



Decp

Dutch Employers
Cooperation Programme

DECP Annual report 2016



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Preface by the Chairman

Free trade matters



A couple of years ago the Organisation for Economic Co-operation and Development (OECD) published a report on the importance of free trade. The report rather convincingly outlined the benefits of trade-liberalisation in general and its importance for developing countries in particular. It underlined the potential of customs unions, free trade areas and of cutting import tariffs as tools to stimulate global trade and thus prosperity. For a time it seemed as if most countries understood and heeded the call, thus underpinning a development that came to be called 'globalisation'. This process of integration of markets—as well as liberalisation of trade and investment rules—has not just boosted employment and income, it has also promoted a very beneficial transfer of technology.

However, the global financial crisis which started in 2007 took the wind out of globalisation's sails. The growth of global trade has contracted sharply and the very premises on which free trade is based are subject to an increasingly acrimonious debate. For decades, concluding free trade agreements was a rather mundane affair largely pursued by anonymous government officials. That is no longer the case. In many developed countries critics are pointing to some of the negative consequences of trade liberalisation such as the declining employment in traditional industries. The ensuing political debate has now imperilled both the Trans Pacific Partnership (TPP) and the Transatlantic Trade & Investment Partnership (TTIP). Some people will rejoice at that prospect, but I do not. Trade and international investment have created prosperity and lifted hundreds of millions of people out of poverty. While we should of course pay more attention to the victims of globalisation by, for example, provi-

ding re-training, we should not throw the baby out with the bathwater. The global economic downturn of the past decade has seriously affected developing countries and thus the countries in which DECP is supporting its counterparts, the business member organisations. Against this background, I think employers' organisations should, wherever possible, join forces in advocating the benefits of trade and international investments. DECP's work is ever more relevant in that a better business climate promotes trade and investment. Moreover, in 2016 in East Africa we started supporting the employers and trade unions in advocating a further liberalisation of the labour markets in the East African Community, which is developing from a free trade area into a full-fledged economic union. Looking forward, and based on the assumption that the current evaluation of DECP will pave the way for a four-year continuation of the programme, we have started to draw some lessons from the present period. One of those lessons, in the context of our prime task of capacity building, is the realisation that bringing together groups of countries/organisations is generally more efficient than working in just one country or with just one organisation. Therefore we will intensify what we call our regional approach. Secondly, social dialogue in its various shapes and forms is a dominant issue for many of our counterparts and, considering our excellent relations with the Dutch unions Mondiaal FNV and CNV Internationaal, we are envisaging an even closer cooperation on this theme in the years to come. Finally, we have found that we may well play a useful role in bringing together Dutch companies with potential business partners in our counterpart countries and vice versa, thus providing a service that is potentially beneficial for both sides.

Hans de Boer, chairman

1. Introduction

DECP aims to strengthen the position of business member organisations (BMOs) in developing countries. Capacity building of BMOs and developing a stable social dialogue are identified as crucial building blocks to achieving this goal. DECP works closely with the board members and staff of BMOs in partner countries. Interventions involving the exchange and transfer of knowledge and experience are accomplished by organising and conducting trainings, workshops and conferences and by giving support by means of advice and coaching. Over the years the board and staff of DECP have found that the activities DECP conducts in partner countries should focus on the following key issues:

- Social dialogue and negotiating skills
- Communication
- Strategy and policy
- Lobbying and advocacy
- Skills development

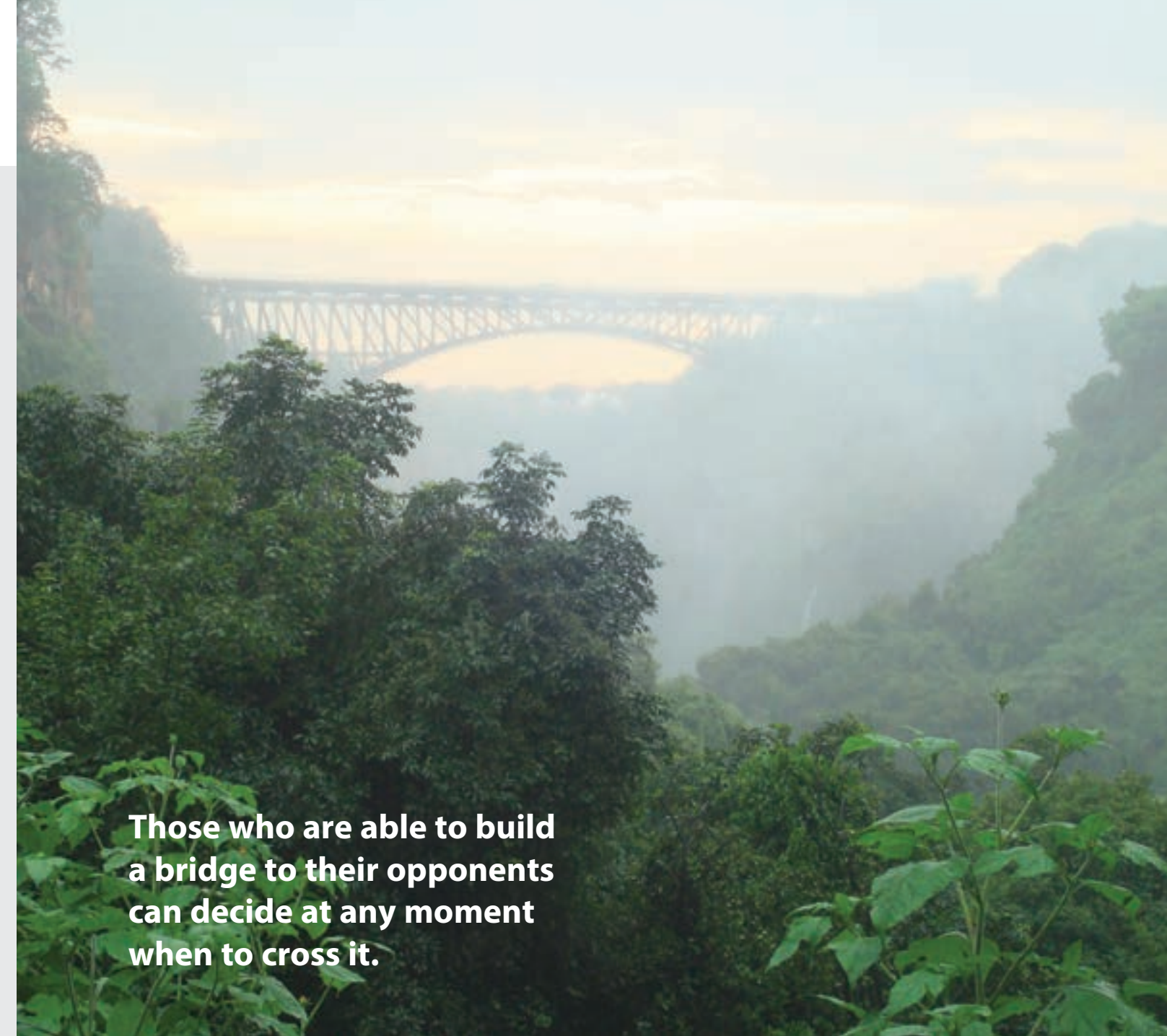
It is evident that specific items like ‘gender’, ‘dealing with corruption and informal economy’ and ‘connecting people’ also get special attention. DECP cooperates with like-minded organisations from several Scandinavian countries, Dutch trade unions and other organisations with comparable objectives as well as with the International Labour Organisation (ILO). In order to be able to upscale the effect and impact of its activities, DECP is organising more and more cross-cutting activities. These are interventions and events,

