

# Report on DECP

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## Electronic Survey

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## Methodology

Berenschot has used the following ways to compile the report:

(1). Online questionnaire that was sent to key informants of 20 out of 27 member organisations. Questions asked are listed as follows:

Q1 - To what extent do you agree with the following statements?

- I. The political environment in my country allows an effective social dialogue
- II. There is respect for the fundamental rights of freedom of association and collective bargaining
- III. An enabling legal and institutional framework is present
- IV. My organisation has access to relevant information to participate in social dialogue
- V. The activities my organisation deploys, take place according to planning and/or budget
- VI. Through training and capacity building my staff is more capable to understand strategic positions, interests of other stakeholders (labour organisations, ministry), policy-making and decision making processes
- VII. My organisation is involved in social dialogue and we use our knowledge to influence these processes
- VIII. Other stakeholders (ministry, labour organisations, business associations) need to step up their game in order to be an effective counterpart for my organization
- IX. Demand driven content and the use of typical (daily practice) cases is a condition for effective training
- X. The available knowledge and skills within my organisation match our planned activities

Q2 - What is your assessment of the following services delivered by DECP-staff and consultants?

- I. The quality of the content-expertise
- II. The available fields of expertise
- III. The quality of training events and workshops
- IV. The relevance of training events and workshops
- V. The ability to adjust training events and workshops to your situation
- VI. The availability of financial support
- VII. The working relation

Q4 - On what subjects, themes or fields does your organisation need support that is not provided by DECP?

Q5 - To what extent do you agree with the following statements?

- I. I can express the needs for our organization to DECP
- II. DECP activities are adapted to our national context and culture
- III. DECP activities fit our needs
- IV. DECP activities inspire my organization

Q6 - Assess the impact DECP activities have on the following fields. DECP training/advice on:

- I. Improving representativeness
- II. Improving lobby

- III. Improving service delivery
- IV. Improving communication
- V. Increasing revenues
- VI. Improve strategy
- VII. Improvement of capability to perform social dialogue
- VIII. Organisational structure

Q7 - Can you give an example of how you have applied insights obtained from DECP training sessions?

Q8 - To what extent, progress has been made in the period 2013 – 2016 due to collaboration with DECP?

- I. The ability to lobby effectively
- II. The ability to undertake advocacy activities
- III. The ability to deliver services to members
- IV. The ability to represent members
- V. The ability to develop new products and services for members
- VI. The ability to innovate in working methods
- VII. The quantity of relations with partners
- VIII. The quality of relations with partners
- IX. The ability to exchange information within my organization
- X. Member satisfaction

Q9 - To what extent do you agree with the following statements?

- I. As a result of DECP-activities our staff is more capable to perform social dialogue
- II. As a result of DECP-activities gender-equality is a topic in our strategic policy
- III. Staff members who participated in DECP training sessions share their knowledge within the organization

Q10 - Through DECP-activities our collaboration with the following stakeholders has improved

Q11 - What if the DECP programme did not exist? To what extent would this influence the effectiveness of your organisation?

Q12 - What if the DECP programme did not exist? In what way would it influence the effectiveness of your organisation if DECP was to be terminated?

Q13 - What is your overall appreciation of your partnership with DECP on a scale from 1 (very bad) to 5 (excellent)?

Q14 - Remarks and suggestions

(2). Analysis of each question with the intention of identifying trends and insight on how DECP could improve their service offering.

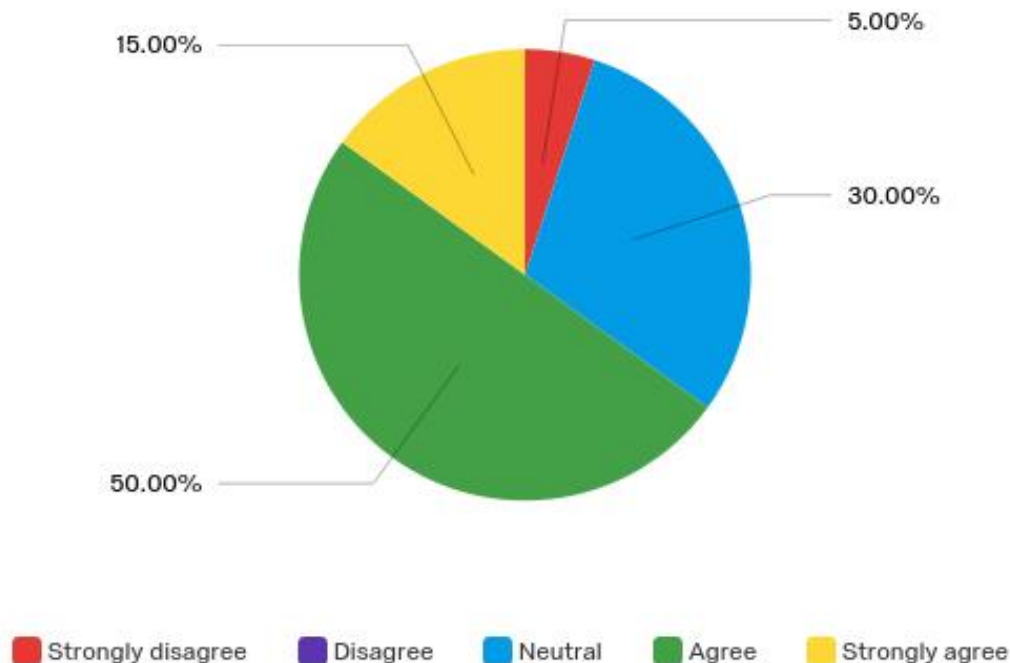
## Limitations of the Study

Some of the limitations of the study include:

- (1). Lack of data availability, due to some respondents not answering all questions contained in the questionnaire
- (2). Reliability of information provided, as one person from each organisation has answered the questionnaire instead of multiple individuals.

## Q1 - To what extend do you agree with the following statements?

### Q1.1 – The political environment in my country allows an effective social dialogue



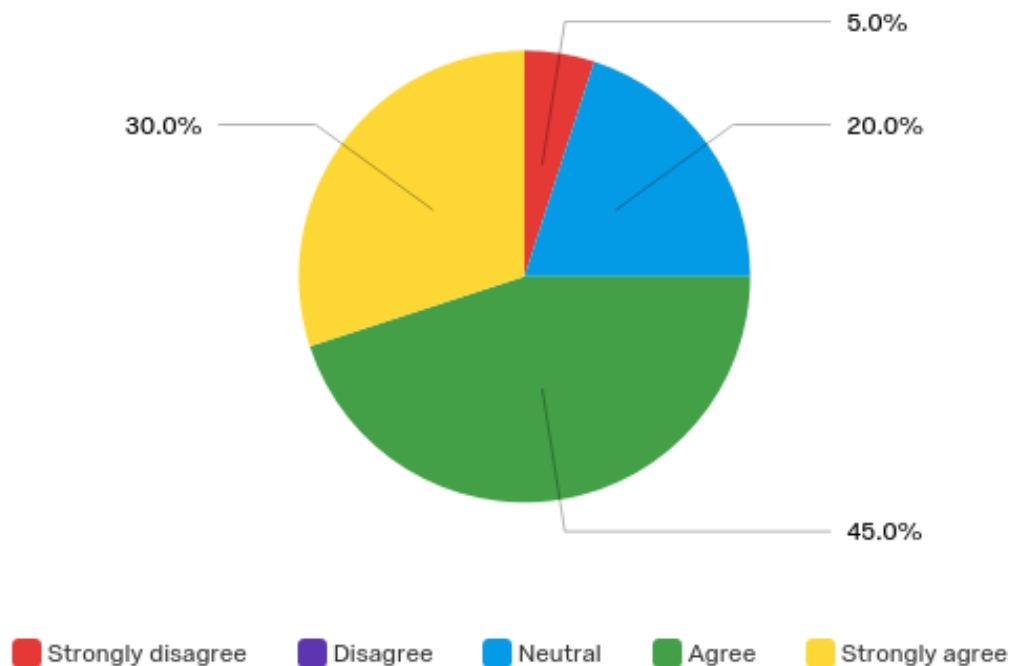
The above pie chart shows that majority of the respondents agree with the statement, although almost one third undecided (neutral). Of the sample 15% strongly agrees, 50% agrees, 30% are neutral and 5% strongly disagrees with the statement.

The data depicts that the various political environment that are not enabling enough to allow for effective social dialogue, as only 65% of respondents have positive feedback (strongly agree and agree). There is also a sense of uncertainty as 30% of respondents have mixed feelings about the ability of politicians to effectively enable social dialogue.

On the negative side, one respondent from Bolivia-Cochabamba felt strongly that they do not have an enabling political environment.



## Q1.2 – There is respect for the fundamental rights of freedom of association and collective bargaining

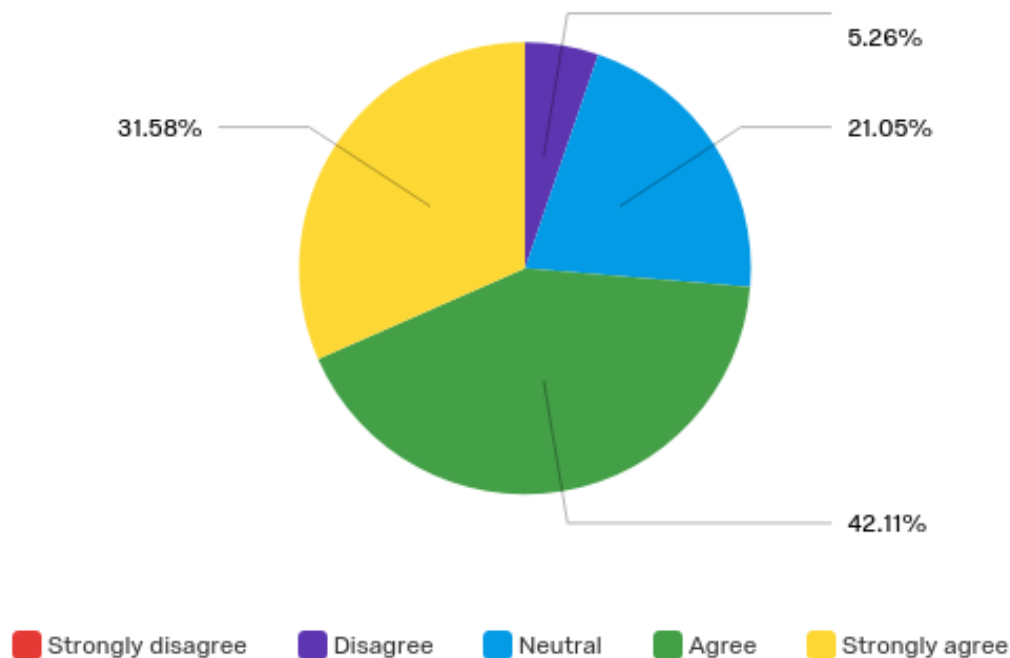


The above pie chart shows that majority of the respondents agree with the statement, though a large portion is undecided (neutral). Of the sample 30% strongly agrees, 45% agrees, 20% are neutral and 5% strongly disagrees with the statement.

The data depicts that there is a significant amount of respect for the fundamental rights of freedom of association and collective bargaining as 75% of respondents have positive feedback (strongly agree and agree). There is some sense of uncertainty as 20% of respondents are uncertain about whether or not there is respect for the fundamental rights of freedom of association and collective bargaining.

On the negative side, one respondent from Bolivia-Cochabamba felt strongly that there is no respect for fundamental rights of freedom of association and collective bargaining.

## Q1.3 – An enabling legal and institutional framework is present

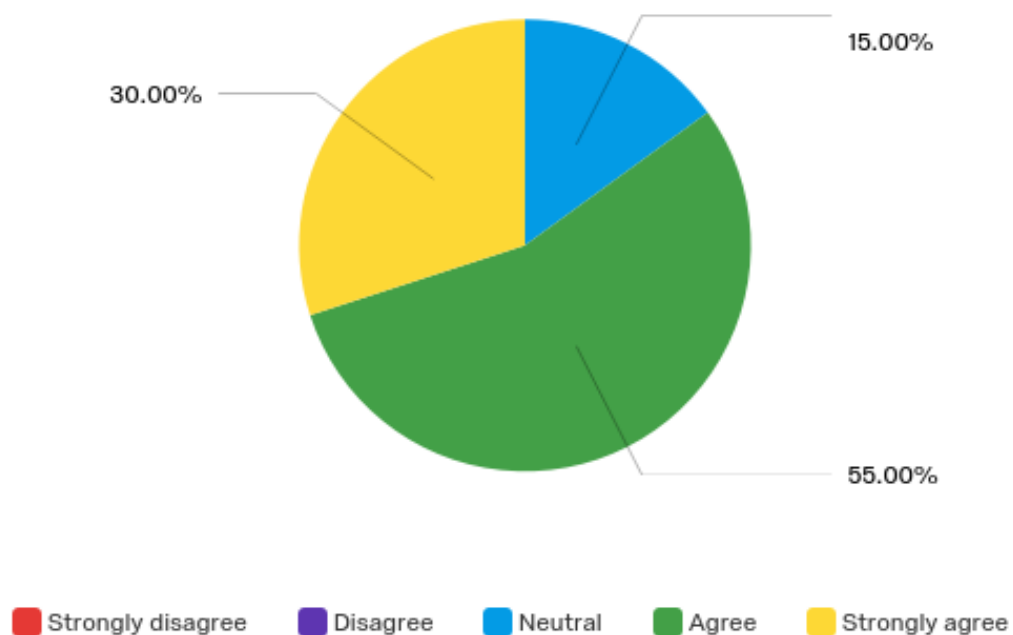


The above pie chart shows that majority of the respondents agree with the statement, though a large portion is undecided (neutral). Of the sample 32% strongly agrees, 42% agrees, 21% are neutral and 5% strongly disagrees with the statement.

The data depicts that there is an enabling legal and institutional framework present as 74% of respondents have positive feedback (strongly agree and agree). There is some sense of uncertainty as 21% of respondents are uncertain whether the statement is true or not.

On the negative side, one respondent from Bolivia-Cochabamba felt strongly that there isn't an enabling legal and institutional framework present, which ties in with the current political environment in Cochabamba.

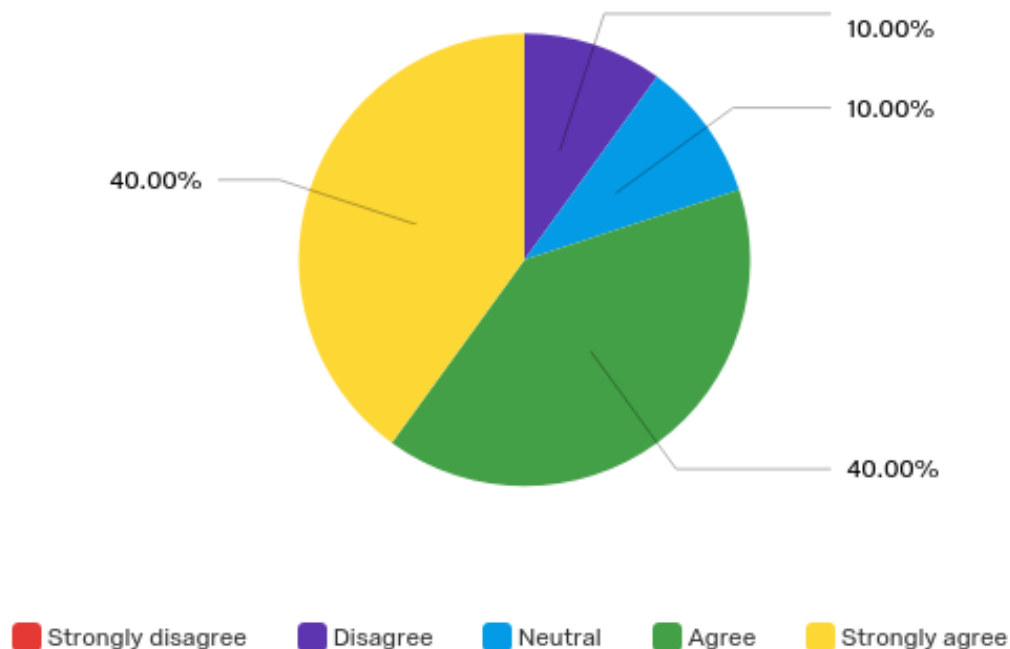
## Q1.4 - My organisation has access to relevant information to participate in social dialogue



The above pie chart shows that majority of the respondents agree with the statement, though a large portion is undecided (neutral). Of the sample 30% strongly agrees, 55% agrees and 15% are neutral with the statement.

The data shows that majority of respondents have access to relevant information in order to participate in social dialogue as 85% of respondents have positive feedback (strongly agree and agree). There is a slight sense of uncertainty as 15% of respondents are uncertain whether the statement is true or not.

