP to exchange information on their mutual activities and to investigate where joint activi-

ties were possible. Later in the year this was followed by a return visit to Oslo, at which a delegation from the Bureau for Employers' Activities of ILO ACT/EMP were also present. The organisations reported on their respective activities and discussed possibilities for closer cooperation. In Indonesia, this led to DECP's participation in an existing NHO Programme on Women Entrepreneurship.

#### List of publications

1. "Promoting the private sector business organisations in Africa", presentation by Bernard Wientjes at the EU-Africa Business Summit in Lisbon, December 2007.
2. "Increasing your revenues"  
Thieu Korten (DECP), September 2007
3. "Lobbying by Employers' Organisations"  
Thieu Korten (DECP), August 2007
4. "Effective media publicity by business organisations", Hans Klooster, former Director Communications VNO-NCW, July 2007
5. "Is there a Role for Employers in Poverty Alleviation?", Jan Karel Bout (DECP)  
Presentation held at the East, Central & Southern African Employers Organisations Conference in Botswana, February, 2007
6. "Employers' Organisations should be financially independent.", Bram Van Overbeeke (DECP).  
January 2007.

# 4. Programming, monitoring and evaluation

DECP attaches great importance to a good accountability of its activities in partner countries. DECP wants taxpayers' money to be well spent. This means that projects have to be monitored and the results must be identified before the project is started and reported afterwards. We intend to use three monitoring models, gradually increasing in complexity, depending on the size, in financial terms, of the activity and the relationship with the partner.

## a) small and 'ad-hoc' advice projects and workshops

The simplest model is used for projects with partners with which a long term relationship does not exist and where only 'ad hoc' activities will probably be developed. For such occasional projects a relatively simple system is applied which consists of a mission report drafted by the expert and an evaluation report drafted by the applicant. A similar system has already been used by our sister organisation PUM for many years. This system is also used for the DECP training programmes, workshops and seminars where the evaluation forms are filled in by the participants.

## b) larger projects

For more complex and larger projects (roughly over € 10,000) DECP has adopted the PME model, which

has been developed by the Dutch trade union CNV. The PME model is a results-oriented planning method, based on a strategy and working plan in which the results to be achieved and the activities and necessary resources that go together with it are identified. The original PME-model of CNV consists of ten steps or questions, but in the DECP model this has been adapted to eight steps:

1. What are the major problems of the partner organisation (PO)?
2. What results (improvements) does the PO want to achieve?
3. What activities have to be carried out in order to achieve these results?
4. What is the timetable for these activities?
5. Who will carry out or is responsible for the activities?
6. What human and physical resources are necessary to carry out the activities?
7. What will the activities cost?
8. What external conditions are required for achieving the results?

These questions are presented in diagram form below:

Problem to be addressed:

Intended result:

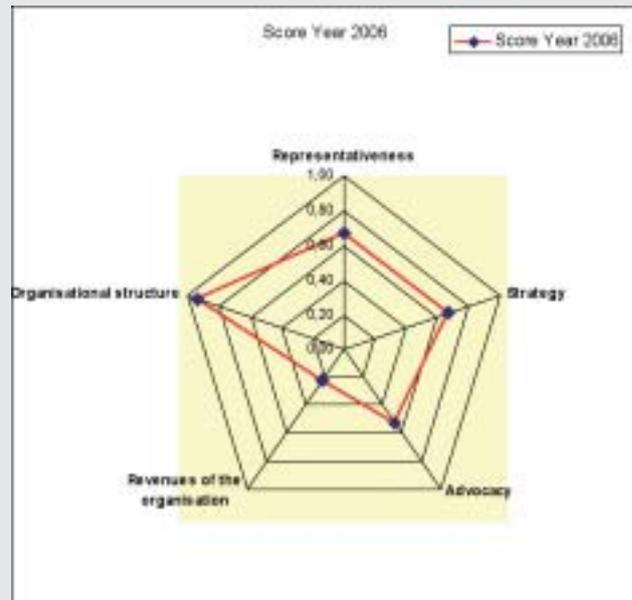
Activities	Implementation of the activities				
	When will the activities be implemented?	Who is responsible for implementation?	Required resources	Costs	External conditions
1					
2					
3					
4					
5					

*c) Activities with partners with which a PA is concluded*

A more sophisticated instrument is justified for activities with a partner organisation with which a Partnership Agreement has been concluded. As a consequence DECP's financial commitment will be much larger in comparison to the earlier models. In these cases the PME model will be used in combination with DECP's "List of characteristics of an efficient and effective Employers' Organisation". With this list the EO can be audited or benchmarked which will result in a zero scan of the partner organisation's position on strategy, representativeness, revenues, advocacy and organisational structure. An example of such a zero scan is shown here.

The targets for the next three to four years can be pinpointed in the spider's web diagram and after three years the results can be measured again with the DECP-list. Then it will be clear whether the target has been achieved. DECP will start using this model in some pilot organisations in 2008.

DECP is well aware that in some situations the use of a benchmark can run into objections by the partner organisation. The pilots will make clear whether this is a real obstacle for the use of the benchmark list.



# 5. Prospects for 2008

If the prospects are favourable, DECP will in 2008 examine the situation in Congo, Burundi and Burkina Faso as well as in a couple of other countries on the list and will try to organise fact-finding missions to these countries. Visits are also planned to Ethiopia, Mongolia and Egypt.