such as trainings and workshops, which are organised in one country, but representatives of BMOs from other countries in the region are invited as well. After all, reinforcing networks of people who already are neighbours and who, most of the time, have much in common – like history and ways of working – will turn out to be more sustainable and successful than an isolated activity will be. Furthermore, the representatives are not competitors, and they share the same objectives and can learn from each other. Cross-cutting activities go hand in hand with the attention DECP pays to developing the skills of board and staff members. Skills development in a broader sense is a key factor in developing economic growth, entrepreneurship, employment and perspective for the individual. Through the so-called cascade model, in which trainers are trained in order to train others, BMOs will multiply their effect, and finally have an impact on the success of the stakeholders in their playing field. All the elements mentioned above, including capacity building, social dialogue, cross-cutting activities, communication, training and conferences, are part of the day-to-day life of DECP staff, country managers and specialists. Indeed, they determine the unique character of DECP’s interventions. Similarly, this 2016 report describes and gives an overview of activities in partner countries, where various levels of strategy and operational activities meet and overlap.

2. Key issues in the context of activities

DECP has learned over the years that some issues play an important role in the reinforcement of every partner organisation. Hence, interventions that have been developed to provoke improvements, such as work-

shops and training, can be standardised, improved and copied to other countries. There, of course, the formula is adapted to the ‘couleur locale’ of the country or the region.



Those who are able to build a bridge to their opponents can decide at any moment when to cross it.

2.1. Social dialogue and negotiating skills

We see negotiation as a process in which several parties, who most probably have common interests, are looking for a solution which satisfies both of them to a certain extent. This means that mutual trust is a crucial condition. In an open dialogue, they explore opportunities as well as restraints, advantages and disadvantages. In the end both parties will have to make concessions on some of their claims. On the other hand, they both make some progress at the same time. By agreeing on the most important choices, both parties keep the door open to a next phase of negotiation.

BMOs that are able to develop sustainable relationships with relevant discussion partners, like trade unions and governments, create a firm base for successful negotiation cycles. They contribute to a large extent to the key objectives of their mission because they reinforce the position of the employers significantly and they contribute to the improvement of the investment climate.

DECP offers several training programs in the field of social dialogue and negotiation. Of course, it is possible to organize a two-day workshop in order to get familiar with the basic theories and skills. A more use-

ful option, however, is to design a development frame that defines the learning and development goals, a series of training sessions and guidance on the implementation.

In 2016 training sessions and general meetings on negotiation skills have been conducted in Peru and Indonesia, amongst others.

Peruvian employers' and workers' organisations are determined to continue with the establishment of a social dialogue in their country. After the election of Pedro Pablo Kuczynski as president in early June, further development of this dialogue seems imminent, especially in industry, construction and agriculture. On the workers' side, the Confederación General de Trabajadores del Peru (CGTP) is taking the lead. On the employers' side it is the Sociedad Nacional de Industria (SNI). The Cámara Peruana de la Construcción (CAPECO) and the Asociación de Gremios Productores Agrarios del Peru (AGAP) are also intensifying the cooperation with the unions. DECP supports SNI actively with capacity building and

consultancy in the field of social dialogue. The SNI was founded 120 years ago and represents all the major industrial companies of Peru. In this co-operation process DECP collaborates closely with the Netherlands' embassy in Lima, the ILO and Mondiaal FNV, which supports the CGTP. A delegation of the main employers and the trade union federation were in The Hague for a three-week internship at the Labour Foundation. They interviewed staff and were allowed to attend closed meetings. The aim of the internship was to gain more insight into the workings of the Dutch polder model in order to shape the social dialogue in Peru. The Peruvians were in the Netherlands at the invitation of the Labour Foundation, Mondiaal FNV and DECP. It was especially the tight schedule of the various meetings and business-like way of running a meeting that attracted the attention of the trainees. They were impressed by the mutual trust between the social partners in the Netherlands and saw the visit as an inspiring opportunity to work on mutual trust between Peruvian social partners.



The Peruvian delegation visits the RDM Campus in the port area of Rotterdam

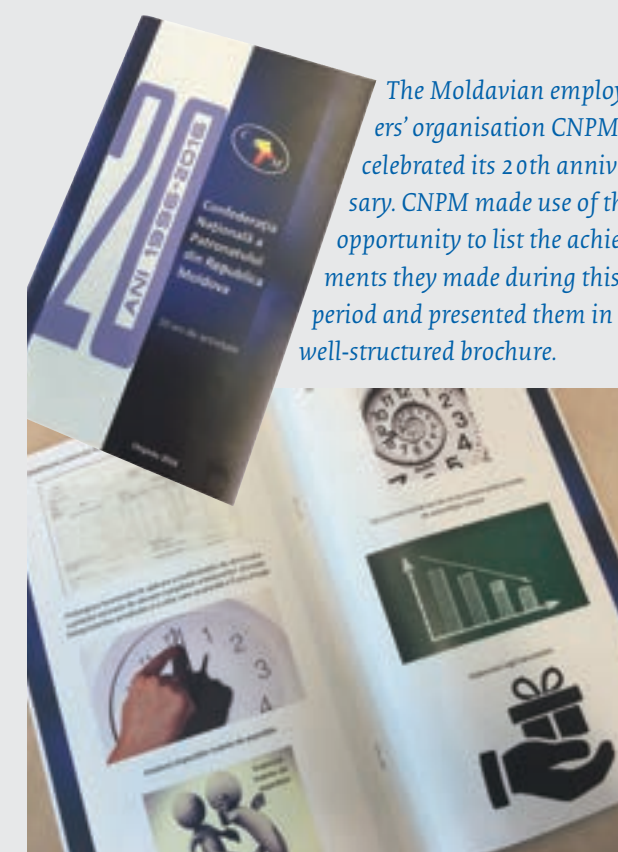
A seminar on negotiating skills was held in Jakarta, Indonesia, with 28 members who represent APINDO (Asosiasi Pengusaha Indonesia) in the regional Wage Councils. DECP provided two highly experienced trainers, one of them, a negotiating skills' trainer, made available by AWWN (one of the Dutch employers' organisations represented in the Board of DECP). At the seminar, an interesting case on establishing a Collective Bargaining Agreement (CBA) was presented by the APINDO representative for West Java, whereas APINDO's counterpart there, the independent trade union KSBSI, was supported by the Dutch trade union CNV Internationaal. DECP and APINDO expect this meeting to serve as a starting point for future CBAs at the regional level (see Chapter 5).