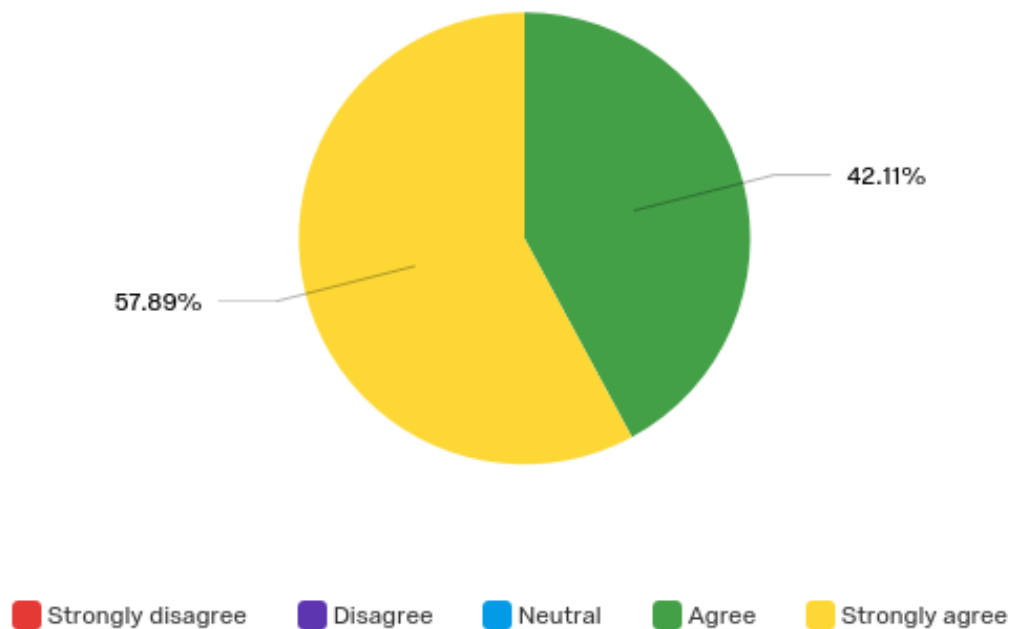
## Q1.5 - The activities my organisation deploys, take place according to planning and/or budget



The above pie chart shows that majority of the respondents agree with the statement, though a significant portion is in disagreement and undecided (neutral). Of the sample 40% strongly agrees, 40% agrees, 10% are neutral and 10% strongly disagrees with the statement.

The data shows that majority of respondents deploy resources according to a plan or budget as 80% of respondents have positive feedback (strongly agree and agree). There is a slight sense of uncertainty as 10% of respondents are uncertain whether the statement is true or not. Also, there is some disagreement on the above statement as 10% disagree with the statement, which is also the same as the level of neutral respondents which perhaps means that there could be a common link in the two categories (i.e. disagree or neutral because of the same/similar rationale) or this could be a coincidence with no just reasoning available.

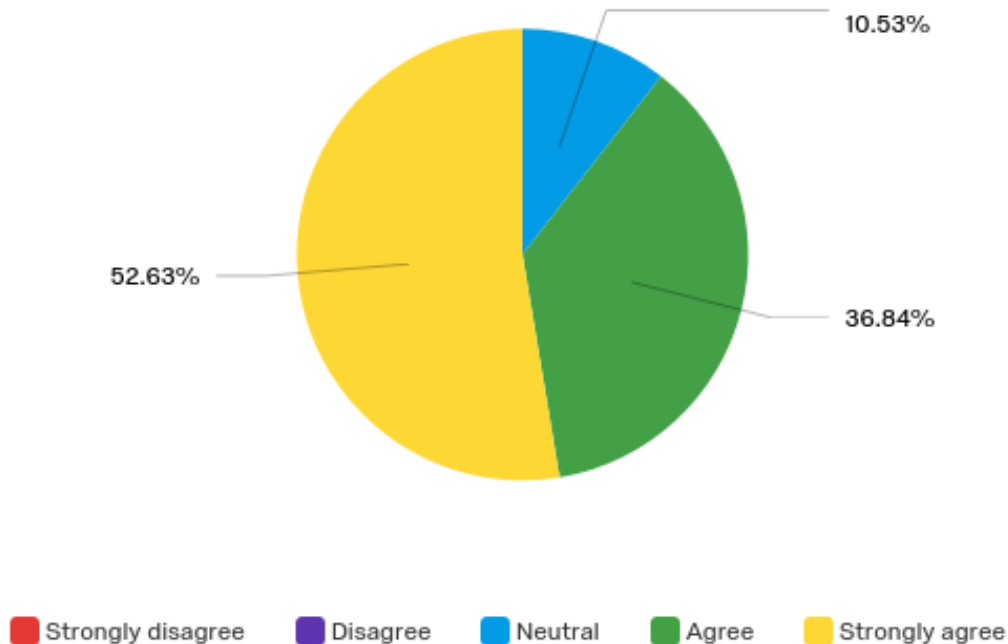
**Q1.6 - Through training and capacity building my staff is more capable to understand strategic positions, interests of other stakeholders (labour organisations, ministry), policy-making and decision making processes.**



The above pie chart shows that 100% of the respondents agree with the statement, with 58% of respondents have strongly agreed and the remaining 42% agreeing.

The data shows that all respondents agree that through training and capacity building their staff is more capable to understand strategic positions, interests of other stakeholders (labour organisations, ministry), policy-making and decision making processes.

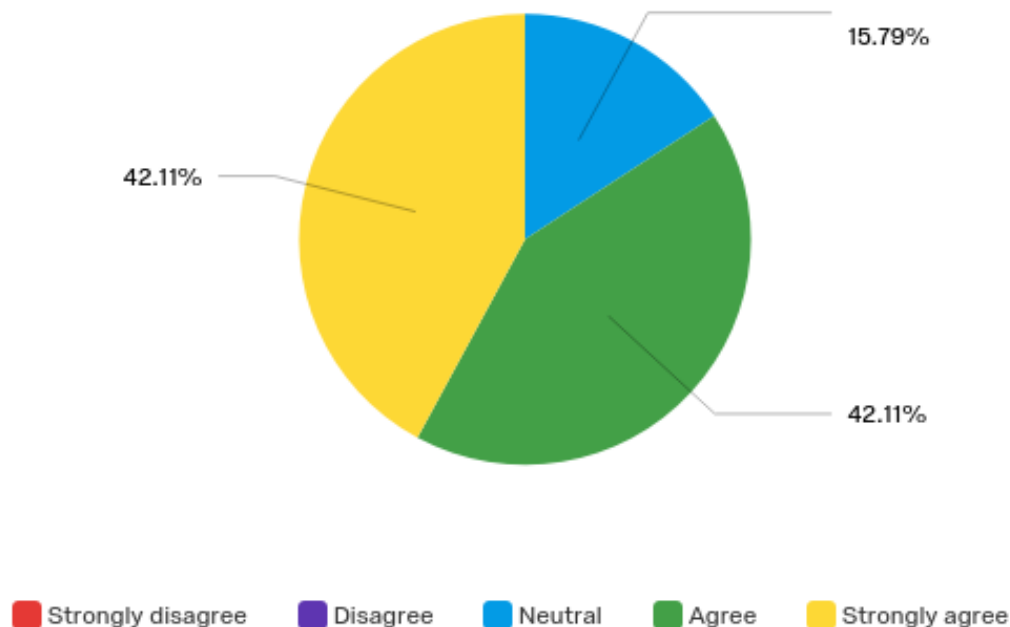
## Q1.7 - My organisation is involved in social dialogue and we use our knowledge to influence these processes



The above pie chart shows that majority of the respondents agree with the statement, with a small portion being undecided (neutral). Of the sample 53% strongly agrees, 37% agrees and 10% are neutral with the statement.

The data shows that majority of respondents engage in social dialogue and use their knowledge to influence processes as 90% of respondents have positive feedback (strongly agree and agree). There is a slight sense of uncertainty as 10% of respondents are uncertain whether the statement is true or not.

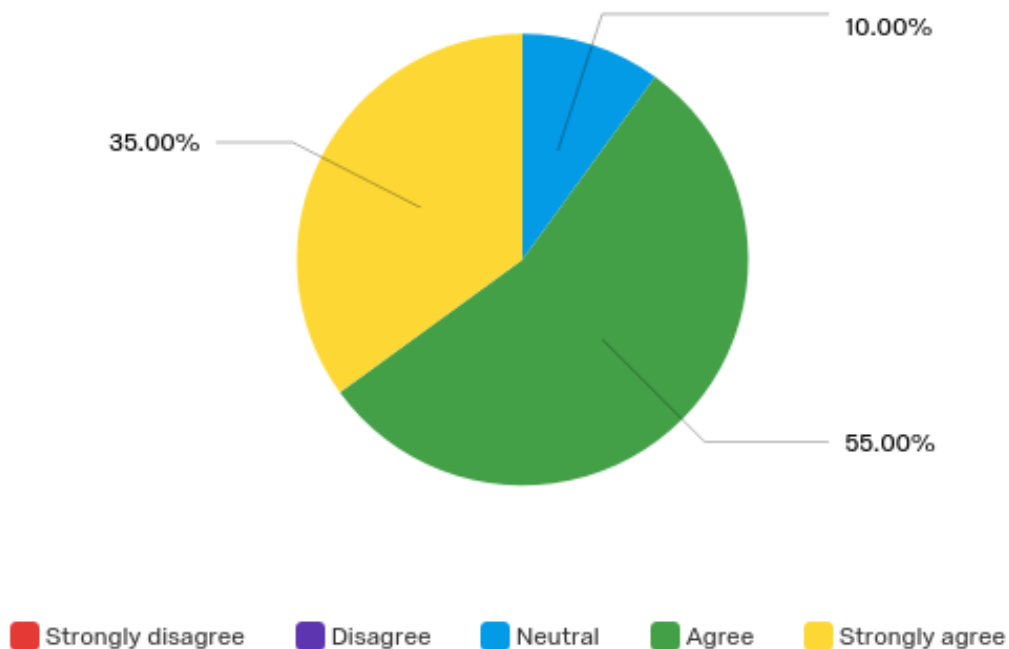
## Q1.8 - Other stakeholders (ministry, labour organisations, business associations) need to step up their game in order to be an effective counterpart for my organisation



The above pie chart shows that majority of the respondents agree with the statement, though quite a significant portion is undecided (neutral). Of the sample 42% strongly agrees, 42% agrees and 16% are neutral with the statement.

The data shows that majority of respondents agree that other stakeholders need to improve in order to be an effective counterpart for their organizations as 84% of respondents have positive feedback (strongly agree and agree). There is a sense of uncertainty as 16% of respondents are uncertain whether the statement is true or not.

## Q1.9 - Demand driven content and the use of typical (daily practice) cases is a condition for effective training

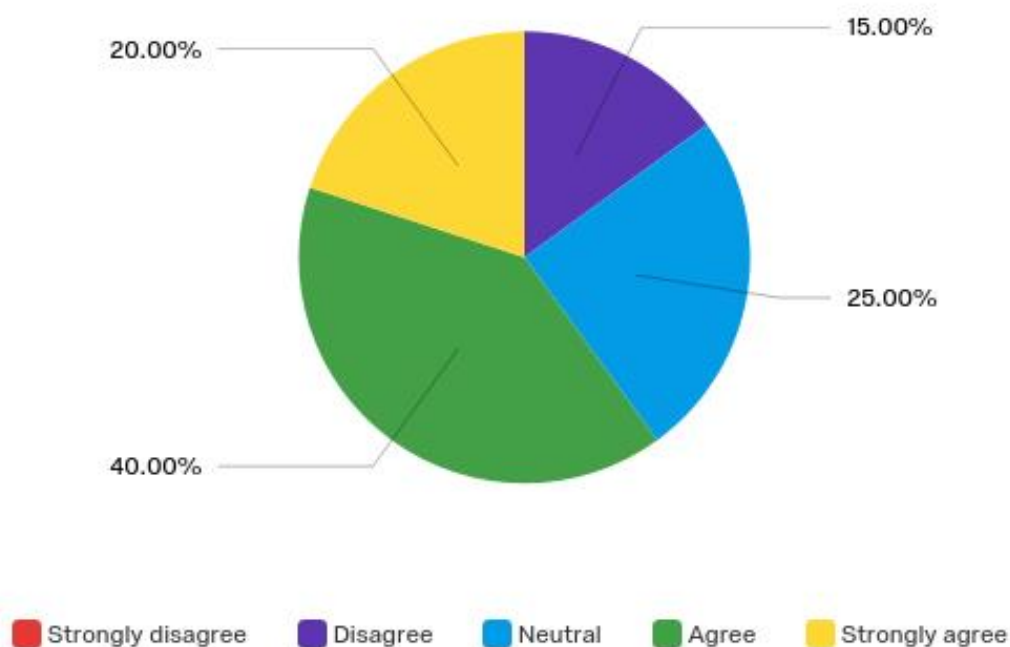


The above pie chart shows that majority of the respondents agree with the statement, with a minute portion being undecided (neutral). Of the sample 35% strongly agrees, 55% agrees and 10% are neutral with the statement.

The data shows that majority of respondents agree that demand driven content and the use of typical (daily practice) cases is a condition for effective training as 90% of respondents have positive feedback (strongly agree and agree). There is also to a degree a sense of uncertainty as 10% of respondents are uncertain whether the statement is true or not.



## Q1.10 - The available knowledge and skills within my organisation match our planned activities



The above pie chart shows that majority of the respondents agree with the statement, though a significant portion is in disagreement and undecided (neutral) about the validity of the statement. Of the sample 20% strongly agrees, 40% agrees, 15% disagrees and 25% are neutral with the statement.

The data shows that a significant number of respondents agree that their available knowledge and skills match planned activities as 60% of respondents have positive feedback (strongly agree and agree). There is a relatively large number of respondents that are uncertain as 25% are neutral, demonstrating a lack of understanding on what skills and knowledge is required to match the activities of their respective organisations.

## Overview - Question 1

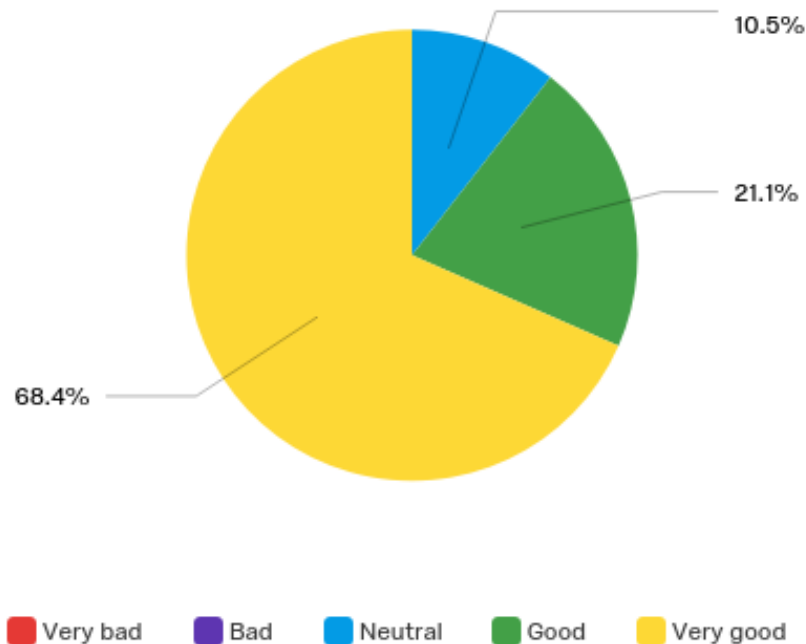
Bolivia-Cochabamba has severe structural issues in terms of politics, legal and institutional framework and fundamental rights that are prohibiting effective social dialogue and collective bargaining activities.

Burundi and Cambodia felt that their organisations do not deploy resources according to a planning or a budget. This signals inefficiency and a lack of structure at both these locations.

Burundi, Cambodia and Tanzania that are in disagreement with Q1.10, which shows that these respondents don't have the necessary skills and or knowledge to run their organization's activities successfully.

## Q2 - What is your assessment of the following services delivered by DECP-staff and consultants?

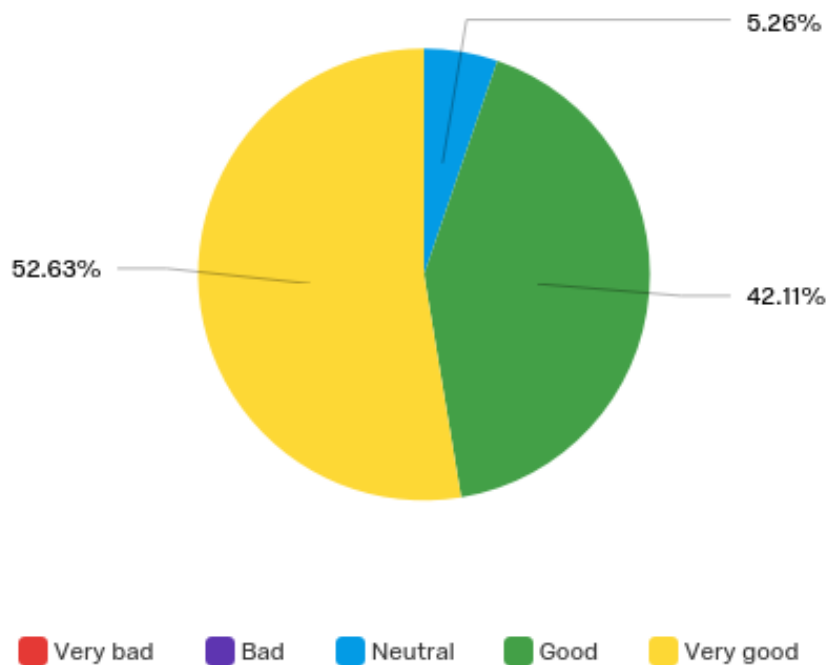
### Q2.1 – The quality of the content-expertise



The above pie chart shows that majority of the respondents are satisfied with the quality of services delivered by DECP and a small portion is undecided (neutral). Of the sample 68% rate DECP's quality as very good, 21% as good and 11% as neutral.

The data shows that majority of respondents agree with the statement as 89% of respondents have positive feedback (Very good and good). The remaining 11% responded neutral, a few reasons could be that respondents feel individuals sent to represent DECP could be lacking in terms of experience or skills, or that these organisations have outgrown the current training regime and new insights/programmes are required in order to uplift them more effectively.