Congo, Burundi, Kosovo and Sudan are new on the country list due to the fact that the Minister for Development Cooperation has decided to give special attention to these so-called "fragile states".

In this year DECP expects to continue providing:

- Advisory support to partner organisations. In Bolivia and in South Africa, for instance, there are plans to support two employer organisations with advice on strategic planning and entrepreneurship. Also, advice on membership issues is foreseen in several African countries. In some countries, e.g. Moldova, Macedonia and Bosnia-Herzegovina, DECP will not only concentrate on umbrella organisations, but also support sector associations.
- Seminars and workshops on specific subjects will also continue to be of interest. Several governments in Eastern Europe (like Georgia and Moldova) are introducing new legislation on Occupational Safety and Health. DECP has experts well versed in these matters to organise train-the-trainer workshops. Workshops on 'How to increase membership' and on 'How to improve Communication' will be given, not only in Eastern European but also in several African countries.
- Training programmes in cooperation with ILO  
In 2007, more than 300 high-level officials from a total of around 20 partner organisations participated in the basic training programs organised in cooperation with the ILO/ITC training institute in Turin. In 2008 a follow-up to this basic training programme

will be held, consisting of more in-depth training on lobby and membership issues. These trainings are planned for the English- and French-speaking employer organisations in Africa, as well as for the Indonesian EO Apindo and for EOs in Latin America. Most of these training courses are financed by DECP and ILO Turin on an equal basis. Special trainings will in addition be given in Indonesia to the young entrepreneurs organisation HIPMI and most likely for SME women entrepreneurs. In Mongolia, Rwanda and Uganda (if possible shared with Kenya), special country training courses are foreseen.



*A train-the-the trainer workshop on OSH given by the expert, Mr Jean-Charles Lysen in Armenia.*

Also in Indonesia, we intend to support and strengthen regional Apindo organisations in the regions of Asahan, Bojonegoro, Tarakan, Makassar and Karawang. This is a joint project between Apindo, ILO and DECP. DECP hopes to obtain additional external finance for this project, so that activities can be expanded to more regions.

As far as financing projects is concerned, DECP will be providing support to a business survey carried out by the Mali employer organisation CNPM. Also, assistance regarding publication of news bulletins is foreseen in some East European countries.

In this context, we look forward to concrete cooperation with the CNV (Christian Confederation of Trade Unions) in publishing a number of booklets on labour legislation in Ghana.

Mid 2008 a follow-up meeting between the Norwegian sister organisation NHO-PSD, the ILO ACT/EMP office, DECP and possible other partners will take place in Geneva.

DECP expects to have established a structural relationship with 13 countries and a more ad-hoc presence in a number of countries where initial contacts have been made but where the ties could well be further intensified.

Fruitful cooperation with national and international partners will be continued. DECP is willing to cooperate with any reliable organisation which may contribute to the common goal; alleviating poverty by improving the business climate by strengthening employer and business organisations in partner countries.

As a young and still expanding organisation DECP did not completely spend its financial resources in 2007. It is expected that the available budget in 2008 will be fully used.

### Expected DECP presence in partner countries

A more structured relationship with:	An 'ad hoc' presence in:	Possible future contacts in:	No activities foreseen in:
Albania			
Armenia			
Bosnia-Herzegovina		Bangladesh	Afghanistan
Georgia	Benin	Burkina Faso	Cape Verde
Ghana	Bolivia	Burundi	Colombia
Indonesia	Guatemala	Congo (DRC)	Eritrea
Kenya	Mali	Egypt	Nicaragua
Macedonia	Mozambique	Ethiopia	Palestine Authority
Moldova	South Africa	Yemen	Pakistan
Rwanda	Zambia	Kosovo	Senegal
Surinam		Mongolia	Sri Lanka
Tanzania		Vietnam	Sudan
Uganda			

# 6. The DECP organisation

## *A new administrative system*

DECP started the introduction of a system for the administration of its activities at the end of 2007. Until then, projects were administered in Word, Excel and archive maps of Outlook, but this system is not satisfactory anymore now that the number of activities increases. For its administration DECP chose the E-Synergy programme.

## *Composition of the Board*

The composition of the DECP board changed only slightly in 2007. Bart Jan Constandse left the board because of his withdrawal as president of the agricultural association LTO Nederland. He was succeeded by Albert Jan Maat, so that the board now consists of:



Bernard Wientjes,  
Chairman of  
VNO-NCW  
(Chairman)



Loek Hermans,  
Chairman of  
Royal MKB-  
Nederland  
(Vice-chairman)



Cees van  
Woudenberg,  
Chairman of  
AWVN  
(Treasurer)



Albert Jan Maat,  
Chairman of LTO  
Nederland  
(Member)



Elco Brinkman,  
Chairman of  
Bouwend  
Nederland  
(Member)



Jan Kamminga,  
chairman of  
FME-CWM  
(Member)



Niek Jan van  
Kesteren,  
Director general  
of VNO-NCW  
(Member)



*Composition of the bureau*

Mr. Andrew Moore, a former CBI (Confederation of British Industries) director, has joined DECP's bureau as country manager for some of the English-speaking partner organisations in Africa.

The bureau now consists of:

Jan Karel Bout, director  
Thieu Korten, deputy director  
Bram Van Overbeeke, special advisor  
Jean-Marie Standaert, special advisor,  
Andrew Moore, special advisor,  
Christine Rehbock, office manager

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