A similar seminar on negotiating skills was held in Ulaanbaatar, the capital of Mongolia, for 12 members of the Mongolian Employers' Federation MONEF who have experience in negotiating with the unions. A DECP expert presented a series of useful negotiation techniques and facilitated three role plays that were recorded on video. The participants were able to see and improve the effectiveness of their behaviour in negotiating. They took a very active part in discussing and applying the information provided. MONEF's Director and Vice-President felt that the skills acquired could prove to be very useful in the coming spring season, given the dire state of the Mongolian economy, and the need to reduce government spending.

During a two-day training in Da Nang in the centre of Vietnam, 20 employers participated in a special training as part of the Social Dialogue Programme of VCCI/BEA (Vietnam Chamber of Commerce and Industry/Bureau of Employers Affairs)). This project was initiated with the support of the Norwegian employers (NHO) and trade unions (VO) to help the VCCI on the employers' side and the Vietnamese trade union VGCL (Vietnam General Confederation of Labour) develop a framework for implementation of social dialogue in 24 Vietnamese companies. This training was a pilot as part of the framework and was facilitated by Vietnamese trainers, who are members of 'The Club' of VWEC/VCCI. These trainers were trained with DECP support by Dutch trainers. A DECP expert was present to support this activity and to discuss future activities in this Social Dialogue Programme.

2.2. Communication

The word *communication* finds its origin in the Latin verb *communicare* which means to participate, to tell and to share at the same time. Communication is a necessary condition to inform others about issues that are important to them, issues that bring them added value. Although communicating all the time seems logical, an effective communication policy is not that easy to design. Who are the stakeholders you want to inform? What are the issues that really matter to



The Moldavian employers' organisation CNPM celebrated its 20th anniversary. CNPM made use of the opportunity to list the achievements they made during this period and presented them in a well-structured brochure.

them? What issues do you want to share with them? What means do you use to transmit your messages? Means of communication often entail sending messages in one direction. Real communication, however, also includes interaction with stakeholders. Therefore a set of communication means can only be effective if it supports and provokes frequent contact between people.

BMOs that develop efficient ways of communicating about their activities and achievements with their target groups, such as members and prospective mem-



The Dutch ambassador Mr Wouter Plomp hands over the Gazelles award to Mr Apostoloski

bers, increase their ability to recruit new members and retain existing members.

DECP supports its partners with consultancy and hands-on development. Amongst other things, communication is about deliverables on a regular basis, like newsletters, websites and hard-copy informative brochures. On the other hand, there is also the need to build a well-functioning ICT infrastructure. Zambia Federation of Employers (ZFE) completed in 2016 a major upgrade of its ICT infrastructure by installing a fibre optic internet cable. The new connection finalised a project carried out with the support of DECP. The project included a new website and introduction of a customer relations management system, the so-called Sugar CRM, provided for by the International Training Centre of the ILO (International Labour Organisation). The new infrastructure makes ZFE's digital connection with the outside world one of the quickest and most reliable in Zambia.

Another successful example involves the Employers' Consultative Association of Malawi (ECAM), which completed an extensive market research to get an

overview of medium to large-sized companies in the country. The objective of the research was to build a recruitment strategy in order to grow the membership. The researchers, interns hired with the support of DECP, identified 3000 potential members for ECAM of which only 200 are currently involved with the BMO. A communication strategy will be designed to draw attention to the added value ECAM can offer them. DECP will continue to support ECAM to take the next steps.

In 2016 the Gazelles award ceremony, for the best companies in terms of employment in Macedonia, took place in Skopje. This competition was organised for the first time by the Employment Agency of the Ministry of Labour and Social Policy and the Business Confederation of Macedonia (BCM), with the support of DECP. Based on 15 criteria, 10 companies from different sectors and regions were awarded the first Gazelles. The ceremony was attended by the Vice-Minister of Labour and Social Policy, Mr Dime Spassov, and the Dutch Ambassador, Mr Wouter Plomp. DECP was represented by its country manager.

Communication in itself is not a goal to achieve. It must lead to a desired situation which has been defined beforehand and from which all parties benefit.

2.3. Strategy and policy

As the saying goes, "It is no use running when you're on the wrong road". That is why DECP emphasises the importance of defining strategic goals – goals to achieve in the long term-, and goals to set milestones in the right direction in the short term. Strategy is translated into policy, which specifies what must be done today, tomorrow and in the next weeks. Strategy can change over the years, which is why DECP moderates board retreats in order to re-address strategic goals and road maps. Resources are always limited, and therefore priorities have to be set and choices have to be made. Board members must ask themselves, "What can we do to increase our chances of mutual success?" The development of activities to stimulate the investment climate, the growth of companies and employment is more efficient if all staff members are informed about the purposes, involved in the decision-making process and experience ownership of short-term and long-term achievements.

An informal workshop with APINDO staff members was held in Jakarta. The implementation of strategic planning at staff level was discussed; strategy had been

the subject of an earlier meeting with staff and the board. APINDO is trying to create a better balance between its 'industrial relations' (social policy) and 'investment' (economic policy) activities, and this will have consequences for the structure of the secretariat. DECP's know-how on strategy implementation was combined with and confronted with the ideas considered by APINDO. In this context, DECP provided highly appreciated support aimed at empowering the APINDO Analysis Unit.

The DECP country manager for Cambodia undertook a four-day mission to the Cambodian Federation of Employers' and Business Associations (CAMFEBA). The purpose of this mission was to facilitate a board retreat. The retreat was attended by the board together with senior staff from the secretariat and provided the organisation with the opportunity to look in detail at the current challenges it faces and to agree on an action plan for taking its work forward. It is envisaged that the actions agreed upon will provide CAMFEBA with greater financial stability and will help enhance its profile both with its membership as well as with the Cambodian government. Several agreements were made, such as establishing an advocacy and research



APINDO Indonesia: Discussing strategy in an informal setting

department, reviewing the ICT capacity, focusing on the training capacity in CAMBEFA's own fields of expertise (e.g. employment) and establishing better communication both with members and internally.