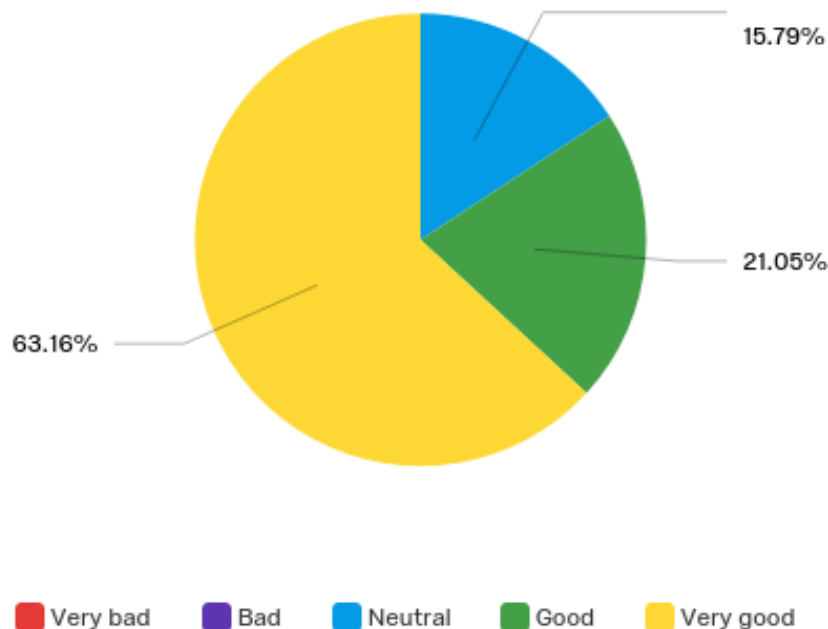
## Q2.2 – The available fields of expertise



The above pie chart shows that majority of the respondents are satisfied with the available fields of expertise of DECP and a small portion is undecided (neutral). Of the sample 53% rate DECP as very good, 42% as good and 5% as neutral.

The data shows that majority of respondents agree with the statement as 95% of respondents have positive feedback (Very good and good). The remaining 5% of respondents could be undecided because of either wanting a wider range of training programmes such as human resources, business development, policy research, marketing and other ancillary business related work (Costing, budgeting etc.) or because existing programmes lacks the depth and or breadth of activities required by respondents.

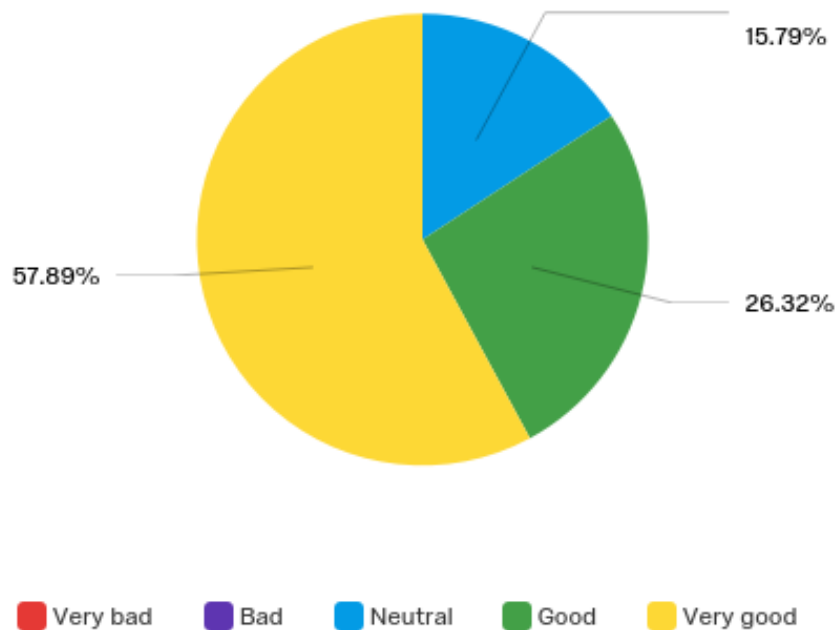
## Q2.3 – The quality of training events and workshops



The above pie chart shows that majority of the respondents are satisfied with the quality of training events and workshops delivered by DECP and a small but significant portion is undecided (neutral). Of the sample 63% rate DECP's quality as very good, 21% as good and 16% as neutral.

The data shows that majority of respondents agree with the statement as 84.21% of respondents have positive feedback (Very good and good). The remaining 15.79% responded neutral, a few reasons could be that respondents feel individuals sent to represent DECP could be lacking in terms of experience or skills, or that more innovative ways of conducting training events and workshop are required.

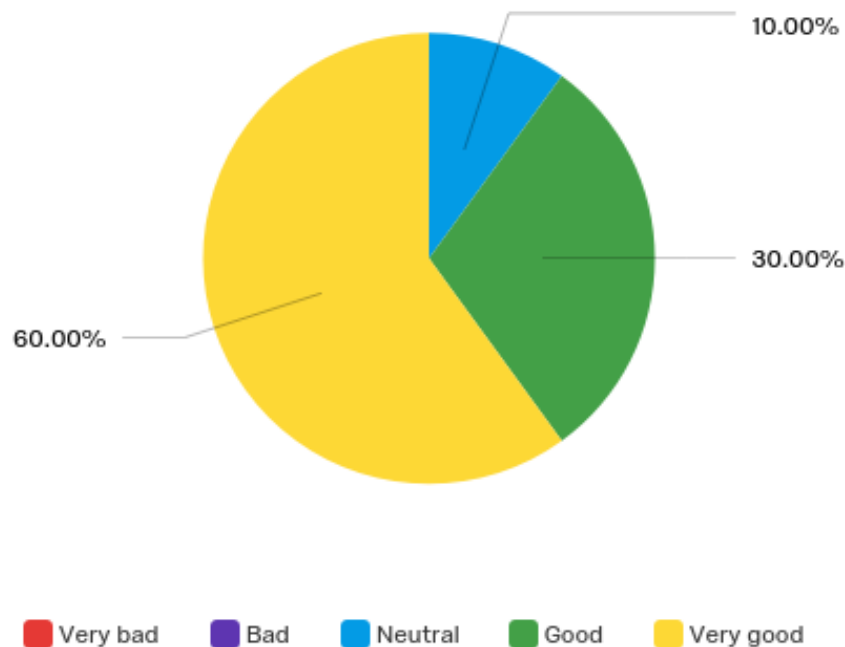
## Q2.4 – The relevance of training events and workshops



The above pie chart shows that majority of the respondents are satisfied with the relevance of training events and workshops delivered by DECP and a moderate portion is undecided (neutral). Of the sample 58% rate DECP as very good, 26% as good and 16% as neutral.

The data shows that majority of respondents agree with the statement as 84% of respondents have positive feedback (strongly agree and agree). The remaining 16% responded neutral, one reason for this could be that training programmes are not tailored enough to suit each organisations requirements or circumstance.

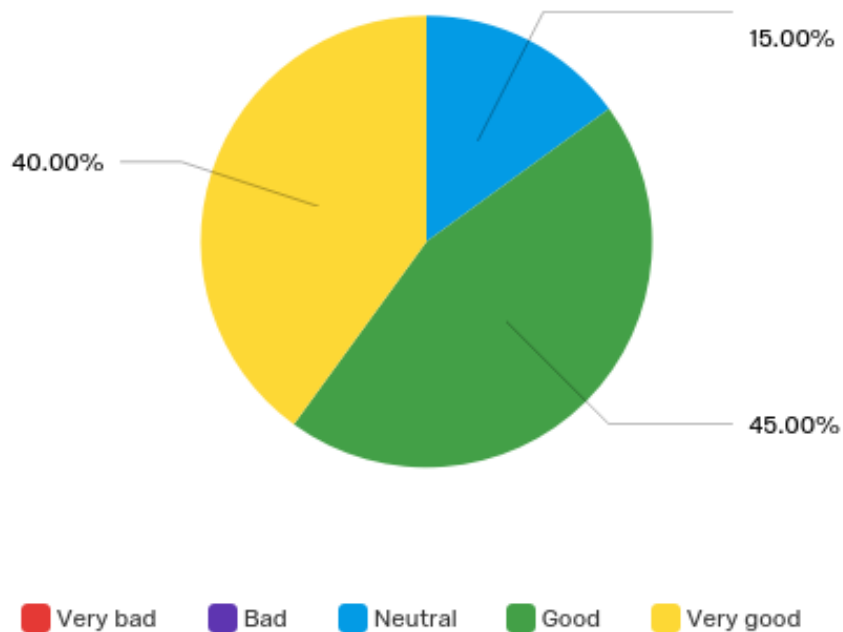
## Q2.5 – The ability to adjust training events and workshops to your situation



The above pie chart shows that majority of the respondents are satisfied with DECP's ability to adjust training events and workshops to each of their needs and a moderate portion is undecided (neutral). Of the sample 60% rate DECP as very good, 30% as good and 10% as neutral.

The data shows that majority of respondents agree with the statement as 90% of respondents have positive feedback (strongly agree and agree). The remaining 10% responded neutral, one reason for this may be that training programmes are not flexible enough to meet the evolving needs of respondents.

## Q2.6 – The availability of financial support

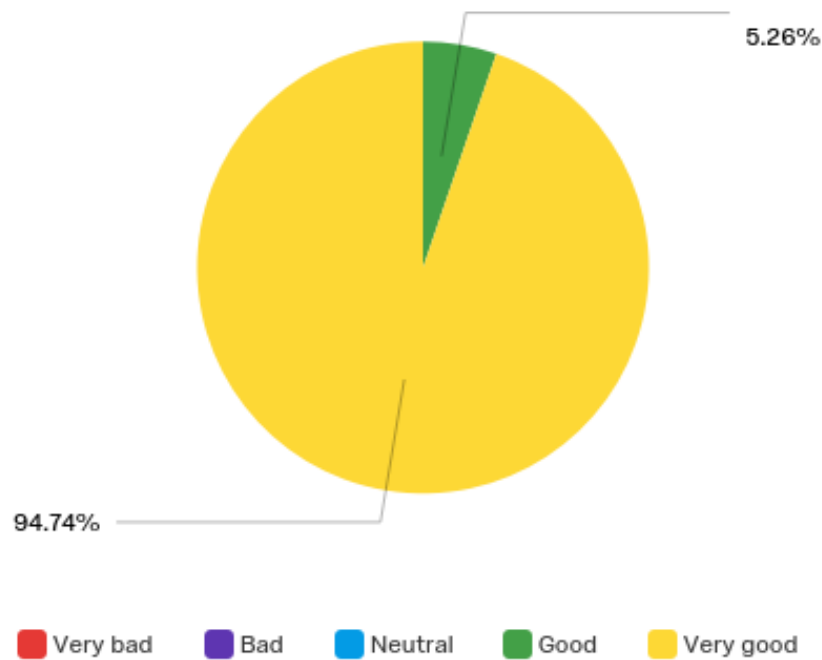


The above pie chart shows that majority of the respondents are satisfied with the availability of financial support provided by DECP and a moderate portion is undecided (neutral). Of the sample 40% rate DECP as very good, 45% as good and 15% as neutral.

The data shows that majority of respondents agree with the statement as 85% of respondents have positive feedback (strongly agree and agree). The remaining 15% responded neutral, which shows that some organisations feel undecided about the level of financial assistance received from DECP.



## Q2.7 – The working relation



The above pie chart shows that all of the respondents are satisfied with the availability of financial support provided by DECP. Of the sample 95% rate DECP as very good and 5% as good.

This shows that DECP has managed to maintain a very healthy relationship with each organization overall.

## Q4 - On what subjects, themes or fields does your organisation need support that is not provided by DECP?

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**Bolivia (Sucre):** 1.- Dialogo Social. 2.- Desarrollo de capacidades y potencialidades de generó dentro de las organizaciones empresariales. 3.- Fortalecimiento de capacidades de líderes empresariales

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**Pakistan:** Meeting human resource need

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**Bolivia (Santa Cruz):** Incubadora de empresas para mujeres con formación técnica o capacitadas en algunos rubros

**Tanzania:** Membership Communication Regional expansion Capacity building to ATE Employer of the Year Award Gender Audit

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**Bolivia (La Paz):** DECP offers good support and is flexible to the needs of the organization

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**Suriname:** financing and documents / inventory digitalization

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**Philippines:** The cooperation has only started. The first activity was a workshop on chapter development. Succeeding activities along this line must focus on providing technical and administrative support to our chapters to enable them to implement the action plans they formulated during the workshop. Other areas which have already been discussed with DECP include the development of a membership packet, formulation of a business agenda for ECOP and its chapters, operationalisation of the ECOP Service Helpdesk, diploma/certificate course on HR/IR.

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**Macedonia:** VET policies , economic reform policy making

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**Peru:** We still do not have the financial support to create the Peruvian Foundation for social dialogue between employers and employees.

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**Nicaragua:** Strategic Planning & Institutional Projection.

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**Albania:** On social dialogue, employability of young people, VET and especially promotion of dual system in craftsmanship. ( We are working in these areas)

**Burundi:** - Training programmes; - Communication strategies; - Improving services delivery - Increase revenues; - Increase visibility

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**Bolivia (Cochabamba):** Business associativity and project development.

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**Cambodja:** Member retention, Member recruitment, research skills, team work, ICT, financing/budgeting, dealing with difficult people/clients/complaints, dealing with many people/managers, presentation skills

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**Zambia:** Marketing and feasibility studies.

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**Kenya:** Implementation of Business Agendas; Policy research; Policy Advocacy

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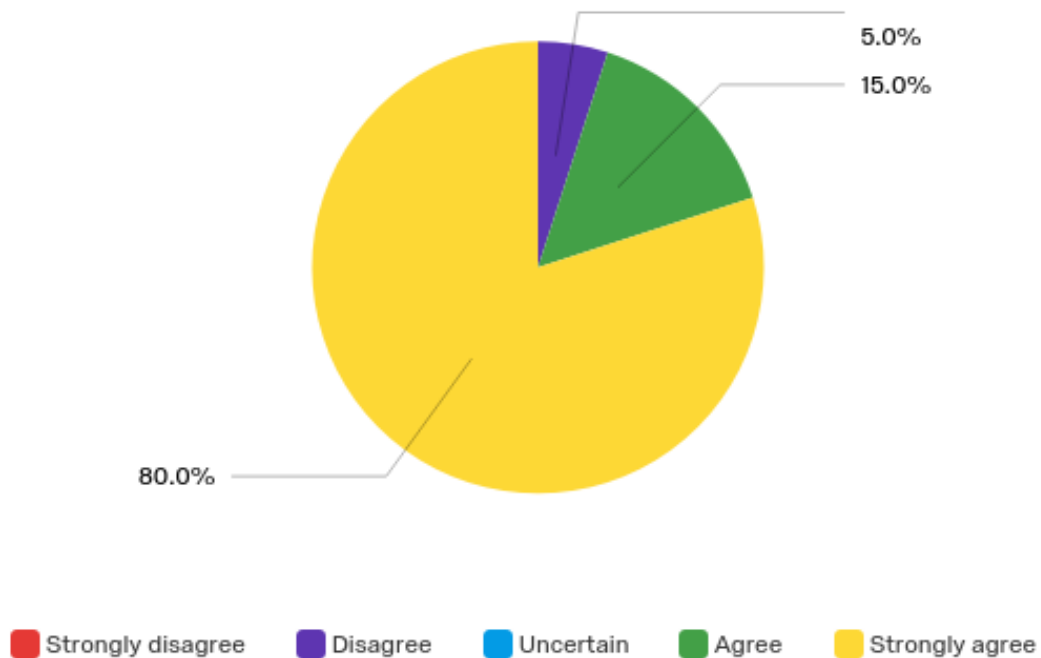
**Uganda:** Costing and budgeting

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The fields of work or skills that are in need by some organisations and that are not provided by the DECP are: research skills, human resource skills, project planning, budgeting and business development skills.

## Q5 - To what extent do you agree with the following statements?

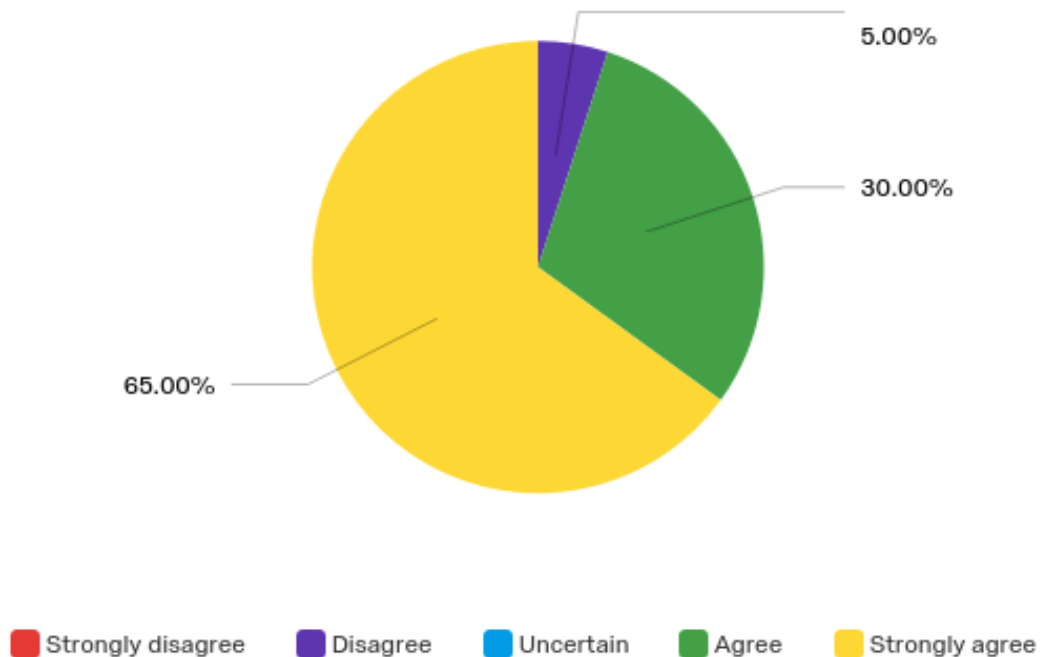
### Q5.1 – I can express the needs for our organization to DECP



The above pie chart shows that majority of the respondents can express the needs of their organization to DECP and a minute number of respondents cannot. Of the sample 80% strongly agrees, 15% agrees and 5% disagrees with the statement.