Strategy and policy were also topics discussed by DECP during advisory missions to the Employers' Federation of Pakistan (EFP) in Karachi. The first mission provided the opportunity for DECP to establish the progress made on the 2015-16 work plan agreed by the board in September 2015. It also allowed DECP to undertake capacity training for the EFP staff on how they work with their membership and the services they provide.

Strategy and policy are issues that need to be defined together and which demand full the commitment of the staff and board.

During the course of the mission, DECP also attended a conference organised by the EFP and the ILO and attended by representatives from government, employers and trade unions. The conference addressed a wide range of employment challenges facing employers and employees in Pakistan. Later in the year this visit was followed by a two-day visit of both the country manager and the DECP director. The main purpose of this mission was to monitor and discuss the progress that had been made with regard to the agreed-upon "EFP Growth Strategy". Besides various organisational improvements, it was noted that the EFP had increased its membership by some two dozen members and that a number of monthly business meetings had taken place which had significantly increased EFP's visibility to its members. The mission also provided the opportunity for the DECP director to give a speech about the relevance of BMOs for the HR policy of companies. He gave this speech at the International Human Resources Conference in Karachi, which was attended by some 200 delegates. Furthermore, DECP was invited to attend a meeting with the newly appointed Minister of Employment for the Sindh province, at which the EFP presented a number of issues of concern to its membership.

2.4. Lobbying and advocacy

One of the main tasks of BMOs is to bring the needs of employers to the attention of the government. After all, it is the government that defines policies and sets regulations which companies might benefit from or which might hinder their business development. Strong employers' organisations have access to political decision makers and are able to share the general and specific needs of employers with them. Politicians will not have a tendency to disregard these issues if it is obvious that the employers' organisation represents a significant number of important companies. Besides that, thriving companies offer employment and prosperity.

In some countries there is a need to develop an effective lobby both at the central and the regional level, as many decisions that have an impact on business are taken at the local level. With the Indonesian BMO APINDO a seminar on lobbying at the regional and central level was held, with the participation of 30 representatives of business in the Indonesian provinces. The voice of the employers' organisation gets stronger when it goes hand in hand with the claims of trade unions. Therefore, agreements between the so-called social partners reinforce the lobbying power of both representatives of companies and employees. Employers' organisations play an important role in developing social dialogue in general and therefore contribute to a stable political and economic climate.

DECP undertook a two-day mission to CAMFEBA in Phnom Penh, Cambodia. The mission provided CAM-



Participants of VCCI/VWEC to the Lobbying ToT held in Hanoi

BMOs that are able to influence political decision makers in favour of the majority of its members can attract new members.

FEBA the opportunity to present their proposal to undertake a membership survey among the current and potential members of CAMFEBA. The results of this survey supported CAMFEBA as to what actions need to be taken to enhance the organisation's lobbying and advocacy activities as well as its services. These results were presented at a CAMFEBA Board retreat in October in the presence of the DECP country manager. On that occasion the board introduced a good governance policy for the fragile relationship between government officials and members of the board and staff of CAMBEFA.

A Training of Trainers (ToT) on lobbying skills was held in Hanoi, Vietnam, with 22 participants, all trainers of VCCI/VWEC (Vietnam Women Entrepreneurs Council), who have been trained by DECP in the past three years. DECP trainers presented the current state of lobbying techniques and discussed what to focus on when training these skills to future participants in lobbying trainings. Theory and real-life exercises brought to life the issues of lobbying and advocacy as a means of influencing political developments. This is especially important because this is a hot issue in the current Vietnamese situation with an economy in transition, changing legislation and transforming industrial relations. In previous years, DECP strengthened VCCI/VWEC's training capacity in the areas of negotiation skills, mediation and occupational safety and health (OSH). A second and concluding ToT on lobbying and advocacy will take place in early 2017. It is clear that training these trainers who will subsequently train others also significantly contributes to the multiplier effect of the so-called cascade model. VCCI/VWEC's 'The Club' of trainers will then have four very relevant skills available to support business development in Vietnam with training and consultancy.

2.5. Skills development

A large number of scientific surveys have shown that education is a crucial condition for employment growth, entrepreneurship and regional economic development. Education is not only a matter of initial and vocational training and education, but also of continuous skills development, according to the needs of companies. BMOs have an impact on the improvement of education in general, access to it and participation. After all, they are discussion partners for schools, companies, trade unions and governments on the national and regional level. Together they can accelerate the development of the educational infrastructure.

In a way, all competencies of BMOs mentioned in this chapter come together in the endeavour to realise significant improvements in the field of education. That is why DECP started to design development frames for the staff of partner organisations. To a large extent the level of understanding and know-how, as far as all strategic elements mentioned above are concerned, determines the effectiveness and efficiency of the employers' organisation. Existing approaches will be used and new models will be developed to measure the actual level of competencies and to define new milestones.

DECP is working together with researchers and professors in the field of Learning & Development (L&D) from Maastricht University to accelerate the construction and implementation of development frames. In principal, these development frames have a generic character but they can be applied in both the approach of BMOs and to improve regional cooperation between schools, companies and government. Transferring these insights to the staff of partner organisations will support them in applying this knowledge in their areas. Furthermore, DECP's cooperation with Maastricht University provides access to their worldwide network of researchers in the field of L&D, including those located in DECP partner countries. One of the main focus points of DECP in the coming years will be the active stimulation of skills development programmes.

3. Highlighting cross-cutting activities

Cross-cutting activities are very effective in involving more people and more organisations from several countries in one particular activity. Obviously, this kind of formula contributes to upscaling participation, networking, effectivity and sustainable impact. Therefore, DECP is focused on the expansion of cross-cutting activities.

3.1. Facilitating the ASEAN Confederation of Employers (ACE)

DECP both facilitated and financially supported a brain-storming meeting of the members of the ACE. The meeting provided the opportunity for ACE members to discuss in detail how they wanted to see their organisation develop so that it would be in a position to ensure that the voice of employers across the ASEAN region could be heard loud and clear. As a result of the meeting, ACE members agreed on a number of actions and on ways they could communicate more effectively amongst themselves and with other relevant organisations. The recruitment of the four countries that are within ASEAN (Association of Southeast Asian Nations) but not ACE members was also discussed as well as some form of associate membership for major employers in the region. The possibility of ACE members sharing best practice as employers' organisations was also explored during the course of the meeting.