The data shows that majority of respondents agree with the statement as 95% of respondents have positive feedback (strongly agree and agree).

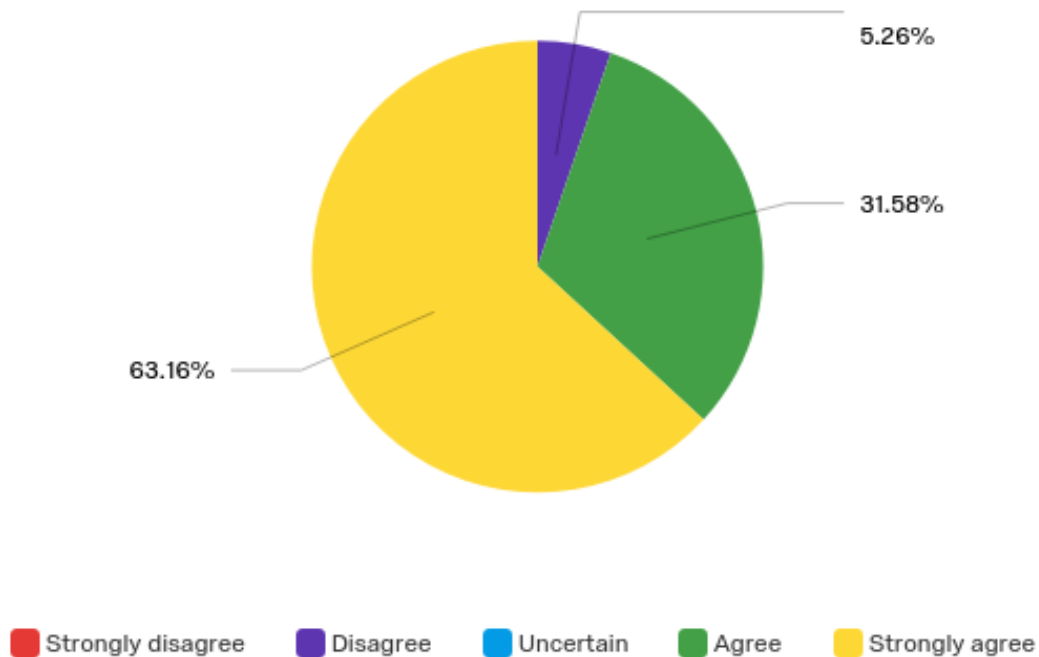
## Q5.2 – DECP activities are adapted to our national context and culture



The above pie chart shows that majority of the respondents agree that DECP adapts their activities to suit each organisations national context and culture and a minute number of respondents disagrees with this. Of the sample 65% strongly agrees, 30% agrees and 5% disagrees with the statement.

The data shows that majority of respondents agree with the statement as 95% of respondents have positive feedback (strongly agree and agree).

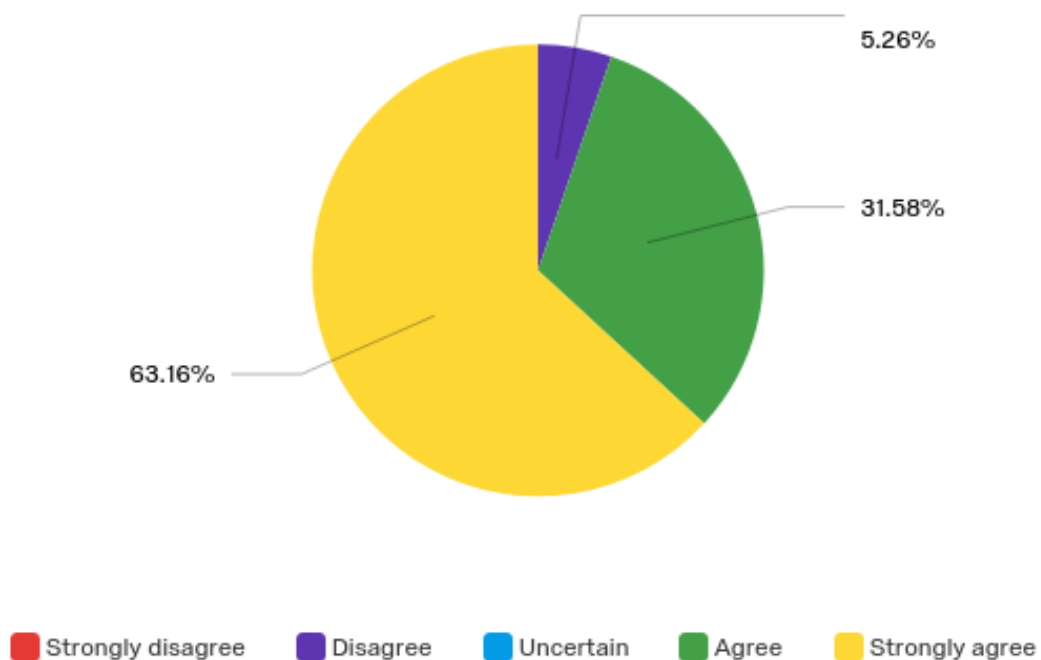
## Q5.3 – DECP activities fit our needs



The above pie chart shows that majority of the respondents agree that DECP's activities to suits each organisations needs and a small number of respondents disagrees with this. Of the sample 63% strongly agrees, 32% agrees and 5% disagrees with the statement.

The data shows that majority of respondents agree with the statement as 95% of respondents have positive feedback (strongly agree and agree).

## Q5.4 – DECP activities inspire my organisation



The above pie chart shows that majority of the respondents agree that DECP's activities inspire each organisation and a small number of respondents disagrees with this. Of the sample 63% strongly agrees, 32% agrees and 5% disagrees with the statement.

The data shows that majority of respondents agree with the statement as 95% of respondents have positive feedback (strongly agree and agree).

## Overview - Question 5

Bolivia-Santa Cruz disagrees with Q5.1, which shows that they feel that they cannot really express their organizational needs to DECP. DECP should try and find a way (if possible) to be more approachable to representatives of Santa Cruz.

Bolivia-Santa Cruz disagrees with Q5.2, which shows that DECP should make scope to adapt their activities towards the national context and culture of members in Santa Cruz.

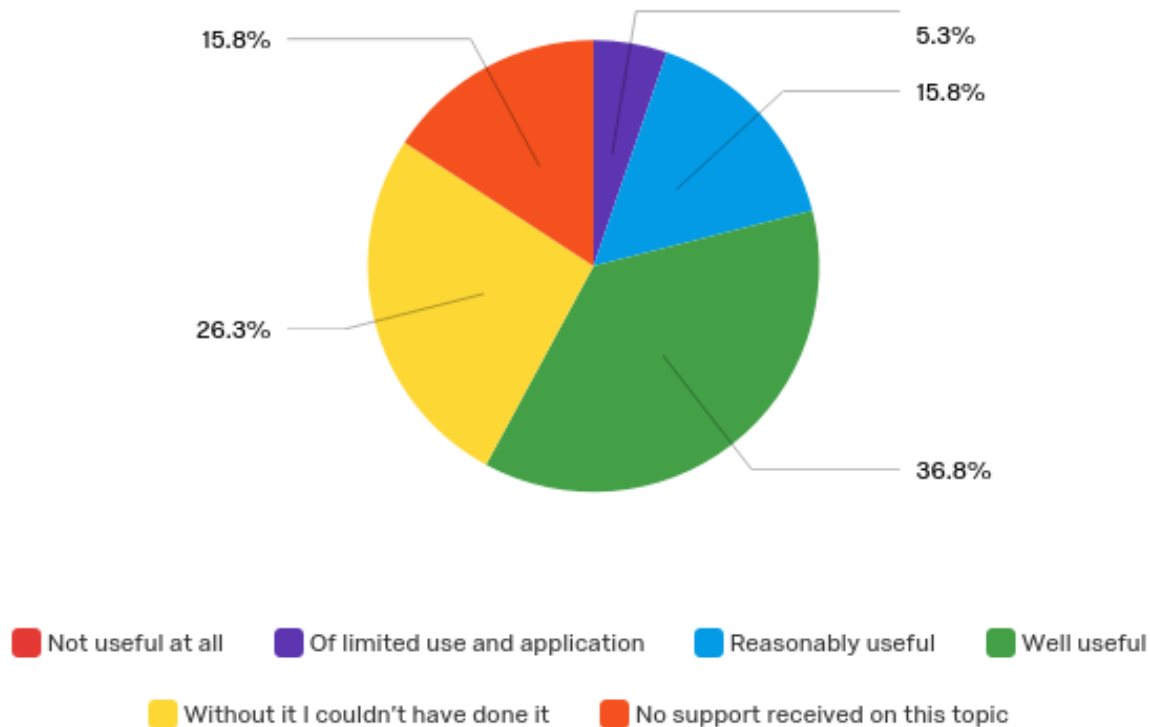
Bolivia-Santa Cruz disagrees with Q5.3, which shows that DECP should increase their range of activities (if possible or within mandate) in order to better cater for their needs.

Bolivia-Santa Cruz disagrees with the Q5.4, which shows that DECP should find more robust ways to inspire their organisation.

It is clear that Bolivia-Santa Cruz is the only country that feels highly negatively towards the programmes provided by the DECP.

## Q6 - Assess the impact DECP activities have on the following fields. DECP training/advice on:

### Q6.1 – Improving representativeness

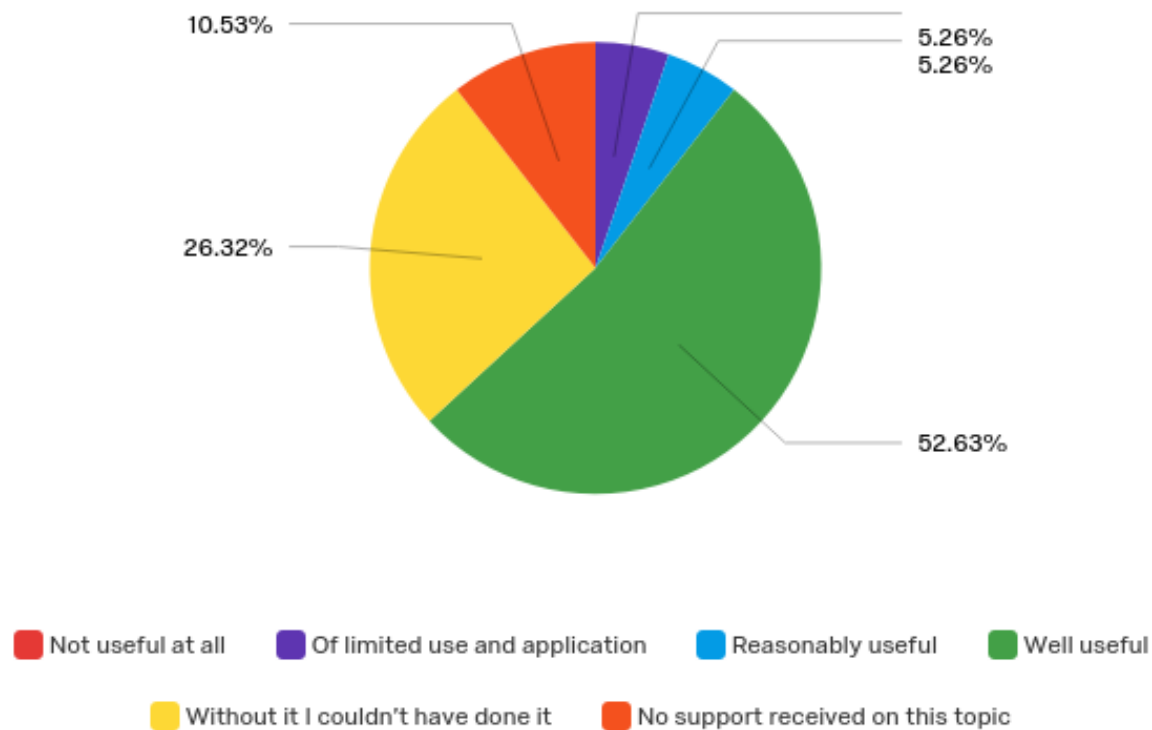


The above pie chart shows that majority of the respondents agree that DECP's activities improves their representativeness, whilst a small but significant portion feels that it was not useful at all.

The data shows that majority of respondents agree with the statement as 79% of respondents have positive feedback (Without it I couldn't have used it, well useful and reasonably useful). The remaining respondents had no support and others of limited use (21%), which shows that DECP should place more emphasis on training and advice that improves representativeness by perhaps improving on existing training methodologies or by tailoring the training to better suit individual organisations needs. The unsupported organisations did not receive support as no support was requested from DECP, hence this is not a negative indicator.



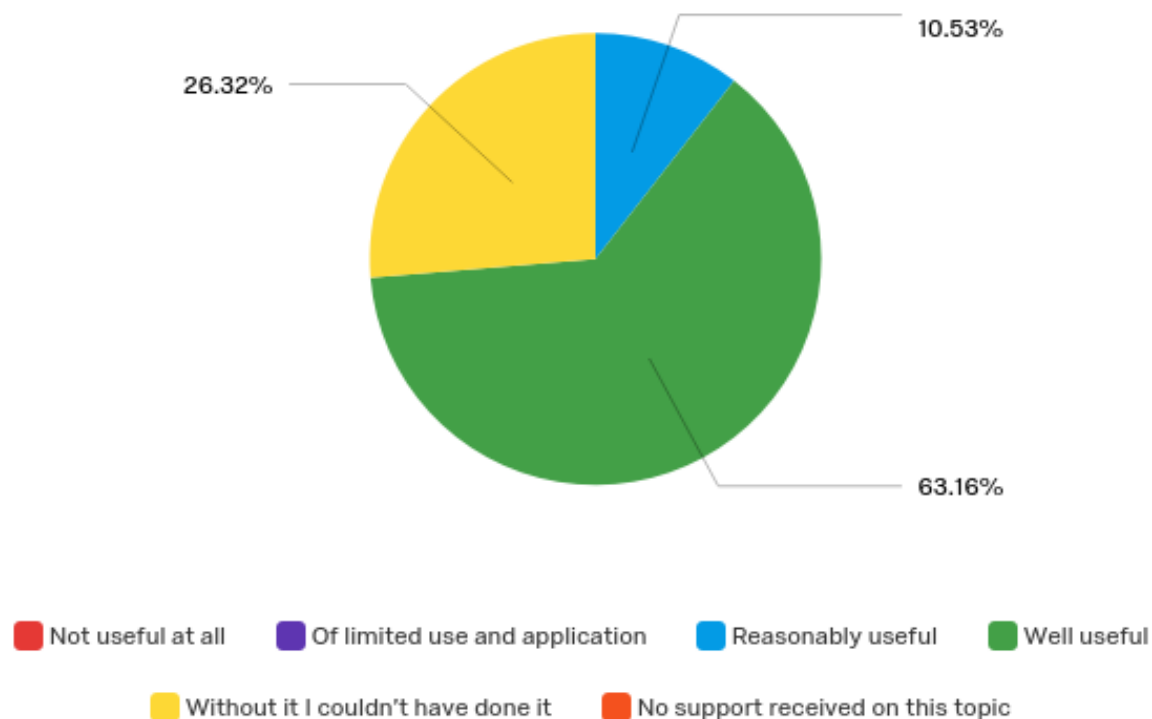
## Q6.2 – Improving lobby



The above pie chart shows that majority of the respondents agree that DECP's activities improves their ability to lobby, whilst a small but significant portion feels that it was not useful at all.

The data shows that majority of respondents agree with the statement as 84% of respondents have positive feedback (Without it I couldn't have used it, well useful and reasonably useful). The remaining respondents had no support and others of limited use (16%), which shows that DECP should place more emphasis on improving training on lobbying activities.

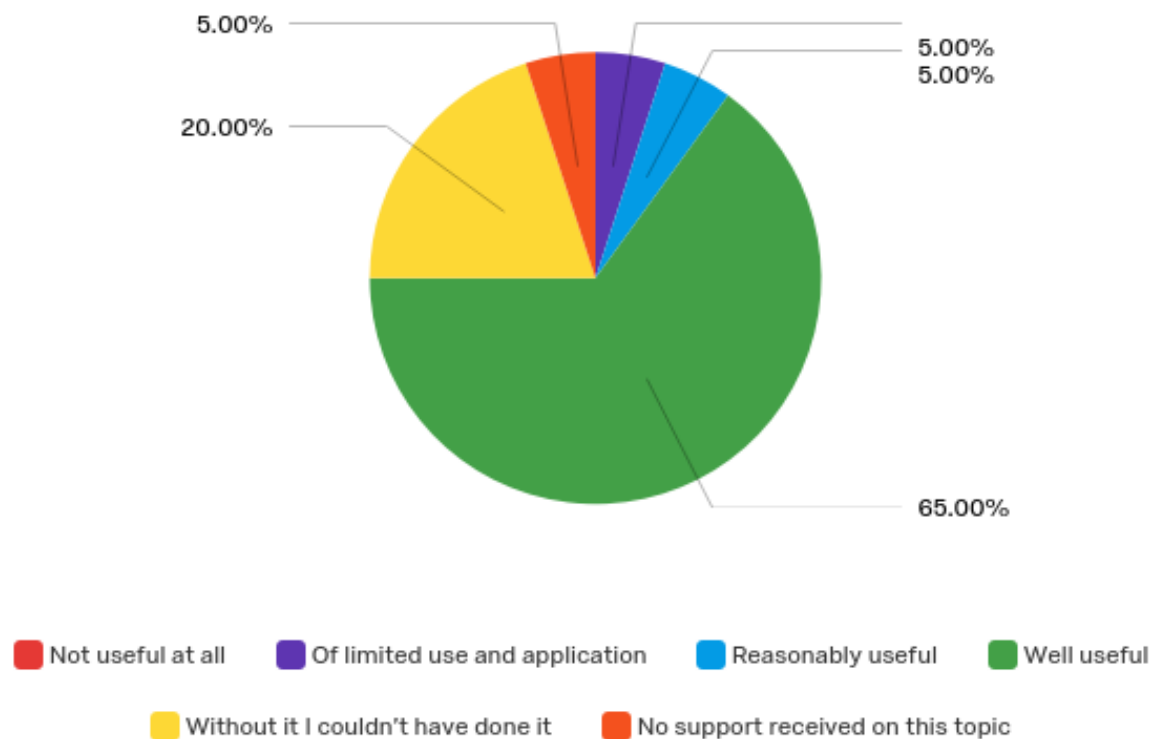
## Q6.3 – Improving service delivery



The above pie chart shows that all of the respondents agree that DECP's activities improves their service delivery.

The data shows that all of respondents agree with the statement as 100% of respondents have positive feedback (Without it I couldn't have used it, well useful and reasonably useful). This demonstrates DECP's effectiveness in improving service delivery as being highly robust in this category.

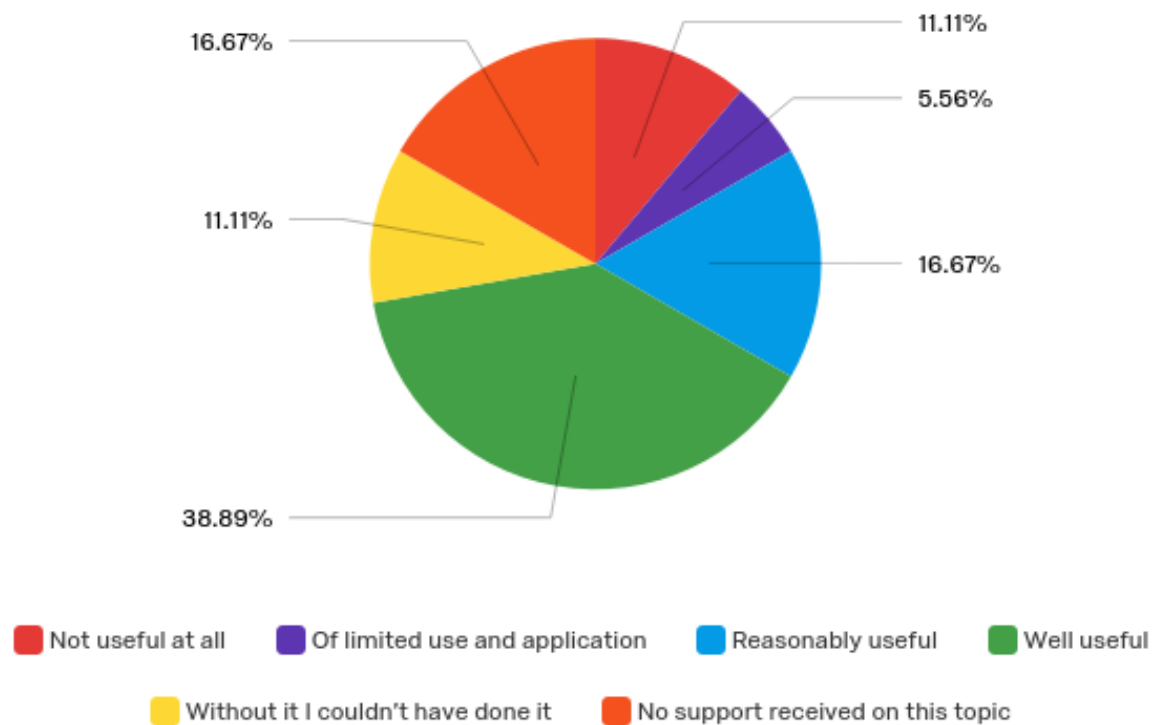
## Q6.4 – Improving communication



The above pie chart shows that majority of the respondents agree that DECP's activities improves their ability to communicate effectively.

The data shows that majority of respondents agree with the statement as 90% of respondents have positive feedback (Without it I couldn't have used it, well useful and reasonably useful). The remaining respondents had no support and others of limited use (10%), which shows that DECP should place more emphasis on improving their communication service offering in order to fully satisfy the needs of assisted organisations.

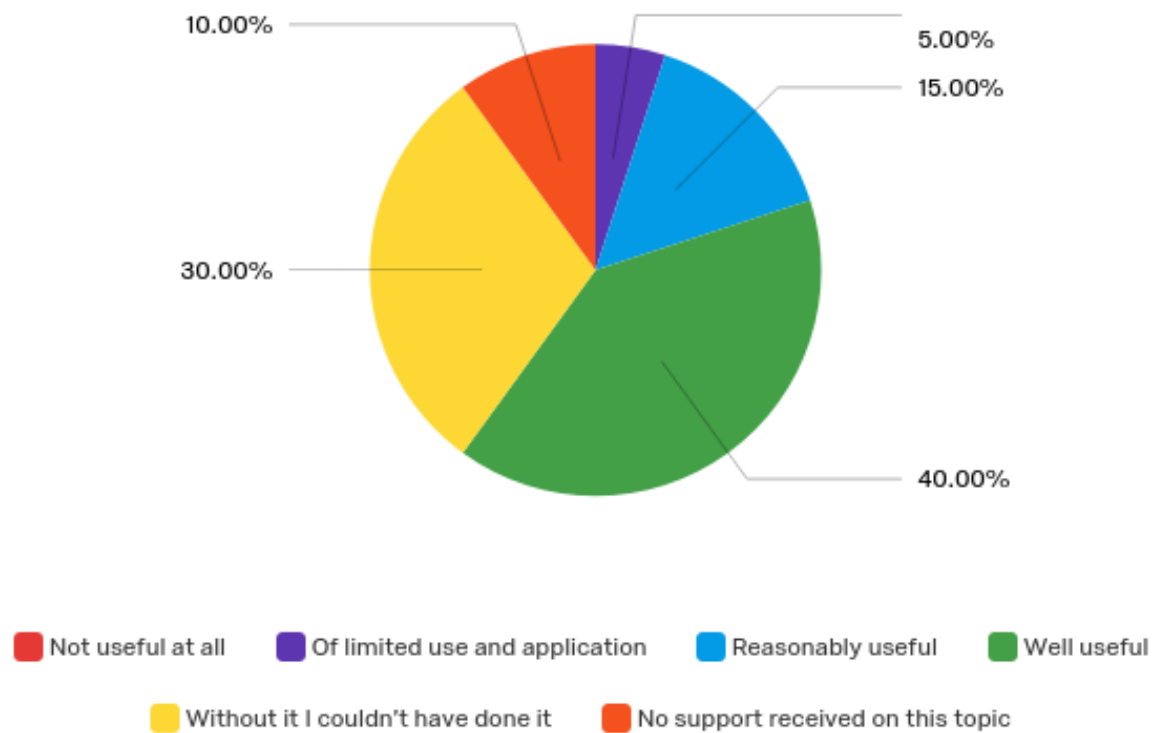
## Q6.5 – Increasing revenues



The above pie chart shows that majority of the respondents agree that DECP's activities increases their revenues.

The data shows that majority of respondents agree with the statement as 67% of respondents have positive feedback (Without it I couldn't have used it, well useful and reasonably useful). The remaining respondents finds this application not useful, of limited use and others did not receive support on this topic (33%).

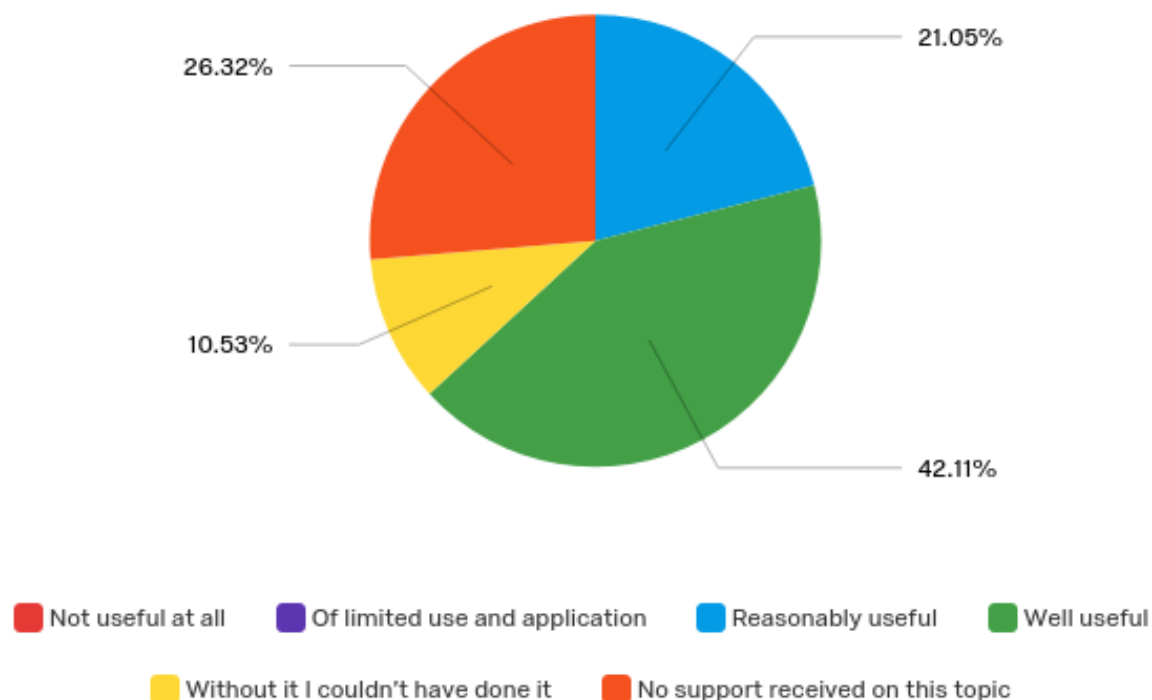
## Q6.6 – Improve strategy



The above pie chart shows that majority of the respondents agree that DECP's activities improves their strategy initiatives.

The data shows that majority of respondents agree with the statement as 85% of respondents have positive feedback (Without it I couldn't have used it, well useful and reasonably useful). The remaining respondents had no support and others of limited use (15%), which shows that DECP should place more emphasis on improving their strategy formulation offering in order to fully satisfy the needs of assisted organisations.

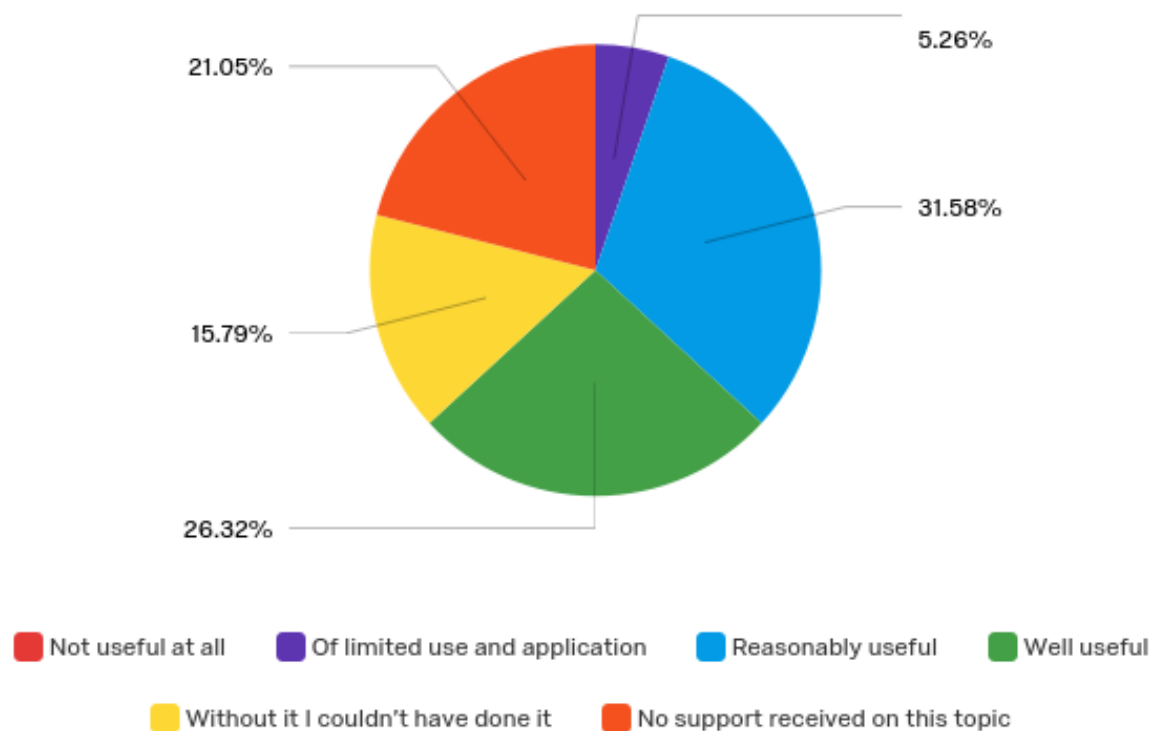
## Q6.7 – Improvement of capability to perform social dialogue



The above pie chart shows that majority of the respondents agree that DECP's activities improves their capability to perform social dialogue.

The data shows that majority of respondents agree with the statement as 74% of respondents have positive feedback (Without it I couldn't have used it, well useful and reasonably useful). Others received no support on it (26%).

## Q6.8 – Organisational structure



The above pie chart shows that majority of the respondents agree that DECP's activities improves their organizational structure.

The data shows that majority of respondents agree with the statement as 74% of respondents have positive feedback (Without it I couldn't have used it, well useful and reasonably useful). The remaining respondents had no support and others of limited use (26%), which shows that DECP should place more emphasis on improving their organizational structuring course in order to fully satisfy the needs of assisted organisations.

## Overview - Question 6

Bolivia-Santa Cruz felt that DECP's training or advice on improving representativeness was of limited use and application.

Bolivia-Santa Cruz felt that DECP's training or advice on improving their ability to lobby was of limited use and application.

Overall improving service delivery (Q6.3) is where DECP performs the best (i.e. most useful service offering).

Cambodja felt that DECP's training or advice on improving their ability to communicate was of limited use and application.

Bolivia-Santa Cruz felt that DECP's training or advice on improving their ability to communicate was of limited use and application. Two countries, namely Albania and Mongolia feel that DECP's training or advice is not useful in increasing their revenue.

Bolivia-Santa Cruz felt that DECP's training or advice on strategy was of limited use and application.

Bolivia-Santa Cruz felt that DECP's training or advice on organizational structure was of limited use and application.

It is clear that Bolivia-Santa Cruz is the only country that feels highly negatively towards the programmes provided by the DECP, once again reiterating their negative responses from Question 5. DECP should investigate further the reason for such negative sentiment towards their programme.



## Q7 - Can you give an example of how you have applied insights obtained from DECP training sessions?

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**Bolivia (Sucre):** En la etapa que el DECP ha trabajado con nuestra organización ha desarrollado talleres de los cuales rescatamos la posibilidad cierta de hacer gestión con prestación de servicios directos a nuestros gremios empresariales, sin duda uno de los retos planteados es lograr beneficiar a nuestros gremios con servicios pero que se reconozca el trabajo realizado mediante los aportes empresariales.

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**Bolivia (Santa Cruz):** Lo difundimos entre nuestras entidades afiliadas

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**Tanzania:** Trainings provided by DECP have improved staff capacity to know well how Employers Organisations work and deliver better services to members

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**Bolivia (La Paz):** Thanks to the support of DECP the organization has developed new Lobby services with the government through a platform of private public dialogue, has also developed the "LA PAZ EXPONE" multi-sectoral Fair where many companies participate and income is obtained by rental of Stand, for the organization.

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**Suriname:** after the training/ seminars we had an influx of new members

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**Philippines:** Expanding membership base, improving lobby and advocacy activities, generating revenues from non-traditional sources, chapter development, improving governance and administration processes

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**Macedonia:** Thanks to DECP ,BCM has a series of different training and lobbying activities , very useful trainings give us strong position , reputation, influence of BCM employers activities

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**Peru:** We had a training session on collective bargaining which was graded as very successful for our organization associates.

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**Nicaragua:** We haven't got training sessions, but the support of DECP was very relevant in the communications field, it help us to create our monthly digital bulletin, among other things. The advices and suggestions given by DECP (Thieu Korten) where very useful, many of his suggestions where implemented.

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**Albania:** We were not in the National Labour Council before DECP started with us in 2010. Now we are the main social partner form business/employers side. We proposed for the creation of local consultative tripartite councils and it is now in the Labor Code. We are working now to implement this Article of the Code. This qualitative level of our organization is due to DECP assistance.

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**Burundi:** The ITC's trainings we participated to with support of DECP were communicated to us by ITC and thereafter we submitted request for funding to DECP. Otherwise we did not yet benefit from trainings delivered by DECP itself.

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**Bolivia (Cochabamba):** Setting-up of the organisation's quarterly magazine, called: "Tejido Empresarial".

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**Cambodja:** Two of staff and management attended training in Turin, recently. The application is on the go. The impact of application is yet to be observed. A few of insights that I will share with my team are communication through ICT tools, different methodology of delivering a good training. Besides this, we did not have any other training or workshop with DECP.

---

**Zambia:** We have applied the issue of consulting members to get their views on issues that we lobby for and lobby for what members want the Federation to lobby for them. We have also come to learn about the importance of communication to members on the issues that we engage in on their behalf.