3.2. Supporting the East African Employers' Organisation (EAEO)

The East African Employers' Organisation was established legally in 2012 with strong DECP support. It comprises the employers' organisations of the East African Community (EAC) member states. The EAC is striving to create an economic and social union, mirroring the EU in the long term. They have made some progress toward this objective, amongst others by creating emerging systems for the free movement of goods, capital and people. The EAEO is especially interested in the latter field, where progress is slow. This is due, amongst others, to differing views between member states, which each face differing pressures to open labour markets or not. Together with the Dutch trade union Mondiaal FNV, DECP has funded research conducted by EAEO and EATUC to better establish the needs of companies and workers, to determine the present practices of the free movement of these workers, and to identify the impediments and barriers, such as work permits, residence permits and portability of social security rights. The objective of the research is to arrive at a common position between social partners to define a list of functions for which free movement would be fully allowed, and to define recommendations for member states to act on. During a mission to Arusha the final research report was presented to the speaker of the East African Legislative Assembly (EALA). DECP verified the progress of the project and provided advice on the way forward.

3.3. Strengthening SAFE

A DECP special advisor and the ITC-ILO programme manager attended the 5th meeting of the South Asian Forum of Employers (SAFE), hosted by the Employers'

Federation of Ceylon (EFC) in Colombo. Representatives of the employers' organisations from Afghanistan, Bangladesh, India, Nepal, Pakistan and Sri Lanka participated. They exchanged information on lobbying activities, mainly on social policy matters, and discussed ways to strengthen their regional structure (e.g. by using 'ambassadors' from regional member firms). Members developed an agenda of issues to be dealt with at future SAFE meetings, including vocational training, migration, updating the labour law and women empowerment. The wish was expressed to strengthen the SAFE structure, through an intensified exchange of information and the development of common policy papers. The updated SAFE website was presented by the EFC webmaster. The first topic SAFE will deal with is 'vocational training & competence' and it will be discussed at the next SAFE meeting which will take place in 2017 in Kathmandu, hosted by the Nepalese EO, FNCCI.

3.4. Opportunities for upscaling

The DECP country manager for Latin America and the DECP expert on social dialogue visited Peru, as part of an implementation program of social dialogue in the region. As a result of this visit, business member organisations of neighbouring countries like Bolivia and Colombia seem to be interested as well in developing a social dialogue. Although it is too early to draw conclusions, it suggests that strong cooperation partners are the best messengers to expand innovations in the field of social dialogue. Cross-cutting activities will be prepared in 2017. Expansion can be achieved to connect neighbouring countries or regions. Another way to expand is to explore to what extent regional successes in one part of a large country can be transferred to another region in the same country. For example, this may be a good approach in Indonesia, which stretches over 5,000 kilometres from the eastern to the western coast. It is obvious that direct impact of DECP can only take place on a regional scale in such a country.



SAFE focuses on lobbying



Women of all continents participated in the women's empowerment training, among whom 11 DECP-related BMO staff members.

3.5. Cooperating with the International Training Centre of the ITC-ILO on gender equality

A very successful cooperation took place between DECP and the ITCILO, entailing the joint organisation of a training in which the CIPE (US Center for International Private Enterprise) was also strongly involved. The main objective of this training of trainers was to help BMOs reach out to women entrepreneurs and better represent their needs. Entrepreneurship itself is an important road towards increasing women's empowerment, because running one's own business is a means toward gaining greater social independence and thereby increasing gender equality in society. There are already many programs

focusing on helping women entrepreneurs overcome economic barriers. This training of trainers was directed towards achieving a comprehensive view of what it takes to provide an entrepreneurship ecosystem supportive of women. BMOs play an important role in designing this ecosystem as they are in a position to influence policy choices, to ensure an environment that promotes investment and to develop tools and actions that promote entrepreneurship and in particular women entrepreneurship. Each participant was required to design, organise, and implement at least two training programmes in his/her country. For example, they can train other BMO staff representatives, sector or regional organisations and women's organisations on how to better incorporate women's issues, concerns and needs into the activities, governance or services provided by these organisations. The training started with a three-week

distance-learning course, in which participants were given assignments to read reports and watch videos on the following topics: women's economic empowerment, lobbying/advocacy, strategic planning and some adult-learning methodologies. Participants were given homework to share with the other participants on the online platform, such as making a SWOT analysis (strengths, weaknesses, opportunities, threats) of their organisation. The residential part of the training lasted four and a half days and took place at the ITC-ILO Campus in Turin. Throughout this training period, many exercises were done to increase interaction and learning. At the same time, these exercises were chosen because they can easily be adapted and integrated by the participants in their own training. Of the 22 participants, 11 were from partner organisations where DECP is already active. Several participants are giving concrete follow up by organizing training sessions in their home country on relevant issues.

The participant from Bolivia, for example, is planning on starting up a so-called incubator project for women entrepreneurs for the Bolivian employers' federation Federación de Empresas Privadas de Santa Cruz (FEPSC). The FEPSC recently signed an agreement with representatives of the trade union COD (Central Obrera Departamental), the UPSA university (Universidad Privada de Santa Cruz de la Sierra) and the vocational training institute Infocal (National Institute of Vocational Education and Training). UPSA already has experience in preparing women university students for entrepreneurship. This experience is now being used for a pilot project of the vocational training students of Infocal, many of whom are already trying their luck as a self-employed beautician or seamstress. The majority of mini-companies in Bolivia are run by women. However, many of these mini-companies are cases of self-employment rather than of entrepreneurship. The aim of the incubator is to provide women students of Infocal with more knowledge and skills so that the businesses they create are more robust and might even grow. If the pilot is successful, it is easy to set up similar incubator projects in other branches of Infocal in Bolivia. In time, the projects can also be opened up to male students.

"Over the past ten years, DECP and the Employers' Programme at the ILO-ITC in Turin have consolidated a very productive and effective relationship based on a common goal of assisting employers' organisations in becoming a stronger and more representative voice of business in their countries in advocating for a conducive and sustainable business environment.

Our relationship is highly complementary. This means that we are not duplicating efforts in the same geographical areas in the same areas of expertise, and thus we avoid spreading thin our resources. In addition, together we focus on delivery strategies that can best increase our chances of achieving the most impact with our interventions. Open, frequent and frank communication has been essential in the success of our relationship.

DECP has also been instrumental in supporting the development of new training courses and products that were identified as relevant and needs driven.

With the excellent experience and results we have mutually achieved, the ILO-ITC can only support cooperating in the same manner with other like-minded organisations that deliver very similar cooperation programmes".



Jorge Illingworth, Manager, Employers' Activities programme International Training Centre of the ILO.