---

**Kenya:** DECP trained me and my staff on membership service and recruitment strategy. We have applied the strategies and have been able to retain 98% of members and recruit on average 80 members annually. Also DECP trained us on development of Business Agenda and we have been able to develop a business agenda that is now guiding our policy advocacy initiatives.

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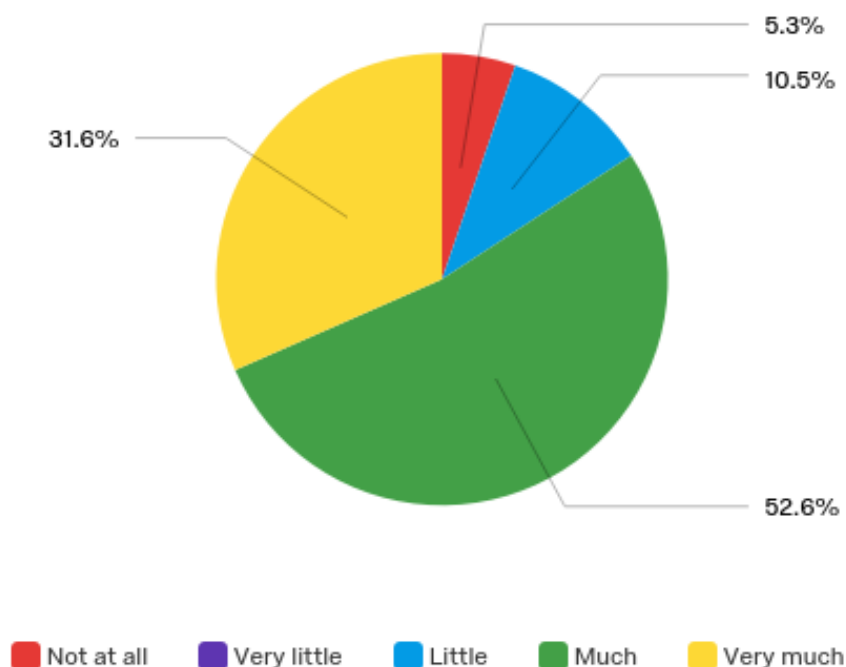
**Uganda:** Developed employers position paper on skills development and developed a member value proposition

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## Q8 - To what extent, progress has been made in the period 2013 – 2016 due to collaboration with DECP?

### Q8.1 – The ability to lobby effectively



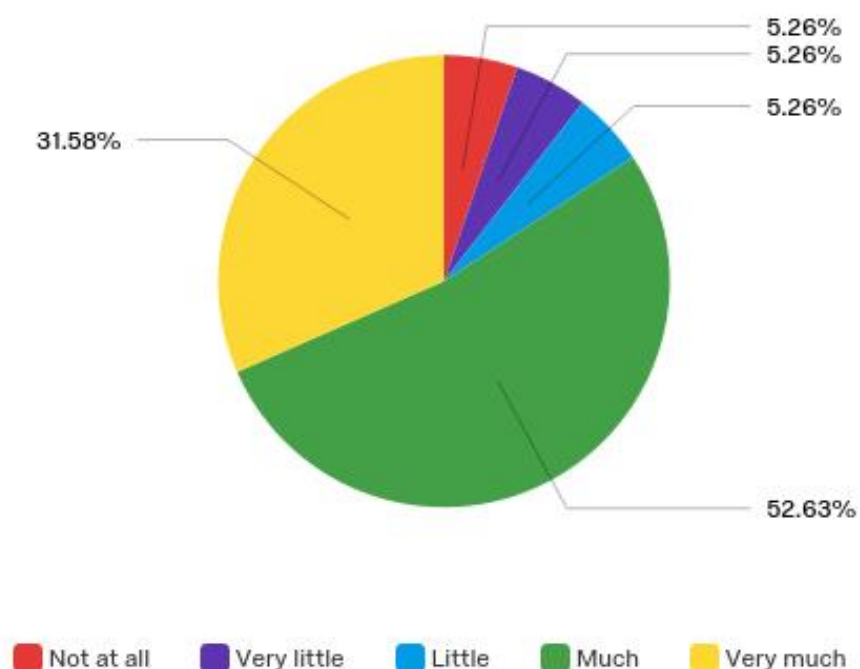
The above pie chart shows that majority of the respondents agree that DECP's activities improves their ability to lobby effectively, whilst a small portion feels that it was not useful at all. Of the sample 32% responded very much, 53% much and 10% little and 5% not at all.

The data shows that majority of respondents agree with the statement as 84% of respondents have positive feedback (Very much and much). The remaining 16% disagrees with the statement (Little and not at all).

This demonstrates that DECP has to a large extent made significant progress from 2013 to 2016 in this area. However, there is still some room for improvement and more attention has to be placed in lobbying training programmes.

The member country that did not receive support in this programme was the Philippines.

## Q8.2 – The ability to undertake advocacy activities



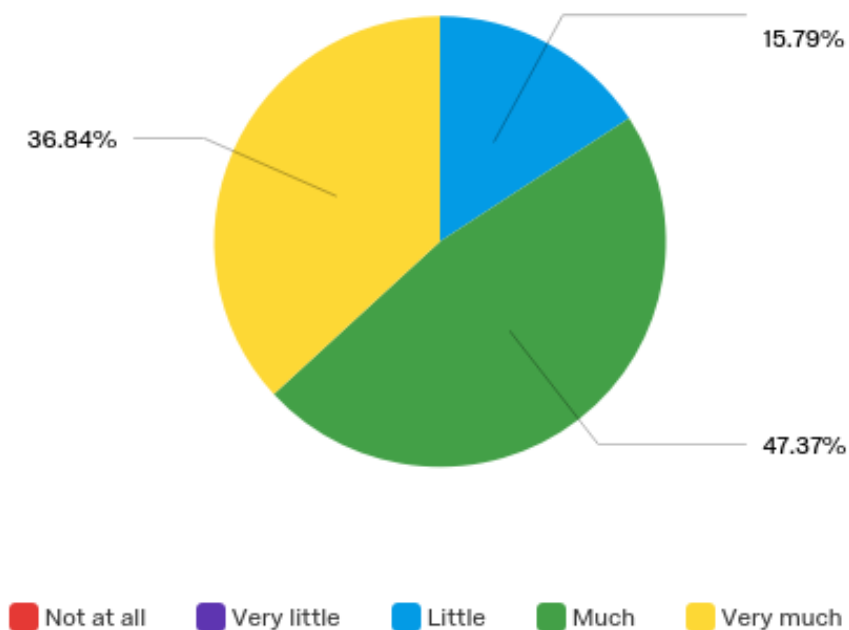
The above pie chart shows that majority of the respondents agree that DECP's activities improves their ability to undertake advocacy activities, whilst a small portion feels that it was not useful at all. Of the sample 32% responded very much, 53% much, 5% little, 5% very little and 5% not at all.

The data shows that majority of respondents agree with the statement as 85% of respondents have positive feedback (Very much and much). The remaining 15% disagrees with the statement (Very little, little and not at all).

This demonstrates that DECP has to a large extent made significant progress from 2013 to 2016 in this area. However, there is still some space for improvement going forward.

The member country that did not receive support in this programme was the Philippines and who received very little support was Burundi.

## Q8.3 – The ability to deliver services to members

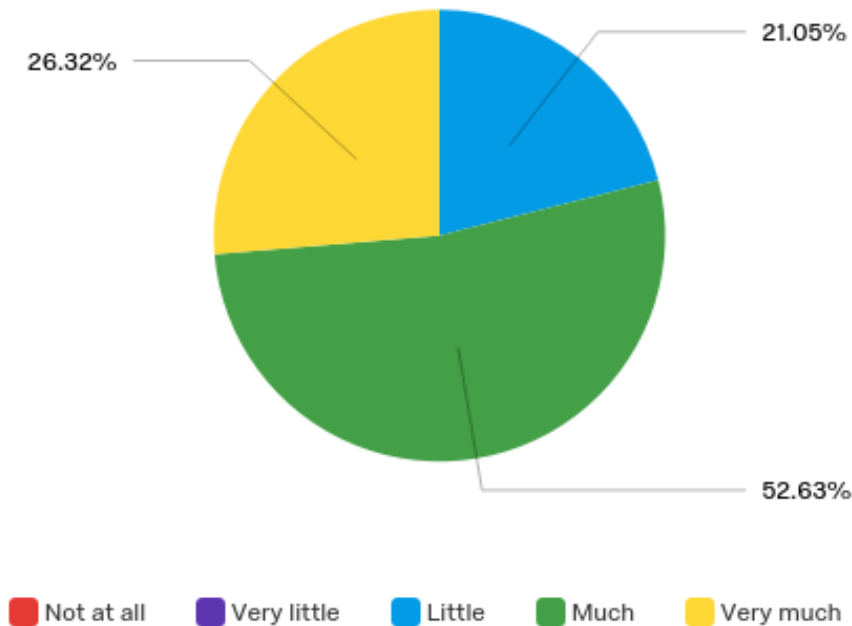


The above pie chart shows that majority of the respondents agree that DECP's activities improves their ability to deliver services to members, whilst a small portion feels that it was not that useful. Of the sample 37% responded very much, 47% much and 16% little.

The data shows that majority of respondents agree with the statement as 84% of respondents have positive feedback (Very much and much). The remaining 16% disagrees with the statement (Little).

This demonstrates that DECP has to a large extent made significant progress from 2013 to 2016 in this area. However, there is still some room for improvement going forward.

## Q8.4 – The ability to represent members

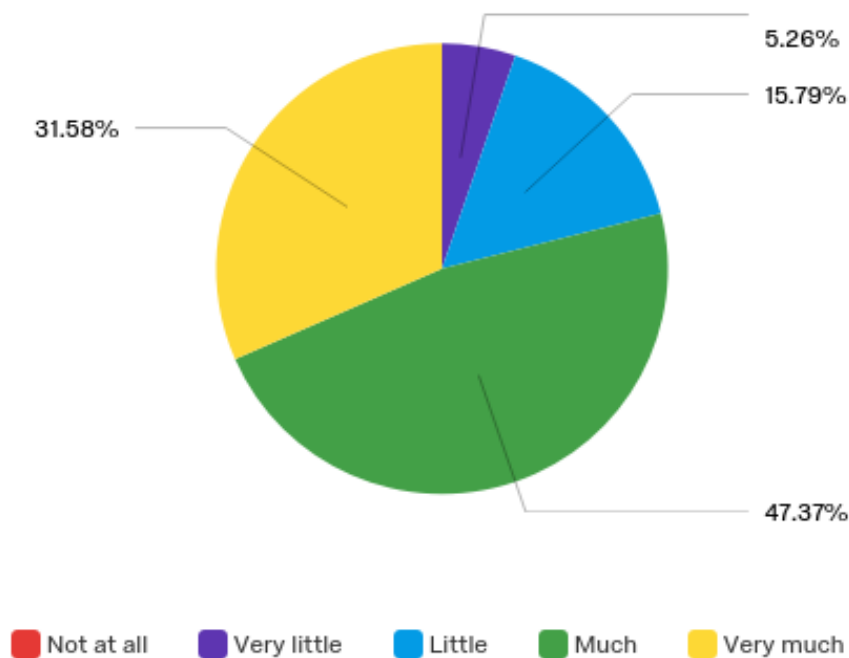


The above pie chart shows that majority of the respondents agree that DECP's activities improves their ability to represent members, whilst a small portion feels that it was not that useful. Of the sample 26% responded very much, 53% much and 21% little.

The data shows that majority of respondents agree with the statement as 79% of respondents have positive feedback (Very much and much). The remaining 21% disagrees with the statement (Little).

This demonstrates that DECP has to a large extent made significant progress from 2013 to 2016 in this area. However, there is still some room for improvement going forward.

## Q8.5 – The ability to develop new products and services for members



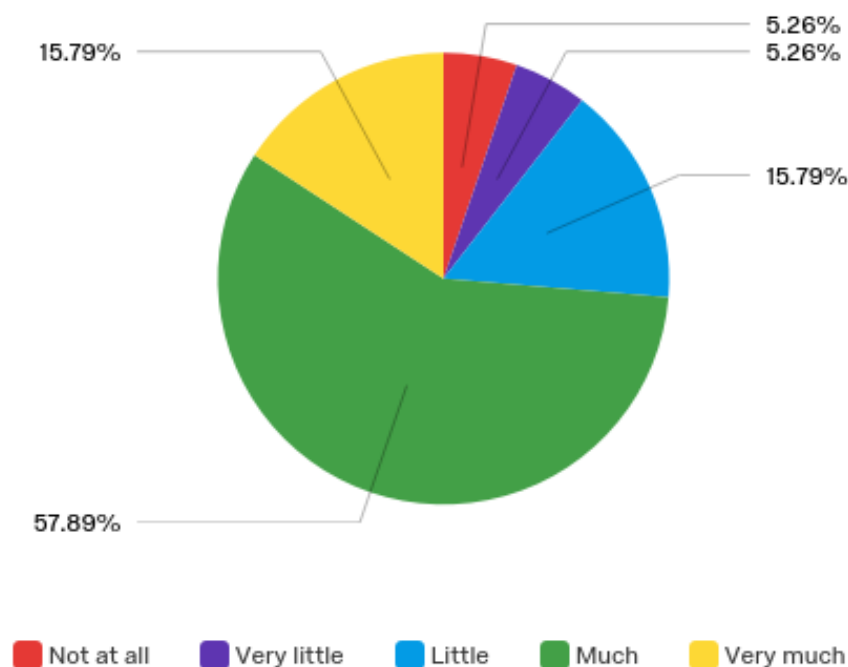
The above pie chart shows that majority of the respondents agree that DECP's activities improves their ability to develop new products and services for members, whilst a small portion feels that it was not that useful. Of the sample 32% responded very much, 47% much, 16% little and 5% very little.

The data shows that majority of respondents agree with the statement as 79% of respondents have positive feedback (Very much and much). The remaining 21% disagrees with the statement (Very little and little).

This demonstrates that DECP has to a large extent made significant progress from 2013 to 2016 in this area. However, there is still some room for improvement going forward.

The member country that received very little support was Tanzania.

## Q8.6 – The ability to innovate in working methods



The above pie chart shows that majority of the respondents agree that DECP's activities improves their ability to be more innovative in working methods, whilst a small portion feels that it was not useful at all. Of the sample 16% responded very much, 58% much, 16% little, 5% very little and 5% not at all.

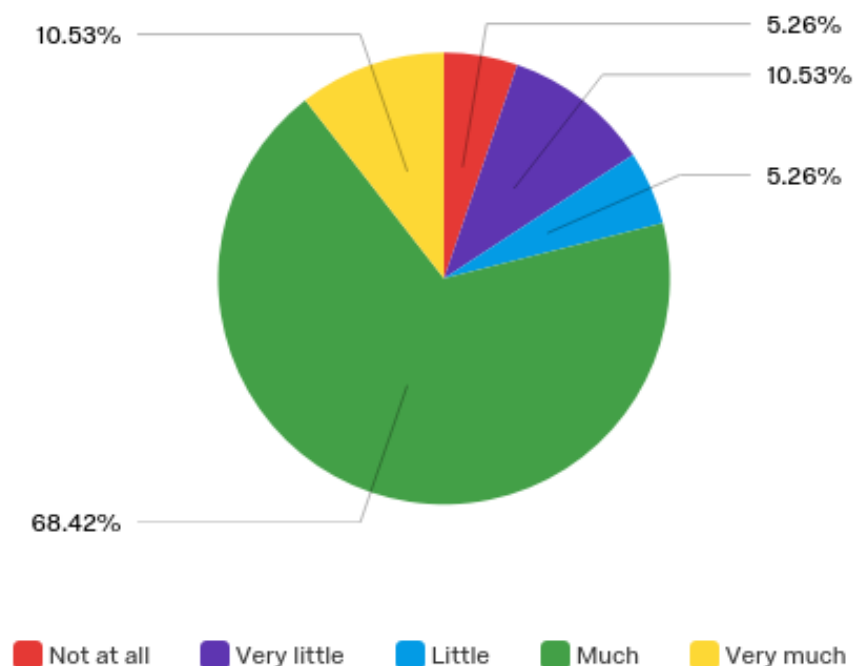
The data shows that majority of respondents agree with the statement as 74% of respondents have positive feedback (Very much and much). The remaining 26% disagrees with the statement (Very little, little and not at all).

This demonstrates that DECP has to a large extent made significant progress from 2013 to 2016 in this area. However, there is still some space for improvement going forward.

The member country that did not receive support in this programme was the Philippines and the member that received very little support Albania.



## Q8.7 – The quantity of relations with partners



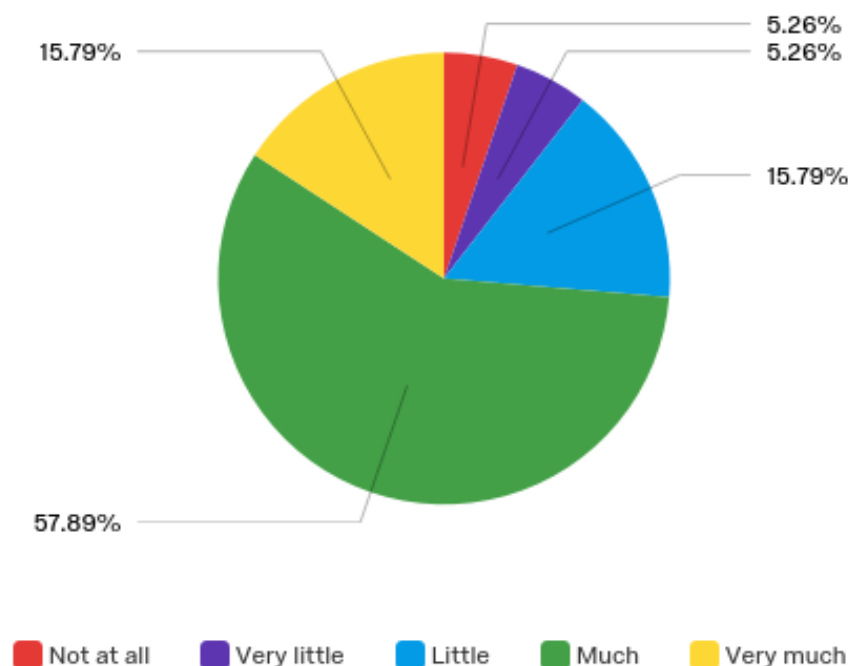
The above pie chart shows that majority of the respondents agree that DECP's activities improves the quantity of relations with partners, whilst a small portion feels that it was not useful at all. Of the sample 11% responded very much, 68% much, 5% little, 11% very little and 5% not at all.

The data shows that majority of respondents agree with the statement as 79% of respondents have positive feedback (Very much and much). The remaining 21% disagrees with the statement (Very little, little and not at all).

This demonstrates that DECP has to a large extent made significant progress from 2013 to 2016 in this area. However, there is still space for improvement going forward.

The member country that did not receive support in this programme was the Philippines and the members that received very little support were Burundi and Indonesia.

## Q8.8 – The quality of relations with partners



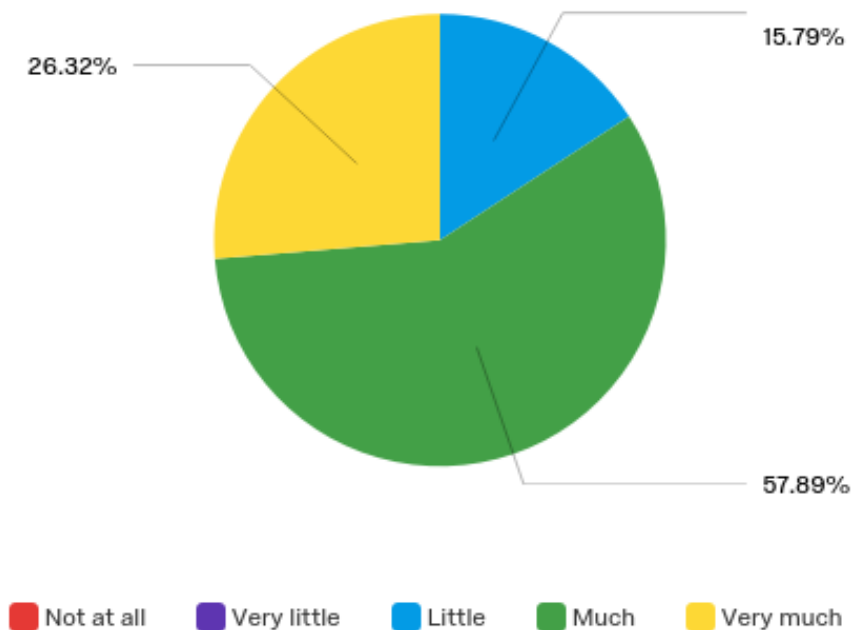
The above pie chart shows that majority of the respondents agree that DECP's activities improves the quality of relations with partners, whilst a small portion feels that it was not useful at all. Of the sample 16% responded very much, 58% much, 16% little, 5% very little and 5% not at all.

The data shows that majority of respondents agree with the statement as 74% of respondents have positive feedback (Very much and much). The remaining 26% disagrees with the statement (Very little, little and not at all).

This demonstrates that DECP has to a large extent made significant progress from 2013 to 2016 in this area. However, there is still some space for improvement going forward.

The member country that did not receive support in this programme was the Philippines and the member that received very little support was Indonesia.

## Q8.9 – The ability to exchange information within my organisation

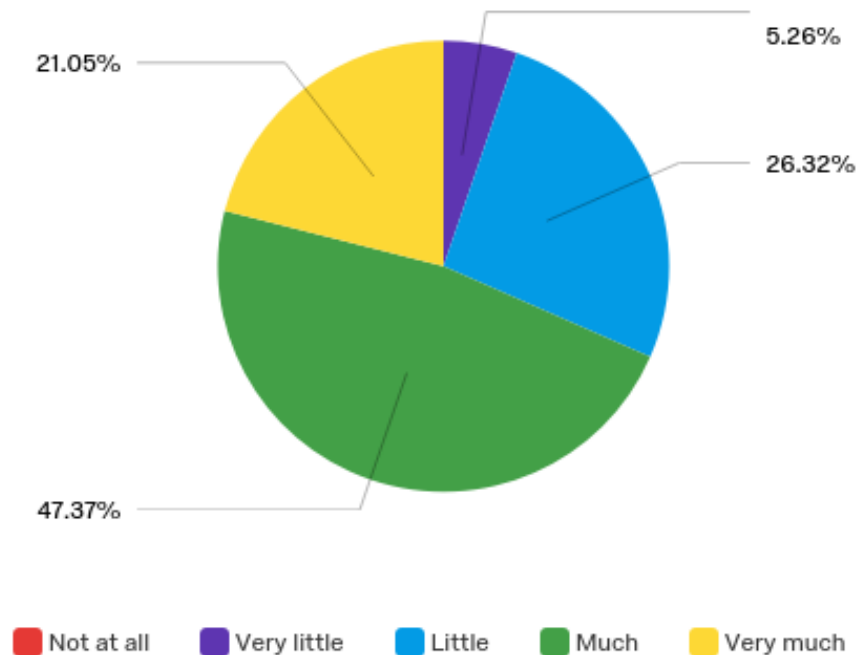


The above pie chart shows that majority of the respondents agree that DECP's activities improves their ability to exchange information within their respective organisations, whilst a small portion feels that it was not that useful. Of the sample 26% responded very much, 58% much and 16% little.

The data shows that majority of respondents agree with the statement as 84% of respondents have positive feedback (Very much and much). The remaining 16% disagrees with the statement (Little).

This demonstrates that DECP has to a large extent made significant progress from 2013 to 2016 in this area. However, there is still some space for improvement going forward.

## Q8.10 – Member satisfaction



The above pie chart shows that majority of the respondents agree that DECP's activities have satisfied members from 2013 to 2016, whilst a small portion feels that DECP's has satisfied their organisations to a small extent. Of the sample 21% responded very much, 47% much, 26% little and 6% very little.

The data shows that majority of respondents agree with the statement as 68% of respondents have positive feedback (Very much and much). The remaining 32% disagrees with the statement (Very little and little).

This demonstrates that DECP has to an extent made significant progress from 2013 to 2016 in this area. However, there is still much room for improvement going forward.

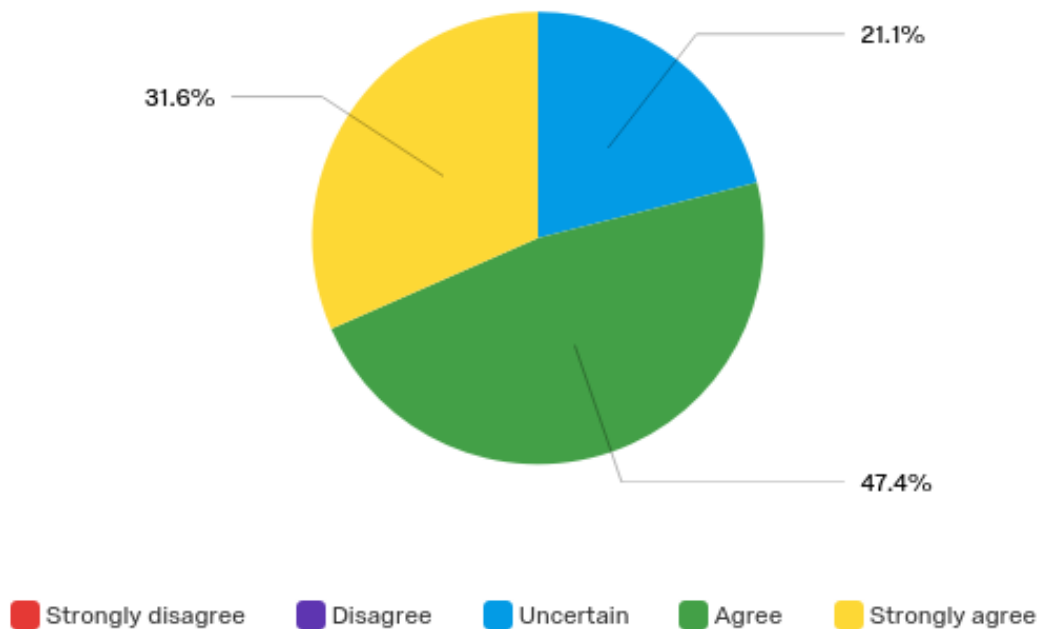
The member country that received very little support was Burundi.

## Overview - Question 8

It is important to note that this has been DECP's weakest area, as it has the greatest number of respondents that actually didn't gain much value between 2013 and 2016. This indicates that more attention has to be allocated to each organization in order to tailor make training programmes that better suit their ever evolving requirements.

## Q9 - To what extent do you agree with the following statements?

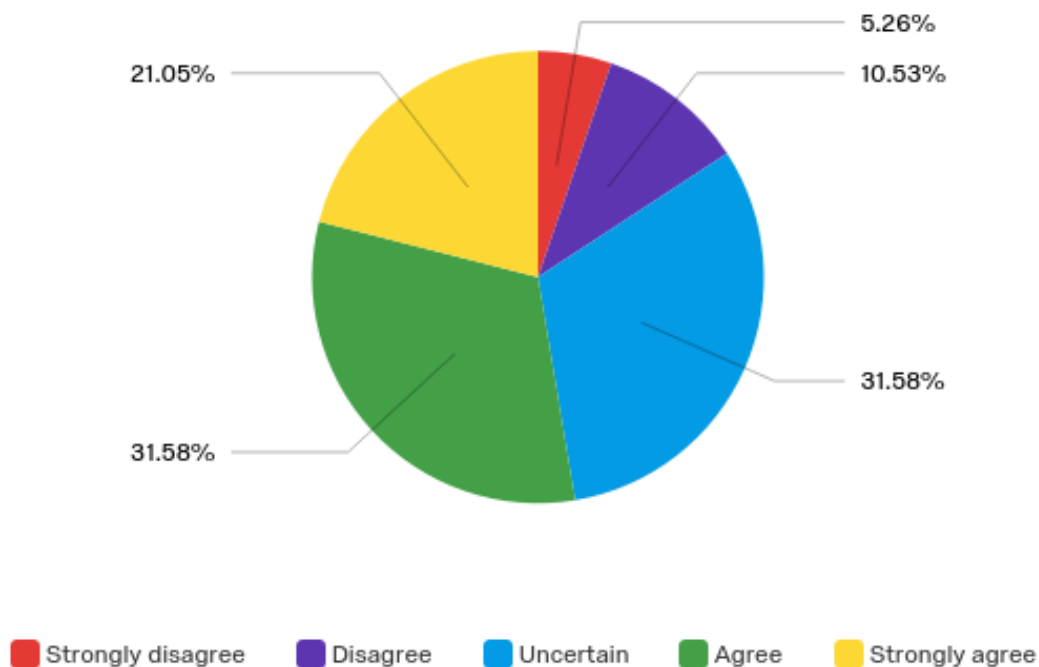
### Q9.1 – As a result of DECP-activities our staff is more capable to perform social dialogue



The above pie chart shows that majority of the respondents agree that DECP assists each member's staff to more effectively perform social dialogue. Of the sample 32% strongly agrees, 47% agrees and 21% are uncertain with the statement.

The data shows that majority of respondents agree with the statement as 79% of respondents have positive feedback (strongly agree and agree). The remaining 21% are uncertain, which indicates that a significant amount of members don't really know what value (if any) DECP adds to their ability to engage in social dialogue.

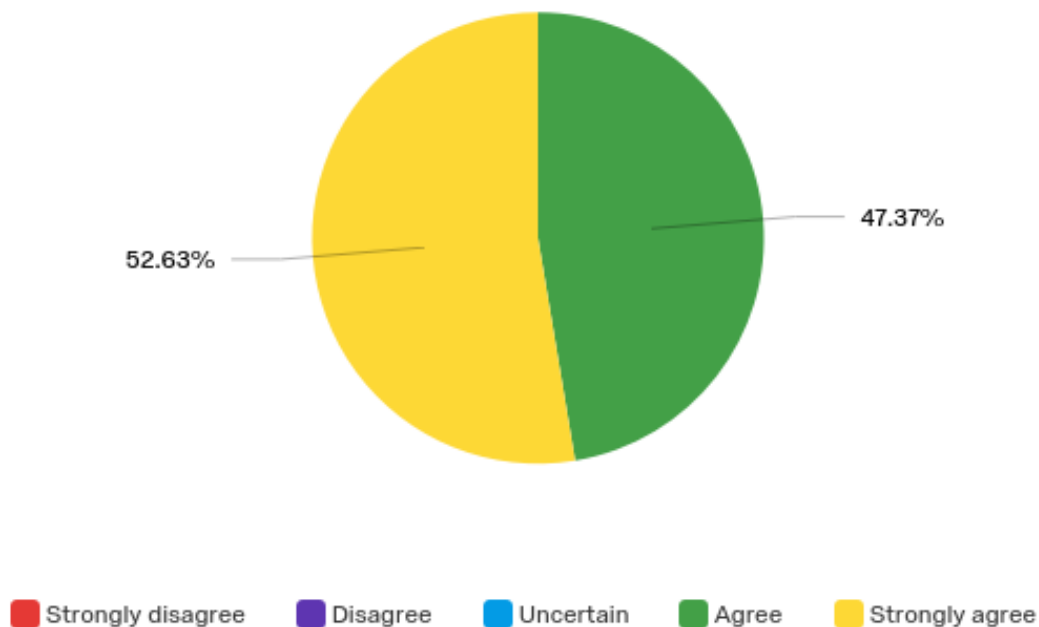
## Q9.2 – As a result of DECP-activities gender-equality is a topic in our strategic policy



The above pie chart shows that majority of the respondents agree that DECP's activities has instilled gender equality in strategic policy and a moderate number of respondents disagrees with this. Of the sample 21% strongly agrees, 32% agrees, 32% are uncertain, 10% disagree and 5% strongly disagree with this statement.

The data shows that a minor majority of respondents agree with the statement as 53% of respondents have positive feedback (strongly agree and agree). The remaining members are uncertain (32%) and in disagreement with the statement (15%), which indicates that a significant amount of members don't really know what value (if any) DECP adds to their gender equality initiatives and some also feel that it doesn't add any value.

## Q9.5 – Staff members who participated in DECP training sessions share their knowledge within the organisation



The above pie chart shows that all of the respondents agree that all members that participate in DECP programmes share their knowledge within their respective organization. Of the sample 53% strongly agrees and 47% agrees.

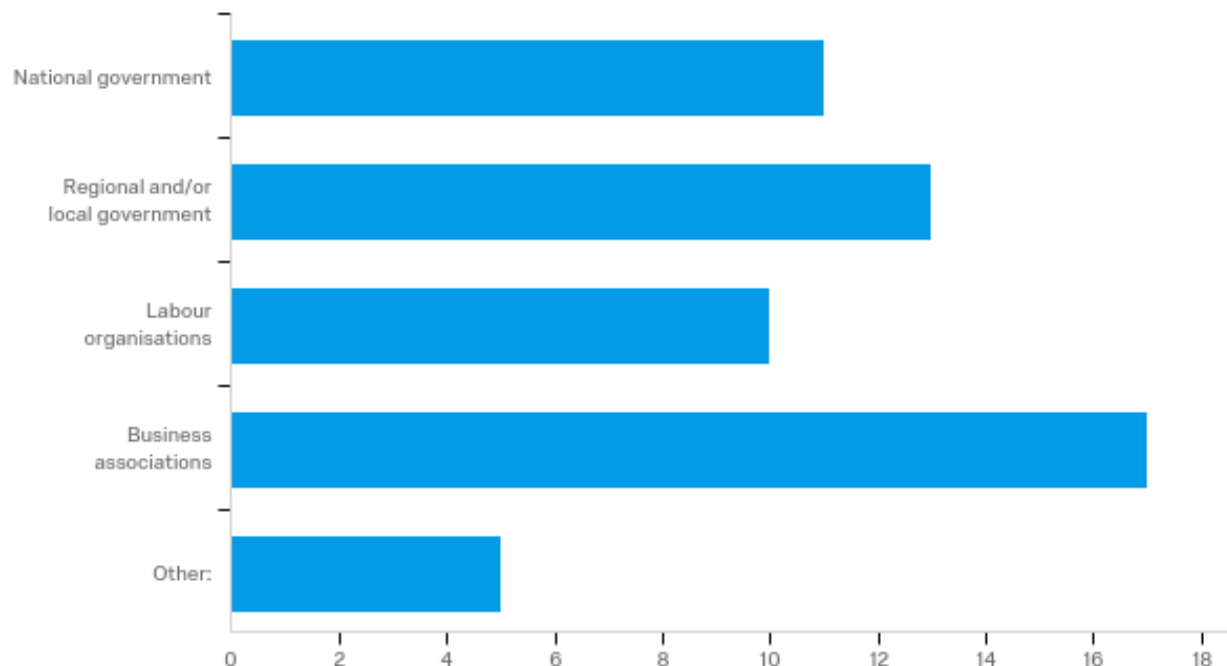
The data shows that all of respondents agree with the statement as 100% of respondents have positive feedback (strongly agree and agree).



## Overview - Question 9

The responses from Q9.5 reflects a very positive sign, as it shows that members understand that skills gained need to be shared in order to better improve their respective organisations as a whole. It is safe to assume that shared skills are valuable skills as one would not share knowledge that people already have.