“A few years ago, Mondiaal FNV started to stimulate social dialogue in Peru. In 2014 the Peruvian social partners took the initiative to organise a mission to the Netherlands. Both the trade union CGTP and the employers’ organisation SNI joined. This mutual activity accelerated the process. DECP was involved and developed a relationship with

the employers’ organisation. It is true that FNV and DECP each have their own role, together though, we have added value. We organise activities together and we trust each other. Trust is what motivates our Peruvian partners. Trust is the main condition for a dialogue.”
Astrid Kaag, policy advisor Peru, Mondiaal FNV.



Astrid Kaag at a CGTP congress in Peru together with union representatives and employers

‘Big leap forward’

‘In 2016 ECAM really has made a big leap forward following the start of the cooperation between ECAM and DECP. With the assistance of DECP we managed to identify the most important strategic challenges that ECAM is facing and – more important – we managed to do something about it. For instance, we executed a market research that already helps us to increase our membership.’
‘It was all sparked by the DECP-led retreat with our board, in January. It not only helped us to strengthen our sense of strategic direction, it also created a lot of energy and raised commit-

ment amongst board members and led to more interest in the association's affairs. From there on we got the support from several ceo's from leading companies, thus creating new opportunities for advocacy and strengthening of the organisation.’



ECAM-ceo Beyani Mulami (Malawi)

Table 1: List of countries and partners in 2016

Country	Partner(s)
Albania	BiznesAlbania
Bolivia	Federación de Entidades Empresariales Privadas de Cochabamba (FEPC)
	Federación de Empresarios Privados de Chuquisaca (FEPCh)
	Federación de Empresarios Privados de Santa Cruz (FEPSC)
	Federación de Empresarios Privados de Tarija (FEPT)
Burundi	Association des Employeurs du Burundi (AEB)
Cambodia	Cambodian Federation of Employers and Business Associations (CAMFEBA)
Ghana	Ghana Employers Association (GEA)
Indonesia	Indonesian Employers' Association (APINDO)
Kenya	Federation of Kenya Employers (FKE)
Macedonia FYR	Business Confederation of Macedonia (BCM) and Macedonia Association of Business Women (ABW)
Malawi	Employers' Consultative Association of Malawi (ECAM)
Moldova	Confederatia Nationala a Patronatului din Republika Moldova (CNPM)
Mongolia	Mongolian Employers Federation (MONEF)
Pakistan	Employers' Federation of Pakistan (EFP)
Peru	Sociedad Nacional de Industria (SNI)
Philippines	Employers' Confederation of the Philippines
Tanzania	Association of Tanzania Employers (ATE) and Zanzibar Employers' Association (ZANEMA)
Uganda	Federation of Uganda Employers (FUE)
Vietnam	Vietnam Chamber of Commerce and Industry (VCCI) and Vietnam Women Entrepreneurs Council (VWEC)
Zambia	Zambia Federation of Employers (ZFE)

4. Facts and figures

In 2016 DECP maintained its partnership with all the countries it was connected with in the previous year. As a consequence of the withdrawal of Albania and Macedonia from the so-called PSD country list – a list of authorized countries for subsidised NGOs of the Ministry of Foreign Affairs - the connections with BiznesAlbania and BCM were gradually phased out in 2016. DECP has had a decisive role in the establishment and growth of both organisations. They have been official DECP partners and highly appreciated this cooperation. As a result of the ACE activities, a partnership with the ECOP in Philippines was started. There is a wide variation in the number of visits and activities DECP carries out in each of these countries because DECP is a demand-driven organisation. The support and contribution of DECP is highly appreciated by its partners and therefore difficult choices must be made as far as investments in time and money are concerned. An important criterion in decisions regarding to what extent investments are made is the expected result of the intervention. This depends on the number of participants, their influence and impact on decision-making, the direct follow-up they can give to certain events, etc. DECP's programme is the work of people, not only those on the side of DECP, but on the side of the partner organisations as well. The more sustainable the interpersonal relations are, the more sustainable the effect of DECP interventions is and, finally, the larger the long-term impact.

4.1. Scaling up impact

DECP works, learns and makes progress. The most important challenge is to find ways to scale up the effect of DECP interventions. One way to keep the engine running after DECP has left is to train trainers. They continue the work which is initially done together, following the cascade strategy. Another way to increase the long-term impact is to work together and join forces with like-minded organisations from other countries, such as Norway (NHO) and Denmark (DI),

and with Dutch trade unions, in particular CNV Internationaal and Mondiaal FNV. Joint activities have been initiated with CNV Internationaal in Indonesia and with Mondiaal FNV in East Africa. The longstanding cooperation with the International Training Centre of the ILO has continued for there is no doubt about the added value of the complementary nature of our organisations. And, last but not least, cross-cutting activities contribute to a plural multiplier effect because not only the number of participants increases compared to traditional approaches, but these participants reinforce their regional networks as well. In 2016 twelve cross-cutting activities were conducted with an average of 20 participating representatives of BMOs from several countries.

4.2. On the right track

Although the number of activities carried out in 2016 does not differ significantly from that of the previous years, it was a little behind the work plan for 2016. A total of 46 advisory missions were carried out. Most of them in combination with other activities like workshops and conferences. DECP was a little bit more selective in the proposed missions. The change of



country manager for Africa later in the year reduced the number of planned missions as well. Instead there was a greater focus on cross-cutting activities. The fading out of the connections in Albania and Macedonia also contributed to the lower number of missions.

DECP specialists transferred their experiences and knowledge in 26 workshops, board retreats and training sessions. Issues like 'negotiating skills' and 'developing the social dialogue' were requested by a significant number of partner organisations. It is promising to experience that apparently all partner organisations recognize the importance of a mature social dialogue in order to achieve sustainable economic growth. Furthermore, skills development and entrepreneurship are identified as crucial building blocks to creating economic perspective. During several of the 14 conferences in 2016 -organized by the BMOs themself-



ves, at least one of these issues was discussed in depth. Plans were made to cooperate with DECP in the coming years to develop knowledge, networks and cooperation between BMOs, companies and (regional) governments to increase the quality and relevance of vocational education and training. DECP additionally supported 26 projects via a small budget support with the objective to develop the competencies of staff members, to improve ICT infrastructure and to conduct surveys.

About ECOP

ECOP, the Employers' Confederation of the Philippines, will take over the Chairmanship of the ASEAN Employers' Confederation (ACE) in March 2017. This fact brought DECP and ECOP in direct contact with each other because of the involvement of DECP with ACE. DECP and ECOP agreed in 2016 to work together on several topics, such as organizing an event on inclusive and sustainable business and conducting several training sessions for chairmen of chapters across the Philippines. The ECOP was established on 10 September, 1975, when the Securities and Exchange Commission (SEC) approved its articles of incorporation and by-laws. It gained official status as the umbrella organisation and single voice for the entire business community, with regard to important national issues related to employment, industrial relations, labour issues and related social policies. Unifying employers to a common ideal of national prosperity amid industrial peace, the Employers' Confederation of the Philippines takes the lead in consolidating and articulating the employers' interest



in matters concerning labour-management relations and socio-economic development. ECOP strives to achieve this by meeting the following specific objectives:

- Formulate and recommend policy proposals on all issues affecting labour-management relations, as well as on other social and economic policy questions before government agencies and tripartite councils in regional, national, and international conferences.
- Enhance professional and ethnical management practices and standards for effective and harmonious labour-management relations.
- Encourage and ensure the success of the tripartite consultation machinery to enable workers, employers and government to work harmoniously and effectively towards greater productivity and national progress.
- Promote corporate social responsibility based on enlightened self-interest.
- Assist employers in continuously strengthening labour-management relations and improving productivity and competitiveness.

Training, Workshops and Board retreats



Finance Projects



DECP was happy to have no less than 463 participants at its workshops, training activities and board retreats. Thus, on average, more than 17 individuals have participated in each session. The 14 conferences gathered together 689 attendees, which is nearly 50 per event. In total, more than 1,100 participants have attended events which DECP either organized or in which DECP had a leading role in the transfer of knowledge, sharing and exchanging experiences or moderating discussions concerning issues relevant to the development of BMOs. Approximately 40% of the participants were women which reflects the usual average. Given the fact that upscaling through cross-cutting, cooperation, networking and the train-the-trainer approach is an increasingly important part of the DECP strategy, many more people can benefit from the expertise of DECP experts and country managers.

4.3. Building blocks to design the future

Activities of all kinds are evaluated regularly. Partner organisations appreciate the contribution of DECP to their development, which is demonstrated by the high scores DECP receives via evaluation forms, feedback discussions and plenary evaluations. DECP learns a lot from these evaluations and some crucial conclusions have been drawn. First, the focus will increasingly be on a set of essential building blocks for strong BMOs like 'negotiation skills', 'skills development' and 'entrepreneurship' within the framework of building capacity, social dialogue and connecting people, organisations and companies. Secondly, all possibilities to broaden the impact of DECP interventions will be applied in order to achieve maximum results with limited resources.



Working together on the development of social dialogue

During a one-and-a-half day training course, Vietnamese trainers, who have been educated by DECP on social dialogue, mediation and negotiation skills, facilitated a negotiation skills training for 23 representatives of participating companies and the trade unions active in those companies. This skills training is a crucial part of the implementation of social dialogue in these companies. The VCCI/BEA/NHO project together with Vietnamese and Norwegian trade unions (VGCL/VO) aims to provide examples of implementation of social dialogue as embodied in the labour code in 23 companies. These examples can inspire other companies, to help successfully develop social dialogue at the grassroots level. The VCCI/VWEC Club of Trainers had the capacity in number and quality to facilitate this implementa-

tion in the Vietnamese language. With these experiences, a process of 'Vietnamization' of these tools has begun to facilitate the implementation of social dialogue. According to the evaluation, this first training was a success. The Norwegian representative of NHO stated that 'the VCCI/VWEC Club trainers really are an excellent contribution to this project because not only knowledge, content and procedures of social dialogue were trained, but also what it means for relations between participants in their daily practice'. Moreover, the fact that both employers and trade unions have had the same experience in the same training, thus starting the social dialogue on the spot, is an enormous asset. The recommendation is to have the same training in-company for all participating companies.



Role play during training Negotiating skills in Mongolia



ToT on improving cooperation between sector organisations and BMOs in East Africa

5. Preparing for a new programme

During the report year DECP managed to fulfil most of the objectives that were set in the work plan for 2016. Three clear objectives were marked: support regional collaboration, collaborate with similar foreign programmes and enhance the cooperation with the Dutch trade unions. These objectives will become the fundament of the proposals of a new DECP programme as of 2018.

For several years DECP has been enabling the regional cooperation in East Africa by supporting the East African Employers' Organisation. In 2014 and 2015 DECP financed the secretariat of EAEO. In 2016 NHO, the Confederation of Norwegian Enterprise, which has a department similar to DECP, took over the support of EAEO whereas DECP shifted its support to EAEO projects. The most important project was done together with Mondiaal FNV. DECP and Mondiaal FNV made it possible for the East African Employers' Organisation (EAEO) and the trade union organisation EATUC (East African Trade Union Confederation) to conduct an enquiry into free movement of labour within the countries of the East African Community (EAC). The conclusive report led in December 2016 to a common recommendation of employers and trade unions to the East African Parliament and the parliaments in the individual countries. In 2017 this report will have a follow up in a joint workshop of EATUC and EAEO on how to improve the lobbying and advocacy on this theme in the EAC and in each participating country.

The cooperation of DECP and Mondiaal FNV proved very effective in Peru, where Peruvian trade unions and the employers' organisation SNI introduced the Dutch social dialogue technique adopted to Peruvian culture. The Peruvians were very pleased by how it enabled two parties with opposing interests to nevertheless focus on the same common objective by giving

and taking. The cooperation in Peru will also be extended in 2017 when employers' organisations and trade unions of the agriculture and of the building sector will be informed about the Dutch social dialogue techniques.

Collaboration in a cross cutting setting is also popular in East Africa. A newly appointed country manager organised – in close cooperation with the International Training Centre of ILO – a training on how APEX and sector organisations can work more closely together. All of DECP's English-speaking partner organisations in Africa were invited. That means that not only the EAEO partners attended the meetings but also the EOs of Ghana, Zambia and Malawi. The employers' organisation of Nigeria requested to participate because they had heard excellent stories about the trainings provided by DECP – not only regarding the quality of the content but especially that DECP challenged the participants to develop an African approach.

The subsidiary of the other Dutch trade union CNV Internationaal requested DECP to support a project on social dialogue in Indonesia. DECP inquired with partner APINDO what their viewpoint was regarding social dialogue. It became clear that there was reluctance to enter into negotiations at the central level with the trade unions, but in some regions bilateral talks are held, and a few CBAs were set up in West Java with the partner organisation of CNV Internationaal, KSBSI. In 2016 DECP held trainings in negotiating and lobbying skills for all regional wage counsellors in the archipelago. These trainings provided the basis for a more elaborate programme which intends to roll out the social dialogue in all Indonesian regions in 2017 and beyond.