## Q10 - Through DECP-activities our collaboration with the following stakeholders has improved:



Other:

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**Bolivia (Sucre):** En relación al punto 1 nuestra institución no ejecutó programas sobre dialogo social.

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**Albania:** IOE BusinessEurope FoodDrink Europe Regional Organizations

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**Burundi:** Social partners on national and regional level

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**Vietnam:** Member of VCCI

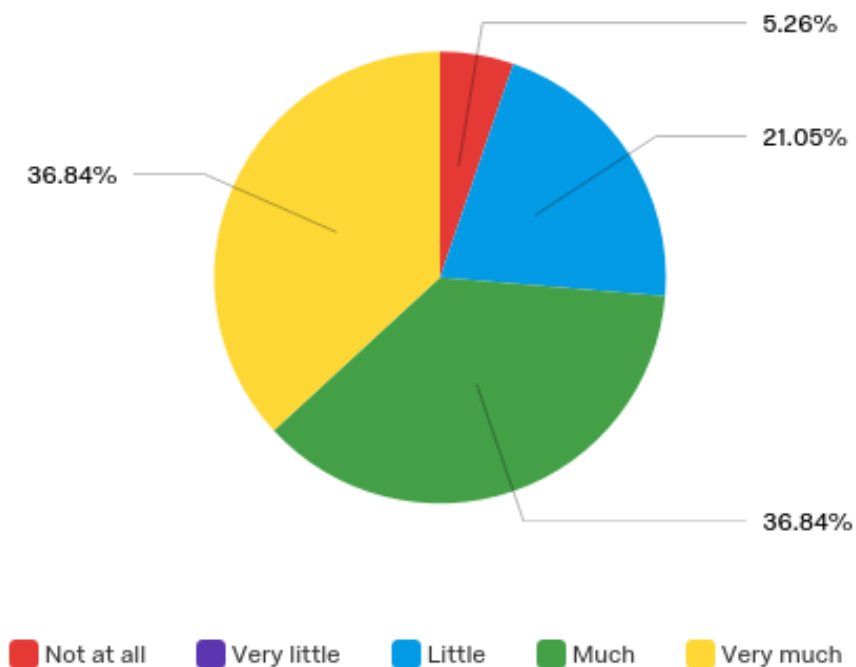
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**Uganda:** Media

The above graph depicts the number of organisations that have improved stakeholder collaboration due to DECP's activities. As can be seen from the graph, majority of respondents (10 and above) have seen improvement in working with the national government, regional and or local government, labour organisations and business associations.

The greatest impact has been with Business associations (17 respondents), followed by regional and or local government (13 respondents) and the national government (11 respondents). This shows us that DECP is vital to most organisations in the areas of business and politics, and improvement has to be made in assisting members in communicating to labour organisations and other relevant stakeholders (such as in media, social partners etc.)

## Q11 - What if the DECP programme did not exist? To what extent would this influence the effectiveness of your organisation?



The above pie chart shows that majority of the respondents agree that if DECP did not exist they would be less effective, whilst a small portion feels otherwise. Of the sample 37% responded very much, 37% much, 21% little and 5% not at all.

The data shows that majority of respondents agree with the statement as 74% of respondents have positive feedback (Very much and much). The remaining 26% disagrees with the statement (Little and not at all).

This demonstrates that DECP plays a key role in many of the members, though the few that feel otherwise.

## Q12 - What if the DECP programme did not exist? In what way would it influence the effectiveness of your organisation if DECP was to be terminated?

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**Bolivia (Sucre):** Existen proyectos que difícilmente podrían ser encarados sin la asistencia y soporte del DECP,, en consideración al apoyo con personal especializado y financiamiento que permite que nuestra institución puede realizar otros proyectos de mayor envergadura de los que los realiza sin el acompañamiento del DECP.

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**Pakistan:** The inspiration to our Board Members in implementing strategy and development may suffer. It will also influence the capacity building of our staff.

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**Tanzania:** We would lose a lot in terms of capacity building to ATE, Communication and Membership, Lobbying etc.

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**Bolivia (La Paz):** The support of DECP is important to promote many actions in the organization and without the support would not be carried out several activities

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**Indonesia:** Quality of the relationship between central board and local board of our organization

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**Suriname:** Since 2013 DECP service has been terminated, according to new management DECP should keep sending newsletters and once a year both organization should meet. As an alternative DECP should held symposium for the associated employer's organisations.

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**Philippines:** Our collaboration with DECP has only started. We have implemented just one activity at this point. But the on-going discussions offer so much hope to ECOP as the support of DECP will enable us to get into programs which we couldn't essentially undertake because of financial constraints if DECP is not around. The ideas and suggestions of the DECP consultant, Mr. Andrew Moore, are also very useful in refining and prioritizing our plans.

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**Macedonia:** We are sure that without help and support of DECP we could not achieve results and reputation at all.

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**Peru:** It is very important that DECP could keep their advice to us so it could help improve collective dialogue in Peru. We believe that DECP help is very much importance in this process. If DECP was to be terminated, it could affect the start and development of this Project in our country.

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**Albania:** BiznesAlbania is created through the assistance of DECP. As a consequence without DECP, I wonder if BiznesAlbania have been created.

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**Burundi:** Currently there is no ongoing activity supported by DECP even though it is one of our privileged partner. However, some times and to carry out certain activities in our agenda, we use DECP for fund. This means that if DECP was terminated some of our agenda should not be implemented. It is then impacts further to the quality of our effectiveness

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**Bolivia (Cochabamba):** Lack of financial support and advice.

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**Zambia:** The ZFE will have lost on a number of capacity building programmes and that will affect the effectiveness of the Zambia Federation of Employers in its service delivery to its members.

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**Kenya:** DECP has been very instrumental in building capacity of my staff to deliver results, if this support is withdrawn my staff will not have an opportunity to improve their skills to meet the emerging challenges.

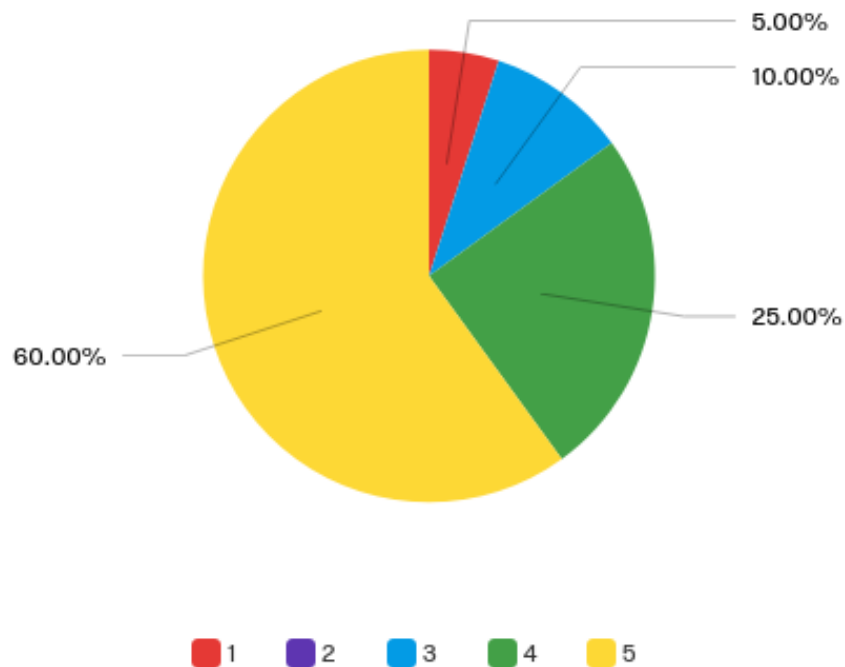
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**Uganda:** The capacity building initiatives would be adversely affected

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Only Suriname does not use DECP's services (due to termination from 2013), the rest of the organisations do use DECP to an extent and would be affected if DECP were to be terminated.

## Q13 - What is your overall appreciation of your partnership with DECP on a scale from 1 (very bad) to 5 (excellent)?



The above pie chart shows that majority of the respondents appreciate their partnership with DECP, whilst a small portion feels otherwise. Of the sample 60% responded with a 5 rating, 25% with a 4 rating, 10% with a 3 rating and 5% with a 1 rating.

The data shows that majority of respondents appreciate DECP as a partner as 85% of respondents have positive feedback (4 and 5 ratings), 10% is neutral (3 rating) and 5% does not appreciate DECP as a partner (1 rating).

This demonstrates that DECP is a crucial partner with majority of the members, though the few members don't feel this way.

## Q14 - Remarks and suggestions:

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**Bolivia (Sucre):** Como institución que ha venido realizando trabajo en una alianza de cooperación con el DECP, y la importancia del intercambio de experiencias con miembros del DECP, sugerimos puedan dar continuidad al trabajo de su prestigiosa institución en nuestro país Bolivia, y a nuestras organizaciones empresariales.

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**Bolivia (Santa Cruz):** El DECP aún no ha realizado actividades en el ámbito del Diálogo Social. Por ello, buena parte de esta encuesta no ha sido respondida adecuadamente. Con el DECP estamos trabajando en proyectos de poco impacto social. Lo deseable sería incursionar en otros ámbitos de mayor efecto social

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**Tanzania:** We will appreciate more and better cooperation with DECP especially in the area of helping coming up with new revenue generating services, improve on the existing services, Lobbying and Advocacy as well as Gender Audit Service.

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**Bolivia (La Paz):** It is important to continue with the support provided by DECP, it is suggested that negotiation topics for salary increase for workers in which the private company may participate. In Bolivia, the entrepreneur is not taken into account when defining wage levels.

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**Suriname:** Despite the fact that the Suriname Industry and Trade organization has developed itself with the assistance of the DECP very well, it would be advisable to have at least one meeting together to share common grounds and new developments and trends in the industrialized world

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**Philippines:** Some questions connote an advance stage of collaboration with DECP which is not true in the case of ECOP. We are certain that when the collaboration with DECP intensifies and reaches a critical point, the benefits which our organization will reap should prove valuable in making ECOP a more dynamic and effective business membership organization capable of enhancing its contribution in national development.

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**Macedonia:** DECP should continue its work. Although DECP will not continue in Macedonia the impact of DECP support and knowhow will contribute to BCM growth. Many other organisations directly and business community indirectly will benefit with DECP support.

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**Peru:** We suggest that DECP coordinate with the Peruvian Embassy in the Netherlands for the next steps.

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**Albania:** In fact we have had a strong assistance from DECP and Mr. Jean Marie Standaert who have advised us in all the steps of our increase especially in the beginning. . We have been satisfied with the cooperation. But, I regret to say that our organization is no more in the next projects of DECP.

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**Bolivia (Cochabamba):** DECP is the main strategic partner of our organisation (FEPC).

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**Cambodia:** We don't have many activities with DECP. Our partnership with DECP on case basis and not regular. So these answers may not represent well the effectiveness of DECP toward us. In overall, we appreciate their partnership and support when we need one.

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**Zambia:** DECP has been very instrumental in conducting capacity building programmes to staff in the Federation which have yielded results in the quality of service delivery and membership retention and growth. The DECP Project should continue as new staff entrants in the Federation will require training as labour turn over in EOs is high.

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**Kenya:** We remain grateful to DECP for its support

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**Uganda:** Great support

Out of the 14 respondents to this question, 6 organisations have expressed their gratitude for the support that DECP has provided and or continuous to provide to members, 1 (Albania) is no longer in need of DECP for future projects and the remaining 7 members have firm specific and microeconomic factors that require the attention of DECP in order to provide the utmost value to them.

## Conclusion

- Improving service delivery is where DECP performs the best overall (i.e. most useful service offering).
- It is also important to note that member satisfaction has been DECP's weakest area, as it has the greatest number of respondents that actually didn't gain much value between 2013 and 2016. This indicates that more attention has to be allocated to each organization in order to tailor make training programmes that better suit their ever evolving requirements.
- Only Suriname does not use DECP's services (due to termination from 2013), the rest of the organisations do use DECP to an extent and would be affected if DECP were to be terminated.
- (Albania) is no longer in need of DECP for future projects.
- Members understand that skills gained need to be shared in order to better improve their organisations as a whole. It is safe to assume that shared skills are valuable skills as one would not share knowledge that people already have, thus demonstrating that the DECP has aided all members to an extent.

## Annex 1: Sources

### 1.1 Respondents

Country	Name	Position	Email / phone
Albania	Koli Sinjari	Coordinator internat.relations	<a href="mailto:sinjarikoli@gmail.com">sinjarikoli@gmail.com</a>
Bolivia - Cochabamba	Alberto Arze B.	Director Ejecutivo	<a href="mailto:directorejecutivo@fepc.org.bo">directorejecutivo@fepc.org.bo</a>
Bolivia - Santa Cruz	Julio Kempff Suarez	Director Ejecutivo	<a href="mailto:empresarios@fepsc.org.bo">empresarios@fepsc.org.bo</a> <a href="mailto:juliokempff@hotmail.com">juliokempff@hotmail.com</a>
Bolivia - Chuquisaca	Cintia Castillo Salas	Gerente General	<a href="mailto:gerenciageneral@fepch.org">gerenciageneral@fepch.org</a>
Bolivia - La Paz	Soraya Fernandez	ex-Gerente General	<a href="mailto:soryfj2004@yahoo.com">soryfj2004@yahoo.com</a>
Burundi	Gaspard Nzisabira	Directeur Général	<a href="mailto:assoae64@yahoo.fr">assoae64@yahoo.fr</a> <a href="mailto:callixte_nkuru@yahoo.fr">callixte_nkuru@yahoo.fr</a>
Cambodja	Lor Sok	Secretary in Board of Directors	<a href="mailto:Lor.sok@sxhlaw.com">Lor.sok@sxhlaw.com</a>
	Ms Sophorn Yann	Assistant General Manager	<a href="mailto:assistant_gm@camfeba.com">assistant_gm@camfeba.com</a>
Indonesia	Paulus Agung Pampudhi	Executive Director	<a href="mailto:pambudhi@apindo.or.id">pambudhi@apindo.or.id</a>
	Hariyadi B. Sukamdani	Chairman	<a href="mailto:anie@apindo.or.id">anie@apindo.or.id</a>
Kenya	Jacqueline Mugo	Executive Director	<a href="mailto:fkehq@fke-kenya.org">fkehq@fke-kenya.org</a>
Macedonia	Mile Boskov	President	<a href="mailto:mb@bcm.mk">mb@bcm.mk</a>
Mongolia	Khuyagiin Ganbaatar	Executive Director	<a href="mailto:monef@magicnet.mn">monef@magicnet.mn</a>
	Zolboo Narantsogt	Director Foreign Affairs	<a href="mailto:zolboo@monef.mn">zolboo@monef.mn</a>
Pakistan	K.M. Nauman	President	<a href="mailto:khawaja.nauman@hotmail.com">khawaja.nauman@hotmail.com</a>
	Mr. Siddiqi	Secretary General	<a href="mailto:fks@efp.org.pk">fks@efp.org.pk</a>
Peru	José Naranjo Correa	Gerente General	<a href="mailto:jnaranjo@molitalia.com.pe">jnaranjo@molitalia.com.pe</a>
	Dante Carhuavilca Bonett	Director Economico	<a href="mailto:dcarhuavilca@sni.org.pe">dcarhuavilca@sni.org.pe</a>
Philippines	Jose Roland Moya	Sub-director	<a href="mailto:ramjo1961@yahoo.com">ramjo1961@yahoo.com</a>
Tanzania	Dr. Aggrey K. Mlimuka	Executive Director	<a href="mailto:amlimuka@yahoo.com">amlimuka@yahoo.com</a>
	Joyce A. Nangai	Head of Communications	<a href="mailto:nangai@ate.or.tz">nangai@ate.or.tz</a>
Vietnam	Nguyen Thi Tuyet Minh	Chairwoman VVEC	<a href="mailto:minhntt@vcci.com.vn">minhntt@vcci.com.vn</a>
	Mai Dieu Huyen	Manager VVEC	<a href="mailto:huyenmd@vcci.com.vn">huyenmd@vcci.com.vn</a>
Zambia	Harrington Chibanda	Executive Director	<a href="mailto:zfe@zamnet.zm">zfe@zamnet.zm</a> <a href="mailto:chibs19@yahoo.com">chibs19@yahoo.com</a>
			<a href="mailto:opiodouglas@gmail.com">opiodouglas@gmail.com</a>
Nicaragua	Juan Carlos Amador	Director	<a href="mailto:Gerencia.cenami@cadin.org.ni">Gerencia.cenami@cadin.org.ni</a>
	Roberto Solorzano	Dir Ejec	<a href="mailto:marioAmador@cable.net.com.ni">marioAmador@cable.net.com.ni</a>
Suriname	René van Essen	Ex-director	<a href="mailto:vanessen@sr.net">vanessen@sr.net</a>



## 1.2 Non-Respondents

Country	Name	Position	Email / phone
Armenia	Gagik Makaryan	General Director	rua@mail.am gak_mak@yahoo.com
Bolivia - Tarija	Horacio Aramayo Gonzalez	Gerente	haramayo@fept.org
Ghana	Alex Frimpong	Executive Director	yasareyeboa@gmail.com frimpongy@yahoo.com
		general e-mail:	gea@ghanaemployers.com
Malawi	Beyani Munthali	Executive Director	<a href="mailto:beyani.m@ecammw.com">beyani.m@ecammw.com</a> btmunthali@gmail.com
Moldova	Vladislav Caminschi	Director General	caminschi@cnpm.md
Bosnia	Alija-Remzo Baksic. Director		alija.baksic@gmail.com
Togo	Jacob Mondedji, Responsable des Affaires Economiques		mondedji.jacob@yahoo.fr