The positive results of cooperation with the Dutch trade unions and with similar Scandinavian organisa-

tions have led to the first steps toward the continuation of a new DECP program as of the beginning of 2018. DECP will focus on three major pillars. First of all, on capacity building in order to continue to enhance the position of BMOs as a professional advocate of business. This is essential because only professionally organized and stably governed organisations acquire an influential position in social dialogue with trade unions and governments. Secondly, DECP will focus more on promotion and enhancing social dialogue. In a lot of partner countries, social dialogue is not as commonly used as in the West. Employers and trade unions see themselves primarily as strong opponents and rarely as effective partners. The DECP training on negotiating skills is an eye-opener for many participants from various countries because it demonstrates how traditional lose-lose positions of either part of the social dialogue could be transformed into win-win situations. Exchanging traditional positions in role plays often changes biases toward the opposing party. Collaboration between employers' organisations and trade unions also provides new insights for a more effective advocacy. Moreover, this particular form of collaboration of the private sector presents a strong, united front to the government as a whole.

The third pillar of the new DECP programme comprises the connection of local companies and sectors with Dutch industries and knowledge centres. APEX organisations in the partner countries often have a close relationship with sector organisations and companies. Therefore they know what the main problems and needs are in various fields. Sometimes Dutch companies, universities or NGOs are able to provide solutions that are beneficial for the companies in the partner countries as well as for Dutch Industries. DECP will enhance the relationship with governmental agencies and private sector organisations for the promotion of Dutch businesses.

In 2016 DECP intensified the regional collaboration between employers' organisations as it became clear that regional collaboration is more effective in knowledge transfer and in implementation because it allows more space for local circumstances, habits and cultures. However, the cooperation also leads to collective exchange of insights via networks and WhatsApp groups which is also helpful for the implementation of what has been learned. During their regular visits, DECP country managers need to monitor the organisational progress that has been made and offer help when needed. At the moment, DECP facilitates three regional federations of employers: The East African Employers' Organisation (EAEO), the South Asian Forum of Employers (SAFE) and the ASEAN Confederation of Employers (ACE). For collaboration in Latin America, DECP will be taking steps to contact organisations like the Alianza del Pacífico. The employers' organisations in partner countries Peru and Bolivia might function as vanguard. As result of the particular interest of the Ministry of Foreign Affairs and the Dutch employers' organisations under the direction of VNO-NCW with regard to the so-called immigration countries, DECP started to investigate the possibilities of starting a programme in Northern and Western Africa, which will be mainly focused on French-speaking countries.

In sailors' terminology, DECP used 2016 to slightly shift the ship into the direction of a new programme course.

The DECP organisation

In 2016 the DECP board consisted of:



Hans de Boer
Chairman of
VNO-NCW
(Chairman)



Michaël van
Straalen
Chairman of
Royal MKB-
Nederland
(Vice-chairman)



Mees Hartvelt,
AWVN
(Treasurer)



Albert Jan Maat,
Chairman of
LTO Nederland
(Member)



Ineke Dezentjé
Hamming-
Bluemink
Chairman of
FME (Member)



Maxime
Verhagen,
Chairman of
Bouwens
Nederland
(Member)



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



Niek Jan van
Kesteren, (DECP
Board Advisor)



DECP Senior and Office Management 2016.

On DECP

The foundation Dutch Employers' Cooperation Programme (DECP) is a public-private partnership established by Dutch employers and the Ministry of Foreign Affairs in December 2005 with the aim of strengthening the position of employer organisations in developing countries.

Via DECP, Dutch employers' organisations offer professional expertise to employers' organisations in developing countries.

Dutch employers' organisations and the Ministry of Foreign Affairs took the initiative to set up DECP because they believe that well-functioning business organisations can make a contribution to sustainable economic development in the partner countries.

DECP wants to strengthen the capacity of business organisations in developing countries by transferring knowledge and experience, by cooperating with national and international organisations and through

financial contributions to programme activities. Furthermore, developing and stimulating the social dialogue and constructive negotiation in the partner countries are key issues. DECP attempts to connect local companies and sectors with Dutch industries and knowledge centres.

In implementing its programme, DECP works closely with several international organisations including the ILO (in Geneva), the International Training Centre of the ILO (in Turin) and the International Organisation of Employers (IOE) in Geneva, NHO in Norway and DI in Denmark.

As one of the Dutch agencies active in the field of private sector development, DECP cooperates with fellow agencies in the Netherlands, such as the PUM Netherlands Senior Experts programme, Mondiaal FNV, CNV Internationaal and the Netherlands Enterprise Agency (RVO).

Table 2: List of abbreviations

ACE	ASEAN Confederation of Employers
AGAP	Asociación de Gremios Productores Agrarios del Perú
APEX	General term for an umbrella organisation
APINDO	Asosiasi Pengusaha Indonesia
ASEAN	Association of Southeast Asian Nations
AWVN	Algemene Werkgeversvereniging Nederland
BCM	Business Confederation of Macedonia
BEA	Bureau of Employers Affairs
BMO	Business Member Organisation
CAMBEFA	Cambodian Federation of Employers and Business Associations
CAPECO	Cámara Peruana de la Construcción
CBA	Collective Bargaining Agreement
CGTP	Confederación General de Trabajadores del Perú
CIPE	US Center for International Private Enterprise
CNPM	Confederatia Nationala a Patronatului din Republica Moldova
CNV	Christelijk Nationaal Vakverbond
COD	Central Obrera Departamental
CRM	Customer Relations Management system
DECP	Dutch Employers' Cooperation Programme
DI	Danish Industry
EAC	East African Community
EATUC	East African Trade Union Confederation
EAEO	East African Employers Organisation
EALA	East African Legislative Assembly
ECAM	Employers' Consultative Association of Malawi
ECOP	Employers' Confederation of the Philippines
EFP	Employers' Federation of Pakistan
EO	Employers' Organisation
FEPSC	Federación de Empresarios Privados de Santa Cruz

FNCCI	Federation of Nepalese Chambers of Commerce and Industry
FNV	Federatie Nederlandse Vakbeweging
IOE	International Organisation of Employers
ILO	International Labour Organisation
INFOCAL	National Institute of Vocational Education and Training
LeD	Learning & Development
MONEF	Mongolian Employers' Federation
NGO	Non-Governmental Organisation
NHO	Confederation of Norwegian Enterprise
OECD	Organisation for Economic Co-operation and Development
OSH	Occupational Safety and Health
RVO	The Netherlands Enterprise Agency
SAFE	South Asian Forum of Employers
SNI	Sociedad Nacional de Industria
ToT	Training of Trainers
TPP	Trans Pacific Partnership
TTIP	Transatlantic Trade & Investment Partnership
UPSA	Universidad Privada de Santa Cruz de la Sierra
VCCI	Vietnam Chamber of Commerce and Industry
VGCL	Vietnam General Confederation of Labour
VNO-NCW	Verbond van Nederlandse Ondernemingen and the Netherlands Christelijk Werkgeversverbond
VWEC	Vietnam Women Entrepreneurs Council
ZFE	Zambia Federation of Employers

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